



## GEF / UNDP Project

# “Strengthening Management of the PA System to Better Conserve Endangered Species and their Habitats”

## Mid Term Review

## Final Report

June 18, 2019

**GEF ID:** 5089

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**Evaluation Period:** March - June 2019

**Country:** Mexico

**GEF Strategic Program:** **P1:** Sustainable financial management of PA; **P2:** Nature’s Last Stand: Expanding the Reach of the Global Protected Area Estate; **P3:** Preventing the Extinction of Know Threatened Species; **P10:** Integration of Biodiversity and Ecosystem Services into Development & Finance Planning.

**Project Executing Partner:** CONANP

**Project Implementing Partner:** UNDP

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## Acronyms and Abbreviations

1. BD Biodiversity
2. BR Biosphere Reserve
3. CBD Convention on Biological Diversity
4. CC Climate Change
5. CIRVA International Committee for the Recovery of the Vaquita Marina  
(for its acronym in Spanish)
6. CO Country Office (UNDP)
7. CONABIO National Commission for the Knowledge and Use of Biodiversity  
(for its acronym in Spanish)
8. CONAFOR National Forestry Commission (for its acronym in Spanish)
9. CONANP National Commission of Natural Protected Areas (for its acronym  
in Spanish)
10. CONAVIS Conservation and Sustainable Use of Wildlife (for its acronym in  
Spanish)
11. CP Conference of the Parties
12. CSO Civil Society Organizations
13. DAPA Directorate of Alternative Productive Activities (for its acronym in  
Spanish)
14. DCC Concertation and Coordination Directorate (for its acronym in  
Spanish)
15. DEPC Direction of Priority Species for Conservation (for its acronym in  
Spanish)
16. DES Direction of Evaluation and Follow-up (for its acronym in Spanish)
17. DFOR Regional Operation Strengthening Directorate (for its acronym in  
Spanish)
18. DGCD General Directorate of Conservation for Development (for its  
acronym in Spanish)
19. DGDIP General Directorate of Institutional Development and Promotion  
(for its acronym in Spanish)
20. DGOR General Direction of Regional Operation (for its acronym in  
Spanish)
21. DGVS General Directorate of Wildlife (for its acronym in Spanish)
22. DPM Direction in charge of Management Programs (for its acronym in  
Spanish)
23. EDGE Evolutionarily Distinct, Globally Endangered
24. EIA Environmental Impact Assessment
25. ENDESU Natural Spaces and Sustainable Development, A.C. (for its  
acronym in Spanish)
26. FE Final Evaluation
27. FMCN Mexican Fund for the Conservation of Nature, A.C. (for its acronym  
in Spanish)

28. GDI	Gender Inequality Index
29. GEF	Global Environment Facility
30. GIS	Geographic Information System
31. GoM	Government of Mexico
32. IAS	Invasive Alien Species
33. IUCN	International Union for the Conservation of Nature
34. LGEEPA	General Law of Ecological Balance and Protection of the Environment (for its acronym in Spanish)
35. LGVS	General Law of Wildlife (for its acronym in Spanish)
36. M&E	Monitoring and Evaluation
37. MNI	Modality of National Implementation
38. MTR	Mid Term Review
39. NDP	National Development Plan
40. NGO	Non-Governmental Organization
41. NOM	Official Mexican Standard (regulation) (for its acronym in Spanish)
42. NP	National Park
43. OAP	Annual Operating Program (s)
44. PA	Protected Area(s)
45. PACE	Species Conservation Action Program (s) (for its acronym in Spanish)
46. PES	Payments for Environmental Services
47. PNA	Protected Natural Areas
48. PROCER	Conservation of Species at Risk Program (for its acronym in Spanish)
49. PROCODES	Conservation Program for Sustainable Development (for its acronym in Spanish)
50. PROFEPA	Federal Attorney for Environmental Protection (for its acronym in Spanish)
51. RTA	Regional Technical Advisor (UNDP)
52. SADER	Ministry of Agriculture and Rural Development (for its acronym in Spanish)
53. SBM	National Strategy on Biodiversity of Mexico
54. SCT	Ministry of Communications and Transportation (for its acronym in Spanish)
55. SEDESOL	Ministry of Social Development (for its acronym in Spanish)
56. SEDUE	Secretariat of Urban Development and Ecology (for its acronym in Spanish)
57. SEMARNAT	Secretary of the Environment and Natural Resources (for its acronym in Spanish)
58. SENER	Secretary of Energy (for its acronym in Spanish)
59. SHCP	Secretariat of Finance and Public Credit (for its acronym in Spanish)

60. SINAP	National System of Protected Areas (for its acronym in Spanish)
61. SRE	Secretary of Foreign Relations (for its acronym in Spanish)
62. SRF	Strategic Results Framework
63. ST	Sanctuary
64. TNC	The Nature Conservancy
65. UCR	Regional Coordination Unit (for its acronym in Spanish)
66. UMA	Unit (s) of Management for the Conservation of Wildlife (for its acronym in Spanish)
67. UN	United Nations
68. UNDAF	United Nations Development Assistance Framework
69. UNDP	United Nations Development Program
70. UNEP	United Nations Environment Program
71. WB	World Bank
72. WWF	World Wide Fund for Nature

## Project Information

<b>Title of the project: <i>Strengthening Management of the PA System to Better Conserve Endangered Species and their Habitats</i></b>			
UNDP project number (PIMS #)	4956	Date of approval of the PIF	January 2013
Project number GEF	4771	Date of endorsement by the GEF	15/08/2012
# Project (ATLAS) # Award (ATLAS)	00083944	Signature of the Project Document (PRODOC) (start date of the project)	January, 2016
Country	Mexico	Date of recruitment of the Project Coordinator	13/06/2018 (last coordinator)
Region		Start Workshop Date	June 13 and 14, 2017
Focal area	Biodiversity	End date of the Mid Term Evaluation	June 18, 2019
Strategic Objective of the GEF Focal Area 5	<i>Obj. 2: Incorporate the conservation of biodiversity and sustainable use in landscapes and productive land and marine sectors</i>	Date originally scheduled for the closure of the project based on the PRODOC signed by National Commissioner of CONANP on January 6, 2016.	January, 2021
Trust fund (GEF, LDCF, SCCF, NIPF)	GEF		
Executing Agency / Implementing Agency	CONANP / UNDP		
Project financing	<i>Ratification of the CEO (USD) 5,525,114</i>		



## **1 Executive Summary**

- 1 The overall objective of MTR is to provide recommendations based in evidence to contribute to the achievement of results raised by the project and seeks to ensure that instruments and capabilities are established to ensure the effective and sustainable functioning of 21 APs conservation of 14 priority species at risk.
- 2 This evaluation was carried out in accordance with the guidelines, standards and procedures established by UNDP and the GEF as reflected in the UNDP's Evaluation Guide for GEF-funded projects and had close involvement with the GoM, including UNDP's country office, UCP, CONANP, SEMARNAT, CONABIO, ENDESU, A.C., FMCN A.C. and persons linked to the actions developed at intervention sites.
- 3 Overall, the assessment of the project is Moderately Unsatisfactory (MU), because although various activities have been carried out to increase the effectiveness of APs to contribute to the conservation of species at risk, progress so far remains below the percentage of improvement that should be observed during the mid-term review. In some project indicators, there has been greater progress than in others, attributable to the project's management and the initial development of the PNA, coupled with the synergistic and cumulative effects of other cooperation projects and resources such as PROCER. It is considered MU, therefore, with the rest of the project's lifetime, most of the results are expected to be achieved, although significant deficiencies may arise.
- 4 As for the design, it is considered to broadly reflect existing priorities at federal PNA and at the species level. However, there were implications that led to a setback in the initial understanding and initial spirit with which the project was formulated. The formulation and negotiation times of the project were very long. In addition, the project was designed in a political and institutional context that no longer exists, so the challenges are greater, but they also open windows of opportunity that allow to add value and ensure important leaps in terms of consolidation and strengthening of the PNA.
- 5 While the project can generally be considered ambitious in relation to the scope and coverage of species and PNA, it was also insufficient, particularly regarding Component 1 (C1) and certain specific targets of Component 2 (C2). Moreover, in general terms, the indicators do not meet SMART criteria, which has a point that they are relatively ambiguous, difficult to measure and do not adequately reflect the objectives set.

- 6 Regarding the implementation of the project, it is considered that it has been unbalanced showing significantly greater progress in C2, because there are indicators that have received greater attention and are closer to meeting the objectives of the project than others. On the other hand, the project has been dragging a serious delay and in addition to this, there was no evidence of leadership in terms of strategic orientation and mobilization of the workforce in fulfilling the objectives of the project in the first two years. This is partly because of the key personnel changes over whom the management of the project and the UCP's staff changes. This instability has led to confusion regarding the objectives and strategies of the project, as well as the roles, scopes and responsibilities of each partner causing mistrust among the responsible institutions and infringing in the micro-management, conflicts related to eligible expenses and widespread slowness of processes.
- 7 As of June 2018, the UCP under the leadership of a new coordinator has played a role in mediation and conflict resolution, which rescued the project from the stalemate in which it was located, significantly improving the execution of the project with the participation, accompaniment and willingness of the partners.
- 8 Regarding the progress in achieving results, it was evaluated based on the actions implemented and the fulfilment of the targets set out in the indicators. Regards to Result 1, established frameworks at the system level to support the conservation of species in risk, there is a 30% advance. This result considers key decision-making aspects such as the consolidation of a National Monitoring System (NMS), which sees significant progress as a result of joint work with CONANP (Regional Directions, PNA involved, DEPC – and the UCP as a nested part within the same DEPC – and DES), as well as collaboration with CONABIO; however, the Comprehensive Risk Species Information System (SIIER) leads a significant development progress and responds to CONANP's needs relating to the species and to the fulfilment in the PRODOC's MRE, it cannot yet be considered as a national monitoring system; Likewise, actions were just initiated in order to nest the current platform in CONANP's monitoring system. Indicator 2 referring to the normative part has not shown progress. The indicator on the capacity building shows a real progress level of 30% for 22 PNA because the observed increase is the result of improvement levels only in some APs although, in most of them, capacity development remains unchanged.
- 9 On the other hand, result 1 includes the establishment of a financial framework (FONCER); although it was created in 2016, it is not yet operating and there is no sustainable or timely financial availability that was sought with its creation.

- 10 With regards to result 2, "Protected Areas are effectively managed for the conservation of selected species at risk", there is further progress compared to result in 1. However, it has also presented difficulties not only in progress towards achieving the results but also in how to measure potential progress.
- 11 This result involves reducing threats to species at risk through the implementation of selected management strategies (E.G.), improved coverage of conservation sites and increasing community participation in the regulation and management of PNA. In general terms, the greatest contribution has been due to the increase in the area of added hectares, both by various conservation schemes and by the areas in which habitat improvement/restoration actions are carried out, covering an area of 262,872.52 at present, which has been partly thanks to the communities participation through participation committees; however, there does not yet appear to be standardization in the use of methodologies for field actions, and although are reported, 133 Community committees that are currently active and operating, it is not known in all cases how effective their collaboration has been in terms of appropriation of the project and impact on fieldwork, nor on the formation of networks of participation. E.G. has been implemented in all APs for all species with a 78.3% advance (47 E.G.P of 60 for 14 species in 21 APs), but it is still unevicenced that their execution has reduced and at what level, threats to the species. Nor is there a Communication Strategy, that aims, among other things, to disseminate the project's achievements.
- 12 With reference to Financial Execution, there has been sub-exercise of resources. As of December 2018, around USD 3 million had been implemented (considering USD 1 million for the consolidation of FONCER, which is not reported in the CORs) equivalent to 55% of the total resources available. Most of the resources have been allocated to Component 1, to date about USD 1.53 million has been implemented, 79% of the total available for this Component. In the case of Component 2 USD 0.85 million has been implemented, equivalent to 31% of resources available, almost 90% of this expenditure was implemented in 2018.
- 13 Most of the expenses have been for individual contractual services; however, contractual services with companies have been exceeded compared to what was planned in the PRODOC. It has been noted in the analysis, which is from 2018 that the project began to consolidate, with which the budget execution increased substantially to USD 1.2 million vs USD 1.5 million (including FONCER million), USD 247.879 of 2016 and 2017 respectively.

- 14 The co-financing report including GEF funds and partner counterparties is currently estimated at USD 89,700,134, having exceeded just over double the total investment planned for project execution.
- 15 Regarding effectiveness, it can be observed that after practically 65% of the implementation period lapsed, the reported compliance performance of its impact indicators of both Components is similar (Component 1: 44%; Component 2: 47%). Of the efficiency, Component 1 shows poor performance, this is how despite having executed 79% of the planned resources has achieved only a 44% performance in achieving its indicators. In the case of Component 2, it can be observed that despite having executed 31% of the budgeted values its performance has reached 49% in the achievement of its indicators. Likewise, the project resources have not been opportune, they did not reach the APs at the most appropriate times, according to biological characteristics and needs in the field. The project has a period of less than 2 years to effectively carry out the remaining budget, and according to the multi-year planning is expected to meet this objective. Component 2 shows that 69% of the total budgeted and 21% for Component1 are pending to be executed.
- 16 Regarding the results and impact, the overall impact of the project so far, based on the four impact indicators described in the MRE, shows that no adequate progress is being made in achieving the goals. Actual progress is very low (less than 36%, on average of the 4 indicators, for half the period), which may be since the project has progressed very slowly as a result of the various conflicts encountered in the implementation of the project. Three years into implementing the project, it is denoted an impossibility to show impacts, considering that execution is largely recent, and it is, therefore, difficult to verify the additionality of the GEF funds.
- 17 Monitoring and follow up, it can be said that it has been inefficient because although there are several regular meetings with the JP, as well as reports that respect established deadlines, the information not clearly systematized its quality, relevance and impact on the achievement of the objectives to be evaluated. There is also no support in the UCP of an M&E. The main deficiency is that the indicators are not always adequate to allow proper monitoring of all activities and there are no medium-term goals. In terms of evaluation, there have also been delays such as this MTR that was due to be carried out in mid-2018 and there are no financial audits for 2017 and 2018. As for the GEF monitoring tools (TT), in all cases the tools have been updated, however, the results did not show significant progress.
- 18 In terms of sustainability, at the evaluation time, the project does not have an exit strategy, both at the central level and the PNA. There is a high level of uncertainty

with reference to the 14 species and 21 PNA once the project is completed. This uncertainty is increased by the cut in the fiscal budget; the low nesting of the products of the various components in CONANP and the bodies involved, mainly C1; the poor communication between partners and the lack of various government and private agencies that could be a window of opportunity for sustainability in the medium and long term.

- 19 From the previous analysis, 11 conclusions and 24 recommendations, including general recommendations for C1 and C2, are detached.

## 2 MTE Valuations and Achievements Summary Table

Parameter	MTE rating	Description of achievement
<b>Progress in achieving results</b>	Objective Valuation: MU	Of the four target indicators, none get over 50% advance. The progress so far remains below what should be observed in the middle of the period.  Various activities have been implemented to increase the effectiveness of APs, addressing staff, equipment and resource gaps to fund community participation in APs. However, this support has been most evident in the last year of project implementation so now it is too soon to see it reflected in concrete results or in a programmatic approach.
	Result 1: Consolidated frameworks at the system level to support the conservation of species at risk  Valuation I	This result shows the least progress and the highest default risk. The component lacks clear leadership and strategic orientation to allow it to navigate the difficulties in which it finds itself. As for its products, the most advanced and with the highest compliance perspective is the National Monitoring System, with concrete progress in the consolidation of a database of the species and the monitoring platform. As for the Biodiversity Law, no progress or alternatives are recorded now, although necessary technical assistance will be hired, it is a product whose success is beyond the scope and capacity of the project. In relation to capacity building, only 30% of APs (6 out of 22) show progress. FONCER has been constituted but is not in operation and it has not managed to specify 50% of the provided patrimonial contribution.
	Result 2: Protected Areas are effectively managed for the conservation of selected species at risk  Valuation: MU	This Result shows a better performance, its products would be aimed at covering a large part of the results, although with some gaps due to the time lost during the first stage of implementation. The big challenge is sustainability, which requires quality in implementation within the framework of an exit strategy.  Some gaps identified by APs have been covered, but it is still too early to evaluate how these resources effectively effect on improving the efficiency and quality management of species at risk in APs. Management has been strengthened from a broad perspective, and it is quite possible that the project will achieve its goals related to the expansion and creation of new conservation units. Specific activities are reported with local communities, such as meetings and reactivation events of local committees for the conservation of the species at risk.
<b>Execution and adaptive management</b>	MU	Implementation has been affected by the instability of the authorities and UCP, presenting long periods of low execution and high conflict between partners. As of June 2018, there is a greater adaptive capacity to solve management, technical and governance aspects of the project.
<b>Relevance</b>	R	The project has a high pertinence and relevance in the national context, responds to institutional priorities and policy guidelines. It is a pioneering project for the country and for the region, it serves a great aspiration of the stakeholders related to wildlife management and, those related to the species at risk.

<b>Sustainability</b>	I	At the time of evaluation, the project does not have an exit strategy, both at the central level and in the PNA. There is high uncertainty regarding the future of 14 species, 21 PNA and all activities that have been initiated, once the project is completed. This uncertainty regarding the sustainability prospects is compounded by the cut in the fiscal budget.
<b>Impact</b>	M	Considering that most of the implementation is relatively recent, it is not possible to verify the expected impact. Possibly the biggest impact that is registered now is to maintain programs that with the fiscal adjustment would have disappeared or affected significantly in some APs. However, this achievement is achieved by using the GEF resources to replace rather than complement fiscal expenditure.

### Rating scale

<b>Results Advance and Adaptive Management Qualifications:</b>	<b>Sustainability</b>	<b>Relevance</b>
6: Highly Satisfactory (HS): It is expected to achieve or exceed the objectives / outcomes set for the end of the project without major shortcomings. Progress towards achieving the objectives / results can be presented as a "good practice".	4. Likely (P): Insignificant risks for sustainability.	2. Relevant (R)
5: Satisfactory (S): It is expected to achieve most of the objectives / results set for the end of the project with only minor deficiencies.	3. Somewhat likely (AP): moderate risks	1. Not Relevant (NR).
4: Moderately Satisfactory (MS): It is expected to achieve most of the objectives / results established for the end of the Project, but with significant deficiencies.	2. Somewhat unlikely (AI): Significant risks.	
3. Moderately Unsatisfactory (MU): It is expected to achieve most of the objectives / results established for the end of the Project with important shortcomings.	1. Unlikely (I): Serious risks	
2. Unsatisfactory (U): It is not expected to achieve most of the objectives / results established by the end of the Project.	<b>Impact Ratings</b>	
	3. Significant (S)	
	2. Moderate (M)	
1. Highly Unsatisfactory (HU) It is not expected to achieve most of the objectives / results established by the end of the Project.	1. Negligible (I)	

### **3 Introduction**

#### **3.1 Objective**

The general objective of the Mid-Term Review (MTR) is to provide recommendations based on evidence to contribute to the achievement of results proposed by the project.

The following are the specific objectives of the evaluation:

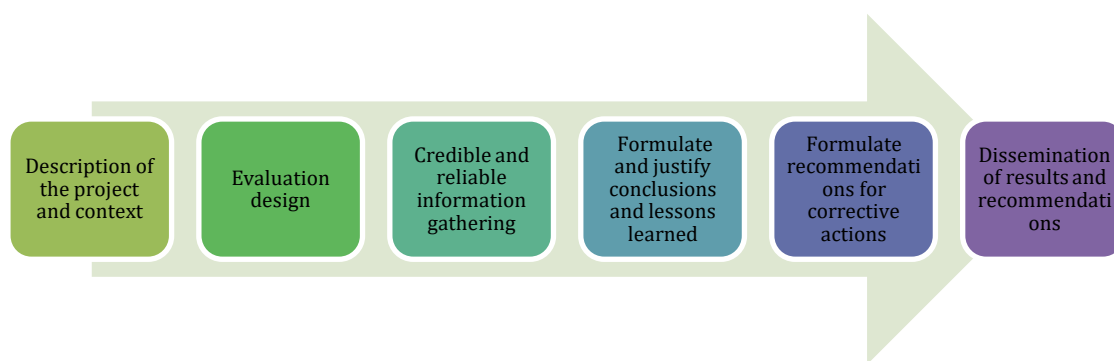
1. Explain the level of progress towards the achievement of intermediate goals, based on the analysis of results, the implementation strategy designed and the execution of its activities.
2. Evaluate the management of the project, from the analysis of its management procedures, monitoring and evaluation systems, information and internal and external communication, institutional arrangement.
3. Analyze the possibilities that the impact of the project is sustainable beyond its completion, from the identification and weighting of the external and internal factors limiting and stimulating.
4. Provide recommendations to improve the implementation of the project, based on the identification of best practices and learning opportunities.

#### **3.2 Scope and Methodology**

- 1 The evaluation was developed by José Galindo, as an international consultant, and by Margarita García as a national consultant. The MTR was developed during the period between March and April 2019. The methodology used for this document is aimed at achieving the objectives defined for the Mid Term Review in its Terms of Reference - ToR (Annex 1). During the process there was an active relationship and interaction between the consultants, the UNDP Offices in Mexico, the Project team or the PCU, the CONANP (central offices and PNA), SEMARNAT, CONABIO and other partners, in order to expedite the evaluation process and enable timely feedback of the findings.
- 2 The mid-term evaluation was guided by the guidelines defined in the Guide for the Implementation of the Mid-Term Review of the UNDP and its four established objectives, to be implemented in a six-step process.



**Figure 1 Steps to conduct the Mid-Term Evaluation**



- 3 At all times, the consultancy used a participatory and inclusive approach, based on data derived from programmatic, financial and monitoring documents, and a reasonable level of direct participation of interested parties through interviews, meetings - workshop and review of the documents generated in this evaluation.
- 4 Initially, on March 12, the start-up meeting was carried out via Skype, the objective was the presentation of the consultants to UNDP and the Project team, as well as the definition of delivery times and coordination mechanisms between the consultants and the designated counterparts. The meeting defined communication channels, direct supervision of the consultancy and coordination of information delivery, product delivery and mission organization.
- 5 Regarding to the quality of the involvement process, it should be noted that the selection of the people who participated in interviews and focus groups was adequate, it is technicians and field officers, authorities and informants who keep the memory of the processes and They were able to share information and perceptions about the Project. The process of involvement of the actors in the evaluation was enriched by the participation of other key stakeholders of the Project, including the Regional Technical Advisor - RTA, in the inception meeting at the beginning of the mission and in the presentation of the results of the mission; however, his participation in these spaces was partially counted.

### **Documentation Review**

- 6 The review of the documentation delivered by the contracting party, which includes the Project Document (Prodoc), various progress reports, budget reviews, substantive Project reports made by external consultants, national strategic and legal documents, and others, was carried out. Documents raised in relation to the Project (Annex 2).
- 7 On the basis of the review, a detailed description of the Project was made, covering the identification of the problem, the established objectives, components

and their respective activities. Subsequently, an evaluation framework was established that combines the guidance questions for the five key evaluation criteria (relevance, efficiency, impact, effectiveness and sustainability) and the performance evaluation categories of the Project (formulation and design, execution, results, monitoring and evaluation).

### **Mission: information gathering, interviews and field visits**

- 8 The evaluation mission was carried out between March 26 and April 6 (Annex 3). This allowed the consultant team to have a better overview of the context of the Project. In addition, through the field visit, the consultants were able to demonstrate the activities carried out so far, also made direct contact with the most representative actors in the implementation of the Project and received first-hand testimonies on the advances and barriers encountered so far.
- 9 During the mission, three information gathering methods were applied, on the one hand semi-structured interviews were carried out based on the guide of questions presented in Annex 4; secondly, visits to the Project execution sites were made; and finally, work was done with focus groups. The consultant's work schedule is presented in Annex 3.
- 10 A total of 22 interviews were conducted with authorities, implementing partners, Project team, donors, other related projects and relevant actors participating in the framework of the Project intervention (Annex 5). Each interview had an average duration of one hour, and were carried out individually or in pairs (for example, PA Director-Field Officer), thus ensuring the confidentiality of the answers provided by the interviewees.

### **End of Mission - Presentation of Findings**

- 11 The information collected and analyzed was presented to the Project Team, representatives of CONANP and UNDP Mexico. At the end, their feedback was obtained, which facilitated the formulation and justification of conclusions and recommendations, which in turn fed the definition of recommendations for the Project and for similar future projects.

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- 12 The information gathered from the different sources of information was organized and codified by topic. To ensure the credibility and validity of the findings, judgments and conclusions that will be presented, the consultant used triangulation techniques, which consist of crossing the information obtained.

- 13 Each Outcome and phase of the Project was evaluated according to the categories established in the Terms of Reference: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory and Highly Unsatisfactory.
- 14 Based on the results obtained, the consultant formulated several recommendations of a technical and practical nature, which reflect a realistic understanding of the Project's achievements. The Mid-Term Review of the Project was applied to the development and implementation until the moment of the Project for the four categories of progress:
- **Project Strategy:** Formulation of the Project including the logical framework, assumptions, risks, indicators, budget, country context, national ownership, participation of design actors, replicability, among others.
  - **Progress in the achievement of results:** focus on implementation, participation of stakeholders, quality of execution by each institution involved and, in general, financial planning, monitoring and evaluation during implementation.
  - **Execution of the Project and Adaptive Management:** identification of the challenges and proposal of the additional measures to promote a more efficient and effective execution. The aspects evaluated will be: management mechanisms, work planning, financing and co-financing, monitoring and evaluation systems at the Project level, stakeholder involvement, information and communication.
  - **Sustainability:** In general, sustainability is understood as the probability that the benefits of the Project will last in time after its completion. Consequently, the Mid-Term Sustainability Assessment examines the likely risks that the Project faces so that the results will continue when the project ends.

#### 4 Project Description

- 1 The project was born as a need to guarantee a better management of the PNA in order to increase its effectiveness in the conservation of species at risk, which implies a strategic expansion in the PA system, through other conservation schemes; the management of critical habitats in the landscape as buffer areas through the establishment of a management framework; and the involvement of

stakeholders: the private sector and communities to participate in the management.

- 2 The Project is based on the achievements of PROCER, and seeks to ensure that instruments and capacities are established to ensure the effective and sustainable operation of 21 PAs with respect to the conservation of priority species at risk. The key aspects on which the Project focuses, to achieve this effectiveness and sustainability, are:
  - i. An ecosystem and landscape approach to the design, planning and management of PAs;
  - ii. The participation of local communities in the management of the species at risk and their habitat;
  - iii. Financial sustainability.
- 3 The 21 APs were selected based on several criteria. One of them was the conservation of 14 priority species at risk of extinction, which were selected from among the more than 2,000 that are included in the list of species at risk in the country (NOM-059-SEMARNAT-2010). All, except one, are on the IUCN Red List. On this basis and also considering unique and critical habitats, the Upper Gulf of California and Colorado River Delta Biosphere Reserve and the Sierra de San Pedro Mártir National Park, home of the endemic Vaquita and the Condor of California, respectively, were selected. The prioritization made by groups of experts for species such as the Mexican Wolf, the Jaguar, the Golden Eagle and the Tapir was crucial for the selection of the site. For each sea turtle species, the number of females on the nesting beaches, as well as the previous conservation and monitoring efforts were decisive. For the Baja California Pronghorn, Golden Eagle, Mexican Wolf, Jaguar and Tapir, criteria such as habitat availability, previous monitoring efforts, work with local communities and critical conflict with livestock were considered. The presence (and current use) of nests was another criterion used for the Golden Eagle.
- 4 The possibility of reinforcing the work done in federal protected areas located in the vicinity of state and private protected areas was a transversal factor that was also considered. In the particular case of Cedros Island Mule Deer, Isla Cedros, which since December 2016 belongs to the PNA Biosphere Reserve of the Islas del Pacífico de la Península de Baja California, conservation efforts have been carried out in close collaboration with the PA personnel of Protection of Flora y Fauna Valle de los Cirios, a site also previously selected for the Baja California Pronghorn. PRODOC mentions that another transversal criterion was the viability of the proposed conservation actions, taking into account factors that range from

the collaborative climate within the personnel of the PNAs to the security problems derived from organized criminal activities in certain areas.

- 5 The project objective is to increase the effectiveness of PAs in Mexico to contribute to the conservation of endangered species. To achieve this, the project will pursue two main outcomes:

#### **4.1 System level frameworks for operational and financial planning and management consolidated to support the conservation of endangered species**

- 1 This result is made up of 2 Outputs: i) Adaptive-management framework to guide cost-effective implementation of endangered species conservation, with a consolidated ecosystemic vision; y ii) Financial framework established to provide sustainable and opportune availability of funds for actions for the conservation of endangered species, through the launch of a revolving fund (the Fund for the Conservation of Endangered Species, FONCER).

#### **4.2 PAs and adjoining priority conservation areas are managed effectively at field level for the conservation of endangered species**

- 1 The second result consists of 3 Outputs: i) Strengthened operational capacities at the level of specific PAs for the conservation of endangered species ensure the effective combat of threats and the application of corresponding management strategies; ii) Improved PA coverage and ecosystem connectivity; y, iii) Local communities involved in the management and conservation of endangered species and their habitat.
- 2 The Project was established between the GoM and the Global Environment Facility (GEF) as a full-size project under the modality of national implementation by the United Nations Development Program (UNDP). Thus, in October 2015 CONANP-SRE-UNDP signed the Project Document (PRODOC) with the amendment of the new CONANP National Commissioner, who signed in January 2016. In addition, for the operation of the project, the agreement was signed. agreement between the CONANP and the partners responsible for the project: Natural Spaces and Sustainable Development AC (ENDESU) and the Mexican Fund for the Conservation of Nature, A. C. (FMCN). The total budget of the Project is USD 37,375,114, with a co-financing of USD 5,525,114 by the GEF.

## **5 Findings from the evaluation**

This chapter presents the main findings of the evaluation, based on the review of the information received, as well as the interviews, meetings and feedback received during the mission. The analysis refers in general terms to the project, understood as the executing partner to CONANP, and UNDP as an implementing agency, and the different spaces constituted for its governance.

### **5.1 Project Design**

- 1 The project serves a great aspiration of the stakeholders related to wildlife management and those related to the species at risk. This is the first GEF-funded project that exclusively addresses the needs for consolidation and development of national policies related to the species at risk, therefore has a pioneering and emblematic character for the country, in terms of its coverage, national scope, the complexity of implementation since each species involves a base situation and differentiated methodological approach.
- 2 According to the testimonies collected, the expectation about the realization of this project originates during 2010, originally designed to serve the Baja California Pronghorn. Subsequently, from the window that opens with the STAR 5 of the GEF, there is an opportunity to propose a more comprehensive approach that links an ambitious group of species at risk in the context of the institutional strengthening of the PNA that host them.
- 3 The design process was widely attended by a variety of key players, including the government sector and academia. It is particularly mentioned that the selection of species and PNA was the result of the intervention of the country's most reputable experts, who finally agreed on a series of priorities that are reflected in the project document. In the opinion of the interviewees, the technical aspects of the design were carefully considered and respond to a wide national discussion particularly around the selection of species and PNA. This has an impact on a high level of ownership and relevance of the project.
- 4 The stakeholders interviewed mention two weaknesses in relation to the PRODOC design process. On the one hand, the consultant in charge of the first phase of the PIF was not a specialist in the subject, which was an important effort on the part of the national stakeholders to induce and explain basic aspects of the design. On the other hand, for the formulation of the PRODOC, another person was entrusted

with, which also caused a setback in terms of the understanding and original spirit with which they formulated the project and had to be reinvested time in the induction and shared reading regarding the project.

- 5 The formulation and negotiation times of the project were relatively long, as is usually the case in such projects. The first activities began to be developed in mid-2012, with the preparation of the PIF, which was submitted and approved in January 2013. At the same time, the preparatory phase lasted 18 months from June 2013 to December 2014 and finally the PRODOC by the National Commissioner for Protected Natural Areas in 2016. During this time there were changes in the federal administration, reflected in CONANP senior staff and the UNDP Mexico team, so those who originally drafted the project were no longer present during the start-up and implementation of it. According to the testimonies gathered, these changes in authorities and key stakeholders, led to difficulties in reading and interpreting the project, which led to delays in the start-up.
- 6 It is considered that the approach of the project is integral and broadly reflects existing priorities at the federal level, PNA and species. It also assumes a strengthening role and additionality to the management tools such as PROCER, PACE, PNA and POA management programs.
- 7 The project was designed in a political and institutional context that has changed. On the one hand, the availability of federal resources to serve the species at risk was significantly higher, there was a PROCER in full operation that suggests that the GEF resources would effectively be additional, would allow to add value and ensure significant leaps in terms of consolidating and strengthening of the PACE. However, in practice, it was found that the conditions and initial assumptions have changed, so it is now considered, in the view of some interviewees, that GEF resources are the ones that will ensure the survival of certain PACE, as the federal resources are not sufficient, nor is there any certainty that they will be available.
- 8 It was originally proposed to recreate a successful resource allocation model for PNA through FANP, which was coined across different GEF-funded projects. In practice, this model proved not to be suitable for the challenges posed by this project since the original spirit of FANP fundamentally considers the coverage of recurring expenses in line with the expectations of CONANP and ENDESU. The UNDP did not agree to allocate project resources to meet current expenditure, consistent with PRODOC and the incremental nature of the GEF resources. From

the start of the project to date, this has been generating some confusion and expectations as to the expenses that would have been eligible, instead impacted some deterioration among the partners.

- 9 As for the formation of FONCER as a leading mechanism exclusively from the two million dollars (1 million from GEF and 1 million from federal resources), although the patrimonial fund is an important mechanism, it is not sufficiently repaired in terms of real difficulty that currently exists to capitalize patrimonial funds. The FMCN are aware, for example, that, over the past few years, this type of mechanism has become less and less used by the major stakeholders of the conservation financing and consequently competition for such resources is relentless. The design of this result is a little naive in terms of considering FONCER as "The Financing Mechanism", and not as a further component within a broader financial sustainability strategy. The design does not consider the need to estimate the volume of resources that would be needed to operate a fund that adequately addresses and gives sustainably to the 14 species management programs. An analysis of needs and the financial gap is not proposed, nor are defined as additional strategies and activities to advance with the capitalization of the fund, through the design of mechanisms and resource-raising strategies.
- 10 Another aspect of FONCER's design, that has been discussed in interviews and could create difficulties in the future, consists of the role assigned to ENDESU, as FONCER's resource manager and CT-FONCER technical secretary. This representation in the governance of FONCER recognizes ENDESU's extensive experience and specific knowledge in working with PNA and species at risk. However, the design does not mean that given its role in the governance and access to strategic information of FONCER, there is a risk of conflict, since ENDESU also works with species at risk and would enter to compete with the rest of The Mexican OSCs for the same resources that they manage. Another aspect that draws attention is that the design assumes that ENDESU's role in the resource's management would go beyond the project deadline and would be extended towards the subsequent operation of FONCER for an indefinite period. The PRODOC presents definitions that respond to a different political moment than the current one, so that, according to the progress registered so far by the project, the new authorities should assess the convenience of validating or adjusting these aspects of the design.



- 11 In political terms and considering the risk of not having the willingness of national authorities to mobilize resources, economic valuation exercises, or cost-benefit analyses that undertake & support a real business case may be proposed, in which the return of the investment in these species can be justified, showing that, from an economic policy perspective, investment in species at risk is good business for GoM. Beyond the capitalization of FONCER, this type of information resources raises the political profile and generate strong arguments to protect initiatives such as PROCER, considering the fiscal adjustment scenario.
- 12 On the other hand, while the project can generally be considered ambitious in relation to the scope and coverage of species and PNA, it is also true that it was insufficient, particularly regarding Component 1 and certain specific targets of Component 2. For example, the result related to legal reforms could be approached from a more strategic perspective, it is considered very conservative in terms of the expectation that CONANP's opinion would be binding. In practice, the approval of legislation and the political support required to generate changes at the national congress level, budget and real capabilities of the project are beyond reach. Faced with this, PRODOC does not propose a political positioning strategy or strategic communication activities that accompany the legislative reform process and properly profile the PNA, within the political priorities and decision-making processes at the highest level.
- 13 Likewise, the formulation related to capacity-building aspects is also considered ambiguous and does not allow the executor a conceptual clarity on the approach, strategies, resources or sustainability of capacity-building schemes. In practice, it is assumed that equipping the PNA and supporting them in the implementation of the PACE, by itself would involve a strengthening of the PNA. The design does not propose guidelines for properly nesting the PACE within the PNA structure, increasing the participation and empowerment of the PNA's permanent staff.
- 14 As for Component 2, its formulation is relatively ambiguous, reaching levels of synthesis that simplify the complexity associated with each species, to such an extent that it results in a very general and vague formulation. However, it leaves enough room for adaptive management during implementation, considering the specificities and needs of each species. However, they do not provide enough guidance regarding methodological strategies and approaches that are common to the management of species at risk. The complexity of 14 species and 21 PNA is summarized in a table that briefly shows the main lines of intervention for each

species but does not land in terms of the methodological approach of the project and the type of eligible expenditures.

- 15 In general terms, the indicators do not meet SMART criteria (abbreviation in English for Specifics, Measurable, Attainable, Realistic, Time-bound). This implies that they are relatively ambiguous, difficult to measure and do not adequately reflect the objectives set, that is, there is a weakness in the logical connection between results, indicators, means of verification and goals; and they are not, verifiable or tangible for some cases. Thus, the mid-term evaluation verifies that some of the foreseen indicators for the completion of the project have already been met or are on track to accomplishment. This suggests a weakness in the formulation of indicators, since the real presence of the project in the PNA is recorded only 9 to 11 months ago depending on the PNA and species, so it could not justify that this intervention alone has succeeded in such a short time the fulfilment of goals that were established for a 5 year period and that in some cases reflect the accumulated effort of decades of sustained work with the species. The testimonies gathered agree that the same inertial development of PNA, together with the synergistic and cumulative effects of other cooperation projects and resources such as PROCER and FANP, have been decisive to guide the PNA to meet indicators such as increasing the participation of the communities in the PA management, increase the population numbers for some species, or the scores of the METT cards.
  
- 16 The design possibly overestimated the capacity of a relatively young institutional structure, considering that the Directorate of Priority Species for Conservation (DEPC) was consolidated into CONANP just a couple of years before the start of the project. Face with this, the governance structure of the project was short, for example, it should have considered a representation on the Project Board at the highest level of the CONANP and involve SERMANAT with a higher profile. Likewise, the high level of conflicts registered could benefit from a Technical Committee, with the capacity to settle and technically address the solution of the different conflicts registered. The complexity related to the instability of the authorities in charge of the project was not sufficiently considered, with the continuing need to align with the original objectives, and to the necessary discipline to maintain control over eligible expenditures, different stakeholder's expectations and the conflicts of interest between project partners.

## 5.2 Project Execution and Adaptive Management

- 1 The implementation of the project has been unbalanced and, in some cases, it does not follow a logical sequence that meets the challenges posed at the level of the theory of change that was proposed in the PRODOC; it has also been dragging a serious delay in its implementation. It is considered unbalanced because it shows a significantly bigger and more visible advance in Component 2, but even within this same component, and as will be seen later, there are species and PNA that have received greater attention and are closer to meet project's objectives than others. The observation related to the lack of a logical sequence, due to the lag in Component 1, could be built from earlier stages the monitoring platform in order to have more time to implement it in the institutions. This has not prevented progress in the approval of monitoring techniques and the continuation of monitoring activities according to methods established by the DEPC.
- 2 Another aspect that affected the implementation of the project was the budget cut for the entire environmental sector; PROCER's budget was reduced by 40%, so the project faced pressure to replace and not complement the fiscal budget, aiming to strengthen activities in the field such as recruitment, equipment acquisition, reactivation of community committees that take actions outside the PNA and the definition of short-term priorities (2017 and 2018).
- 3 The implementation of the project to the MTR has been characterized by relatively long periods, in which no leadership has been demonstrated in terms of strategic orientation and mobilization of the stakeholders working to the fulfilment of the project's objectives. This is partly explained by of the change in key personnel on which the project's direction falls, including three National Commissioners (CONANP) and four Directors of Priority Species for Conservation throughout the entire period (Table 1). This instability has not allowed a shared reading about the objectives and strategies of the project, as well as a fluid understanding of the roles, scopes and responsibilities of each partner.

**Table 1 GEF-Species at Risk (ER) project timeline**

	2012		2013		2014		2015		2016			2017				2018				2019			2020													
	Jul	Jan	Jun	Jan	Dec	Apr	Oct	Dec	Jan	Feb	Mar	Dec	Jan	Feb	Mar	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Sept	Nov	Dec	Jan	Feb	Mar	Dec	Dec	
Elaboration of PIF Final version	■																																			
PIF Approved		■																																		
Preparatory phase			■	■	■																															
Signature of PRODOC							■	■	■																											
Project Starting workshop															■																					
Presentation of POA 2017/ POA approval / Start of operation of work plans												■		■		■																				
Preparation of POA 2018/revision/even with out approval																		■		■		■														
Preparation of POA 2019/ apportioned by UNDP in a virtual way																																				
Project Completion																																				■

Source: Project "Strengthening the Management of the System of Protected Areas to Preserve Threatened Species and Their Habitats", 2019

**Table 2 Key Stakeholder Change Timeline during GEF-ER Project Execution**

	2007	2012		2013		2014		2015		2016				2017				2018				2019															
		Jul	Jan	Jun	Jan	Dec	Apr	Oct	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Mar	Jul	Oct	Jan	Mar	May	Jun	Sept	Nov	Dec	Jan	Dec			
Commissioner 1 of the CONANP Luis Fueyo		■	■	■	■	■																															
Commissioner 2 of the CONANP A. del Mazo																																					
Director of the DEPC 1 Oscar Ramirez		■	■	■	■	■	■	■																													
Director of the DEPC 2 José Bernal																																					
In charge of dispatching the DEPC 3 Valeria Towns																																					
Possession as a commissioner 3 of the CONANP A. Rodhes																																					
Possession as office manager of the DEPC 4 Eduardo Ponce																																					

Source: Project "Strengthening the Management of the System of Protected Areas to Preserve Threatened Species and Their Habitats", 2019

4 The UCP has had a significant rotation, as can be seen in Table 3, with relatively long periods without a coordinator and/or without a monitor, and incorporating staff that was not originally planned, as is the case of the two assistants who currently integrate the team (technical and administrative).

**Table 3 UCP’s personnel change timeline during GEF-ER project execution.**

	2013		2014		2015		2016						2017				2018				2019													
	Jan	Jun	Jan	Dec	Apr	Oct	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Mar	Jul	Oct	Dec	Jan	Mar	Apr	May	Jun	Sept	Nov	Dec	Jan	Mar	Apr
First Project Coordinator A. Barragan																																		
First M&E Martin Sánchez																																		
Period without project coordinator																																		
Second project coordinator Elvia de la Cruz																																		
Period without M&E																																		
Second M&E Rubén Flores																																		
Period without project coordinator																																		
Third project coordinator Ismael Cruz																																		
Period without M&E																																		
Hiring of personnel in the field and for committees																																		

Source: Project " Strengthening the Management of the System of Protected Areas to Preserve Threatened Species and Their Habitats", 2019

- 5 Likewise, implementation has been affected by aspects related to the governance of the project, which is still reflected in high levels of conflict, mistrust and communication channels that are severely weakened. The origin of the conflict can be attributed to the lack of agreements and a common understanding of the project's implementation mechanisms. ENDESU A.C. expected to take over the entire implementation of both extinguishable and patrimonial resources, as indicated in the PRODOC. ENDESU A.C argues that, given their specific experience of execution in the territory, they felt it necessary to intervene beyond their scope of responsibility, because they considered that some administrative decisions that the project was taking would have technical repercussions. This situation, together with the low ability to manage the conflict by the executing partner, led to a paralysis of the project. Faced with this situation, the Project Board decided to modify the executing mechanisms, so that UNDP would assume administrative functions that were originally expected to be supported by ENDESU.A.C.
  
- 6 The registered conflict had repercussions in longer times for the approval of POA, hiring and enabling processes for management, but above all on the demotivation and commitment of the parties to the project. The interviewees agree in expressing their perception that the lack of trust among the responsible institutions also affected micromanagement, conflicts related to eligible expenses and generalized slowness of processes.

- 7 Since May 2018, the UCP under the leadership of a new coordinator has played a role in mediation and conflict resolution, which rescued the project from the stalemate in which it was. This coincides with strong political support from a new Director of Priority Species for Conservation, who assumed the leadership required by the project to make decisions that commit and mobilize to the responsible institutions. However, in December 2018 there was again a change in the DEPC in this position.
- 8 The following Table 4 presents information related to the role played by the different key players of the project.

**Table 4 Key Project Counterparts and Stakeholders**

Actor	Role according to PRODOC	Reviews
<p><b>The National Commission of Natural Protected Areas (CONANP)</b></p>	<p>Decentralized organ of SEMARNAT responsible for the management of protected areas. Associate in the Execution of the Project. Responsible for the supervision of the Project.</p> <p>In charge of directing the Technical Committee of the Fund for the Conservation of Species at Risk (CT-FONCER).</p>	<p>The results achieved so far coincide with the opinion of the parties, who stated that, during the implementation of the project, CONANP has been under committed to its development. This is partly explained by the change of key personnel who were in the direction of the project. The situation has improved over the last 9 months, however, given the project situation, more commitment is needed.</p> <p>The interviewees expect greater leadership and ownership as an executing agency, the project needs its strategic orientation and ability to conciliate and positively mobilize the partners towards progress in achieving results.</p> <p>CONANP depends on the possibility of defining the project channel, re-establishing communication and proactive participation with the other project partners and establishing new alliances with the governmental and private sector that have an impact on the implementation of biodiversity conservation and protection policies.</p>
<p><b>Ministry of the Environment and Natural Resources (SEMARNAT)</b></p>	<p>Federal entity leading the environment sector, responsible for promoting the protection, restoration and conservation of ecosystems, natural resources and environmental goods and services in Mexico,</p> <p>Although its participation is not as a project partner, is related to</p>	<p>As the GEF focal point, it has participated in the meetings of the Project Board and maintains a follow-up to its implementation. SEMARNAT is a key player for the follow-up strategy, its role in Mexico's cooperation project portfolio would allow the identification of sustainability opportunities in the GEF and Green Climate Fund portfolios. It could also play a strategic role in promoting multisectoral dialogue and</p>

	<p>verifying the quality of the implementation, the roles and responsibilities of the participants, the coordination with other efforts and the alignment with GEF principles.</p>	<p>participation to design the exit strategy.</p>
<p><b>Natural Spaces and Sustainable Development (ENDESU)</b></p>	<p>Conservation CSO, which supports the operative and administrative work for the implementation of the POA's project and implements conservation actions in coordination with the CONANP.</p>	<p>In interviews, two types of opinions were collected, those related to a quality and efficient administration in the implementation of the POA and advice to the PNA; and those in which ENDESU's position has been unfavorable, because of its disagreement with the implementation modality and assuming roles that do not correspond to it. ENDESU says that, given its specific experience in territory, it has seen the need to leave its role because it does not agree with the administrative decisions that affect the quality of interventions in the territory. All this has generated a negative atmosphere with the other partners, which is reflected in the response times in the execution and general progress of the project.</p>
<p><b>Mexican Fund for Nature Conservation (FMCN)</b></p>	<p>The FMCN is responsible for the financial management of the FONCER; it canalizes the annual interest to finance the basic operation of priority Protected Areas; supervises the management and seeks additional resources. In the Project, FMCN is a responsible partner in charge of receiving and safeguarding the contributions of the FONCER. Member of the Technical Committee of the Fund for the Conservation of Species at Risk (CT-FONCER).</p>	<p>The progress in the consolidation of FONCER and the opinion of the interviewees suggests that the participation of this partner so far has been discreet. The FMCN is an experienced partner from which added value is expected by being a key player to articulate a financial sustainability strategy and continuing with the capitalization of FONCER. However, it should be clarified that the FMCN does not have its own funds to implement the activities that would allow it to add value, in terms of finding additional resources, designing mechanisms and financing strategies. For this to work, project resources must be enabled.</p>
<p><b>Local communities</b></p>	<p>Active participants in wildlife stewardship schemes as provided for in federal legislation; beneficiaries of wildlife-based businesses (e.g. tourism); targets of activities to modify livelihood and resource management practices that are incompatible with the conservation of the target species and/or their habitats.</p>	<p>The communities' participation and landowners are of vital importance for the development of the project, as one of the objectives is to ensure that the management and management of the PNA are strengthened with the day-to-day and responsible work of this type of public. Although their participation has increased outside this project (progress results on the increase of the ADVC and UMA of the ejidos, as well as through actions to improve habitat and connectivity), there are</p>

		two different perceptions. On the one hand, there are those who voluntarily participate in the committees, because they are interested in conservation and have a high appropriation of their species and the importance of its conservation and its habitats. On the other hand, there are those who do so merely for economic benefit. For both cases there must be a balance, on the one hand, for the rest of the project's lifetime, it should be sought that the concerned communities, voluntarily receive an incentive to continue these tasks and on the other hand it should be placed special emphasis on the second, so that they understand the importance of conserving the species at risk and become partners, in which both sides benefit.
<b>United Nations Development Programme (UNDP Mexico)</b>	Implementing agency of the project. Provides guidance, technical support, management tools, and theoretical and practical knowledge for project partners. Participates in the administration of the financial resources agreed in the work plan.	Comments on UNDP are presented in Chapter 5.8 UNDP Comparative Advantage

Source: PRODOC, 2017. Evaluator Team, 2019

### 5.3 Progress in Achieving Results

This chapter discusses the progress level of the results as part of the actions executed from the start of the project to the present, as well as in the fulfilment of the goals measured by the indicators, based on the information provided by the UCP, interviews and various observations on the field mission.

#### 5.3.1 Result 1: Consolidated frameworks at the system level to support the conservation of species at risk.

- 1 With reference to Result 1.1, the purpose was to make the PACE operational, through the introduction of a decision support system, as well as standards and strategies that would allow the adaptive management of species at risk in the PNA, considering an eco-systemic vision. This through the development of a National Monitoring System for selected species, as well as consolidating an adapted regulatory framework to ensure that CONANP's opinions are binding to the EIA resolutions as shown in Table 5 and in Annex 7 (MRE Achievement Analysis Matrix).



2 Referring to "Development of a National Monitoring System for the Species at Risk", in the annual reports, progress in the GIS are reported in a 85.17% and in the information update of the species at risk that feeds the database in a 74.5% with regarding priorities, objectives, ecological corridors, fire-affected areas for restoration priorities and areas of species dispersion. From the information provided, the SIG's development has been worked in conjunction with the CONANP (Regional Directorates, PNA involved, DEPC – and the UCP as a nested part within the same DEPC- and DES), being a process that is underway and constant validation; the information collected has been systematized since 2012 for the 21 PNA within the framework of the project. Also, in the course of this MTR, it has sought to formalize the collaboration with CONABIO for the use of a new application (App) "SELIA-IREKUA", which aims to host and systematize information obtained from various devices used in the monitoring projects, which will promote the decision-making about the species and their threats. Currently, although the Comprehensive Risk Species Information System (SIIER) leads a significant developmental progress and responds to CONANP's needs, with regards to the species, to fulfilment in the MRE of the PRODOC, still cannot be considered as a national monitoring system; likewise, the actions just begin in order to nest the current platform in the CONANP monitoring system. No evidence of the incorporation of information on the traditional knowledge of the 14 target species has been shown, although there have been recommendations by the CONANP to be included in the aforementioned App.

3 On the other hand, with reference to the consolidation of the adapted regulatory framework to ensure that CONANP's opinions are binding for the EIA resolutions, it has been reported in the PIRs, that this initiative was included in the new Biodiversity Law that was being developed by several institutions for the Mexican state; however, this law under evaluation by the Congress, was not approved and no other initiatives, proposals or advances have been made in this regard. This makes it clear that the approval of new laws and the political support required to bring about change at the congress level are beyond the scope and real capabilities of the project.

Thus, for the result 1.1 can be considered a 30% progress by having visible advances in the indicator referring to the monitoring system in the platform development, information gathering of PROCER's projects since 2012, monitoring tool and linked GIS platform for the decision making and the development of an App, failing to finish and nest it in the CONANP Monitoring System. On the indicator referring to the consolidation of the regulatory framework, no evidence of

the proposed Biodiversity Law that integrates the participation of the project in this topic was shown, nor other types of proposals continuing the result without progress to date.

- 4 For the third indicator of this result, referring to the planning, implementation and monitoring capacity for the conservation of species at risk in the PNA, the 5 indicators (CR) denote progress for the PA as a whole and in the case of CR2 and CR5 "generate, accessing and using information and knowledge" and in the "monitoring and evaluation capabilities", respectively, the proposed target has been met. Considering the 5 indicators, there is average progress of 62.5%, so the level of achievement for the mid-period can be considered satisfactory. However, for being an average of both the indicators for each CR and the 22 AP, the score can be subjective, for more detail and to know the real progress, see the Management Tools section in Annex 10.
- 5 Regarding Result 1.2, the purpose of FONCER's creation, as a financial framework, was to complement the financial resources obtained from other sources for the conservation of species at risk, as well as to ensure that resources are available in a predictable and timely way in order to respond to the biological rhythms of target species, their habitats and the threats that affect them. However, although FONCER was created at the end of 2016, no operation has been registered since then, there is hardly an act of understanding and a first CT – FONCER meeting. In this regard, it is important to clarify that there is a certain margin for uncertainty since both the PRODOC and the constituent act of the FONCER recognize a Patrimonial Fund constituted with contribution from the GEF and the GoM. The GoM failed to meet its capitalization commitment and may not succeed within the project deadline, so both the FONCER's constituent tools and project indicators must be adjusted to reflect this new reality.
- 6 At the time of this evaluation, FONCER does not present strategic or operational planning, has not defined when it will be the second meeting of its Technical Committee in three years and lacks a capitalization and business planning framework that shows how we seek to replace resources originally committed by the GoM. Apparently, it gives the impression that this result does not have the leadership it deserves now, and that there is not enough clarity about the role of the stakeholders in its functioning and consolidation. As an example, it is mentioned the expectation that the FMCN will assume such leadership and strategic guidance, particularly in terms of the development of a national financial sustainability strategy for species at risk, including, for example, mechanisms for capitalizing the FONCER (Indicator 4 Annex 7). In practice, this would imply an

investment of resources, which are not yet visible within the operational planning of the project. For these reasons, it is unlikely that the target will be achieved within the project implementation timeframe. Table 5 summarizes the progress in achieving Result 1 (1.1 and 1.2).

**Table 5 Progress towards the achievement of results of Outcome 1**

<b>Outcome 1: System level frameworks for operational and financial planning and management consolidated to support the conservation of endangered species</b>			
Output	Progress	Achievement rating	Observations
Adaptive-management framework to guide cost-effective implementation of endangered species conservation, with a consolidated ecosystemic vision	<ul style="list-style-type: none"> <li>There is average progress of 79.8% (average progress % of GIS and % of the progress of species information), which is considered a significant advance in the technical rather than operational for this indicator.</li> </ul> <p>The normative processes to improve management do not report progress either. In 2016, CONANP included in the new biodiversity law, the proposal in which CONANP's opinion was binding for the EIAs. This law was stopped in the Chamber of Deputies.</p> <ul style="list-style-type: none"> <li>4 out of 5 capacity development (CR) indicators present advances for the group AP; two of them have met the proposed goal (CR2 and CR5), which could mean that they have strengthened their capabilities in terms of "generating, accessing and using information and knowledge" and in "monitoring and evaluation capabilities".</li> </ul>	U	<p>At the result level, there is little progress in achieving adaptive management of species and their habitats with an ecosystemic vision, there have been efforts at the indicator level however it is emphasized in:</p> <ol style="list-style-type: none"> <li>It is not yet finished, nor nested the National Monitoring System in the CONANP. Achieving the objective will be satisfied not only by meeting 100% of its development but to the extent that it is institutionalized at the CONANP level as a national system for monitoring, management of species and threat reduction.</li> <li>There are no alternatives to the Biodiversity Law.</li> <li>Only 30% of PA (6 out of 22) strengthened their capacities in establishing formal joint management mechanisms; environmental monitoring processes and strategy development, and in identifying technological and capacity needs.</li> <li>With the actions taken by the project team during this evaluation consider that they can make significant progress in indicators 1 and 2 in the rest of the project. Capacity building is still incipient for most PNA.</li> </ol>
Financial framework established to provide sustainable and opportune availability of funds for actions for the	<ul style="list-style-type: none"> <li>The FONCER was created in 2016, however, it has not operated. The contribution of \$1 million dollars from the Mexican government is still pending.</li> <li>In November 2017, the CT-FONCER was established with 4 institutional members and 9</li> </ul>	MU	<p>FONCER was created but practically has no operations since 2016. It is unlikely that the remaining time will reach the expected capitalization volume.</p>

<p>conservation of endangered species, through the launch of a revolving fund (the Fund for the Conservation of Endangered Species, FONCER)</p>	<p>members representing OSC, academy and government. However, there has only been one confirmation meeting, and it is not yet been formalized. There have not been alternative resources to support the FONCER, only to operate the project with fiscal funds (subsidies) but none for the patrimonial fund.</p>		
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**Legend: assessment of achievements: HS - highly satisfactory; S - satisfactory; MS - moderately satisfactory; MU - moderately unsatisfactory; U - unsatisfactory; HI - highly unsatisfactory.**

<p>Green = Achieved</p>	<p>Yellow = On track to be achieved until project closure</p>	<p>Red = there is a risk of not being achieved until the project is closed</p>
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### **5.3.2 Result 2: Protected Areas are effectively managed for the conservation of selected species at risk.**

- 1 For result 2.1, which covers two indicators, the implementation in the field of the management strategies established in the PRODOC is sought, in order to achieve the improvement in basic operational efficiency and sustainability that leads to a state in which the PNA will be able to respond effectively to the specific management and conservation of priority species at risk requirements. As for the first indicator for this result, referring to the implementation percentage of priority management strategies (E.G.P.) for threat reduction, it has been reported in the quarterly and annual reports, that the 21 PNA are implementing such strategies. It emphasizes that much of this reported activity takes place in the last 6 – 8 months, so it is still difficult to verify its impact, quality and relevance.
- 2 However, although E.G.P. is defined in the PRODOC, the scope, objective(s), activities, methodologies of what each E.G.P. should contain is not clearly described and is merely reduced to the description of activities that are considered could reduce such threats. Reporting how many, what activities, for which species and PA are being executed in the field; in numerical terms, the proportion of activities (called E.G.P.) carried out in the field is 78.3% (47 E.G.P of 60 for 14 species in 21 AP) (Annex 6). Although the percentage in implementation is high, currently for the time of this MTR it is not possible to know the effectiveness or impact for the reduction of threats of each species in each PNA.
- 3 On the other hand, and according to the interviewees, even when there are E.G.P. for species, not all are applicable and in equal measure for the PNA where the species are distributed. An example where the deficiency in the establishment of the E.G.P. is in the strategy "Modification of fishing gear" where it has been stated that it has not been possible to influence this activity, because it is not part of the CONANP's attributions and, on the contrary, it would correspond to the CONAPESCA in order to achieve formal regulation in the use of certain fishing gear. The project has influenced various levels of intervention through community awareness activities and in other cases with more complex actions such as training actions for observers aboard shrimp fleets, e.g. at the PNA El Verde Camacho. However, even though the fishing gear is not generally threatening to all species, some PNA document it as E.G.P. executed, when what is expected is to promote intersectoral dialogue opportunities to address this threat.
- 4 As mentioned, for the purposes of this MTR, due to its implementation time and even if the E.G.P. is executed, it is not possible to evaluate whether and how these

activities have influenced the reduction of threats and on the populations of the species; e.g. although all the E.G.P. determined for the leatherback turtle have been executed, there are seasonal variations that show that at this time the population number has not increased and instead it has decreased, see Annex 6 and indicator 1 of Annex 8, which may be due to attributes typical of their populations or the nesting of turtles in other areas; that is, it is still very premature to assert that populations of target species at risk are increasing, nor is their population decreasing as a result of the implementation of the E.G.P.

- 5 For the second indicator, within this result, referring to the population increase of the species at risk as a result of improved management of the main habitat, it needs to be clarified that the time scales handled in the project is incompatible with the recovery scales of these species. The activities reported from the intervention of the project do not justify the state of the populations according to the investments of the project. Even more so when there are programs such as the different species of turtles and the Baja California Pronghorn that have decades of validity.
- 6 In this context, the Baja California Pronghorn, from 2016 to 2019, increased the population by 195 individuals. Since 2009, as part of the "Pronghorn Peninsular Recovery Program (PRBP)", there have been actions focused on protecting the habitat and the species with positive results, in which it is considered that, by the very inertia of this program executed for at least 10 years in Valle de los Cirios, the pronghorn's population would continue to increase. However, in interviews it was stated that, due to the budget cut in the environmental sector in the previous years, it was thanks to the GEF-species at risk project that not only the program did not stop, but also has allowed the PRBP to continue operating, increasing populations. The same goes for the California condor and sea turtles. In order to provide systematized information for this report, in which the status of the populations is known (more not asserted that it is due to the habitat improvement or to the project execution), it is stated that, according to the information provided by the project team, in general terms, the population of nine species has increased, while for the leatherback turtle it is reported a decrease of 59 individuals between 2016 and 2017. For four species there is no up-to-date information of the population (T. Caguama, Jaguar, Tapir and Vaquita) which is necessary and urgent to determine. Within the progress at the species level, conservation and/or increase of species at risk populations has been achieved; however, in real terms, it cannot be asserted that it is as a result of the implementation of this project, mainly because of the effective times in which it has been executed (Indicator 2, Annex 8).

- 7 Regarding result 2.2, the project seeks to expand AP's premises to cover key habitat areas of importance to target species, through the declaration of new PA and/or the expansion of existing ones. It is sought to complement them with the establishment of biological corridors and wildlife refuge areas between and around these AP. In terms of progress (indicator 3 of Annex 8), for the achievement of the goal, 2 main strategies are implemented: i) habitat protection schemes (UMAS, ADVC, PNA, destination agreements, etc.) (ii) habitat improvement/restoration actions and habitat conservation models (PSA). In this sense, from this MTR, with the information provided it is reported that for the scheme "i" there is a progress of 246,684.73 hectares of habitat protection schemes distributed in 10 PNA, while for the scheme "ii" there are 16,187.79 hectares of improved area in six PNA, which in total are 262,872.52 hectares, representing 52%, 11 out of 21 PNA, which contribute to this result. Within the verification means, there are only certifications for seven ADVC covering an area of approximately 24,029 hectares, all in the State of Campeche (of them 20,414 hectares in the RB Calakmul in 5 ADVC certifications). The additional information presented in the reports is being systematized but is not yet fully verified since all the relevant evidence is not presented (Table 6).
- 8 It is important to note that this team considers that the goal was not enough, because if the appropriate means of verification were available, it would have that, in less than 2 years of project implementation, the goal was already been met and exceeded (262,872.52 hectares achieved Vs 100,000 goal). In addition, only one PA (RB Calakmul) aims to achieve management on its own at 170,000 hectares through the creation of ADVC by the end of the project, so it deserves the re-evaluation of the goal.
- 9 Regarding 2.3 results, it seeks the proactive and constant participation of communities, as follows through the signing of agreements with landowners for the development and implementation of programs for the conservation of species at risk and their habitats, which in turn generate direct employment in communities and support the conservation of species and their habitats. It is intended to further motivate local communities and landowners to implement resource management practices that are compatible with the conservation of target species and their habitats. In this sense, to achieve the result, a fourth indicator's result is included, which contains five reference actions as can be seen in Annex 8. The first on a "Direction Framework, which facilitates the management and includes the perspective of gender and indigenous communities on critical habitats in the landscape as buffer areas". During the analysis of the information in this MTR, it is



evident that there is no document as stated in the achievement; in the 2018 RIP it is reported that the project has defined a strategy to strengthen community committees, community groups and landowners; however, no such strengthening strategy has been presented and the means of verification only refer to minutes of monitoring committees and partnerships with organizations.

- 10 A second activity refers to the increase in the participation and perception of benefits of the local communities from programs and economic incentives including the various subsidy programs such as PROCER, PROCODES, PET, PROVICOM, PSA and livestock Assurance by depredation fund, same that involve the improvement of habitat and conservation status of the 14 species at risk. In practice, although the information is dispersed in precise numerical terms, the reports describe high community participation through various activities, as well as the confirmation/activation of committees and the implementation in the subsidy programs above mentioned. The types of aforementioned formed community committees that carry out actions within and outside PA are: Biological monitoring and wildlife management; Habitat's Improvement and Recovery, Environmental Education; Ecosystem restoration; Sustainable productive practices; Identification and registration of species at risk (presence/absence); Diversification of productive activities, integrated fire management; Forest fire prevention; Participatory environmental monitoring committees, Committees for the prevention of illegal wildlife hunting activities and attention to predation events; Protection of species (turtle nests, breeding release and environmental education). Its participation in agreements so that their land is incorporated into various conservation schemes is also noteworthy. However, once again, it is merely described as activities carried out in the field, there is no knowledge of how many of the committees formed or reactivated are still operating, their level of commitment and/or appropriation of the project, the impact at the species or ecosystem level and whether they have been evaluated to know if their intervention has been adequate for the achievement of results and future sustainability, which broadly represents the contribution towards the Result 2.3.
- 11 As part of this indicator, it is also considered to implement a communication strategy that seeks participation in the selected AP, not only from the key stakeholders but also from the general public and seeks to keep them informed of the actions and achievements of the project. However, limited progress is currently underway, including the implementation of 76 education-diffusion activities and of which the level of impact on the receiving public is not known, a protocol for the creation of the Communication Team, a Communication Manual weakly developed

but that is reported as part of the advances in the Communication Strategy and "key messages" for 11 species. A fourth action refers to 21 conservation protocols/emergency protocols, of which only one has been developed for the California condor in the PNSSPM that meet with the indicator. Four of the documents generated refer to monitoring and surveillance actions and one is an update of a document prepared in 2009 for the Improvement of The Coexistence between Livestock and Wild Carnivores at Risk, which also shows a lag for the Indicator. And a fifth refers to the 21 POA to include the community participation in relation to the conservation of species at risk, for which it has at least 20 PA (Annex 8).

- 12 Finally, it is worth mentioning for Result 2, that, for some of the interviewees, there is an expectation of achieving the changes that are required at a habitat level and species conservation in the five years of implementation of the project; with less than two years of execution left, there is a shared concern of not achieving the main objective of the project, considering that several PA began their operation in 2018. Likewise, it was stated that the goals do not show progress in achieving results as not all the work, effort and difficulties inherent at the PA level that affect the progress and/or achievement of the results are evident. Table 6 summarizes progress in achieving the results of Result 2 (2.1, 2.1 and 2.3).
- 13 For both results, much of what is reported has not been verifiable, no backup information is presented in the shared folders, but above all, it is not linked to the indicator and its respective goal, which makes it almost impossible to detect the actual degree of progress for the achievement of the results.

**Table 6 Progress towards the achievement of results of Outcome 1**

<b>Outcome 2: PAs and adjoining priority conservation areas are managed effectively at field level for the conservation of endangered species</b>			
Output	Progress	Achievement rating	Observations
Strengthened operational capacities at the level of specific PAs for the conservation of endangered species ensure the effective combat of threats and the application of corresponding management strategies.	<ul style="list-style-type: none"> <li>• Strategic conservation actions have been implemented in the 21 APs for the 14 species focused on increasing/maintaining their populations and strengthening the operational capacity of PA staff.</li> <li>• 9 out of 14 species (64%) have increased their population in 2016 to date.</li> <li>• It is reported that in 22 PA actions of improvement/restoration of the habitat and creation of new conservation schemes are executed, however, the Excel table with the systematization of the information referring to these actions, show only 11 PNA</li> <li>• The effectiveness of the management is currently 67, initial (62), (increased the effectiveness of management 5 points out of 10).</li> </ul>	U	<ul style="list-style-type: none"> <li>• This result seeks to ensure that the PA respond effectively to the specific management and species conservation requirements, which is still incipient, as it is necessary to define the E.G.P. in a well-planned manner whose purpose is to achieve common objectives so that it can be replicated beyond the 21 PNA. However, it can come to a good result if the current implementation pace and the corresponding recommendation are followed.</li> <li>• Increase in reported populations cannot yet be attributed to the strengthening of effective operational capacities of the project.</li> <li>• The very low prospect of sustainability of the investments made.</li> </ul>
Improved PA coverage and ecosystem connectivity	<ul style="list-style-type: none"> <li>• 262,872.52 hectares of PNA and ecological corridors are managed to improve connectivity and actions to improve/restore the habitat are carried out, as well as the creation of new conservation schemes.</li> <li>• You have an EPJ for the creation of a new PA in an area of 2, 577,000 hectares in Zac. For the creation of a biological corridor. It is necessary to formalize and start its operation.</li> </ul>	MU	<ul style="list-style-type: none"> <li>• 2 strategies to improve coverage: (i) habitat protection schemes (UMAS, ADVK, etc.) (ii) with habitat improvement/restoration actions.</li> <li>• The table provided shows that, although the surface goal has been met, half of the PNA, 52%, execute these actions (11 out of 21).</li> <li>• Change of vision in the "outside" management of PA to promote their connectivity, habitat and species conservation.</li> </ul>

<p>Local communities involved in the management and conservation of endangered species and their habitat</p>	<ul style="list-style-type: none"> <li>The progress reported is not specific, it is mentioned the collaboration with 133 community committees, some of which have been formed, others constituted and some reactivated in 20 APs for the 14 species.</li> </ul>	<p>MU</p>	<ul style="list-style-type: none"> <li>The reported level shows on specific activities such as meetings, but this alone does not evidence real processes of participation in the management and conservation of species with established committees.</li> <li>It is not determined how many of these committees are currently active and operating since when they were formed/activated, how effective their collaboration has been in terms of project ownership and impact on fieldwork.</li> <li>In some AP, these groups have received training and equipment. Some communities have benefited through the payment of wages. The attention to PA is not homogeneous, it responds to needs and site planning.</li> </ul>
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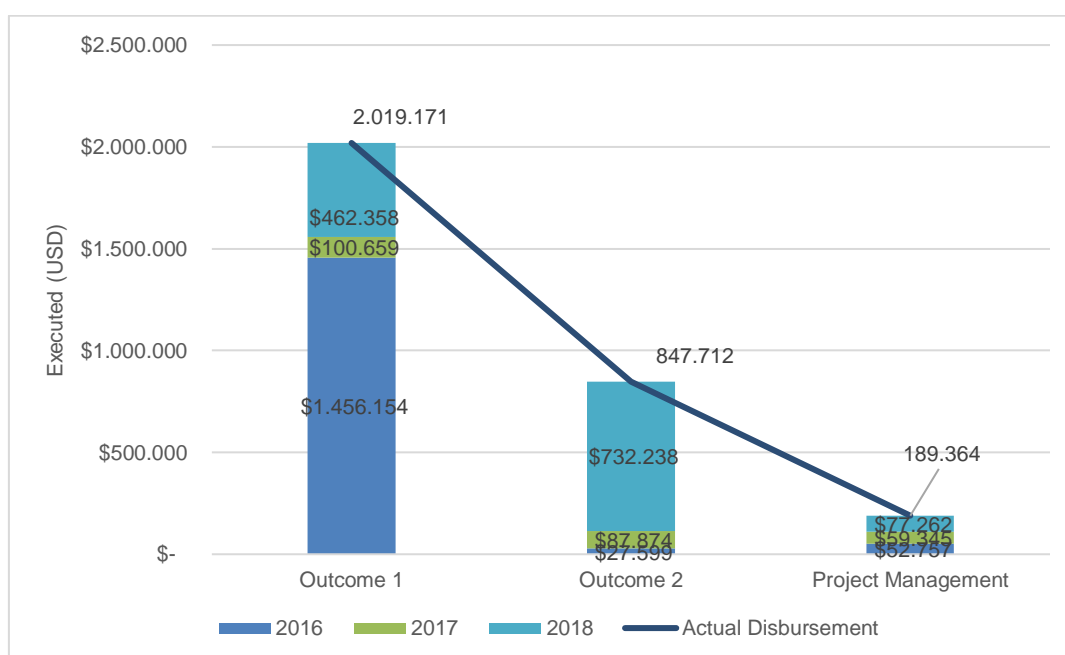
**Legend: assessment of achievements: HS - highly satisfactory; S - satisfactory; MS - moderately satisfactory; MU - moderately unsatisfactory; U - unsatisfactory; HI - highly unsatisfactory.**

<p>Green = Achieved</p>	<p>Yellow= On track to be achieved until project closure</p>	<p>Red = there is a risk of not being achieved until the project is closed</p>
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## 5.4 Financial execution

- 1 The original project budget proposed in PRODOC rises to USD 5.5 million for the 5 years of implementation, the resources come from the GEF. Up to December 2018, around USD 3 million had been executed, equivalent to 55% of the total available resources. As shown in the following Figure 2, most of the resources have been allocated to Component 1, to date about USD 1.53 million have been executed, that is, 79% of the total available for this Component. In the case of Component 2 USD 0.85 million has been implemented, equivalent to 31% of available resources, almost 90% of this expenditure was executed in 2018.

**Figure 2 Budget execution by component**

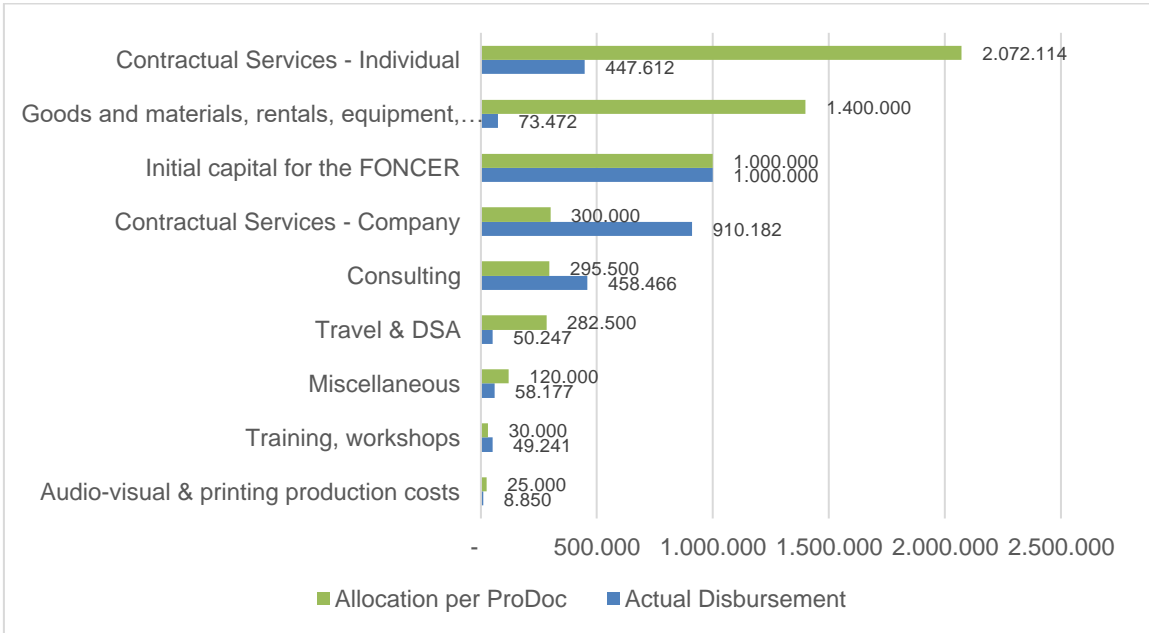


Source: UNDP Expenditure Report, 2018. UNDP Transfer Report - GEF, 2016.

- 2 All financial execution of Component 1 is related to the disbursement of USD 1 million made by the GEF, as a permanent patrimonial fund restricted for the constitution of FONCER. This item was approved and delivered in 2016, thus fulfilling with what it was planned in the PRODOC. The account began on November 30, 2016, with an amount of USD 1,000,000, as of December 31, 2018, the total portfolio value is \$1,012,713. From the beginning to that date the efficiency on the FONCER's account is relatively low, amounting to 1.50% in dollars, equivalent to 0.71% per annum.
- 3 In relation to the budget execution by expenditure type, Figure 3 shows that, after 65% of the project's implementation time, there are still important execution gaps

in different spending categories. So far, and excluding the \$1 million contributions to FONCER's patrimonial fund, the execution needs of the components give as a result that in most of the resources have been channeled to individual contractual services that make reference to payments to the project staff, for example, the project coordinator. However, it is important to note that, in the case of contractual services with companies, the execution values (USD 910.018) have tripled the original amount presented in the PRODOC (USD 300.00).

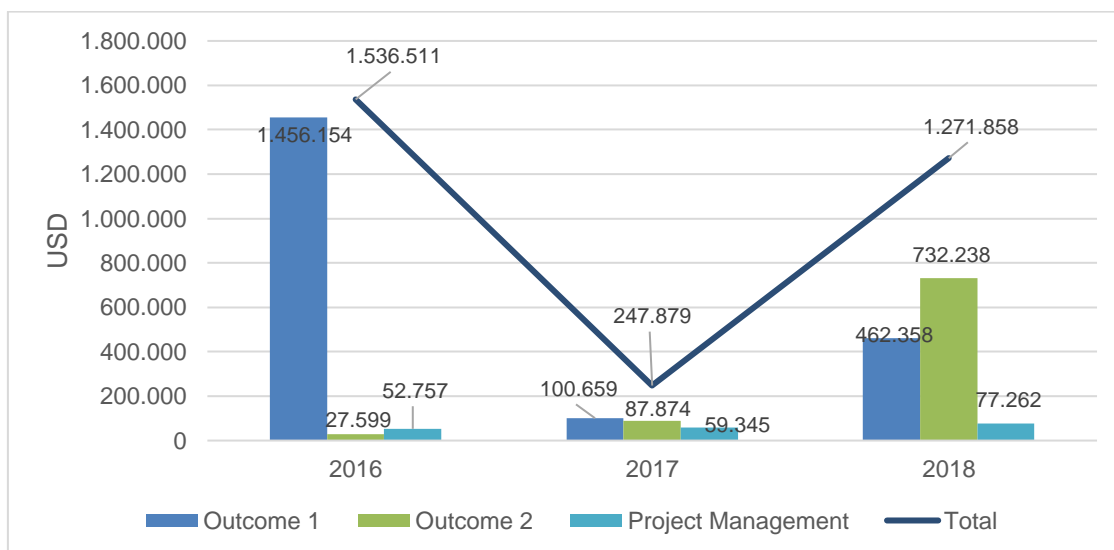
**Figure 3 Budget execution by Spending type**



Source: UNDP Expenditure Report, 2018; UNDP Transfer Report - GEF, 2016

4 The budget execution at the beginning of the project (the year 2016) was USD 1.5 million, that is 50% of the total resources executed to date. This situation suggests that the project started with a good start, even though in the first year the GEF projects go through a standard process due to the time it takes the preparation phase between UNDP and CONANP. Figure 4 shows that the following year (2017) execution decreased to USD 247 thousand (12%) of the total executed to date. However, in 2018 it is evident that the project has once again found its horizon and consolidated itself, thereby substantially increasing budget execution to USD 1.2 million.

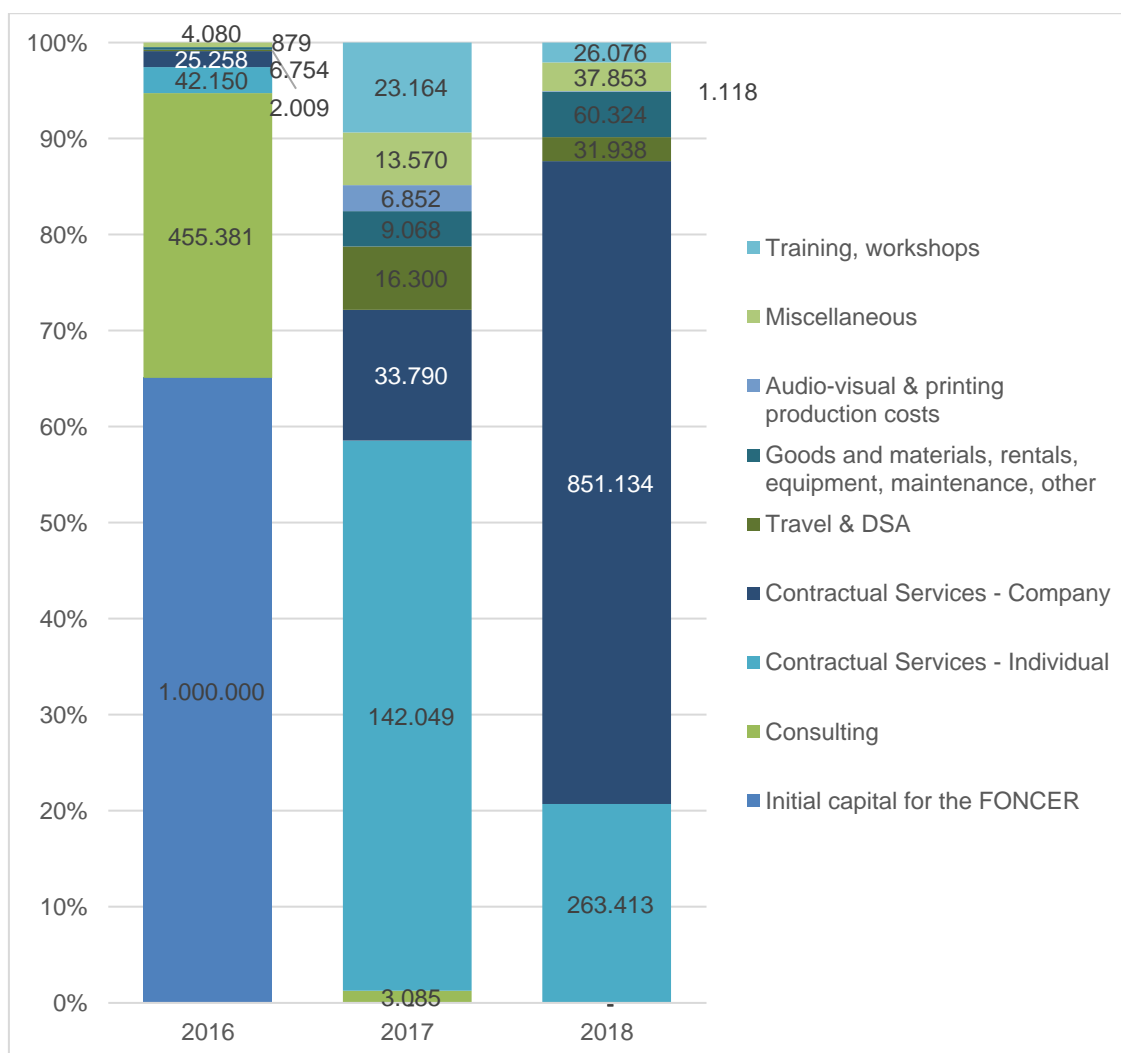
**Figure 4 Timeline of Budget Execution by Component**



Source: UNDP Expenditure Report, 2018; UNDP Transfer Report - GEF, 2016

- 5 At first sight, the values presented in the previous graph do not match with the data shown in the Financial Audit Report of the 2016 project, this instrument allows monitoring UNDP's budget execution. The conclusions of the report show that USD 536,510.50 had been spent in that year, even though this is the same value shown in the CDR for that year, there is a difference of USD 1 million, this is because this disbursement was not registered in the expense report, since it corresponded to a different account as it was a capital contribution to the FONCER's patrimonial fund. During 2017 the amount executed was below the ceiling set to hire audits, which is why it was not carried out in that year. Until the closure of this document, the 2018 audit has not been provided to the evaluation team, given that it is still in execution.
- 6 In relation to the annual execution by type of expenditure, it is concluded that in 2016 the largest item in which the project incurred was in the disbursement for the FONCER's patrimonial fund (68.6% total executed in that year), followed by consultancy expenditures (31%), while in the second year the largest item was an increase in individual contractual services. The increase in the execution of 2018 is related to the fact that more resources were allocated to individual contractual services and consultancies. The detail is shown in the following Figure 5.

**Figure 5 Budget execution timeline by Spending type**



Source: UNDP Expenditure Report, 2018; UNDP Transfer Report - GEF, 2016

7 Finally, the co-financing report estimates USD 87,568,494 to the contributions of the different institutions from 2016 to date. The highest fulfilment with co-financing comes from CONANP and ENDESU (Table 7). In the first case, most contributions are in money delivered through subsidy programs, while in the second case most have been in cash. In the case of the FMCN, the execution of the contribution make progress at a good pace considering that the project is halfway through its operating period. A positive aspect of the project is that it managed to capture the participation of two institutions, which have invested since 2017 to date USD 183,737.96 for sea turtle programs.



**Table 7 Project Co-Financing Values**

Source	2016	2017	2018	2019	Total	% compliance executed vs. committed
<b>CONANP (USD)</b>	27,556,389	29,826,508	27,462,105		84,845,003	339%
<b>ENDESU (USD)</b>	493,394	483,525	329,918		1,306,838	145%
<b>FMCN (USD)</b>	165,854	1,063,124	1,311	2,623	1,232,914	58.7%
<b>KUTZARI, A.C. (USD)</b>		58,239	59,643		117,883	
<b>Flora, Fauna y Cultura de México, A.C. (USD)</b>				65,854	65,854	
<b>Total Annual</b>	<b>28,215,638</b>	<b>31,431,397</b>	<b>27,852,979</b>	<b>68,478</b>	<b>87,568,494</b>	

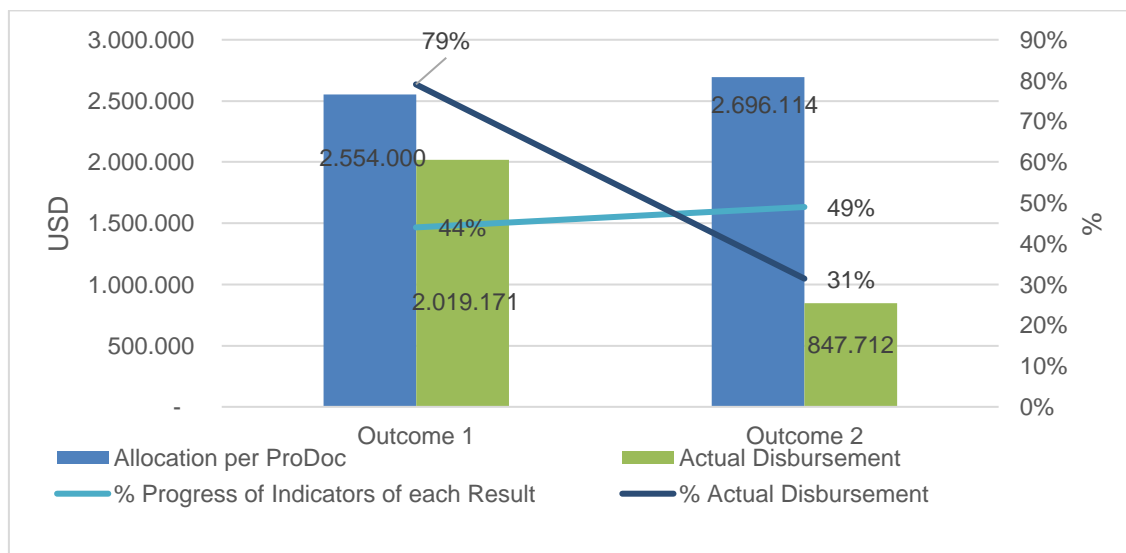
Source: Counterpart Report, 2019

## 5.5 Efficacy and Efficiency

- 1 Efficiency refers to the progress in the fulfilment of planned activities, in relation to their percentage of progress in order to meet the different milestones and key processes. To determine the percentages of progress per component, an average between the progress of the indicators that integrate them was made. From this perspective, it can be observed that after 65% of the implementation period, the reported fulfilment performance of its impact indicators from both Components is similar (Component 1: 44%; Component 2: 47%).
- 2 As of 2018, greater execution in component 2 is shown, however, it is concerned that the time pressure to quickly execute the available resources will have an impact on the quality of the intervention. For example, an important result is shown in terms of the provision of officers and technical staff to the AP, however, the hired staff did not have an adequate induction process and strategic direction. The creation of new ones or the reactivation of spaces for community participation, must take care to properly manage the expectations that are generated, in this case, and respond to a clear strategy of sustainability and exit.
- 3 In terms of efficiency, which is understood as the ability to achieve the expected results with the minimum possible resources and in the shortest possible time, and assuming a linear correspondence between the budget execution and the achievement of the goals, Component 1 shows a low performance, this is how despite having executed 79% of the planned resources it has barely achieved a 44% performance in achieving its indicators. In the case of Component 2, it can be

observed that despite having executed 31% of the budgeted values its performance has reached 49% in the achievement of its indicators (Figure 6).

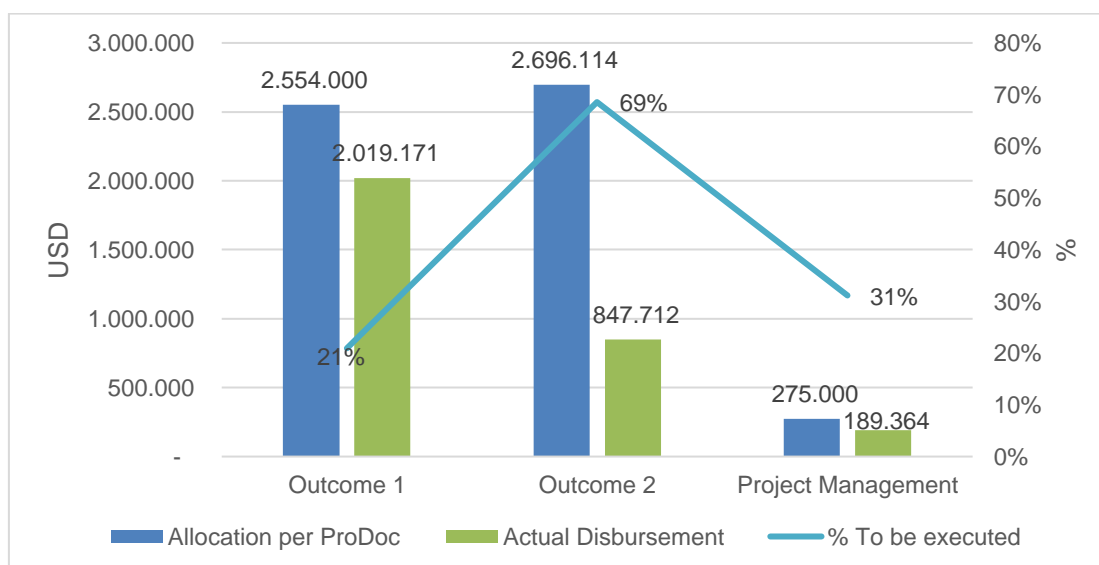
**Figure 6 Budget execution vs % implementation by component**



Source: UNDP Expenditure Report, 2018; UNDP Transfer Report - GEF, 2016. PIR, 2018

- 4 Another efficiency criterion that was called upon to attend the project, has not been met so far. The project's resources were not well timed, as they did not reach the PA at the most appropriate times, according to biological characteristics and needs in the field. At the close of this document, after the first four months of the year, there are still communities that have not received their salary since December 2018, unpaid technical staff and activities that could not be carried out for lack of resources.
- 5 Since 2016, the execution of the project has been based on the annual planning of the POA, although it is evident that the implementation was not carried out as planned. Until the end of the last semester 2018, 50% of resources have been utilized, with 2016 being the year in which the most amount of resources was expended. It is important to note that in 2017 the lowest execution of the 3 years of analysis is reported, however, in 2018 the implementation is again representative, this could suggest that, if this pace is maintained, the project could utilize the allocated budget. The project has a period of less than 2 years to carry out the remaining budget, and according to the multi-year planning is expected to fulfil this objective. Component 2 shows that 69% of the total budgeted and 21% for Component 1 (Figure 7) are pending to be executed.

**Figure 7 Execution Gap per Component**



Source: UNDP Expenditure Report, 2018; UNDP Transfer Report - GEF, 2016

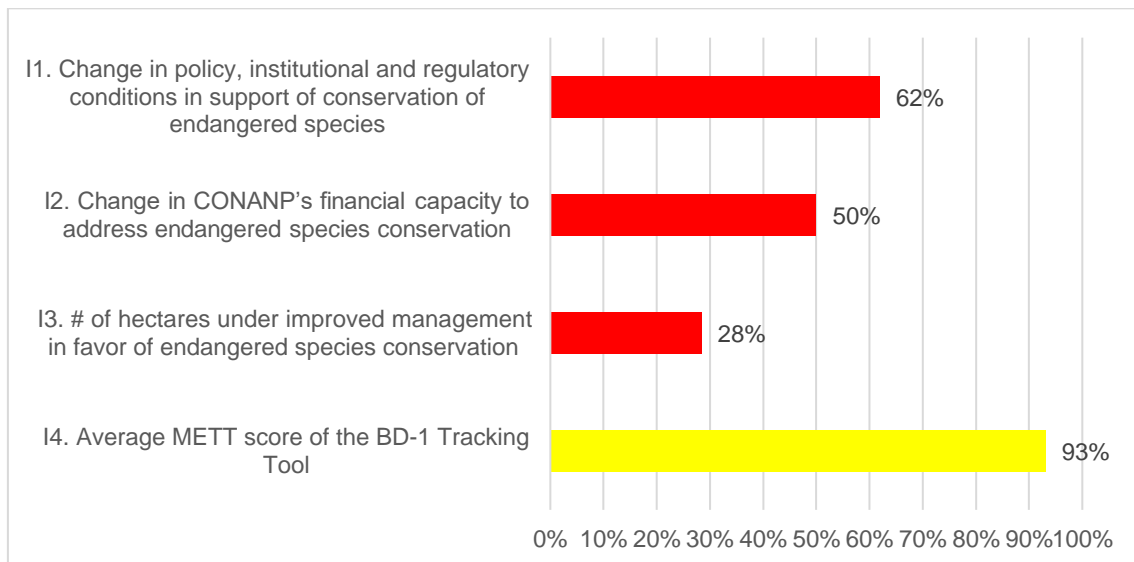
6 It is possible that the reported performance may have overestimated the true level of execution, as discussed through this report. However, with less than one year of effective presence in most PNA, it is still too early to differentiate the incremental contribution of the project, so it would not be fair to attribute to the project the achievement of indicators that respond to years' processes and even decades of work with the species at risk. The targets in certain indicators also benefited from the synergistic and cumulative effects of different PNA strengthening projects, as well as all the momentum that the species at risk received at that moment from PROCER, the creation of the DEPC and the implementation of different projects for species that had years of consolidation. The interviewees agree that indicators such as the increase in the scores on the METT tab or the growth in populations and species conservation would have been achieved without the GEF investment. As an example of this, the indicators have been met two years ahead of schedule, even though the project has a significant delay in its implementation.

## 5.6 Results and impact

- 1 This chapter shows the overall impact of the project so far, based on the four major impact indicators described in the Strategic Results Framework. In general, it can be said that there has been little progress in the results in terms of the indicators, which is explained in this chapter and shown in Figure 7 and Annex 9 of this document.
- 2 By analyzing Indicator 1, shared between improvement in operational capacity and the regulatory framework, a 40% progress is observed. This is because, although

there is a greater amount of material and human resources to improve operational capacity, these are not sufficient, nor are they managed on time. It also does not guarantee its permanence for field officers, and it is not certain that even with these tools the operation is adequate. On the other hand, there is still no change in policy (0%) and although, in 2016, an important step was taken by presenting the proposal for improvement in the regulatory framework of the CONANP within the Biodiversity Law before the Chamber of Deputies and Senators, this was rejected by the Congress; the current result represents a problem in terms of being able to negotiate and change legislation at the national level in the remaining time of the Project.

**Figure 8 Progress level in project's impact indicators**



Source: PIR, 2018

- 3 Indicator 2 reflects a 25% progress, although in 2016 FONCER was created with USD 1 million contributions from the GEF, it still does not operate and does not present a capitalization planning or strategy.
- 4 The third indicator has a progress level of 28.4%. Until mid-2018 approximately 568,387 hectares corresponding to 15 PA were under improved management in favor of species at risk. That is, there are remaining to include 1,431,613 hectares of 21 AP. The PA that have been benefited most are APFF Valle de los Cirios, Upper Gulf of California and Colorado River Delta Biosphere Reserve (but not as part of the project), Sierra de San Pedro Mártir National Park, Sian Ka'an Biosphere Reserve, and Calakmul Biosphere Reserve.

- 5 Finally, Indicator 4 started with a baseline whose score of the 21 PA on the METT tab was 62%, while for the current level, a percentage of 67% was reported. It is quite possible that until the completion of the project these goals are achieved, but this does not necessarily reflect management or result attributable to the project. As mentioned in the design chapter, the formulation of these goals is modest and could possibly have been achieved without the intervention of the project. In this regard, for each PNA the score and some comments are shown in the section "Management Effectiveness Tracking Tools" which show that the progress could not be considered enough for the half period as expected (Annex 10).
- 6 In summary, considering the 4 impact indicators, there is that: there is not adequate progress in the achievement of the goals. The actual progress is very low (less than 36%, on average of the 4 indicators, for mid-period), which may be due to the project has advanced very slowly because of all the conflicts already mentioned above. Three years into implementing the project, an impossibility of showing impacts is denoted, considering that implementation is largely recent and therefore difficult to verify the additionality of the GEF funds.

## **5.7 Monitoring and Follow-up**

- 1 The project has followed most of the different milestones and monitoring & follow up tools established in the PRODOC, but with low quality and efficiency. In support with the UNDP's Sustainable Development Programme, the project has implemented several processes such as the interception meeting, mid-term assessment, the different types of anticipated reports (quarterly, annual), the PIR reports and the regular meetings with the Project Board. Furthermore, according to the information in the minutes of the project, although the start-up workshop was planned in February 2017, it was held on 13 and 14 July of the same year. The justification for the delay was due to the limited availability of the CONANP commissioner.
- 2 A great gap in the milestones described in the PRODOC is the project monitoring and follow up plan, whose absence explains to a large extent the low quality in the reports and in general in the systematization of the project information. Although indicator tables have been used for monitoring, they do not accurately express progress or results for all activities. In some topics, it took a long time for the MTR to locate information on certain activities and indicators, as the information is very dispersed and for various activities, there is no information in the material sent for MTR's use.

- 3 As for the GEF monitoring tools, which correspond to the Tracking Tool for Biodiversity Projects (Annex 10), in all cases, the tools have been updated to March this year; however, and despite its upgrade was planned in the 2019 POA, this was not requested from the PA in preparation for the MTR. This activity was in the knowledge of the UCP, and according to the information provided the same formats were used due to the haste of the realization of the MTR. It is also essential that clear methodological guidelines be generated so that these tools are filled in a consistent manner, that allows comparison and that also discriminates what is the actual contribution of the project in the improvement or recoil in the indicators analyzed.
- 4 The weakness found in the formulation of the indicators was perceived by the UCP, CONANP and UNDP, in such a way that the M&E in 2017 proposed a more consistent MRE in the way of measuring, and in which there is also a more logical connection between results and goals; and that it considers the products to be verifiable and tangible. However, although it is better structured, it remains ambiguous for some results and their respective indicators, in addition, there were not established necessary baselines. This MRE, although it has not been formally accepted, it has been used as a reference for the development of the 2018 and 2019 POA.

### **5.8 UNDP Comparative Advantage**

- 1 UNDP specializes in technical assistance projects and collaborates with countries in the promotion, design and implementation of activities in accordance with the GEF mandate and national sustainable development programs. The UNDP national office established a collaborative relationship with CONANP and UCP for project management, it brings advantages by having extensive experience in the formulation of integrated policies, human resources development, institutional strengthening and community non-governmental participation.
- 2 UNDP has a long tradition of collaborating with SERMANAT and CONANP, as well as managing a diversified portfolio involving different levels of relationship and intervention with AP. However, this experience is not reflected in the performance of this project, therefore more could be done to support the UCP in the lessons learned and resources developed at the portfolio level. More visible support could have been sought from UNDP key programs such as BIOFIN, regarding the construction of a discourse from the political economy to strengthen the financial sustainability of species at risk management.

- 3 In the perception of many stakeholders, the main difficulty in relation to UNDP consists of slow financial administrative management. While according to the implementation modality, there are shared responsibilities with different partners, concerns are often mentioned about the timing of some processes such as the POA's approval and the release of resources towards AP. This responds to the complexity of guiding implementation under the result approach, where UNDP's role is key in terms of taking care of the incremental cost, product's quality and expense's effectiveness. However, alternatives should be sought in order to reduce and/or avoid as much as possible the delay in the release of resources between the different institutions involved.
- 4 A key aspect in which UNDP has a capacity and experience, that the project needs at the moment, relates to political dialogue, accompanying national authorities and strengthening the ownership of the project, understanding of roles and responsibilities, proposals to improve the results framework and articulation of the exit strategy. Much more can still be done to strengthen the multisectoral articulation and strategic communication oriented to the positioning of species at risk within the priorities and imagination of the decision-makers in the country.

## **5.9 Sustainability**

- 1 The sustainability perspectives of the project's components are significantly low. At the time of evaluation, the project does not have an exit strategy, both at the central level and in the PNA, no one is able to answer what is going to happen with the 14 species, 21 PNA and all the activities that have been initiated, once the project is finished.
- 2 This uncertainty regarding the sustainability prospects is compounded by the cut in the fiscal budget for both PNA and for the programmes such as PROCER, which creates an important challenge in the short term, in relation to the possibility of maintaining activities that are now being carried out especially in the field.
- 3 C1 products are not properly nested within CONANP, although it is reported that decisions have been made in conjunction with CONANP, through the DEPC and depending on the case, with other relevant directions, is still necessary to strengthen the participation and formal adoption by officials and authorities. An initiative that is important and currently emerging as a potential legacy, is the information system, which requires a process of validation and appropriation first at the political level and later at the technical level of CONANP. This system should ideally be nested in the CONANP's Direction of Evaluation and follow up.

- 4 Only in the case of species whose projects are better consolidated (pronghorn, turtles, jaguar), better sustainability expectations are presented thanks to the institutional scaffolding built prior to the project.
- 5 In certain PNA that have received a technician or field officer, there are opportunities for PNA staff to nest the project and directly assume it follows up. In other PNA such as Valle de los Cirios, the project covers all staff in charge of the management of the species, so the possibilities of nesting it with the PNA staff are minor.

## **6 Conclusions**

1. The project has high relevance in the national context; responds to institutional priorities and policy guidelines. The design process was widely attended by national specialists and institutions, who achieved as a major milestone in the design process, the identification of the 14 national priorities at the level of threatened species and their link with the PNA.
2. The project was called to be a benchmark for the entire region and open the way to a renewed attention and priority in GEF portfolios to work with species at risk since it is one of the few projects in Latin America exclusively focused on the conservation of this type of species.
3. The project is considered as a key piece in the conservation strategies at the species level, it was thought of as an opportunity to make an incremental leap that allows to consolidate these processes and generate a responsive capacity from the PNA to ensure efficient and sustainable execution. The Project was nested and designed at a different political moment from the current one, characterized by the strengthening of the recently created institutional framework for species at risk within CONANP, the expansion of the technical plant at the central and regional level, the availability of working groups and planning tools at the species level such as the PACE, together with the availability of financial vehicles such as PROCER and other subsidies that allowed to implement conservation strategies at the species level.
4. The project found significant difficulties to start and fell into a stalemate throughout its execution. While the initial conditions augured a successful execution, along the way there were inconveniences characterized by high turnover at the level of authorities and project team, low political priority, as well as governance problems among partners. All this was amplified by an important contraction in public



spending dedicated to the conservation of species at risk; in the absence of fiscal resources, pressure arose for GEF resources to replace and not complement the federal budget.

5. The project presents a reasonable risk of not meeting its main objective, which consists of building capacities so that the PNA in Mexico contribute effectively to the conservation of species at risk. This evaluation identifies that there are still gaps in its execution, as well as a significant delay in the implementation of some products. According to the new donor guidelines, it is confirmed that there would be no possibility of an extension without the cost of the implementation time, so it will be very difficult to recover the time lost during the start-up phase.
6. However, and without contradicting the previous conclusion, it is recognized that, since June 2018, the project has managed to emerge from the impasse it was in, regaining its capacity for execution and presence, particularly in the territory. The changes at the project's direction and coordination level, allowed to recover the leadership of the CONANP, it was given a strategic direction and generated a catalytic role that multiplied the presence and project's activity level in the PNA. This new dynamic, together with UNDP's guidance and accompaniment, made it possible to overcome to that the moment the difficulties that are normal in a period of transition and change of government.
7. It should be noted that the situation of the project is still fragile, considering that maintaining the current pace of execution requires political commitment and support at the highest level, where UNDP plays a key role in guiding the project to move forward with a logic of results and incremental cost. It is worrying that the management of the project has been temporarily assigned since December to a person who has not yet been ratified in office. This fragility is further reflected in the governance of the project, although the new coordinator has assumed a mediation role in the conflict between the partners, the conflict has not been resolved and the communication between the parties remains broken.
8. Component 1 shows considerable delay and unbalanced management. The products focused on strengthening CONANP's capacity from systemic and strategic perspective progress slowly. It emphasizes the creation of the FONCER, incomplete because the commitment of contribution by the Mexican State, on which there is practically no functioning, was not achieved, beyond the low financial returns generated by the contribution of the GEF. There is also a progress in generating a spatial and alphanumeric database that constitutes an important effort to compile information related to the 14 species.

9. As for Component 2, it is evident that the project has played a catalytic role in PNA where there were no capacities, equipment and staff to attend species at risk. In other cases, in which more consolidated programmes existed, the project has become the main source of funding, demonstrating displacement and not complementarity with public resources. The staff assigned to the PNA have barely assumed their duties since the third quarter of 2018, therefore in all cases, the main concern is the sustainability of the investments made and the real possibility that the PACE continues implementing in the PNA once the project is completed.
10. For all the above, it is worrying that, for both components, the pressure to obtain results and recover lost time will result in inadequate guidance in the use of resources, product quality and management in terms of sustainability. Progress in results should be orientated towards having an impact not only at the site level but also at regional and/or national levels and bearing fruit in the short, medium and long term.
11. Consequently, the possibility that this project does not become a missed opportunity for Mexico would depend on at least the following five critical factors:
  - i. To ratify the political commitment at the highest level in CONANP and SEMARNAT, to promote that this commitment is reflected in the Project Board.
  - ii. To form a Technical Committee with expanded participation, which supports the structuring of an exit and sustainability strategy.
  - iii. To confirm the interest and commitment of project partners to continue participating positively and with clear roles in the final stage of execution.
  - iv. To align Result 1 towards providing support and technical assistance to the PNANP process.
  - v. To guarantee the stability of the coordinator.

## 7 Recommendations

#	General Recommendations	Responsible
1	The need to raise the political profile of the project within CONANP and SEMARNAT is seen, to contact the authorities at the highest level to achieve a clear commitment to the closure of the project and to the implementation of MTR recommendations. This commitment should be ideally be reflected in the participation of the CONANP Commissioner in the Project Board.	UNDP, CONANP, SEMARNAT
2	To convene to a meeting of all the project's partners, in order to confirm their interest in maintaining their participation and execution commitment under the terms defined by the Project Board. At this point	CONANP, UNDP

	in the project, the implementation arrangements that are in force cannot be rethought. However, the time remaining is too short and the risk of failure is too high, as to maintain the level of conflict registered so far. Ultimately it is CONANP that must assume a clear and firm leadership that will guide and mobilize the partners in the face of project rescue.	
3	Promote the formation of an Advisory Committee with expanded participation of key players who are not yet committed to the project, so that it oxygenates, accompanies and strengthens the decision-making of the Project Board.	UCP, CONANP, UNDP
4	Build an interinstitutional scaffolding with other government stakeholders, civil society and the private sector; linked to new GEF portfolio projects and national resource windows to jointly develop the project's exit strategy.	CONANP, UCP, SEMARNAT
5	PRODOC proposes a team of two people, without counting with the technician in M&E that is not yet hired, the UCP team registers at least 4 people. It is recommended to evaluate the performance and profiles of all UCP staff and define whether existing roles and capabilities are the most appropriate to accompany the closure of the project. The areas that deserve more attention for a project exit strategy are linked to M&E, species information and monitoring systems, capacity building, financial sustainability and community participation.	Coordinator UCP, UNDP, CONANP
6	Hiring the technician at M&E so that, in coordination with the project's partners, the modification of the MRE can be considered based on the results and impact that can be achieved in the implementation time. It is recommended to develop a planning workshop that develops a tool that makes sense of purpose and guides the management from a logical perspective towards the achievement of the objectives of the project.	UCP, UNDP
7	It is not a good precedent for Mexico that the GEF resources are used to replace federal expenditure when they must be complementary and seek additionality. It is recommended that in the MRE's amendment framework a working group with the support of BIOFIN should be established to look for innovative alternatives aimed at the GEF resources to recover their incremental nature and strategic character in the consolidation and sustainability of the investments made, within the 2020 CONANP's budget and the project.	UN DP, CONANP, UCP
8	It is necessary that the documentary management of the project be handled in a serious and professional manner. It is recommended to generate a repository of project information, which builds all documents, studies, consultancies, and other information resources that have been generated with project resources. Priority should be given to the absence of means of verification for some of the investments made and in general terms to address the quality of reports and information	UCP

<b>Recommendation Outcome 1</b>		
9	The UCP should be formally and actively linked with the support of DEPC, DGOR and DES in the PNANP, in order to nest the project within the 5 priority axes of the new administration. For this, it is recommended that CONANP consider integrating the UCP Coordinator into its planning team.	UCP, CONANP (DEPC, DGOR, y DES)
10	To contract a study that analyses CONANP's capacity building needs to manage species at risk (human, institutional, financial, legal, technological, logistics).	UCP, UNDP
11	The legacy of the project must be to formulate a conceptual framework that proposes short-, medium- and long-term strategic objectives and	UCP, UNDP, CONANP

	a theory of change that aligns with the objectives of the new administration, the new economic scenario of government and opportunities to generate development from the protection of species at risk. Within this framework, there must be included proposals to strengthen the regulatory and institutional framework, and a critical route to guide the reforming proposals of the regulatory and institutional framework,	
12	Developing economic valuation exercises and business cases in connection with BIOFIN, it is also advisable to design a financial sustainability strategy that defines the real gaps according to the previous reference framework, and in which insert the patrimonial fund as one more tool within a diversified and creative menu of funding sources for the species at risk, in order to stop using the GEF resources to replace federal spending. All these supplies can contribute to the development of political discourse and strategic communication strategies in favor of higher priority and allocation of financial resources for species at risk.	FMCN, UNDP, UCP, CONANP
13	Formalize adoption and continue with the nesting of the information system and APP within CONANP and CONABIO. This would involve a technical/political process to validate or update the existing design so that it is developed with full knowledge and appropriation of CONANP.	CONANP
14	Modify the means of verification of the indicator referring to the change in policy and institutional and regulatory conditions for supporting the conservation of species at risk, based on what the institution can contribute.	UCP, CONANP

<b>Recommendation Outcome 2</b>		
15	To develop evaluation workshops to the specific progress of each PNA and of each species, with the purpose of sincere and focus efforts exclusively towards strategies that present the greatest viability and perspectives of sustainability. The workshops should promote a review of strategies to make them more specific and grounded to the reality of each species and PNA.	UCP, CONANP (DEPC, PNA)
16	It is not recommended to finance activities in species that have not yet started at the PNA level, or that have not had a positive impact on their conservation and ecosystem, for example, the Vaquita Marina in RB Alto Upper Gulf of California and Colorado River Delta Biosphere Reserve, identify the reasons and consider them within the lessons learned, for cases of possible replication in other PNA.	UCP
17	As part of the sustainability strategy, it is recommended to look for intra- and inter-sectoral arrangements to manage support in and outside of PNA (for Project Management Strategies) and where there are already, strengthen and formalize the links, such as: livestock management, conflicts with predators (predation attack insurance), reduction/management of livestock grazing to reduce competition with target herbivores (SADER); fire management to improve habitat conditions (CONAFOR); promotion of sustainable fisheries in local communities and modification of fishing gear (CONAPESCA), promoting the creation of ecological corridors to preserve biological connectivity (CONABIO). This should be with the support of CONANP's highest commanders.	UCP, CONANP, UNDP,
18	To count with the communication strategy that includes community plans that support conservation management of species at risk. And, on the other hand, from an economic-political perspective, highlight that the species at risk are good business for Mexico, thereby attracting other co-financers, as well as donations, which would favor the sustainability of conservation actions of the species at risk. It is not	UCP, CONANP

	recommended to invest funds in expensive outreach or communication campaigns that do not have an impact on populations.		
19	To guarantee the efficient release of resources for field actions (equipment, consultancies) by meeting the real needs of species and the AP, through the formulation of schedules by the JP in which the deadlines for the release of funds and/or executing payments are clearly established. Detecting in which areas there have been more delays and causes to be taken care of and to be able to develop functional schedules.	UNDP, ENDESU	CONANP,
20	On the indicators for result 2.1 it is recommended to modify: <ul style="list-style-type: none"> <li>•The first indicator on Management Strategies in such a way that strategies with standardized methodologies are developed and established, guidelines, objectives aimed to threat reduction and improving habitat management.</li> <li>•Modify the current baseline and goal (it is closely linked to the following indicator), and/or is covered in other indicators (e.g. in terms of community coverage and participation) and/or are not feasible (e.g. eagle nests with intervention). The baseline and goal are recommended to be in accordance with the E.G.</li> <li>•On indicator 2, in the remaining time of the project, it is less feasible to know if the increase of populations is the result of the project's execution. The increase in the number of individuals does not mean that the population is recovering. There are only specific cases of efforts aimed to improve populations e.g. Condor and pronghorn. Therefore, it is recommended to remove this indicator and strengthen the previous one.</li> </ul>	UCP, CONANP PNA)	UNDP, (DEPC,
21	On the indicator for result 2.2 (Improved Coverage), <ul style="list-style-type: none"> <li>•It is measurable and verifiable, and the goal is considered to have been achieved. The recommendation is therefore to develop a new indicator that includes a new portfolio of conservation areas for the 21 PNA. This implies that each PNA should redirect its efforts on detecting favorable areas for the connectivity and conservation of species and habitats. To have new polygons or areas defined and mapped for the end of the project.</li> <li>•As part of these works, additionality should be sought by incorporating cross-cutting themes, mainly the climate variable in site selection.</li> <li>•To continue, secondly, as far as possible, expanding the coverage of the PNA through certifications.</li> </ul>	UCP, CONANP PNA)	UNDP, (DEPC,
22	Within the progress reported in the impact, indicators have mentioned the progress in the process of declaration of PNA with an area of 2,577,000 hectares in the State of Zacatecas, which includes the creation of an important ecological corridor. Now the EPJ is available, so the recommendation is to resume the project for creation of the PNA and seek its statement as soon as it is supported by the DGCD and the CONANP.  If it is not possible to declare as PNA, look for options for certifications such as ADVC as the high relevance of the area as an ecological corridor deserves to seek its protection.	CONANP (DGCD)	
23	Result 2.3 (community participation) For the indicator that refers to this result, there is no technical-conceptual approach, there is no defined strategy or goals for community participation. It is recommended to: <ul style="list-style-type: none"> <li>•Delete the "Management framework" indicator which is not defined.</li> <li>•Develop a new indicator aimed at carrying out studies in which each</li> </ul>	UCP, CONANP PNA)	UNDP, (DEPC,

	<p>PNA defines conceptual frameworks of the types of community participation required by PNA (surveillance, monitoring, fire management, restoration, etc.) and the number of committees that would be opportune to meet these needs. Define in these studies how the capacity of the area would be improved in order to strategically project and detect in a timely manner what is required of the communities.</p> <ul style="list-style-type: none"> <li>● Include another indicator in which 21 community engagement plans are drawn up that define needs, methodologies, costs, impact, and include in these plans a future projection of what will happen with the communities (whether or not set up in committees), once the project is finished.</li> <li>● Subsidies for the participation of this type of public should continue to be implemented and maintained or increased, with respect to the previous year, but the baseline and goal should be modified according to verifiable current information.</li> <li>● Delete in the "Reference" column in the MRE the sections on emergency protocols ("0 PNA implement emergency protocols" and their goal), as they were never defined or developed and the remaining time of the MTR must be oriented to strengthen, reconsider and advance in the other MRE indicators. On the following reference of the POA ("12 POA with strategies for community participation referring to the conservation of species at risk" and their goal) also eliminate it from the MRE as it is already immersed in the indicator referring to subsidy programs</li> </ul>	
24	<p>Organize a workshop for the next update to filling METT tabs so that it is objective and has as little bias as possible about the criteria to be evaluated. To request each PA to report not only the file but also the observed changes, explain the possible causes that have led to these changes (favorable or not) and the specific feasible measures for each PNA to continue increasing the effectiveness of the management or the strengthening of capacities or reorienting if they are diminished.</p>	<p>CONANP, UNDP, UCP,</p>

## 8 Annex

### Annex 1. Terms of Reference

#### Programa de las Naciones Unidas para el Desarrollo

Fecha: Octubre, 2018



*Al servicio  
de las personas  
y las naciones*

### Solicitud de Cotización

### Contrato Individual

### Concurso: SDC-49-2018

Fecha límite para recepción de ofertas:

**A más tardar a las 23.59 horas del 12 de noviembre de 2018**

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**País:** México.

**Descripción de la Consultoría:** Servicios de consultoría para realizar la Evaluación de Medio Término del Proyecto “Fortalecimiento del manejo del sistema de Áreas Protegidas para conservar mejor las especies amenazadas y sus hábitats” (Consultor/a internacional).

**Proyecto:** 00092169 – Fortalecimiento del manejo del sistema de Áreas Protegidas para conservar mejor las especies amenazadas y sus hábitats

**Duración:** 3 meses

Favor de enviar su propuesta **debidamente firmada** en formato electrónico (pdf, tiff, etc.) al correo electrónico [licitaciones@undp.org](mailto:licitaciones@undp.org) con el título: **Oferta SDC-49-2018**

Cualquier duda respecto a la presente convocatoria deberá enviarse a los correos electrónicos señalados a más tardar **el 6 de noviembre de 2018**. Las respuestas o modificaciones se publicarán en la página Web del PNUD a más tardar **el 8 de noviembre de 2018**.

1. **ANTECEDENTES**
2. **PRODUCTOS ESPERADOS, RESPONSABILIDADES Y DESCRIPCIÓN DE ACTIVIDADES.**
3. **REQUERIMIENTOS DE EXPERIENCIA Y CALIFICACIONES.**
4. **DOCUMENTOS A INCLUIR EN LA PRESENTACIÓN DE LA OFERTA.**

Los consultores individuales interesados en participar en la presente convocatoria, deberán presentar los siguientes documentos/información:

<p><b>1. Propuesta de trabajo (Propuesta técnica)</b>          Describir brevemente:          i.) Las razones que lo colocan como el mejor candidato para cumplir con éxito los servicios solicitados.          i.i.) La metodología o actividades que planea realizar para cumplir con éxito los servicios o actividades solicitadas.</p>	<p><b>Formato Libre</b></p>
<p><b>2. Propuesta Económica</b>          Utilizar el Formato 1 (obligatorio). El honorario ofertado deberá incluir todos los impuestos. <b>Anexo II. Formato 1.</b></p>	<p><b>Anexo II Formato 1</b></p>
<p><b>3. Información Curricular</b>          CV Personal que incluya experiencias pasadas en proyectos similares con al menos 3 referencias.          Formato P11, el cual se encuentra en anexos. (Para contratos mayores a US\$ 2,500).</p>	<p><b>Formato libre</b></p>
<p><b>4. Condiciones Generales.</b>          Las condiciones generales del contrato que se formalizará con la persona que resulte adjudicada. <b>Anexo III</b></p>	<p><b>Anexo III</b></p>

5. **PROPUESTA ECONÓMICA**
  - **Suma de Gasto Global (*lump Sum*):**

La propuesta económica deberá especificar la suma de gasto global, y términos de pago en relación a entregables específicos y medibles (cualitativos y cuantitativos). Los pagos se basan en la entrega de productos o servicios. Para la comparación de las propuestas económicas, éstas deberán incluir a un desglose de la suma de gasto global (incluyendo viajes, viáticos, y número anticipado de días de trabajo.)

**Viajes:**

Todos los gastos de viaje (viáticos, pasajes, traslados) previstos deberán incluirse en la propuesta económica. Esto incluye todos los viajes para incorporarse a estaciones de trabajo/repatriación. En general, PNUD no aceptará costos de viaje que excedan a los



boletos de clase económica. Si un consultor individual desea viajar en una clase más alta, los gastos correrán por su cuenta.

En caso de viajes no previstos, el pago de los costos del viaje incluyendo boletos, hospedaje y gastos de traslado, deberá acordarse entre la unidad de negocio respectiva y el consultor individual antes de viajar y será reembolsado.

## 6. EVALUACIÓN DE PROPUESTAS.

Los consultores individuales serán evaluados basados en el siguiente criterio:

**\*Análisis acumulativo:** Se adjudicará el contrato a aquel consultor/a individual que obtenga la mejor combinación técnico-económica. Donde la oferta técnica equivale al 70% y la económica el 30% de la calificación total.

**\* Cumple/No Cumple:** Se adjudicará el contrato a aquel consultor/a individual que habiendo aprobado la fase técnica cotice el menor precio.

## 7. PROCEDIMIENTO DE PROTESTA.

El sistema de protesta pretende dar la oportunidad de apelar a aquellas personas o compañías a las que no les han sido adjudicados una orden de compra o contrato dentro de un proceso de contratación competitivo. El sistema no está diseñado para aquellos licitantes que hayan enviado sus ofertas fuera de tiempo, no hayan emitido respuesta o cuando todas las propuestas/ofertas hayan sido rechazadas. Si considera que no ha sido tratado de manera justa durante el proceso, pueda encontrar información detallada sobre los procedimientos de protesta en el siguiente enlace: <http://www.undp.org/procurement/protest.shtml>

De acuerdo a la normatividad en materia de adquisiciones del PNUD, el procedimiento para inconformidades es el siguiente:

Dentro de los diez días hábiles siguientes a la publicación del fallo por parte del PNUD, deberá elaborar escrito dirigido al Representante Residente del Programa de las Naciones Unidas para el Desarrollo México, indicando:

- a. Nombre de la empresa inconforme, dirección fiscal, número de teléfono, fax y correo electrónico.
- b. Indicar el número de licitación.
- c. Descripción de los hechos que motivan la protesta y explicación detallada de la forma en que fue perjudicado.
- d. Copia de la documentación relevante que soporte su inconformidad.
- e. Descripción de la forma en que considera se solucionaría su inconformidad.
- f. Toda la información adicional que considere anexar, como cronología de los hechos

Dicho escrito y documentación anexa, deberá entregarse en nuestras oficinas ubicadas en Montes Urales 440, colonia Lomas de Chapultepec, Piso 1, Área de Registro. México, DF. CP 11000. Dentro de los siguientes diez días hábiles, deberá recibir respuesta a su reclamo. Si tal respuesta no le satisficiera, podrá turnarla junto con su escrito original de protesta, al director de la OPS (*Office of Procurement Support*): FF-805. 304 East, 45th Street, New York, NY. 10017. USA. Tel (212) 906-6571 Fax 906-6663), quien se hará cargo de revisar y tomar una decisión al respecto, la cual tendrá carácter de definitiva y obligatoria para todas las partes involucradas.

### **Motivos de No Participación:**

En caso de no presentar propuesta, se solicita al oferente enviar notificación por escrito indicando la razón de no participación.

## 8. ANEXOS

- Anexo I. Términos de Referencia.
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## Anexo I. Términos de Referencia (TORS)

### Consultoría Individual

Fecha: octubre 2018

Descripción de la Consultoría:	Servicios de consultoría para realizar la Evaluación de Medio Término del Proyecto "Fortalecimiento del manejo del sistema de Áreas Protegidas para conservar mejor las especies amenazadas y sus hábitats" (Consultor/a internacional).
Duración estimada:	3 meses
Fecha de inicio:	Diciembre 2018
Fecha de Término:	Febrero 2019
Número y Título del Proyecto:	00092169 Fortalecimiento del manejo del sistema de Áreas Protegidas para conservar mejor las especies amenazadas y sus hábitats
Objetivo:	El/la consultor/a internacional deberá liderar la Evaluación de Medio Término (EMT) a fin de evaluar el diseño y la implementación del proyecto hasta la fecha, en términos de relevancia, efectividad, eficiencia, impacto y sustentabilidad para conocer su desenvolvimiento y estimar el alcance en el cumplimiento de los resultados esperados de acuerdo con el Documento de Proyecto (PRODOC).
Nombre del Supervisor:	Director/a de Especies Prioritarias para la Conservación. CONANP. Oficial Nacional del Programa de Desarrollo Sustentable. PNUD. Coordinador/a de Proyecto. PNUD.
Descripción de Viajes:	Serán cubiertos por el Proyecto de acuerdo a las reglas del PNUD
Lugar de trabajo:	A distancia con presencia física en los momentos antes descritos.
Forma de Pago:	Tres pagos, contra la entrega y aceptación de productos y/o servicios por parte de: El Director Nacional del Proyecto, el Director del Programa de Desarrollo Sustentable PNUD, el Coordinador/a de Proyecto y el Oficial Nacional de Monitoreo y Evaluación.
Dedicación:	No exclusiva.

## 1. ANTECEDENTES

México es un país “mega-biodiverso”, el cuarto más biodiverso del mundo, y es hogar de aproximadamente el 12% de las especies del mundo. Entre éstas se incluyen aproximadamente 544 especies de mamíferos terrestres y marinos (tan sólo en segundo lugar luego de Indonesia y Brasil), 804 especies de reptiles, entre 300,000 y 425,000 especies de insectos y 23,522 especies conocidas de plantas. El país es el más rico del mundo en especies de reptiles, el segundo en especies de mamíferos y el cuarto en anfibios y plantas. Se estima que 32% de la fauna vertebrada nacional es endémica del país y que 52% es endémica de Mesoamérica. El país también incluye áreas de 51 de las 191 ecorregiones terrestres reconocidas a nivel mundial.

México es también de suma importancia en términos de biodiversidad global como el centro de origen de muchas especies y variedades con gran potencial de uso tanto en los sectores agrícola como forestal. Ejemplos notables de esto son los cultivos agrícolas de maíz (*Zea mays*), calabaza (*Cucurbita spp.*), algodón (*Gossypium hirsutum*) y *Leucaena spp.*, un género de árboles de uso múltiple con enorme potencial en sistemas agroforestales de pequeños agricultores. La biodiversidad ha sido objeto de uso humano desde épocas remotas y sigue siendo de gran importancia en términos prácticos, así como culturales y religiosos para la mayoría de los 62 grupos étnicos reconocidos del país.

De las 544 especies de mamíferos del país, la UICN considera a 100 como amenazadas, en segundo lugar, tan sólo después de Indonesia. El país también tiene 211 especies amenazadas de anfibios y 61 de aves. El presente proyecto se enfocará en la conservación de 14 especies prioritarias en riesgo de extinción, que fueron seleccionadas de entre las más de 2,000 que figuran en la lista de especies en riesgo del país (NOM-059-SEMARNAT-2010). Todas, menos una, de estas especies seleccionadas están en la Lista Roja de la UICN.

Es por eso que el Gobierno de México está trabajando con el apoyo del GEF y del PNUD para la eliminación de barreras con el fin de asegurar la conservación a largo plazo de la diversidad biológica del país. En septiembre de 2015 CONANP-SRE-GEF-PNUD firmaron el Documento de Proyecto (PRODOC), que marca los lineamientos, las metas y los indicadores y sienta las bases para el inicio de la implementación. Así mismo, para la operación del proyecto se firmó el convenio de concertación entre la CONANP y los socios responsables del proyecto: Espacios Naturales y Desarrollo Sustentable A.C. (ENDESU) y el Fondo Mexicano para la Conservación de la Naturaleza, A. C. (FMCN).

El Programa de las Naciones Unidas para el Desarrollo (PNUD) es el organismo mundial de las Naciones Unidas en materia de desarrollo, que promueve el cambio y conecta a los países con los conocimientos, la experiencia y los recursos necesarios para ayudar a los pueblos a forjar una vida mejor. El PNUD está presente en 170 países y territorios, donde trabaja con los gobiernos y las personas para ayudarles a encontrar sus propias soluciones a los retos mundiales y nacionales del desarrollo.

## 2. PRODUCTOS ESPERADOS, RESPONSABILIDADES Y DESCRIPCIÓN DE ACTIVIDADES RESPONSABILIDADES

1	1. Etapa de preparación, la cual incluirá la revisión de toda la documentación relevante proporcionada; Preparación para el trabajo de campo (en coordinación con el Punto Focal de Monitoreo y Evaluación en PNUD, el Gerente de Proyecto, el Coordinador de Proyecto y el/la consultor nacional y la CONANP: Analizar la documentación del proyecto incluyendo antecedentes y documentos de diseño del proyecto y otro material que
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	<p>tenga información del proyecto (PIR, reportes trimestrales); Familiarizarse con la situación de desarrollo general del país (se deben revisar los CCA, UNDAF y otros reportes del país). Preparar la misión de manera detallada, incluyendo metodología, en coordinación con el PNUD y el equipo del proyecto. Tener una teleconferencia con CONANP, SEMARNAT, PNUD y UCP para revisar y diseñar el plan de trabajo.</p> <p>2. Elaborar una propuesta de los sitios a visitar en las misiones de campo. Consensuar la lista de personas, instituciones y organizaciones a entrevistar (acordado y contextualizado con el acompañamiento del/la consultor/a nacional), informando con 15 días de anticipación a la Unidad Coordinadora del Proyecto GEF-PNUD a fin de programar dichas reuniones. Dentro del mismo periodo, consensuar herramientas de levantamiento de información (batería de preguntas, cuestionarios, número de grupos y enfoque de cada uno).</p> <p>3. Integrar el informe de arranque (inception report), conforme al Anexo G, incluyendo el plan de trabajo y metodología de la evaluación coordinada con el resto del equipo evaluador (evaluador/a nacional).</p>
2	<p>1. Durante la etapa de visita de campo y entrevistas con las contrapartes y beneficiarios in situ, incluyendo el PNUD:</p> <ul style="list-style-type: none"> <li>• Llevar a cabo reunión de planeación con el equipo de evaluación, CONANP SEMARNAT, PNUD y UCP.</li> <li>• Llevar a cabo reuniones con actores nacionales relevantes en coordinación con el/la consultor/a nacional</li> <li>• Aclarar dudas finales sobre el material disponible del proyecto, con especial atención en los resultados y productos del proyecto.</li> <li>• Visitar sitios del proyecto acordados.</li> <li>• Observación y revisión de las actividades finalizadas y en curso.</li> <li>• Hacer entrevistas con beneficiarios y actores clave acordados y con los instrumentos consensuados.</li> </ul> <p>2. Presentar hallazgos y observaciones preliminares a CONANP, SEMARNAT, PNUD y UCP, para discusión de los mismos.</p>
3	<p>1. Revisar globalmente el cumplimiento de las normas y procedimientos del sistema administrativo, financiero y reportes del proyecto, verificando que estén conformes con las reglas financieras y regulaciones del PNUD y GEF (informe de auditoría, reportes financieros y balance a medio término).</p> <p>2. Presentar el informe en forma borrador para comentarios y retroalimentación.</p> <ul style="list-style-type: none"> <li>• Elaborar reporte Borrador: este debe ser entregado en un plazo no mayor a las dos semanas de finalizada la misión y conforme a lo establecido en el Anexo H de estos términos.</li> <li>• Llevar a cabo entrevistas finales / validación con CONANP, SEMARNAT, el PNUD, el PNUD-GEF-RCU y equipo del proyecto.</li> <li>• Elaborar borrador en el formato adecuado</li> <li>• Revisión telefónica de las conclusiones finales con CONANP, SEMARNAT, PNUD y UCP e incluir últimas correcciones con base en este intercambio.</li> <li>• Elaborar y entregar el informe final.</li> </ul> <p>3. Durante la etapa de entrega del informe final de evaluación, se llevará conforme al Anexo H.</p>

<ul style="list-style-type: none"> <li>• Presentar reporte final de evaluación aprobado CONANP, SEMARNAT, PNUD y UCP; en español e inglés.</li> <li>• Finalizar el reporte final y entregarlo para comentarios.</li> <li>• Sistematizar evidencias recopiladas para el informe.</li> <li>• Elaborar un banco de datos de entrevistas, imágenes, análisis y otras evidencias relevantes del trabajo de campo.</li> </ul>
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## DESCRIPCIÓN DE ACTIVIDADES

ÍTEM	ACTIVIDAD	PRODUCTO	CALENDARIO	% PAGO
1	<p>1. Etapa de preparación, la cual incluirá la revisión de toda la documentación relevante proporcionada; Preparación para el trabajo de campo (en coordinación con el Punto Focal de Monitoreo y Evaluación en PNUD, el Gerente de Proyecto, el Coordinador de Proyecto y el/la consultor nacional y la CONANP: Analizar la documentación del proyecto incluyendo antecedentes y documentos de diseño del proyecto y otro material que tenga información del proyecto (PIR, reportes trimestrales); Familiarizarse con la situación de desarrollo general del país (se deben revisar los CCA, UNDAF y otros reportes del país). Preparar la misión de manera detallada, incluyendo metodología, en coordinación con el PNUD y el equipo del proyecto. Tener una teleconferencia con CONANP, SEMARNAT, PNUD y UCP para revisar y diseñar el plan de trabajo.</p> <p>2. Elaborar una propuesta de los sitios a visitar en las misiones de campo. Consensuar la lista de personas, instituciones y organizaciones a</p>	<p>1. Plan de trabajo, metodología de evaluación y arreglos logísticos a ser aprobados por CONANP, SEMARNAT, PNUD y la UCP.</p> <p>2. Listado de personas, instituciones y organizaciones que desea entrevistar y baterías de preguntas aprobados por la UCP, CONANP, SEMARNAT, y PNUD.</p> <p>3. Inception Report aprobado por CONANP, SEMARNAT, PNUD y UCP.</p>	Semana 2	20

	<p>entrevistar (acordado y contextualizado con el acompañamiento del/la consultor/a nacional), informando con 15 días de anticipación a la Unidad Coordinadora del Proyecto GEF-PNUD a fin de programar dichas reuniones.</p> <p>Dentro del mismo periodo, consensuar herramientas de levantamiento de información (batería de preguntas, cuestionarios, número de grupos y enfoque de cada uno).</p> <p>3. Integrar el informe de arranque (inception report), conforme al Anexo G, incluyendo el plan de trabajo y metodología de la evaluación coordinada con el resto del equipo evaluador (evaluador/a nacional).</p>			
2	<p>1. Durante la etapa de visita de campo y entrevistas con las contrapartes y beneficiarios in situ, incluyendo el PNUD:</p> <ul style="list-style-type: none"> <li>• Llevar a cabo reunión de planeación con el equipo de evaluación, CONANP SEMARNAT, PNUD y UCP.</li> <li>• Llevar a cabo reuniones con actores nacionales relevantes en coordinación con el/la consultor/a nacional.</li> <li>• Aclarar dudas finales sobre el material disponible del proyecto, con especial atención en los resultados y productos del proyecto.</li> <li>• Visitar sitios del proyecto acordados.</li> <li>• Observación y revisión de las actividades finalizadas y en curso.</li> <li>• Hacer entrevistas con beneficiarios y actores clave acordados y con los instrumentos consensuados.</li> </ul>	<p>1. Borrador preliminar del Informe de Evaluación, con base en metodología de evaluación aprobada.</p> <p>2. Presentación oral de los hallazgos ante los actores relevantes del proyecto, presentación ejecutiva en PPT sobre principales hallazgos.</p>	Semana 6	40

	<p>2. Presentar hallazgos y observaciones preliminares a CONANP, SEMARNAT, PNUD y UCP, para discusión de los mismos.</p>			
3	<p>1. Revisar globalmente el cumplimiento de las normas y procedimientos del sistema administrativo, financiero y reportes del proyecto, verificando que estén conformes con las reglas financieras y regulaciones del PNUD y GEF (informe de auditoría, reportes financieros y balance a medio término).</p> <p>2. Presentar el informe en forma borrador para comentarios y retroalimentación.</p> <ul style="list-style-type: none"> <li>• Elaborar reporte Borrador: este debe ser entregado en un plazo no mayor a las dos semanas de finalizada la misión y conforme a lo establecido en el Anexo H de estos términos.</li> <li>• Llevar a cabo entrevistas finales / validación con CONANP, SEMARNAT, el PNUD, el PNUD-GEF-RCU y equipo del proyecto.</li> <li>• Elaborar borrador en el formato adecuado</li> <li>• Revisión telefónica de las conclusiones finales con CONANP, SEMARNAT, PNUD y UCP e incluir últimas correcciones con base en este intercambio.</li> <li>• Elaborar y entregar el informe final.</li> </ul> <p>3. Durante la etapa de entrega del informe final de evaluación, se llevará conforme al Anexo H.</p> <ul style="list-style-type: none"> <li>• Presentar reporte final de evaluación aprobado CONANP, SEMARNAT, PNUD y UCP; en español e inglés.</li> <li>• Finalizar el reporte final y entregarlo para comentarios.</li> </ul>	<p>1. Revisión realizada e incluida en el informe.</p> <p>2. Informe preliminar en el formato editable y conforme a la estructura acordada.</p> <p>3. - Informe final en español e inglés, integrando las observaciones y comentarios hechos a la versión preliminar por parte de CONANP, SEMARNAT, PNUD y UCP.</p> <ul style="list-style-type: none"> <li>- Compendio de Evidencias recopiladas para el informe.</li> <li>- Banco de datos de entrevistas, imágenes, análisis y evidencias relevantes del trabajo de campo.</li> </ul>	Semana 12	40

	<ul style="list-style-type: none"> <li>• Sistematizar evidencias recopiladas para el informe.</li> <li>• Elaborar un banco de datos de entrevistas, imágenes, análisis y otras evidencias relevantes del trabajo de campo.</li> </ul>			
TOTAL				100

Método de entrega: Electrónico

### 3. REQUERIMIENTOS DE EXPERIENCIA Y CALIFICACIONES.

Formación Académica	
1	Maestría en el área de las ciencias naturales, gestión de recursos naturales, ciencias sociales o afines, deseable experiencia en materia de conservación y gestión de los recursos naturales.
Experiencia	
1	Al menos 8 años de experiencia internacional en monitoreo y evaluación de proyectos bajo los lineamientos del GEF y deseable experiencia con proyectos del PNUD (Comprobable en CV).
2	Al menos 5 años de experiencia en el diseño, implementación, monitoreo y/o evaluación de proyectos de conservación (deseable en materia de especies en riesgo) y/o manejo integral de áreas protegidas (deseable en México o Latinoamérica) (Comprobable en CV).
3	Experiencia en al menos 1 proyecto sobre especies en riesgo (Comprobable en CV).
4	Experiencia participando en políticas o proyectos de conservación de biodiversidad el medio ambiente.
5	Conocimiento general sobre el sector gubernamental, privado y organizaciones no gubernamentales relacionadas con Áreas Protegidas en México o países similares. Evaluable con el CV y la experiencia planteada.
Competencias	



1	Dominar la metodología del marco lógico, demostrable en el diseño o evaluación de al menos 4 proyectos con esta metodología.
2	Experiencia en evaluar aspectos gerenciales y administrativos de al menos 2 proyectos con un enfoque basado en resultados y de cumplimiento de normas y procedimientos administrativos, financieros y de reporte y /o conforme a las reglas y regulaciones del GEF (Comprobable con productos terminados y cartas de satisfacción del cliente a anexar a la propuesta).
3	Experiencia en la coordinación y manejo de equipos de trabajo para evaluaciones. Al menos 2 proyectos ejecutados (demostrable en CV).
4	Dominio del inglés y español hablado y escrito, comprobable en al menos 2 informes finales entregados sobre revisión, diseño o evaluación de otros proyectos.
<b>Propuesta Técnica</b>	
1	El oferente incluye en su propuesta técnica los objetivos, los procedimientos a seguir para su cumplimiento, definición del alcance de los trabajos, metodología y cronograma de actividades en donde se refleje la entrega de los productos en el plazo requerido y las necesidades de recursos.

#### 4. EVALUACIÓN DE PROPUESTAS

Los consultores individuales serán evaluados basados en el siguiente criterio:

Análisis acumulativo: Se adjudicará el contrato a aquel consultor(a) que obtenga la mejor combinación técnico-económica. Donde la oferta técnica equivale al 70% y la económica el 30% de la calificación total. Cabe señalar que serán susceptibles de análisis económico únicamente aquellas propuestas que obtengan al menos el 70% de los puntos técnicos disponibles (735/1050).

ÍTEM	CRITERIOS DE EVALUACIÓN	PUNTAJE
<b>Formación Académica</b>		
1	Maestría en el área de las ciencias naturales, gestión de recursos naturales, ciencias sociales o afines, deseable experiencia en materia de conservación y gestión de los recursos naturales. A) No cumple con el requisito mínimo: 0 puntos B) Cumple con grado de maestría.: 70 puntos	100

	C) Cumple con un grado mayor al de maestría.: 100 puntos	
Experiencia		
1	Al menos 8 años de experiencia internacional en monitoreo y evaluación de proyectos bajo los lineamientos del GEF y deseable experiencia con proyectos del PNUD (Comprobable en CV). A) No cumple con el requisito mínimo: 0 puntos B) 8 años de experiencia internacional en monitoreo y evaluación de proyectos bajo los lineamientos del GEF.: 105 puntos C) 8 años de experiencia internacional en monitoreo y evaluación de proyectos bajo los lineamientos del GEF implementados a través del PNUD. - 9 años o más de experiencia internacional en monitoreo y evaluación de proyectos bajo los lineamientos del GEF.: 150 puntos	150
2	Al menos 5 años de experiencia en el diseño, implementación, monitoreo y/o evaluación de proyectos de conservación (deseable en materia de especies en riesgo) y/o manejo integral de áreas protegidas (deseable en México o Latinoamérica) (Comprobable en CV). A) No cumple con el requisito mínimo: 0 puntos B) 5 años de experiencia con contexto de conservación y áreas protegidas.: 70 puntos C) 6 años de experiencia o más, con contexto de especies en riesgo.: 100 puntos	100
3	Experiencia en al menos 1 proyecto sobre especies en riesgo (Comprobable en CV). A) No cumple con el requisito mínimo: 0 puntos B) Experiencia en 1 proyecto.: 70 puntos C) Experiencia en 2 o más proyectos.: 100 puntos	100
4	Experiencia participando en políticas o proyectos de conservación de biodiversidad el medio ambiente. A) No cumple con el requisito mínimo: 0 puntos C) Participación comprobada en políticas o proyectos de conservación y/o manejo de áreas protegidas: 50 puntos	50
5	Conocimiento general sobre el sector gubernamental, privado y organizaciones no gubernamentales relacionadas con Áreas Protegidas en México o países similares. Evaluable con el CV y la experiencia planteada. A) No cumple con el requisito mínimo: 0 puntos B) Conocimiento comprobado en sector gubernamental, privado y organizaciones no gubernamentales relacionadas con áreas protegidas en otros países.: 35 puntos C) Conocimiento comprobado en sector gubernamental, privado y organizaciones no gubernamentales relacionadas con áreas protegidas en México.: 50 puntos	50

Competencias		
1	<p>Dominar la metodología del marco lógico, demostrable en el diseño o evaluación de al menos 4 proyectos con esta metodología.</p> <p>A) No cumple con el requisito mínimo: 0 puntos</p> <p>B) Experiencia en 4 proyectos bajo la metodología del marco lógico.: 35 puntos</p> <p>C) Experiencia en 5 o más proyectos bajo la metodología del marco lógico.: 50 puntos</p>	50
2	<p>Experiencia en evaluar aspectos gerenciales y administrativos de al menos 2 proyectos con un enfoque basado en resultados y de cumplimiento de normas y procedimientos administrativos, financieros y de reporte y /o conforme a las reglas y regulaciones del GEF (Comprobable con productos terminados y cartas de satisfacción del cliente a anexar a la propuesta).</p> <p>A) No cumple con el requisito mínimo: 0 puntos</p> <p>B) Experiencia en 2 o más proyectos similares, pero no implementados por el PNUD, conforme a reglas financieras y regulaciones del GEF.: 35 puntos</p> <p>C) Experiencia en 2 o más proyectos implementados por el PNUD conforme a reglas financieras y regulaciones del GEF: 50 puntos</p>	50
3	<p>Experiencia en la coordinación y manejo de equipos de trabajo para evaluaciones. Al menos 2 proyectos ejecutados (demostrable en CV).</p> <p>A) No cumple con el requisito mínimo: 0 puntos</p> <p>B) Experiencia en 2 evaluaciones.: 35 puntos</p> <p>C) Experiencia en 3 o más evaluaciones.: 50 puntos</p>	50
4	<p>Dominio del inglés y español hablado y escrito, comprobable en al menos 2 informes finales entregados sobre revisión, diseño o evaluación de otros proyectos.</p> <p>A) No cumple con el requisito mínimo: 0 puntos</p> <p>B) Presenta 2 informes en inglés.: 35 puntos</p> <p>C) Presenta 3 o más informes en inglés.: 50 puntos</p>	50
Propuesta Técnica		
1	<p>El oferente incluye en su propuesta técnica los objetivos, los procedimientos a seguir para su cumplimiento, definición del alcance de los trabajos, metodología y cronograma de actividades en donde se refleje la entrega de los productos en el plazo requerido y las necesidades de recursos.</p> <p>A) No cumple con el requisito mínimo: 0 puntos</p> <p>B) El oferente incluye en su propuesta técnica los objetivos, los procedimientos a seguir para su cumplimiento, definición del alcance de los trabajos, metodología y cronograma de actividades en donde se refleje la entrega de los productos en el plazo requerido y las necesidades de recursos. Incluye todos los anexos (metodología - Anexo K) que se están solicitando debidamente llenados con información no verificable o de media calidad: Cuando hay elementos faltantes en la secuencia de actividades y la planificación y la</p>	300

	<p>propuesta requiere ajustes para la implementación eficiente del proyecto: 210 puntos</p> <p>C) Es clara la presentación y es lógica y realista la secuencia de actividades y la planificación y promete una implementación eficiente del proyecto. Incluye todos los anexos (metodología - Anexo K) debidamente llenados con información verificable y de alta calidad.: 300 puntos</p>	
TOTAL PUNTAJE		1050

## Anexo II de los TdR

Presentación de oferta económica

SDC-49-2018

Formato 1.

**Programa de las Naciones Unidas para el Desarrollo (PNUD) México.**

**Atención Sr. Representante Residente**

[Insertar nombre de la persona], quien suscribe la propuesta, declaro que:

- a) He examinado y no tengo reservas a los requisitos solicitados, incluyendo las adendas o modificaciones a la presente convocatoria.
- b) Me comprometo a brindar servicios profesionales de consultoría en el área de [indicar el área de especialidad en la que ofrece sus servicios].
- c) El precio total de mi propuesta es de [ \$ número y letra en pesos mexicanos ] **incluyendo impuestos.**
- d) Entiendo / entendemos que, PNUD no da anticipos para la ejecución de los servicios objeto de la presente licitación.
- e) Mi propuesta se mantendrá vigente por los días que se indican a continuación, contados a partir de la fecha límite fijada para la presentación de propuestas: **90 días calendario.**
- f) Esta propuesta me obliga y podrá ser aceptada en cualquier momento hasta antes del término de dicho período.
- g) Manifiesto no haber sido declarado/a inelegible por el PNUD para presentar propuestas.
- h) Entiendo que esta propuesta constituirá una obligación contractual, hasta la preparación y ejecución del Contrato formal.
- i) Entiendo que el PNUD no está obligado a aceptar mi propuesta evaluada como la más baja ni ninguna otra de las propuestas que reciba.

Nombre: [indicar nombre completo de la persona que firma la propuesta]

Firma:

El día [indicar día] del mes [indicar el mes] de [indicar el año]. [indicar fecha de firma de la propuesta]

### Ejemplo de desglose de oferta económica.

Favor de utilizar el siguiente formato, para desglosar el precio de sus servicios o entregables.  
Deberán incluirse los impuestos correspondientes.

Lista de Precios					
Validez de Oferta: 90 días a partir de la fecha de cierre de convocatoria.					
Descripción de la Actividad / Ítem		Precio unitario	Unidad de medida.	Cantidad	Descripción o justificación
1	Honorarios Consultor.				
2	Viáticos y pasajes		Viaje / día		
	Total incluyendo impuestos				

Nombre: [indicar nombre completo de la persona que firma la oferta]

Firma: [firma del participante]

El día [indicar día] del mes [indicar el mes] de [indicar el año]. [Indicar fecha de firma de la propuesta]

## **Anexo III de TdR**

### **Condiciones Generales para la Contratación de Servicios Profesionales**

#### **1. CONDICIÓN JURÍDICA**

Se considerará que el Contratista tiene la condición jurídica de un contratista independiente con respecto al Programa de las Naciones Unidas para el Desarrollo (PNUD). Ni el personal del Contratista ni los subcontratistas que emplee se considerarán bajo ningún concepto empleados o agentes del PNUD ni de las Naciones Unidas.

#### **2. ORIGEN DE LAS INSTRUCCIONES**

El Contratista no solicitará ni aceptará instrucciones de ninguna autoridad externa al PNUD en relación con la prestación de los servicios conforme a las disposiciones del presente Contrato. El Contratista evitará cualquier acción que pudiera afectar de manera adversa al PNUD o a las Naciones Unidas y llevará a cabo los servicios comprometidos bajo este contrato velando en todo momento por los intereses del PNUD.

#### **3. RESPONSABILIDAD DEL CONTRATISTA HACIA SUS EMPLEADOS**

El Contratista será responsable por la competencia profesional y técnica de su personal y seleccionará, para trabajar en virtud del presente Contrato, a individuos confiables que se desempeñen eficazmente en la ejecución del mismo, que respeten las costumbres locales y que ajusten su conducta a elevadas normas éticas y morales.

#### **4. CESIÓN**

El Contratista no podrá ceder, transferir, dar en prenda o enajenar el presente Contrato, en todo o en parte, ni sus derechos, títulos u obligaciones en virtud del mismo, salvo que contará con el consentimiento escrito previo del PNUD.

#### **5. SUBCONTRATACIÓN**

En el caso en que el Contratista requiriera los servicios de subcontratistas, el Contratista deberá obtener la aprobación escrita previa y la autorización del PNUD para todos los subcontratistas. La aprobación de un subcontratista por parte del PNUD no relevará al Contratista de ninguna de sus obligaciones en virtud del presente Contrato. Los términos y condiciones de todos los subcontratos estarán sujetos y deberán ajustarse a las disposiciones del presente Contrato.

#### **6. LOS FUNCIONARIOS NO DEBERÁN OBTENER BENEFICIOS**

El Contratista garantiza que ningún funcionario del PNUD o de las Naciones Unidas ha recibido o recibirá ningún beneficio directo o indirecto como consecuencia del presente Contrato o de su adjudicación por parte del Contratista. El Contratista acuerda que la violación de la presente disposición constituye un incumplimiento de una cláusula esencial del presente Contrato.

#### **7. INDEMNIZACIÓN**

El Contratista indemnizará, defenderá y mantendrá indemne a su costa al PNUD, a sus funcionarios, agentes y empleados contra todos los juicios, reclamos, demandas y responsabilidades de toda naturaleza o especie, incluidos los costos y gastos que se derivaren de actos u omisiones del Contratista o de sus empleados, funcionarios, agentes o subcontratistas en la ejecución del presente Contrato. Esta cláusula será aplicable también, entre otras cosas, a cualquier reclamo y responsabilidad que se vincule con indemnizaciones por accidentes de trabajo de los empleados del Contratista, así como responsabilidades por sus productos y por el uso de inventos o

artículos patentados, material protegido por derechos de autor o por otros derechos intelectuales que pudieren presentar el Contratista, sus empleados, funcionarios, agentes, personal a cargo o subcontratistas. Las obligaciones establecidas en el presente Artículo no caducarán al terminar el presente Contrato.

## **8. SEGUROS CONTRA TERCEROS Y DE RESPONSABILIDAD CIVIL**

- 8.1 El Contratista obtendrá y mantendrá los seguros de indemnización y responsabilidad contra todo riesgo con relación a elementos de su propiedad y a todo el equipo que utilizare para la prestación de servicios en virtud del presente Contrato.
- 8.2 El Contratista proporcionará y mantendrá los seguros correspondientes para cubrir indemnizaciones por accidentes de trabajo o su equivalente para su personal por cualquier reclamo a causa de accidentes o fallecimiento que pudieran tener lugar con relación al presente Contrato.
- 8.3 El Contratista también proporcionará y mantendrá seguros de responsabilidad civil por un monto adecuado a fin de cubrir reclamos de terceros por muerte o accidente, o pérdida o daños a la propiedad, que pudieren tener vinculación con la prestación de servicios bajo este contrato o por la utilización de cualquier vehículo, embarcación, aeronave u otro equipo alquilado o de propiedad del Contratista o de sus agentes, empleados o subcontratistas para la ejecución del trabajo o la prestación de los servicios vinculados con el presente Contrato.
- 8.4 A excepción de la indemnización del personal por accidentes de trabajo, las pólizas de seguro contempladas en este Artículo deberán:

- (i) Designar al PNUD como asegurado adicional;
- (ii) Incluir una cláusula en la que la Compañía de Seguros renuncia a subrogarse de los derechos del Contratista en contra o respecto del PNUD;
- (iii) Incluir la indicación de que el PNUD será notificado por escrito con treinta (30) días de anticipación por parte de los aseguradores de cualquier cancelación o cambio en la cobertura.

- 8.4 El Contratista proporcionará, a solicitud del PNUD, prueba satisfactoria de los seguros exigidos bajo esta Cláusula.

## **9. EMBARGO PREVENTIVO/ DERECHO DE GARANTÍA REAL**

El Contratista no provocará ni permitirá que un derecho de garantía real, embargo preventivo o gravamen constituido o trabado por alguna persona sea incluido o permanezca en el expediente de cualquier oficina pública o en un archivo del PNUD para cobrar cualquier deuda monetaria vencida o por vencerse y que se le deba en virtud del trabajo realizado o de los materiales suministrados conforme al presente Contrato o en razón de cualquier otra demanda o reclamo contra el Contratista.

## **10. PROPIEDAD DEL EQUIPAMIENTO**

La propiedad de cualquier equipamiento y de suministros que pudiera proporcionar el PNUD quedará en manos del PNUD, debiéndose devolver al PNUD dicho equipamiento al finalizar el presente Contrato o cuando el mismo ya no sea necesario para el Contratista. El equipamiento deberá devolverse al PNUD en las mismas condiciones en que fuera recibido originalmente por el Contratista, a excepción del desgaste normal que el mismo pudiera haber sufrido por su utilización. El Contratista será responsable ante el PNUD por el equipamiento dañado o deteriorado más allá del desgaste normal causado por su utilización.



## **11. DERECHOS INTELECTUALES, PATENTES Y OTROS DERECHOS DE PROPIEDAD**

**11.1** A menos que se disponga expresamente por escrito de otro modo en el Contrato, el PNUD será el titular de todos los derechos intelectuales y demás derechos de propiedad, incluyendo patentes, derechos de propiedad intelectual y marcas comerciales con relación a los productos, procesos, inventos, ideas, conocimientos técnicos, o documentos y otros materiales que se vinculen directamente con o se produzcan o preparen o se armen como consecuencia de o en el transcurso de la vigencia del presente Contrato, no siendo esta enumeración taxativa. A su vez, el Contratista reconoce y acuerda que dichos productos, documentos y otros materiales constituyen trabajos llevados a cabo en virtud de la contratación del PNUD.

**11.2** En caso de que dicha propiedad intelectual u otros derechos de propiedad consistan en cualquier propiedad intelectual o derecho de propiedad del Contratista: (i) que existían previamente al desempeño del Contratista de sus obligaciones en virtud del presente Contrato, o (ii) que el Contratista pudiera desarrollar o adquirir, o pudiera haber desarrollado o adquirido, independientemente del desempeño de sus obligaciones en virtud del presente, el PNUD no reclamará ni deberá reclamar interés de propiedad alguna sobre la misma, y el Contratista concederá al PNUD una licencia perpetua para utilizar dicha propiedad intelectual u otro derecho de propiedad únicamente para el propósito y para los requisitos del presente Contrato.

1. A solicitud del PNUD, el Contratista tomará todos los recaudos necesarios, ejecutará todos los documentos necesarios y asistirá en general para resguardar dichos derechos de propiedad y transferir los mismos al PNUD de acuerdo con los requerimientos de la legislación que fuera aplicable y del Contrato.
2. Sujeto a las disposiciones que anteceden, todo mapa, dibujo, fotografía, mosaico, plano, informe, cálculo, recomendación, documento y toda información compilada o recibida por el Contratista en virtud del presente Contrato será de propiedad del PNUD; y deberá encontrarse a disposición del PNUD para su uso o inspección en momentos y lugares razonables y deberá ser considerada como confidencial y entregada únicamente a funcionarios autorizados del PNUD al concluir los trabajos previstos en virtud del presente Contrato.

## **12. UTILIZACIÓN DEL NOMBRE, EMBLEMA O SELLO OFICIAL DEL PNUD O DE LAS NACIONES UNIDAS**

El Contratista no publicitará o hará pública el hecho de que está prestando servicios para el PNUD, ni utilizará de modo alguno el nombre, emblema o sello oficial del PNUD o de las Naciones Unidas o abreviatura alguna del nombre del PNUD o de las Naciones Unidas con fines vinculados a su actividad comercial o con cualquier otro fin.

## **13. NATURALEZA CONFIDENCIAL DE LA DOCUMENTACIÓN E INFORMACIÓN:**

La información y los datos que son de propiedad de cualquiera de las Partes y que es entregada o revelada por una de las Partes (“Revelador”) a la otra Parte (“Receptor”) durante el cumplimiento del presente Contrato, y que es designada como confidencial (“Información”), deberá permanecer en confidencia de dicha Parte y ser manejada de la siguiente manera:

### **13.1 El receptor de dicha información deberá:**

**13.1.1** llevar a cabo la misma discreción y el mismo cuidado para evitar la revelación, publicación o divulgación de la Información del Revelador, como lo haría con información similar de su propiedad que no desea revelar, publicar o divulgar; y,

**13.1.2** utilizar la Información del Revelador únicamente para el propósito para el cual le fue revelada la información.

**13.2** En caso de que el Receptor tenga un acuerdo por escrito con las siguientes personas o entidades que requieren que mantenga su información como confidencial de acuerdo al presente Contrato y al Artículo 13, el Receptor podrá revelar la información a:

**13.2.2** Los empleados, funcionarios, representantes y agentes del Receptor que tienen necesidad de conocer dicha Información para cumplir con las obligaciones del Contrato, y los empleados, funcionarios, representantes y agentes de cualquier entidad jurídica que el Receptor controla o que se encuentra bajo control compartido, que tienen la necesidad de conocer dicha Información para cumplir con las obligaciones del Contrato, tomando en cuenta que para dichos propósitos se entiende por entidad jurídica controlada como:

**13.2.2.1** una entidad corporativa en la cual la Parte es propietaria o controla, ya sea en forma directa o indirecta, más del cincuenta por ciento (50%) de las acciones con derecho a voto; o,

**13.2.2.2** cualquier entidad sobre la cual la Parte posee un control de gestión efectivo; o

**13.2.2.3 para el PNUD, un Fondo afiliado como UNCDF, UNIFEM y UNV (por sus siglas en inglés).**

**13.3** El Contratista podrá revelar Información al grado requerido por ley, siempre que se encuentre sujeto y sin excepción alguna a los Privilegios e Inmunidades de las Naciones Unidas. El Contratista notificará al PNUD con suficiente antelación, cualquier solicitud para revelar Información de manera de permitirle al PNUD un tiempo razonable para tomar medidas de protección o cualquier otra acción adecuada previa a dicha revelación.

**13.4** El PNUD podrá revelar la Información al grado requerido de conformidad a la Carta de las Naciones Unidas, a las resoluciones o reglamentos de la Asamblea General, o a las normas promulgadas por el Secretario General.

**13.5** El Receptor no se encuentra impedido de revelar la Información: obtenida por un tercero sin restricciones; revelada por un Revelador a un tercero sin obligación de confidencialidad; que el Receptor conoce de antemano; o que ha sido desarrollada por el Receptor de manera completamente independiente a cualquier Información que le haya sido revelada.

**13.6** Las obligaciones y restricciones de confidencialidad mencionadas se encontrarán vigentes durante la duración del Contrato, incluyendo cualquier extensión del mismo; y, a menos que se disponga de otro modo en el Contrato, permanecerán vigentes una vez rescindido el Contrato.

### **14. FUERZA MAYOR; OTRAS MODIFICACIONES EN LAS CONDICIONES**

- 14.1 En el caso de cualquier evento de fuerza mayor y tan pronto como sea posible a partir de que el mismo haya tenido lugar, el Contratista comunicará este hecho por escrito con todos los detalles correspondientes al PNUD, así como de cualquier cambio que tuviera lugar si el Contratista no pudiera, por este motivo, en todo o en parte, llevar a cabo sus obligaciones ni cumplir con sus responsabilidades bajo el presente Contrato. El Contratista también notificará al PNUD sobre cualquier otra modificación en las condiciones o en la aparición de cualquier acontecimiento que interfiriera o amenazaría interferir con la ejecución del presente Contrato. Al recibir la notificación requerida bajo esta Cláusula, el PNUD tomará las acciones que, a su criterio, considere convenientes o necesarias bajo las circunstancias dadas, incluyendo la aprobación de una extensión de tiempo razonable a favor del Contratista para que el mismo pueda desarrollar sus obligaciones bajo el presente Contrato.
- 14.2 En caso de que el Contratista no pudiera cumplir con las obligaciones contraídas bajo el presente Contrato, ya sea parcialmente o en su totalidad, en razón del evento de fuerza mayor ocurrido, el PNUD tendrá el derecho de suspender o rescindir el presente Contrato en los mismos términos y condiciones previstos en el Artículo 15 "Rescisión", salvo que el período de preaviso será de siete (7) días en lugar de treinta (30) días.
- 14.3 Fuerza mayor, tal como se la entiende en esta Cláusula, significa actos fortuitos, de guerra (declarada o no) invasión, revolución, insurrección u otros actos de naturaleza o fuerza similar.
- 14.4 El Contratista reconoce y acuerda que, con respecto a cualquier obligación en virtud del presente Contrato que el mismo deberá desempeñar en o para cualquier área en la cual el PNUD se vea comprometido, o se prepare para comprometerse, o para romper el compromiso con cualquier operación de paz, humanitaria o similar, cualquier demora o incumplimiento de dichas obligaciones que surjan o que se relacionen con condiciones extremas dentro de dichas áreas o cualquier incidente de disturbio civil que ocurra en dichas áreas, no se considerarán como tal, casos de fuerza mayor, en virtud del presente Contrato.

## **15. RESCISIÓN**

- 15.1 Cualquiera de las partes podrá rescindir el presente Contrato con causa justificada, en su totalidad o parcialmente, notificando a la otra parte por escrito con un preaviso de treinta días. La iniciación de un procedimiento arbitral según la Cláusula 16.2 ("Arbitraje") que se indica más abajo, no se considerará como rescisión del presente Contrato.
- 15.2 El PNUD se reserva el derecho de rescindir sin causa alguna el presente Contrato, en cualquier momento, notificando por escrito al Contratista con 15 días de anticipación, en cuyo caso el PNUD reembolsará al Contratista todos los gastos razonables en los que éste incurriera con anterioridad a la recepción del aviso de rescisión.
- 15.3 En caso de rescisión por parte del PNUD bajo el presente Artículo, no habrá pago alguno adeudado por el PNUD al Contratista a excepción del que corresponda por trabajos y servicios prestados satisfactoriamente de acuerdo con las cláusulas expresas en el presente Contrato.
- 15.4 En caso de que el Contratista fuera declarado en quiebra o sujeto a liquidación judicial o fuera declarado insolvente, o si el Contratista cediera sus derechos a sus acreedores, o si se nombrara a algún Beneficiario a causa de la insolvencia del Contratista, el PNUD podrá, sin perjuicio de ningún otro derecho o recurso al que pudiera tener lugar, rescindir el presente Contrato en el acto. El Contratista informará inmediatamente al PNUD en caso de que sucediera alguna de las situaciones arriba mencionadas.

## **16. RESOLUCIÓN DE CONFLICTOS**

### **16.1. Resolución Amigable**

Las Partes realizarán todos los esfuerzos posibles para resolver en forma amigable cualquier disputa, controversia o reclamo que surgiese en relación con el presente Contrato o con alguna violación, rescisión o invalidez vinculada al mismo. En caso de que las partes desearan buscar una solución amigable a través de un proceso de conciliación, el mismo tendrá lugar de acuerdo con las Reglas de Conciliación de la CNUDMI (en inglés, UNCITRAL) vigentes en ese momento o conforme a cualquier otro procedimiento que puedan acordar las partes.

### **16.2. Arbitraje**

A menos que las disputas, controversias o reclamos que surgieran entre las Partes con relación a este Contrato, o con el incumplimiento, rescisión o invalidez del mismo, se resolvieran amigablemente de acuerdo con lo estipulado en el párrafo precedente a este Artículo dentro de los sesenta (60) días a partir de la recepción por una de las Partes de la solicitud de la otra Parte de resolución amigable, dicha disputa, controversia o reclamo podrá ser presentada por cualquiera de las Partes para la iniciación de un proceso de arbitraje según el Reglamento de Arbitraje de la CNUDMI vigente en ese momento, incluidas sus disposiciones sobre las leyes aplicables. Las decisiones del tribunal arbitral estarán basadas en principios generales de Derecho Comercial Internacional. Para todo interrogatorio en busca de evidencia, el tribunal arbitral deberá guiarse por el Reglamento Suplementario que Governa la Presentación y Recepción de la Evidencia en Arbitraje Comercial Internacional de la Asociación Internacional de Abogados, edición 28 de mayo de 1983. El tribunal arbitral tendrá el derecho de ordenar la devolución o destrucción de los bienes o de cualquier propiedad, ya sea tangible o intangible, o de cualquier información confidencial brindada en virtud del presente Contrato, u ordenar la rescisión del Contrato, u ordenar que se tome cualquier otra medida preventiva con respecto a los bienes, servicios o cualquier otra propiedad, ya sea tangible o intangible, o de cualquier información confidencial brindada en virtud del presente Contrato, en forma adecuada, y de conformidad con la autoridad del tribunal arbitral según lo dispuesto en el Artículo 26 (“Medidas Provisionales de Protección”) y el Artículo 32 (“Forma y Efecto de la Adjudicación”) del Reglamento de Arbitraje de la CNUDMI. El tribunal arbitral no tendrá autoridad para determinar sanciones punitivas. Asimismo, a menos que se exprese de otro modo en el Contrato, el tribunal arbitral no tendrá autoridad alguna para adjudicar intereses que excedan la tasa LIBOR vigente al momento, y cualquier interés deberá ser interés simple únicamente. Las Partes estarán obligadas por el fallo arbitral resultante del citado proceso de arbitraje a modo de resolución final para toda controversia, reclamo o disputa.

## **17. PRIVILEGIOS E INMUNIDADES**

Nada que estuviere estipulado en el presente Contrato o que con el mismo se relacionare, se considerará como renuncia, expresa o implícita, a los Privilegios e Inmunidades de las Naciones Unidas incluyendo a sus órganos subsidiarios.

## **18. EXENCIÓN IMPOSITIVA**

18.1 El Artículo 7 de la Convención sobre Privilegios e Inmunidades de las Naciones Unidas dispone, entre otras cosas, que las Naciones Unidas, incluidos sus órganos

subsidiarios, quedarán exentos del pago de todos los impuestos directos, salvo las tasas por servicios públicos; además se exime a las Naciones Unidas de pagar los derechos aduaneros e impuestos similares en relación con los artículos importados o exportados para uso oficial. Si alguna autoridad de gobierno se negase a reconocer la exención impositiva de las Naciones Unidas en relación con dichos impuestos, derechos o cargos, el Contratista consultará de inmediato al PNUD a fin de determinar un procedimiento que resulte aceptable para ambas partes.

18.2 De igual modo, el Contratista autoriza al PNUD a deducir de la facturación del Contratista cualquier monto en concepto de dichos impuestos, derechos o gravámenes, salvo que el Contratista haya consultado al PNUD antes de abonarlos y que el PNUD, en cada instancia, haya autorizado específicamente al Contratista a pagar dichos impuestos, derechos o gravámenes bajo protesta. En ese caso, el Contratista le entregará al PNUD comprobantes escritos de que el pago de dichos impuestos, derechos o gravámenes se ha realizado con la debida autorización.

## **19. TRABAJO DE MENORES**

19.1 El Contratista declara y garantiza que ni el mismo ni ninguno de sus proveedores se encuentra involucrado en prácticas que violen los derechos estipulados en la Convención de los Derechos del Niño, incluyendo el Artículo 32 de la misma que, entre otras cosas, requiere que se proteja a los menores de la realización de trabajos riesgosos o que interfieran con la educación del menor o sean dañinos para su salud o atenten contra su desarrollo físico, mental, espiritual, moral o social.

19.2 Cualquier violación de esta declaración y garantía permitirá al PNUD rescindir el presente Contrato en forma inmediata, notificando debidamente al Contratista, sin cargo alguno para el PNUD.

## **20. MINAS**

20.1 El Contratista manifiesta y garantiza que ni el mismo ni sus proveedores se encuentran activa y directamente comprometidos en actividades de patentes, desarrollo, ensamblado, producción, comercialización o fabricación de minas o en actividades que se relacionen con los componentes primariamente utilizados para fabricar las Minas. El término "Minas" se refiere a aquellos dispositivos definidos en el Artículo 2, Párrafos 1, 4 y 5 del Protocolo II, adjunto a la Convención de 1980 sobre Prohibiciones y Restricciones del Empleo de Ciertas Armas Convencionales que Puedan Considerarse Excesivamente Nocivas o De Efectos Indiscriminados.

20.2 Ante cualquier violación de esta manifestación o garantía el PNUD tendrá derecho a rescindir el presente Contrato de inmediato mediante notificación enviada al Contratista, sin que esto implique responsabilidad alguna por los gastos de rescisión o cualquier otra responsabilidad por parte del PNUD.

## **21. CUMPLIMIENTO DE LA LEY**

El Contratista cumplirá con todas las leyes, ordenanzas, reglas y reglamentaciones que se relacionen con sus obligaciones conforme al presente Contrato.

## **22.0 EXPLOTACIÓN SEXUAL:**

22.1 El Contratista deberá tomar todas las medidas necesarias para impedir la explotación o abuso sexual de cualquier persona por parte del mismo o por parte de

cualquiera de sus empleados o por cualquier otra persona que pueda ser contratada por el Contratista para prestar cualquier servicio en virtud del Contrato. Para dicho propósito, toda actividad sexual con cualquier persona menor de dieciocho años, a pesar de cualesquiera leyes con relación a consentimiento, constituirá la explotación o el abuso sexual de dicha persona. Además, el Contratista se abstendrá de y deberá tomar todas las medidas adecuadas para prohibir a sus empleados u otras personas contratadas por él, el intercambio de dinero, bienes, servicios, ofertas de empleo u otros artículos de valor, por favores sexuales o actividades que sean de explotación o degradación a cualquier persona. El Contratista reconoce y acuerda que las disposiciones del presente constituyen una condición esencial del Contrato y que cualquier incumplimiento de la presente representación y garantía le cede el derecho al PNUD de rescindir el Contrato de inmediato mediante notificación al Contratista, sin obligación alguna de incurrir en gastos de rescisión ni obligaciones de ningún otro tipo.

**22.2** El PNUD no aplicará la norma que antecede con relación a la edad en ningún caso en que el personal o cualquier otra persona contratada por el Contratista para prestar cualquier servicio en virtud del presente Contrato se encuentre casado con la persona menor de dieciocho años con quien ha mantenido dicha actividad sexual y cuyo matrimonio sea reconocido como válido ante la ley del país de ciudadanía de dichas personas involucradas.

### **23. FACULTAD PARA INTRODUCIR MODIFICACIONES**

Conforme al Reglamento Financiero del PNUD, únicamente el Funcionario Autorizado del PNUD posee autoridad para acordar en nombre del PNUD cualquier modificación o cambio efectuado en el presente, a renunciar a cualquiera de sus disposiciones o a cualquier relación contractual adicional de cualquier tipo con el Contratista. Del mismo modo, ninguna modificación o cambio efectuado en el presente Contrato tendrá validez y será aplicable frente al PNUD salvo que se incluya en una enmienda al presente Contrato que esté debidamente firmada por el Funcionario Autorizado del PNUD y por el Contratista.

## **ANEXO IV DE LOS TDR**

### **Formato P11**

## Annex 2. Revised Documents

PIF-Formulario de información del proyecto
Documento del Proyecto (PRODOC).
Informe de arranque del proyecto
Marco de Resultados Estratégicos.
Matriz de indicadores por resultado (output)
Project Implementation Reports – PIR 2017, 2018
Informes trimestrales y de progreso.
Informes del Proyecto generados
Informes parciales / finales de consultorías concluidas.
Informes anuales de avance de 2016, 2017 y 2018.
Informes financieros (CDR), incluyendo datos sobre cofinanciación y presupuestos.
Informes de Auditoría (2016)
Management Effectiveness Tracking Tool (METT) del Proyecto y scorecard
Plataforma de monitoreo
Planes Operativos Anuales (POA), 2017, 2018 y 2019.
Minutas y decisiones de la Junta de Proyecto (Comité Directivo).
Minutas y decisiones del Comité Técnico del FONCER
Materiales de comunicación sobre el proyecto.
Material de interés y relevantes a la evaluación producidos por el proyecto.
Documento de Programa del País del PNUD para México 2014-2018.
Plan Nacional de Desarrollo.
Estrategia Nacional sobre Biodiversidad de México (EMBM).
Programa sectorial de medio ambiente y recursos naturales.
Plan Estratégico para la Diversidad Biológica 2011-2020 y las Metas de Aichi.
Guía de Evaluación del PNUD para Proyectos Financiados por el FMAM.
Manual de Planificación, Seguimiento y Evaluación de los Resultados de Desarrollo del PNUD.
Guía para la Realización del Examen de Mitad de Periodo en proyectos apoyados por el PNUD y financiados por el GEF.
DFID (Department for International Development), Assessing the Strength of Evidence: How to Note, 2014.

### Annex 3. Agenda and itinerary of the Mission

Time	Activities	Participants
Monday, March 25, 2019,		
09:00 - 10:00	Reunión de inducción	PNUD y UCP
10:00 - 12:00	Presentación Entrevista de la UCP	Ismael Cruz, Coordinador María Franco, SIG Rodrigo Guerrero, Administración Mariana Martínez, Asistente para la gestión y seguimiento del proyecto.
12:00 - 13:00	Entrevista a PNUD	Edgar González, Oficial de Programa – PNUD Alejandra Cerna, Gerente del Programa de Desarrollo Sustentable. PNUD
13:30 - 15:00	Comida y traslados	
16:00 - 17:00	Entrevista de la DEPC, CONANP	Angélica Narváez, DEPC Especies Transfronterizas
17:00 - 18:00	Entrevista de la DEPC, CONANP	Laura Sarti – DEPC Tortugas Marinas
Martes 26 de marzo de 2019		
10:00 - 12:00	Entrevista a ENDESU	José Warman. - Director Claudia Monroy Martha Caballero Felipe Ramírez
13:00 - 13:40	Entrevista a CONABIO. Dirección General de Proyectos Interinstitucionales	Julián Equihua, Asesor de la Dirección General de Proyectos Interinstitucionales
13:40 - 15:00	Comida y traslados	
15:00 - 16:00	Entrevista a Centro de Investigaciones Biológicas (CIB)	Oscar Ramírez, Exdirector DEPC, 2015 Ana Barragán, Coordinadora de proyecto 2015
17:00 - 18:00	Entrevista al FMCN	Ana Laura Barillas, Directora del Programa de Conservación de Áreas Protegidas, Mares y Costas
17:00 - 18:00	Entrevista en CONANP	Valeria Towns, Ex-directora de la DEPC, 2018
Miércoles, 27 de marzo –Sierra de San Pedro Mártir		
06:00-19:00	Traslados México- Ensenada- SSPM	
15:00-15:30	Entrevista	Elías Zavala Ortiz, Comité Comunitario
19:00 - 21:00	Presentación y Entrevista.	Gonzalo de León. Director de ANP. PN Sierra de San Pedro Mártir.
Jueves, 28 de marzo –Sierra de San Pedro Mártir		
08:00-16:00	Visita al campo y entrevistas	Juan Vargas, Encargado del Programa Mohamed Saad, Oficial de campo.
17:00- 21:00	Traslado a Ensenada y Pernocta en Ensenada	
Viernes, 29 de marzo – RB El Vizcaíno		
12:20-14:50	Traslado Ensenada –Guerrero Negro- RB El Vizcaíno	
15:00-18:00	Presentaciones y entrevistas	Fabiola Deciré Molina Carrasco, personal del AP Noé López Paz, personal del AP Celerino Montes, Subdirector de ANP
Sábado 30 de marzo – RB El Vizcaíno		
08:00-19:00	Traslado a San Francisco de la Sierra, Trabajo de campo. Entrevista con grupo	Fabiola Deciré Molina Carrasco, personal del AP Noé López Paz, personal del AP



	comunitario. Regreso a Guerrero Negro y Pernocta en Guerrero Negro	Celerino Montes, subdirector de ANP Comité Comunitario
Domingo, 31 de marzo – APFF Valle de los Cirios		
09:00-20:00	Presentación, entrevistas y visita de campo. Pernocta en Guerrero Negro	Víctor Gelasio Sánchez S., Director de ANP Martín Gutiérrez, Oficial de Campo Comité Participativo
Lunes, 01 de abril, -Traslado Hermosillo-CDMX-Chetumal		
Martes, 02 de abril – RB Calakmul		
8:00- 19:00	Presentación y entrevistas con ANP y salida a campo. Pernocta en Calakmul	José Zuñiga, Director de ANP Fernando Contreras, Oficial de campo David Sima P., Monitoreo
Miércoles, 03 de abril – Traslado Chetumal-CDMX-CONANP		
06:00 – 12:00	Traslado Calakmul-Chetumal-CDMX	
15:00 - 16:00	Entrevista. Vía Telefónica. CONANP	Verónica Gutiérrez, Subdirectora PN-Tulum Elena García, Subdirectora RB Caribe Mexicano Ana Talavera, Oficial de Campo
16:00 - 17:00	Entrevista. Vía Telefónica. CONANP	Rodrigo Chávez, Director RB Janos
16:00 – 17:00	Entrevista DEPC-CONANP	José Eduardo Ponce – Encargado de Despacho, DEPC-CONANP
17:00 - 18:00	Entrevista. Vía Telefónica. CONANP	Martha López, Directora de ST Playa Rancho Nuevo Hugo Acosta, Oficial de Campo
Jueves, 04 de abril		
10:-00 – 10:30	Entrevista Asesor Técnico Regional - PNUD	Lyes Ferroukhi (ATR) - Panamá Edgar González, Oficial de Programa – PNUD
Viernes, 05 de abril		
10:00 – 11:00	Entrevista	Sergio Garzón, Especialista en Gestión Senior del Proyecto 00087891 en la SEMARNAT
16:00-19:00	Presentación de primeros hallazgos	Edgar González, Oficial de Programa – PNUD Alejandra Cerna, Gerente del Programa de Desarrollo Sustentable. PNUD Alicia López, Oficial de Monitoreo y Evaluación. PNUD Ismael Cruz, Coordinador María Franco, SIG Rodrigo Guerrero, Administración Mariana Martínez, Asistente para la gestión y seguimiento del proyecto. Eduardo Ponce, Encargado de Despacho, DEPC-CONANP José Galindo, Consultor Internacional Margarita García, Consultora Nacional
19:15	Cierre de la misión	

#### **Annex 4. Questions used in the evaluation**

- Is the project relevant for the Natural Protected Areas System to face the threats currently encountered by species at risk derived from anthropogenic pressures? Why?
- To what extent has the general objective of the GEF-Species at Risk Project to ensure the effective conservation of species and their habitats in Mexico been achieved?
- To what extent do the components of the project, as well as its other characteristics (choice of partners, structure of the Project Management Unit, implementation mechanisms, scope, budget, administrative processes, and use of resources) allow the achievement of the objectives?
- To what extent is the project relevant to national priorities and the needs of the men and women beneficiaries?
- Considering the current project design, was the intervention logic adequate?
- Are the results of the project clear and logical and directed towards clearly identified needs?
- Does this intervention respond to the development priorities of the country or area of influence?
- Is the project relevant for the purposes of the Country Program? Why Yes/No?
- To what extent have the effect (outcome) been achieved or how much progress has been made to achieve it?
- What factors have contributed to the achievement or not of the desired effects?
- Was the approach and strategies used adequate for achieving or advancing the expected results?
- What processes have required the implementation of a participatory approach? Was the implemented strategy adequate? What results were achieved?
- Are there strategies and experiences developed by the project that have replication potential?
- What practices of experiences systematization are being carried out?
- Are there differences in the progress at the level of the pilot PNA for each species with direct intervention of the project?
- What other projects with national and / or international funding are being executed in the same territories as the GEF-Species at Risk project and how are they linked to it?
- In order to feed the Project and take advantage of existing opportunities, were other projects taken into account at the national, regional and global levels and their lessons learned?

- Do the administrative arrangements consider and are adequate for the characteristics of geographical dispersion and heterogeneity of conditions required by the project?
- Is there a good structure that ensures the good participation of all partners?
- Are responsibilities between partners well designed and distributed and have they been met? Are these arrangements relevant?
- What have been the changes, positive or negative, generated by the work of CONANP?
- Have there been any effects or some kind of policy change?
- Does the target audience and the institutions involved perceive that the objectives have been achieved?
- Has there been coordination between the different actors involved in the implementation of the project? Do you have the same perception of it, its objectives and the way in which projects of this type are implemented (understanding of incremental costs, among others)?
- How have the products executed by the project contributed to the achievement of the effects and in what way they have not been effective?
- Were the external factors properly considered? How flexible were the different levels of management to adapt to the change?
- Is there an implementation strategy?
- What is the role of CONANP and its partners?
- What is the role of UNDP in the implementation?
- Is there a monitoring plan with indicators and baselines to measure the progress and eventual impact of the Project?
- What lessons can be identified regarding efficiency?
- Has the project been able to contribute to the achievement of results at the level of effects? If so, are there progresses aimed at results at the effect level?
- The logical framework of the project: is it communicated correctly and used as a management tool during the execution of the project at the country level?
- What indicators of implementation and impact does the Project use? They are suitable?
- Have the logical framework, work plans or any changes made to them been used as management tools during the implementation of the project?
- Describe the electronic information technologies used to support the application, participation and monitoring, as well as other project activities (including the exchange with the stakeholders of the global project). (e.g. web-based training, videoconferences, email, etc.)
- Describe the technical capabilities associated with the project and its role in the development of projects, management and achievements.

- To what extent are there financial, institutional, socioeconomic or environmental risks to sustain the long-term results of the project?
- Describe whether and how periodic supervision of activities is carried out during execution.
- Is the information generated by the project correctly disseminated at the country level? How?
- What are the non-governmental organizations that actually participated in the design and implementation of the Project? Please specify
- Did these non-governmental organizations participate in decision-making during implementation?
- From your point of view, how could the participation of NGOs be improved?
- Which government institutions participated in the execution of the project?
- How is the participation of government institutions in the execution of the project?
- To what extent does the Government support (or does not support) the Project, understand its responsibility and fulfill its obligations?
- Describe the training (individual, institutional and systemic) that can be attributed to the Project
- What have been the main achievements of the Project?
- ¿Qué logros esperaba para la segunda mitad?
- What achievements would you expect for the second half?
- What impacts has the Project had?
- What impacts should the project have to its end?
- Is the Project going in the right direction to achieve those impacts? What would change?
- To what extent are there financial, institutional, socio-economic and / or environmental risks for the long-term sustainability of the project's results?
- How has co-financing in kind and cash been in practice?
- Describe how the selection, hiring, assignment of experts, consultants and counterpart staff is carried out
- Describe how UNDP and Government collaborate together in the execution of previous tasks
- Describe the tasks of responsible partners determined by CONANP to achieve their results
- Regarding socio-cultural factors, there have been changes, both foreseen and unforeseen? were these changes well accepted by the beneficiary population and by others?
- Have other unintended results been achieved in the design of the project?

- To what extent has a sustainability strategy been implemented or developed?
- Is there evidence that the project partners will continue the activities during the rest of the project time and beyond its completion?
- Are the beneficiaries committed to continue working on the project's objectives once it is completed?
- What has been the degree of participation and appropriation of the objectives and results by the beneficiary population in the different phases of the project?
- What has been the support and participation of the institutions involved? Has there been institutional strengthening?
- What indications are there that the outcomes will be sustainable; for example, through required capacities (systems, structures, personnel, etc.)?
- List what you think may be lessons learned and that should / can be corrected in the future
- What recommendations would you make to improve the execution, results or impacts of the Project?

## Annex 5. List of Actors Interviewed

Name	Institution
Monday, March 25, 2019	
Ismael Cruz, coordinador UCP María Franco Rodrigo Guerrero Mariana Martínez	UCP - CONANP
Edgar González, Oficial de Programa – PNUD Alejandra Cerna, Gerente del Programa	PNUD
Angélica Narváez,	DEPC-CONANP
Laura Sarti	DEPC-CONANP
Tuesday, March 26, 2019	
José Warman. - director Claudia Monroy Martha Caballero Felipe Ramírez	ENDESU
Julian Equihua	CONABIO
Oscar Ramírez Ex Director de la DEPC Ana Barragán	Centro de Investigaciones Biológicas (CIB)
Ana Laura Barillas	FMCN
Valeria Towns, Ex Directora de la DEPC	
Wednesday, March 27 - Sierra de San Pedro Mártir	
Elías Zavala Ortiz	Comité comunitario PN SSPM-CONANP
Gonzálo de León, Director	PN SSPM-CONANP
Juan Vargas, Mohamed Saad	PN SSPM-CONANP
Friday, March 29 - RB El Vizcaíno	
Celerino Montes, Sub director Fabiola Deciré Molina Carrasco Noé López Paz	RB El Vizcaíno -CONANP
Saturday, March 30 - RB El Vizcaíno	
José Jesús Arce Zúñiga Ramón Francisco Arce Zúñiga Carlos Antonio Arce Zúñiga Oscar Fabián Arce Arce Epidio Arce Arce Yadira Magdalena Ojedo López Francisco Javier Arce Villa	Comité Participativo RB El Vizcaíno

Sunday, March 31 - APFF Valle de los Cirios	
Víctor Gelasio Sánchez S., Director José Martín Gutiérrez P. Ana Isabel R. Zaragoza	APFF Valle de los Cirios-CONANP
Héctor Enrique Montaña Arce José Francisco Antonio Cota Raúl Ceseña Galván José Martín Gutiérrez Perea	Comité Participativo APFF Valle de los Cirios
Arquímedes Hernández Torres	Asesor Técnico –CONAFOR
Joaquín Villaseñor Navarro	MVZ. APFF Valle de los Cirios-CONANP
Tuesday, April 2 - RB Calakmul	
José Zuñiga, Director Fernando Contreras David Sima P.	RB Calakmul
Jacinto López Hernández Manuel Álvarez Salgado Jorge Díaz Alvaro. Comisionado Ejidal	Comité de Vigilancia Participativa
Wednesday, April 3 - CONANP. Telephone interviews	
Verónica Gutiérrez Elena García, Subdirectora Ana Talavera	PN Tulum – CONANP RB Caribe Mexicano - CONANP
Rodrigo Chávez	RB Janos - CONANP
Eduardo Ponce	DEPC –CONANP (presencial)
Martha López Hugo Acosta	ST Playa Rancho Nuevo - CONANP
Thursday, April 4 - Via Skype	
Lyes Ferroukhi (ATR) - Panamá Edgar González, Oficial de Programa – PNUD	PNUD
Friday, April 5 - Vía Telefónica	
Sergio Garzón, Especialista en Gestión Senior del Proyecto 00087891 en la SEMARNAT	SEMARNAT

**Annex 6. Priority Management Strategies (PMS) executed for species and PA.**

Species	Priority Management Strategies														# of PMS implemented	# PA where it is implemented	PA where it is implemented	PA where implementation is not reported
	A	B	C	D	E	F	G	H	I	J	K	L	M	N				
Pronghorn	1				2	3				4			5	6	5 of 6	1 of 2	Vcir, Eviz	
Golden Eagle		1								2				3	3 of 3	3 of 6	Ja, MdC, Eviz	SSPM, Tut, Vcir
Mexican Wolf			1								2		3	4	3 of 4	2 of 2	Ja y Tut	Ja y Tut of PMS 3
Loggerhead turtle							1	2	3		4	5			4 of 5	1 of 1	Tul/Caribe Mex	
Green Sea turtle							1	2	3		4	5			5 of 5	3 of 3	Chen, Tul, RanN	
Leatherback turtle							1	2	3		4	5			5 of 5	4 of 4	Cha, Tcol, Cah, BC	
Hawksbill sea turtle							1	2	3		4	5			2 of 5	1 of 1	Chen	
Kemp's Ridley sea turtle							1	2	3		4	5			5 of 5	1 of 1	RanN	
Olive Ridley Sea turtle							1	2	3		4	5			5 of 5	6 of 6	Cha, TCol, Cah, Esc, BC y VCam	
California Condor					1										1 of 1	1 of 1	SSPM	
Cedros Island Mule Deer	1			2						3					1 of 3	1 of 1	ICe	
Jaguar			1								2		3	4	4 of 4	5 of 6	Ckmul, SK, MonA, MarN, ATan	Cha
Vaquita								1	2		3	4	5		0 of 5	1 of 1	AGCyDRC	
Baird's Tapir		1								2	3			4	4 of 4	3 of 4	Ckmul, SK, MonA,	Cha
<b>47 of 60</b>																		



		It is executed se execute		It does not run		It is executed but NOT as part of the project
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### Priority Management Strategies (PMS)

- A. Predator Control (Wild animals)
- B. Management of Hydrological conditions (e.g.: those that require rabbits and prairie dogs, which are prey of the Golden Eagle, as well as watering holes for tapirs)
- C. Management of conflicts between livestock and predators (eg hunting of wolves and jaguars due to livestock predation)
- D. Fire management in order to improve habitat conditions
- E. Support for individuals/ populations (p. ej.: monitoring or complementary food supplies) after the release.
- F. Reduction/ management of livestock grazing to reduce competition with the herbivores targeted by this Project
- G. Protection of turtle nesting sites
- H. Promotion of sustainable fisheries with local communities
- I. Modification of fishing gear
- J. Promotion of natural regeneration of vegetation needed for biological connectivity
- K. Promotion of benefits to local communities and the landowners, based on the presence of species and their sustainable use
- L. Determination of refuge areas for marine species
- M. Promotion of protection of areas under diverse models specified under legislation
- N. Promotion of creation of corridors to maintain the biological connectivity

## Annex 7. Matrix of analysis of achievements in the Strategic Results Framework (SRF). Result 1

(Results obtained in comparison with the goals for the end of the project)

<b>Outcome 1. System level framework for operational and financial planning and management consolidated to support the conservation of endangered species.</b>
<b>Output 1.1</b> National level adaptive-management framework to guide cost-effective implementation of endangered species conservation, with a consolidated ecosystemic vision
<b>Output 1.2</b> Financial framework established to provide sustainable and opportune availability of funds for actions for the conservation of endangered species, through the launch of a revolving fund (the Fund for the Conservation of Endangered Species, FONCER).

Strategic Results Framework Indicators	Baseline	Target	Self-reported level (march 2019)	Comments
% Development of a National monitoring system for endangered species (ES)	<p>0% of the monitoring system developed. A monitoring system does not exist, rather there are individual databases on populations and geo-references.</p> <p>0% GIS system updated and including traditional knowledge regarding the 14 target endangered species</p> <p>0 endangered species' information updated regarding conservation priorities, targets, corridors and</p>	<p>100% of the national system for monitoring the populations and conservation status of the 14 target endangered species developed and operational to reflect current or potential threats, and PA management effectiveness in relation to threat reduction.</p> <p>100% GIS system updated and including traditional knowledge regarding the 14 target endangered species</p> <p>14 endangered species' information updated regarding conservation</p>	<p>Much of the information on the species and PNAs, although it was not generated in the project, is helping to feed the species database. The GIS reports an 85.17% advance in which the platform designed by the GIS specialist is linked to other platforms of species (geoportal and encyclopedic of Naturalist of CONABIO). The information is from 2012 to 2017. This includes approximately 250 projects with databases and .shp and .kml files.</p> <p>The information on the species is being standardized and it is generated annually. Progress has been made in 74.5% in the updating of species information.</p>	<ul style="list-style-type: none"> <li>● The achievement of the objective will be satisfactory not only to meet 100% of its development, but when the monitoring system is institutionalized at the CONANP level as a national system for species monitoring and management and threat reduction.</li> <li>● Other products reported for this indicator are not part of the SRF and are not linked to the indicator, making confused the interpretation of the real progress, e.g the conceptual models</li> <li>● Lack of dissemination and institutionalization of this platform at CONANP level to be used as a management tool,</li> </ul>

Strategic Results Framework Indicators	Baseline	Target	Self-reported level (march 2019)	Comments
	dispersal areas	priorities, targets, corridors and dispersal areas		which is hardly in process.
Regulatory framework adapted to ensure that CONANP's opinions are binding	Environmental Impact Assessments (EIA) are not required to be resolved according to the opinions of the CONANP	Proposed Amendment to SEMARNAT's internal Rules to ensure the opinions of the CONANP are binding in EIA resolutions	Derived from a normative analysis, it was determined that, in order for the CONANP opinion to be binding in the EIA, it should be in accordance with the laws and matters in the environmental field, not only at the level of internal regulation. In 2016, CONANP included a proposal in the new Biodiversity Law that was being prepared by the Mexican State. This law was stopped in the Chamber of Deputies.	<ul style="list-style-type: none"> <li>• There is not evidence of this proposal in the Law.</li> <li>• The Biodiversity Law was not approved by the Congress (2018).</li> <li>• The current result reflects a problem due to the difficulty of negotiating and changing the legislation at the national level in the remaining time of the project.</li> </ul>
Capacity for planning, implementation and monitoring of site-specific co-managed strategies for conservation of endangered species in PAs.	Average scores for Capacity Development Scorecard (CR):27	Average scores for Capacity Development Scorecard: (CR):35	<ul style="list-style-type: none"> <li>• 4 of 5 indicators show progress for the PA and in two of them the goal targeted has been achieved (CR2 y CR5, "Capacities to Generate, Access and Use Information and Knowledge" and the "Capacities to Monitor and Evaluate" respectively.</li> <li>• The SRF establishes to improve CR1 Indicator 2, CR 3 Indicator 9 and CR4 Indicator 13, for which there is an advance of 23%, 32% and 36% respectively.</li> </ul>	The indicators in which it was necessary to improve, have had a very low level of progress for the half of the period of project implementation, showing a low effectiveness in the management of the PNA.
Availability of funding in a timely manner per biological characteristics and field operations needs	50% funding is available in a timely manner per biological characteristics and field operations needs.  0 financial instrument exclusive to endangered species	70% funds for conservation actions are received in a timely manner.  1 Revolving fund (Fund for the Conservation of Endangered Species, FONCER) established:  a)CT FONCER comprises Govt and Civil	<ul style="list-style-type: none"> <li>• It is reported that an analysis of financial needs has been carried out, as well as a calendar of requirements and contributions for the species of the project.</li> <li>• With respect to federal resources, there have been significant reductions in public programs and can only be implemented in the second half of the year due to the fiscal process.</li> <li>• The FONCER was created in 2016, however it has not operated. The</li> </ul>	<ul style="list-style-type: none"> <li>• There is not information about the analysis of financial needs as it was reported.</li> <li>• The counterpart of the CONANP was also not timely according to the biological characteristics and the needs in the field due to the cuts and the way in which they operate.</li> <li>• There have been no alternative resources to support</li> </ul>

Strategic Results Framework Indicators	Baseline	Target	Self-reported level (march 2019)	Comments
		<p>Society representatives with operational structure to ensure efficient operation with technical criteria for disbursement of funds</p> <p>b)Revenue streams from alternative resources feed the fund through an open mechanism that allows the increase in capital from public or private, national or international funds</p>	<p>contribution of one million dollars from the Mexican government is still pending.</p> <p>·</p> <p>●In November 2017, the CT-FONCER was constituted with 4 institutional members and 9 members representing NGOs, academia and government. However, there has only been one meeting, and the CT-FONCER has not yet been formalized</p>	<p>the FONCER. There are to operate the Project with fiscal funds (Subsidy programs) but none for the patrimonial fund.</p>

## Annex 8. Matrix of analysis of achievements in the Strategic Results Framework (SRF). Result 2

(Results obtained in comparison with the goals for the end of the project).

<b>Outcome 2. PAs and adjoining priority conservation areas are managed effectively at field level for the conservation of endangered species</b>
<b>Output 2.1</b> Strengthened operational capacities at the level of specific PAs for the conservation of endangered species ensure the effective combat of threats and the application of corresponding management strategies.
<b>Output 2.2</b> Improved PA coverage and ecosystem connectivity
<b>Output 2.3</b> Local communities involved in the management and conservation of endangered species and their habitat through the establishment and operationalization of local committees for the conservation of priority endangered species, as well as participation networks.

Strategic Results Framework Indicators	Baseline	Target	Self-reported level (march 2019)	Comments
% implementation of Priority Management Strategies (PMS) for the reduction of threats to each of the 14 target endangered species	<p>0% implementation of PMS for the reduction of threats to each of the 14 target endangered species resulting in:</p> <ul style="list-style-type: none"> <li>●Golden Eagle:19 nests without habitat conservation interventions</li> <li>●Baja California Pronghorn: 350 individuals in 33,000 ha of livestock-free areas</li> <li>● California Condor: 31 individuals have access to lead-free food</li> <li>●Jaguar and Tapir: 2000 ha habitat in PAs covered by community watch committees</li> <li>●Mexican Wolf: 0 activities to involve landowners in habitat mgt &amp; wolf conservation</li> <li>●Mule Deer: 100% detection of dogs and donkeys on Isla Cedros</li> <li>●Vaquita: 82% net use in the Upper Gulf of California</li> <li>●Loggerhead Sea Turtle: 75% protected nests &amp; 65% offspring</li> </ul>	<p>100% implementation of PMS for the reduction of threats to each of the 14 target endangered species resulting in:</p> <ul style="list-style-type: none"> <li>●Golden Eagle:19 nests with habitat conservation interventions</li> <li>●Baja California Pronghorn: 500 individuals in 53,000 ha of livestock-free areas</li> <li>● California Condor: 43 individuals have access to lead-free food</li> <li>●Jaguar and Tapir: 118,776 ha habitat in PAs covered by community watch committees</li> <li>●Mexican Wolf: 10 activities to involve landowners in habitat mgt &amp; wolf conservation</li> <li>●Mule Deer: 5% detection of dogs and donkeys on Isla Cedros</li> <li>●Vaquita: 40% net use in the Upper Gulf of California</li> <li>●Loggerhead Sea Turtle: 95% protected nests &amp; 80% offspring from protected nests</li> <li>●Hawksbill Sea</li> </ul>	<p>In the 21 APs, strategic conservation actions have been implemented for the 14 species focused on increasing / maintaining the populations of the species and strengthening the operational capacity of PA personnel.</p>	<ul style="list-style-type: none"> <li>● The percentage of execution is 78.3% (47 PMS from 60) for 14 species in 21 PAs.</li> <li>●It can not be assessed whether these activities have influenced the reduction of threat.</li> <li>● For 12 of the species there is more than 80% target compliance; while two species have 10% (eagle, 2 nests with intervention) and 0% (vaquita).</li> </ul>

Strategic Results Framework Indicators	Baseline	Target	Self-reported level (march 2019)	Comments
	<p>from protected nests ●Hawksbill Sea turtle: 80% protected nests &amp; 55% offspring from protected nests ●Olive Ridley Sea Turtle: 80% protected nests &amp; 55% offspring from protected nests ●Leatherback Sea Turtle: 80% protected nests &amp; 55% offspring from protected nests ●Kemp’s Ridley Sea Turtle: 80% protected nests &amp; 55% offspring from protected nests ● Green Sea Turtle: 80% protected nests &amp; 55% offspring from protected nests.</p>	<p>turtle: 98% protected nests &amp; 80% offspring from protected nests ●Olive Ridley Sea Turtle: 98% protected nests &amp; 80% offspring from protected nests ●Leatherback Sea Turtle: 98% protected nests &amp; 75% offspring from protected nests ●Kemp’s Ridley Sea Turtle: 98% protected nests &amp; 80% offspring from protected nests ● Green Sea Turtle: 98% protected nests &amp; 80% offspring from protected nests.</p>		
<p>Population of target species maintained and/or increase as a result of improved management of key habitat</p>	<p>Baseline values TBD during Year 1:          ●Golden Eagle: reproductive couples in 2016:119          ●Mexican Wolf in 2016:17          ●Loggerhead Turtle: with no information about the status population          ●Green Sea Turtle in 2016: 586          ●Leatherback Turtle in 2016: 685          ●Hawksbill Sea Turtle in 2016: 354          ●Kemp’s Ridley Sea Turtle in 2016: 13,552          ●Olive Ridley Sea Turtle in 2016: 3818          ●California Condor in 2016: 28          ●Cedros Island Mule Deer in 2016: 20          ●Jaguar: 2500 specimen according to published data in 2015</p>		<ul style="list-style-type: none"> <li>●Golden Eagle: reproductive couples in 2018:142</li> <li>●Mexican Wolf in 2018:25</li> <li>●Loggerhead Turtle: with no information about the status population</li> <li>●Green Sea Turtle in 2017: 5494</li> <li>●Leatherback Turtle in 2017: 626</li> <li>●Hawksbill Sea Turtle in 2017: 536</li> <li>●Kemp’s Ridley Sea Turtle in 2017: 15,940</li> <li>●Olive Ridley Sea Turtle in 2017: 6,153</li> <li>●California Condor in 2019: 42</li> <li>●Cedros Island Mule Deer in 2019: 65</li> <li>●Jaguar: with no</li> </ul>	<ul style="list-style-type: none"> <li>●9 de 14 especies (el 64%) han aumentado su población de 2016 a la fecha.</li> <li>● De los informes se sabe que en 22 AP se llevan a cabo acciones de mejoramiento/ restauración del hábitat y creación de nuevos esquemas de conservación.</li> </ul>

Strategic Results Framework Indicators	Baseline	Target	Self-reported level (march 2019)	Comments
	<ul style="list-style-type: none"> <li>●Vaquita: 20 specimen, but is not known the year of this information</li> <li>●Baird's Tapir: 2605 according to scientific data</li> </ul> Baja California Pronghorn in 2016: 340.		current information <ul style="list-style-type: none"> <li>●Vaquita: with no current information</li> <li>●Baird's Tapir: with no current information</li> <li>●Baja California Pronghorn in 2019: 535.</li> </ul>	
# of hectares managed according to the connectivity and habitat needs of 14 endangered species.	0 hectares added to PAs based on endangered species range/habitat	At least 100,000 has. added to PAs and biological corridors in collaboration with local communities based on endangered species range/habitat.	<ul style="list-style-type: none"> <li>● For this indicator, 2 main strategies are implemented: i) in situ conservation schemes (UMAS, ADVC, etc.) ii) actions to improve / restore the habitat</li> <li>● 262,872.52 has of PNA and ecological corridors are managed to improve connectivity and actions to improve/ restore the habitat, as well as the creation of new conservation schemes are implemented.</li> </ul>	<ul style="list-style-type: none"> <li>●The goal has been met and exceeded (262%) for almost three years of Project execution</li> <li>●It is reported that in 22 PA actions to improve / restore the habitat and create new conservation schemes are carried out; however, the Excel table with the systematization of the information referring to these actions, show only 11 PNA. There is no means of verification for all the reported area.</li> </ul>
Stewardship framework facilitates gender- and indigenous-sensitive management of critical habitats in the landscape	<ul style="list-style-type: none"> <li>●0 Stewardship Framework oriented toward social participation, consistent with the monitoring matrix of benefits to BD</li> <li>●0% increase of landowners and other local community members participating in and benefiting from stewardship programmes and other economic incentives that improve the habitat and conservation status of the 14 target endangered species: PROCER: 252,648; PROCODES: 9,179; PET: 1,547;</li> </ul>	<ul style="list-style-type: none"> <li>●1 Stewardship Framework oriented toward social participation, consistent with the monitoring matrix of benefits to BD</li> <li>●10% increase of landowners and other local community members participating in and benefiting from stewardship programmes and other economic incentives that improve the habitat and conservation status of the 14 target endangered species:</li> </ul>	<ul style="list-style-type: none"> <li>● It is reported that the project has defined a strategy to strengthen the community committees, through training and equipment.</li> <li>● Collaboration and work with 133 community committees / community groups and landowners in 20 ANP.</li> <li>● MX \$ 1,438,857.24 is reported as total of economic benefits perceived by people</li> </ul>	<ul style="list-style-type: none"> <li>● There is not the Stewardship Framework mentioned by the indicator.</li> <li>●There is not strategy to strengthen the community committees.</li> <li>● It is not known how the participation of the communities is, how many committees are actually operating, if the impact of their work on the PAs has</li> </ul>

Strategic Results Framework Indicators	Baseline	Target	Self-reported level (march 2019)	Comments
as buffer areas	PROVICOM: 185; PSA: 1,720; Compensations via Livestock Predation Insurance Fund: 29; <ul style="list-style-type: none"> <li>● 0 Communication strategy, actions and communication tools are currently scattered and insufficient</li> <li>● 0 PAs implementing emergency protocols.</li> <li>● 12 POA with strategies for community participation in endangered species conservation.</li> </ul>	PROCER: PROCODES: PET: PROVICOM: PSA: Compensations via Livestock Predation Insurance Fund: <ul style="list-style-type: none"> <li>● 1 Communication strategy to engage key stakeholders and the general public and keep them informed of the actions in the selected PAs.</li> <li>● 21 PAs implementing emergency protocols.</li> <li>● 21 POA with strategies for community participation in endangered species conservation.</li> </ul>	who was participating in conservation activities. Some of the programmes mentioned that have carried out actions are: PROCODES, PROMANP, PNUD, PROCER and PET. <ul style="list-style-type: none"> <li>● The implementation of 76 awareness / dissemination activities in 19 PNA and a communication strategy in development.</li> </ul>	been evaluated, and their ownership of the project. <ul style="list-style-type: none"> <li>● The given information is not systematized enough to know the increase in the participation and perception of income.</li> <li>● There is not communication strategy.</li> <li>● There is not emergency protocols for 21 PA. One for California Condor has been elaborated in PNSSPM, which met the indicator.</li> </ul>



## Annex 9. Strategic Results Framework - Impact Indicators

Objective: PAs in Mexico contribute effectively to the conservation of endangered species

Strategic Results Framework Indicators	Baseline	Target at end of project	Self-reported level (march 2019)	Level and review at mid-term and rating of results	Justification for ratings
Change in policy, institutional and regulatory conditions in support of conservation of endangered species	<p>-0 PAs have adequate operational capacity to implement the PROCER</p> <p>-The opinion of CONANP is not binding for Environmental Impact Assessment (EIA) results</p>	<p>-21 PAs have adequate operational capacity to implement the PROCER</p> <p>- Proposed amendment to the internal rules of the SEMARNAT such that the resolutions of the EIA reflect the opinion of CONANP.</p>	<ul style="list-style-type: none"> <li>● It is reported that in the second semester of 2017 and first of 2018, the 21 APs would have strengthened their operative capacity for the implementation of PROCER. The PAs have been equipped with material, human and financial resources for the operation and implementation of the project. There are 19 field officers.</li> <li>● In 2016, the CONANP included a proposal in which the opinion of CONANP was binding on the EIAs in the new Biodiversity Law. This law was approved by the Senate, but was stopped in the Chamber of Deputies.</li> </ul>	I	<ul style="list-style-type: none"> <li>● Se cuenta con mayores recursos materiales y humanos para mejorar la capacidad operacional pero no se especifica en los informes de que manera ha progresado y de cómo se proyecta hacia el largo plazo.</li> <li>● No hay evidencia de esta propuesta en la Ley.</li> <li>● El resultado actual refleja un problema por la dificultad de la tarea de negociar y cambiar la legislación a nivel nacional en el tiempo que resta del proyecto.</li> </ul>
Change in CONANP's financial capacity to address endangered species conservation	<p>0 Revolving fund. Financial resources governed by the norms and procedures of the Ministry of Finance; their availability does not relate to the timing of operational needs at the field level. Other resources are not predictable and/or available with the appropriate timing</p>	<p>1 Revolving fund established (FONCER) allowing timely access to resources.</p> <p>14 activities / projects supported by the Fund</p>	<ul style="list-style-type: none"> <li>● The FONCER was created in 2016; however it has not operated and the contribution of USD 1 million from Mexico is missing.</li> <li>● 0 activities supported by the Fund.</li> </ul>	I	<ul style="list-style-type: none"> <li>● Although the FONCER has already been created, it is not in operation</li> <li>● No other sources of co-financing have been sought to allow capital increase from public, private, national and international financing that can support project activities.</li> <li>● During the rest of the</li> </ul>

Strategic Results Framework Indicators	Baseline	Target at end of project	Self-reported level (march 2019)	Level and review at mid-term and rating of results	Justification for ratings
					project's execution time, it is not feasible to achieve the goal for the 14 activities / projects supported by the Fund
# of hectares under improved management in favor of endangered species conservation.	0 ha (total PA 25,394,779 ha in 176 PAs)	2,000,000 ha in 21 PNA's	<ul style="list-style-type: none"> <li>Approximately 568,387 ha in 15 AP are under improved management to protect at-risk species. / Promotion of the protection of areas under various schemes specified in the legislation.</li> <li>Promotion of ADVC in Ja, SK, SSPM and Calakmul.</li> </ul>	I	<ul style="list-style-type: none"> <li>28.4% of coverage in ha of the total programmed for 71% of the PNA supported by the project.</li> <li>There is a Prior Justification Study for the creation of a new PA that includes "The selection of an area of 2,577,000 ha in Zacatecas) that includes the creation of a biological corridor; The creation of the AP is not yet completed, which would help in the fulfillment of the goal.</li> </ul>
Average METT score of the BD-1 Tracking Tool	62%	72%	The result of the METT average updated to March 2019 is 67%.	I	<ul style="list-style-type: none"> <li>A satisfactory level could be established since it has complied with 50% in the middle of the period.</li> <li>However, although 16 PAs report having a greater effectiveness in management, only 8 PAs (36%) have improved to the desired level at mid-term, or have exceeded the goal, 4 PA show that they</li> </ul>

Strategic Results Framework Indicators	Baseline	Target at end of project	Self-reported level (march 2019)	Level and review at mid-term and rating of results	Justification for ratings
					have lowered their base level score, so that special attention must be placed.

Rating of results: HS – highly satisfactory; S – satisfactory; MS – moderately satisfactory; MU – moderately unsatisfactory; U – unsatisfactory; HU– highly unsatisfactory. Colors: green: achieved; yellow: on target to be achieved; red – not on target to be achieved.

## **Annex 10. Tracking Tools (summary of indicators management effectiveness METT and institutional capacity scorecard)**

### *Indicators of management effectiveness (METT)*

A second analysis has been carried out through the Project monitoring tool (METT Scorecard) for the GEF Management Effectiveness assessments. The scorecard was completed at the beginning of the project, as a baseline. Subsequently, it has been updated to March 2019.

In general terms, it could be considered that there is an adequate level of progress (50%, increase of 5 points out of 10) to the period of this MTR; however, taking into consideration that MTR is delayed, it could be considered below average. Also, for 21 PAs, from the reference baseline established to the goal, there are 10 points (and 5 for Montes Azules); then for this MTR the management effectiveness should have been improved by at least 5 points (half) for each PA (and from 2 to 3 in Montes Azules). Thus, although 16 ANPs increased their score, only 8 PAs (36%) were above the mid-term goal, including 5 PNAs that exceeded the final goal. Another 8 AP (36%), although they showed an increase in their level of management effectiveness, the scores of each PA were below the goal for the middle of the period. Two PAs, 9% remained the same and four PA (18%) had negative values. These could mean poor management effectiveness, or the score may have been underestimated (Graph 10).

On the other hand, is highlighted the fact that being a self-assessment, in some cases the score could be overestimated for some PNAs.

It is important to note that in addition to the fact that the tracking tool shows a limited advance for the middle of the period (36%) it is difficult to ensure that the increase could be due to the project. This is because only 19 questions (45%) of 42 of the METT scorecards, are directly related to the project; however, it could have occurred in very specific cases (PNAs) as it is shown in the following analysis. The five PNAs that increased their score above the target, were taken as reference (Sierra de San Pedro Mártir, Valle de los Cirios, Janos, Marismas Nacionales, and Barra de la Cruz), these PNAs had variations in their score in 36 questions with respect to the baseline out of the 42 that are included in the METT card; only 19 of these are directly related to the project activities; however, although they increased their score, in some cases the situation is not ideal (e.g. "it is acceptable, but could be improved"). Additionally, there were cases in which a decrease in the score was observed when updating the METT card, although in the final score they exceeded the target value. The PNAs in which the

project could have had a positive effect on the management effectiveness are shown in the following table:

<b>Questions related with the Project</b>	<b>PNAs that increased their score in METT scorecard</b>	<b>PNA in which there was a decrease in their score on the METT card (in a particular question), but in the result they exceeded the goal score.</b>
Does a management plan exist and is implemented?	VCir, MarN,	BC
Is there a work plan and is it put into practice?	VCir	
Is there a management program focused on monitoring and research?	VCir, SSPM, MarN, BC	
The results of monitoring, research and evaluation are constantly included in the planning	MarN	
Are there enough employees to manage the PA?	VCir, SSPM, BC, Ja	MarN
Are the personnel properly trained to meet the management objectives of the PNA?	VCir, SSPM	
The current budget is enough?	VCir, SSPM, Ja	
Is there a safe budget to cover the management needs of the area?	SSPM	MarN
Is the equipment enough to cover the management needs of the PNA?	VCir, SSPM	MarN
Is there an education program aligned with the objectives and needs of the PNA?	VCir, SSPM, MarN	
The management of the corridors that connect the protected area, offers to the wildlife, passage areas toward other key areas outside the protected area	SSPM	
Planning addresses specific needs of ecosystems and / or specific species of interest at an ecosystemic scale	Ja, MarN	
Does the PA provide economic benefits to local communities? e.g. Income, employment, payment for environmental services	VCir, BC	SSPM
Is there cooperation with the users of the land and water that inhabit the area of influence?	VCir, MarN	
Do indigenous people or communities that inhabit or make use of the protected area participate in management decisions?	VCir	
Do local communities or adjacent to the protected area contribute to management decision making?	VCir, MarN	
Are programs implemented to improve the welfare of the community, conserving the resources of the protected area?	BC	
Is the evaluation of the condition of the	MarN	

values based on research and / or monitoring?		
Are specific management programs being implemented to address the threats to biodiversity, and to ecological and cultural values?	Mar Nac	

Acronym: SSPM (Sierra San Pedro Mártir), Ja (Janos), MarN (Marismas Nacionales), BC (Barra de la Cruz), VCir (Valle de los Cirios).

It is important to note that other PNAs may have increased their score in the update of the METT card in relation to these questions related to the project; however, only those PNAs that exceeded the established goal were considered for this example. In reference to the four PAs with negative values in its final score at mid-term, must be taken into account:

- ✓ Upper Gulf of California and Colorado River Delta Biosphere Reserve: the METT card reports low scores related to a notable reduction of the fiscal budget, especially in fuel. Also, there have had problems associated with furtive exploitation, such as the totoaba that is directly affecting the vaquita.
- ✓ Montes Azules Biosphere Reserve: At the moment, the infrastructure and services are adequate for the current levels of visitation, but they can be improved. Previously, the infrastructure was according to the vision of the PA. Furthermore, the collection of rights is currently not realized. Finally, the staff has the capacity, adequate resources but not excellent (as was reported before), to enforce the legislation and regulations of the protected area, but there are still some deficiencies. On the other hand, the PA is implementing a good evaluation and monitoring system, which is used for adaptive management, and now the local and/or indigenous communities effectively support the PA.

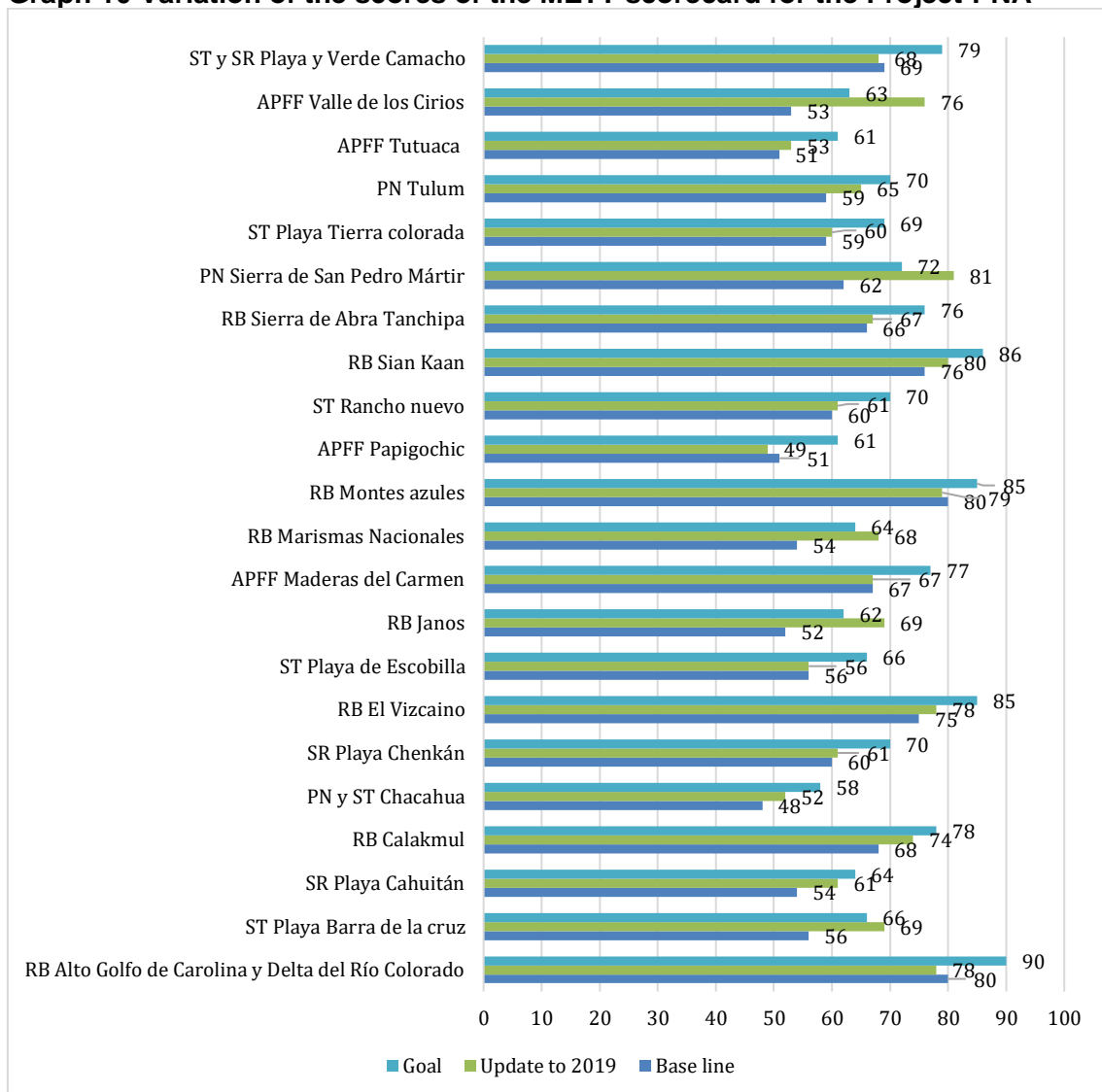
This allows visualizing the degree of subjectivity that can be achieved averaging and considering the results numerically. For practical purposes, the last two results are more relevant in terms of effectiveness of the management of the AP, even though the PA went from 80 to 79 points.

- ✓ APFF Papigochic: Currently, the design of the protected area does not significantly limit the achievement of the objectives, but it could be improved. In relation to the Management Plan, in 2019 the PNA does not have a schedule and review process established for the update of the management plan. In relation to the maintenance of equipment and facilities, this is currently basic.

Besides, local communities now have no participation in decisions regarding the management of the protected area. Regarding the evaluation and monitoring, the actions are not evaluated in their entirety; however, certain actions are followed up. Finally, the card refers to the fact that the condition of some of the values of biodiversity, ecological and cultural, presents a severe degradation.

- ✓ ST y SR Playa y Verde Camacho: Currently, the available budget is insufficient and it has limitations to cover basic management needs. Likewise, local communities do not participate in decisions regarding the management of the protected area (when they did it directly beforehand). In this PA, the effectiveness of management is limited by the lack of financial resources

**Graph 10 Variation of the scores of the METT scorecard for the Project PNA**



Source: Project “Strengthening Management of the PA System to Better Conserve Endangered Species and their Habitats”, 2019.

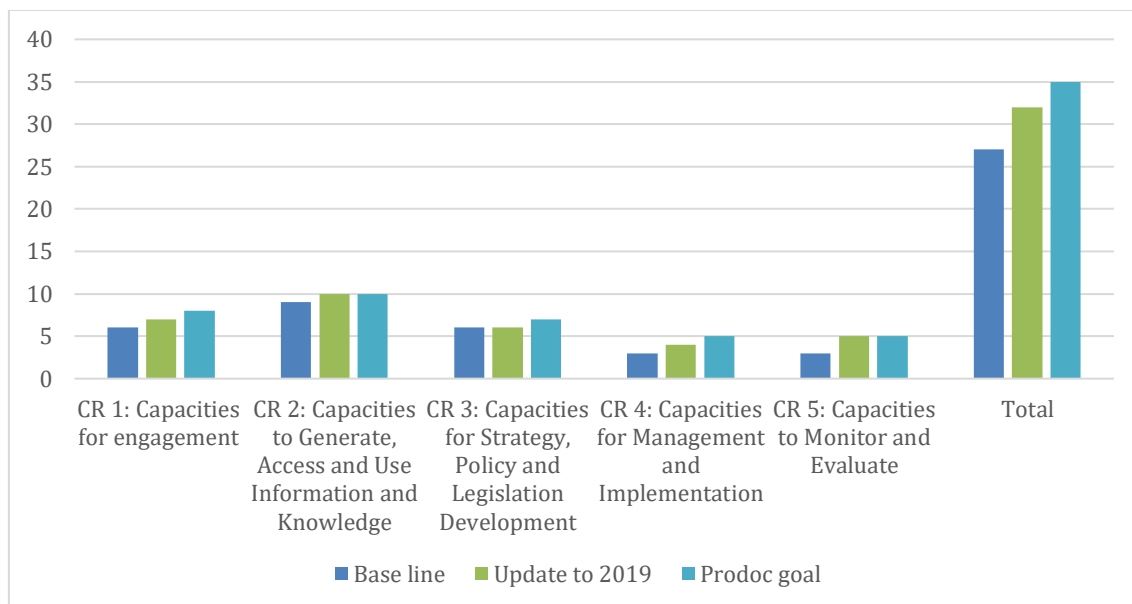
Although the Tracking Tool for GEF Projects has been updated to 2019, it has been complemented only in Sections 1 and 2, still waiting for section 3, which shows the financial progress of the PAs. It will be necessary to complement this information in order to have a complete tool to verify progress at any time.

*Institutional capacity Tracking Tool scorecard*

The institutional capacity scorecard was filled out in the project preparatory phase by the PNAs involved. At the MTR, scorecard values were compared between initial scores.

The 5 CR indicators denote progress for the set of AP. Currently, there is an average advance of 62.5%, (an increase of 5 points out of 8), it means, it went from 27 points to 32 out of 35 that are targeted. Therefore, it can be considered convenient for the compliance level for mid-term. However, since it is an average value that considers the average of each CR, as well as the average of the 22 AP, the score can be subjective. The actual increase observed is the result of levels of improvement only in some PAs and in most of them, the development of capacities remains unchanged.

**Graph 11 Variation of Result Indicators for the set of PNAs**



**Source: Project “Strengthening Management of the PA System to Better Conserve Endangered Species and their Habitats”, 2019.**

Particularly, the Strategic Results Framework establishes to improve **CR1 Indicator 2:** “Existence of operational co-management mechanisms” for which there is an advance of 23%, this means only five PNAs seem to have improved in establishing operational co-management mechanisms. One PNA decreased that capacity and 16 remained the



same. **CR 3 Indicator 9:** "Extent of the environmental planning and strategy development process" in which only 7 PAs of 22 improved their capacities for this indicator, representing 32%. In other PAs, there has been no change to almost 3 years of implementation. **CR4 indicator 13:** "Availability of required technical skills and technology transfer" in which eight PAs of 22 (36.3%) have achieved to strengthen their capacities. In other PA there have been no changes to almost 3 years of implementation.

A relevant issue is that when dealing with self-evaluations, each PA may not reflect true progress due to the evaluation could not be objective (in the same way as for METT scorecard). An example of non-objective values is for APFF Valle de Los Cirios, this went from 2 to 3 points in the update (there are complete mechanisms of co-management formally established, functional and operating); however, little participation and disposition with the PNA El Vizcaíno has been seen in co-management activities for the conservation of pronghorn and golden eagle. For ST Playa Chenkan went from 3 to 1, which seems like a regression.

The group of indicators that measure the capacities to generate, access and use information and knowledge (CR1) despite having reached its goal, it is evident that it is necessary to work on issues of inclusion of traditional knowledge for environmental decision making.

**Annex 11. Table of ratings**

Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution	Sustainability ratings:	Relevance ratings	Impact Ratings:
<p><b>6: Highly Satisfactory (HS):</b> no shortcomings</p> <p><b>5: Satisfactory (S):</b> minor shortcomings</p> <p><b>4: Moderately Satisfactory (MS)</b></p> <p><b>3: Moderately Unsatisfactory (MU):</b> significant shortcomings</p> <p><b>2: Unsatisfactory (U):</b> major problems</p> <p><b>1: Highly Unsatisfactory (HU):</b> severe problems</p>	<p>4: Likely (L): negligible risks to sustainability</p> <p>3: Moderately Likely (ML): moderate risks</p> <p>2: Moderately Unlikely (MU): significant risks</p> <p>1: Unlikely (U): severe risks</p>	<p>2: Relevant (R)</p> <p>1: Not relevant (NR)</p>	<p><b>3: Significant (S)</b></p> <p><b>2: Minimal (M)</b></p> <p><b>1: Negligible (N)</b></p>
<p><b>Additional ratings where relevant:</b>  <b>Not Applicable (N/A)</b>  <b>Unable to Assess (U/A)</b></p>			

**Advance level scale:**

Green = Achieved	Yellow = Going to achievement	Red = Not achieved
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## Annex 12. Table of findings and sources of information

\* The findings included in the report are based on six sources of information: 1) D - documentation 2) FG - Focus groups; 3) ICDM - CDMX interview, FI - field interview, TE - telephone interview; 4) DO - direct observation; 5) TT - management tools (METT, scorecard); 6) CDR - financial reports, audits, co-financing tables provided.

Finding	Source (Evidence)	Conclusion	Recommendation
<p>The project serves a great aspiration of the stakeholders related to wildlife management and those related to the species at risk. This is the first GEF-funded project that exclusively addresses the needs for consolidation and development of national policies related to the species at risk, therefore has a pioneering and emblematic character for the country, in terms of its coverage, national scope, the complexity of implementation since each species involves a base situation and differentiated methodological approach.</p>	<p>ICDM, ET, GF, M</p>	<p>The project has high relevance in the national context; responds to institutional priorities and policy guidelines. The design process was widely attended by national specialists and institutions, who achieved as a major milestone in the design process, the identification of the 14 national priorities at the level of threatened species and their link with the PNA.</p> <p>The project was called to be a benchmark for the entire region and open the way to a renewed attention and priority in GEF portfolios to work with species at risk since it is one of the few projects in Latin America exclusively focused on the conservation of this type of species.</p>	<p>The need to raise the political profile of the project within CONANP and SEMARNAT is seen, to contact the authorities at the highest level to achieve a clear commitment to the closure of the project and to the implementation of MTR recommendations. This commitment should be ideally be reflected in the participation of the CONANP Commissioner in the Project Board.</p>
<p>The design process was widely attended by a variety of key players, including the government sector and academia. It is particularly mentioned that the selection of species and PNA was the result of the intervention of the country's most reputable experts, who finally agreed on a series of priorities that are reflected in the project document.</p>	<p>ICDM, EC,</p>	<p>The project is considered as a key piece in the conservation strategies at the species level, it was thought of as an opportunity to make an incremental leap that allows to consolidate these processes and generate a responsive capacity from the PNA to ensure efficient and sustainable execution. The Project was nested and designed at a different political moment from the current one, characterized by the strengthening of the recently created institutional framework</p>	<p>To convene to a meeting of all the project's partners, in order to confirm their interest in maintaining their participation and execution commitment under the terms defined by the Project Board. At this point in the project, the implementation arrangements that are in force cannot be rethought. However, the time remaining is too short and the risk of failure is too high, as to maintain the level of conflict registered so far. Ultimately it is CONANP</p>

			that must assume a clear and firm leadership that will guide and mobilize the partners in the face of project rescue.
the project can generally be considered ambitious in relation to the scope and coverage of species and PNA, it is also true that it was insufficient, particularly regarding Component 1 and certain specific targets of Component 2.	ICDM, D	for species at risk within CONANP, the expansion of the technical plant at the central and regional level, the availability of working groups and planning tools at the species level such as the PACE, together with the availability of financial vehicles such as PROCER and other subsidies that allowed to implement conservation strategies at the species level.	Build an interinstitutional scaffolding with other government stakeholders, civil society and the private sector; linked to new GEF portfolio projects and national resource windows to jointly develop the project's exit strategy.
The formulation and negotiation times of the project were relatively long, as is usually the case in such projects. The first activities began to be developed in mid-2012, with the preparation of the PIF, which was submitted and approved in January 2013. At the same time, the preparatory phase lasted 18 months from June 2013 to December 2014 and finally the PRODOC by the National Commissioner for Protected Natural Areas in 2016. During this time there were changes in the federal administration, reflected in CONANP senior staff and the UNDP Mexico team, so those who originally drafted the project were no longer present during the start-up and implementation of it.	ICDM, D	The project found significant difficulties to start and fell into a stalemate throughout its execution. While the initial conditions augured a successful execution, along the way there were inconveniences characterized by high turnover at the level of authorities and project team, low political priority, as well as governance problems among partners. All this was amplified by an important contraction in public spending dedicated to the conservation of species at risk; in the absence of fiscal resources, pressure arose for GEF resources to replace and not complement the federal budget.	Promote the formation of an Advisory Committee with expanded participation of key players who are not yet committed to the project, so that it oxygenates, accompanies and strengthens the decision-making of the Project Board.
Another aspect that affected the implementation of the project was the budget cut for the entire environmental sector; PROCER's budget was reduced by 40%, so the project faced pressure to replace and not complement the fiscal budget, aiming to strengthen activities in the field such as recruitment, equipment acquisition, reactivation of community committees that take actions outside the PNA and the definition of short-term priorities (2017 and			

2018).		
The project was designed in a political and institutional context that has changed. On the one hand, the availability of federal resources to serve the species at risk was significantly higher, there was a PROCER in full operation that suggests that the GEF resources would effectively be additional, would allow to add value and ensure significant leaps in terms of consolidating and strengthening of the PACE.	ICDM, D	The project presents a reasonable risk of not meeting its main objective, which consists of building capacities so that the PNA in Mexico contribute effectively to the conservation of species at risk. This evaluation identifies that there are still gaps in its execution, as well as a significant delay in the implementation of some products. According to the new donor guidelines, it is confirmed that there would be no possibility of an extension without the cost of the implementation time, so it will be very difficult to recover the time lost during the start-up phase.
The implementation of the project to the MTR has been characterized by relatively long periods, in which no leadership has been demonstrated in terms of strategic orientation and mobilization of the stakeholders working to the fulfilment of the project's objectives.	ICDM, D	
Since May 2018, the UCP under the leadership of a new coordinator has played a role in mediation and conflict resolution, which rescued the project from the stalemate in which it was.	ICDM	<p>Promote the formation of an Advisory Committee with expanded participation of key players who are not yet committed to the project, so that it oxygenates, accompanies and strengthens the decision-making of the Project Board.</p> <p>PRODOC proposes a team of two people, without counting with the technician in M&amp;E that is not yet hired, the UCP team registers at least 4 people. It is recommended to evaluate the performance and profiles of all UCP staff and define whether existing roles and capabilities are the most appropriate to accompany the closure of the project. The areas that deserve more attention for a project exit strategy are linked to M&amp;E, species information and monitoring systems, capacity building, financial sustainability and community participation.</p>

<p>The design possibly overestimated the capacity of a relatively young institutional structure, considering that the Directorate of Priority Species for Conservation (DEPC) was consolidated into CONANP just a couple of years before the start of the project. Face with this, the governance structure of the project was short, for example, it should have considered a representation on the Project Board at the highest level of the CONANP and involve SERMANAT with a higher profile.</p>	D	<p>The possibility that this project does not become a missed opportunity for Mexico would depend on at least the following five critical factors:</p> <ul style="list-style-type: none"> <li>• To ratify the political commitment at the highest level in CONANP and SEMARNAT, to promote that this commitment is reflected in the Project Board.</li> <li>• To form a Technical Committee with expanded participation, which supports the structuring of an exit and sustainability strategy.</li> <li>• To confirm the interest and commitment of project partners to continue participating positively and with clear roles in the final stage of execution.</li> <li>• To align Result 1 towards providing support and technical assistance to the PNANP process.</li> <li>• To guarantee the stability of the coordinator.</li> </ul>	<ul style="list-style-type: none"> <li>• To ratify the political commitment at the highest level in CONANP and SEMARNAT, to promote that this commitment is reflected in the Project Board.</li> <li>• To form a Technical Committee with expanded participation, which supports the structuring of an exit and sustainability strategy.</li> <li>• To confirm the interest and commitment of project partners to continue participating positively and with clear roles in the final stage of execution.</li> <li>• To align Result 1 towards providing support and technical assistance to the PNANP process.</li> <li>• To guarantee the stability of the coordinator.</li> </ul>
<p>Implementation has been affected by aspects related to the governance of the project, which is still reflected in high levels of conflict, mistrust and communication channels that are severely weakened. The origin of the conflict can be attributed to the lack of agreements and a common understanding of the project's implementation mechanisms. ENDESU A.C. expected to take over the entire implementation of both extinguishable and patrimonial resources, as indicated in the PRODOC.</p>	ICDM, D	<p>The project found significant difficulties to start and fell into a stalemate throughout its execution. While the initial conditions augured a successful execution, along the way there were inconveniences characterized by high turnover at the level of authorities and project team, low political priority, as well as governance problems among partners. All this was amplified by an important contraction in public spending dedicated to the conservation of species at risk; in the absence of fiscal resources, pressure arose for GEF resources to replace and not complement the federal budget.</p>	<p>To convene to a meeting of all the project's partners, in order to confirm their interest in maintaining their participation and execution commitment under the terms defined by the Project Board. At this point in the project, the implementation arrangements that are in force cannot be rethought. However, the time remaining is too short and the risk of failure is too high, as to maintain the level of conflict registered so far. Ultimately it is CONANP that must assume a clear and firm leadership that will guide and mobilize the partners in the face of project rescue.</p>

<p>Since May 2018, the UCP under the leadership of a new coordinator has played a role in mediation and conflict resolution, which rescued the project from the stalemate in which it was. This coincides with strong political support from a new Director of Priority Species for Conservation, who assumed the leadership required by the project to make decisions that commit and mobilize to the responsible institutions. However, in December 2018 there was again a change in the DEPC in this position.</p>	ICDM, GF	<p>The project presents a reasonable risk of not meeting its main objective, which consists of building capacities so that the PNA in Mexico contribute effectively to the conservation of species at risk. This evaluation identifies that there are still gaps in its execution, as well as a significant delay in the implementation of some products. According to the new donor guidelines, it is confirmed that there would be no possibility of an extension without the cost of the implementation time, so it will be very difficult to recover the time lost during the start-up phase.</p>	<p>PRODOC proposes a team of two people, without counting with the technician in M&amp;E that is not yet hired, the UCP team registers at least 4 people. It is recommended to evaluate the performance and profiles of all UCP staff and define whether existing roles and capabilities are the most appropriate to accompany the closure of the project. The areas that deserve more attention for a project exit strategy are linked to M&amp;E, species information and monitoring systems, capacity building, financial sustainability and community participation.</p>
<p>The implementation of the project has been unbalanced and, in some cases, it does not follow a logical sequence that meets the challenges posed at the level of the theory of change that was proposed in the PRODOC; it has also been dragging a serious delay in its implementation.</p> <p>The observation related to the lack of a logical sequence, due to the lag in Component 1, could be built from earlier stages the monitoring platform in order to have more time to implement it in the institutions.</p>	ICDM, D, GF		<p>Hiring the technician at M&amp;E so that, in coordination with the project's partners, the modification of the MRE can be considered based on the results and impact that can be achieved in the implementation time. It is recommended to develop a planning workshop that develops a tool that makes sense of purpose and guides the management from a logical perspective towards the achievement of the objectives of the project.</p>
<p>The UCP has had a significant rotation, as can be seen in Table 3, with relatively long periods without a coordinator and/or without a monitor, and incorporating staff that was not originally planned, as is the case of the two assistants who currently integrate the team (technical and administrative).</p>	ICDM, D, GF	<p>It is recognized that, since June 2018, the project has managed to emerge from the impasse it was in, regaining its capacity for execution and presence, particularly in the territory. The changes at the project's direction and coordination level, allowed to recover the leadership of the CONANP, it was given a strategic direction and generated a catalytic role that multiplied the presence</p>	<p>The UCP should be formally and actively linked with the support of DEPC, DGOR and DES in the PNANP, in order to nest the project within the 5 priority axes of the new administration. For this, it is recommended that CONANP consider integrating the UCP Coordinator into its planning team.</p>

		and project's activity level in the PNA. This new dynamic, together with UNDP's guidance and accompaniment, made it possible to overcome to that the moment the difficulties that are normal in a period of transition and change of government.	
The formulation related to capacity-building aspects is also considered ambiguous and does not allow the executor a conceptual clarity on the approach, strategies, resources or sustainability of capacity-building schemes.	ICDM, D, FG		To contract a study that analyses CONANP's capacity building needs to manage species at risk (human, institutional, financial, legal, technological, logistics).
An initiative that is important and currently emerging as a potential legacy, is the information system, which requires a process of validation and appropriation first at the political level and later at the technical level of CONANP. This system should ideally be nested in the CONANP's Direction of Evaluation and follow up.	D		The legacy of the project must be to formulate a conceptual framework that proposes short-, medium- and long-term strategic objectives and a theory of change that aligns with the objectives of the new administration, the new economic scenario of government and opportunities to generate development from the protection of species at risk. Within this framework, there must be included proposals to strengthen the regulatory and institutional framework, and a critical route to guide the reforming proposals of the regulatory and institutional framework,
Likewise, the formulation related to capacity-building aspects is also considered ambiguous and does not allow the executor a conceptual clarity on the approach, strategies, resources or sustainability of capacity-building schemes. In practice, it is assumed that equipping the PNA and supporting them in the implementation of the PACE, by itself would involve a strengthening of the PNA. The design does not propose	ICDM, D, FG	Component 1 shows considerable delay and unbalanced management. The products focused on strengthening CONANP's capacity from systemic and strategic perspective progress slowly. It emphasizes the creation of the FONCER, incomplete because the commitment of contribution by the Mexican State, on which there is practically no functioning, was not achieved, beyond the low financial returns generated by	The UCP should be formally and actively linked with the support of DEPC, DGOR and DES in the PNANP, in order to nest the project within the 5 priority axes of the new administration. For this, it is recommended that CONANP consider integrating the UCP Coordinator into its planning team.



<p>guidelines for properly nesting the PACE within the PNA structure, increasing the participation and empowerment of the PNA's permanent staff.</p>		<p>the contribution of the GEF. There is also a progress in generating a spatial and alphanumeric database that constitutes an important effort to compile information related to the 14 species.</p>	
<p>In practice, it was found that the conditions and initial assumptions have changed, so it is now considered, in the view of some interviewees, that GEF resources are the ones that will ensure the survival of certain PACE, as the federal resources are not sufficient, nor is there any certainty that they will be available.</p>	<p>ICDM, D, DI</p>	<p>As for Component 2, it is evident that the project has played a catalytic role in PNA where there were no capacities, equipment and staff to attend species at risk. In other cases, in which more consolidated programmes existed, the project has become the main source of funding, demonstrating displacement and not complementarity with public resources. The staff assigned to the PNA have barely assumed their duties since the third quarter of 2018, therefore in all cases, the main concern is the sustainability of the investments made and the real possibility that the PACE continues implementing in the ANP once the project is completed.</p>	<p>It is not recommended to finance activities in species that have not yet started at the PNA level, or that have not had a positive impact on their conservation and ecosystem, for example, the Vaquita Marina in Upper Gulf of California and Colorado River Delta Biosphere Reserve, identify the reasons and consider them within the lessons learned, for cases of possible replication in other PNA.</p>
<p>As for Component 2, its formulation is relatively ambiguous, reaching levels of synthesis that simplify the complexity associated with each species, to such an extent that it results in a very general and vague formulation. However, it leaves enough room for adaptive management during implementation, considering the specificities and needs of each species.</p>	<p>ICDM, D, FG, DI</p>	<p>It is worrying that, for both components, the pressure to obtain results and recover lost time will result in inadequate guidance in the use of resources, product quality and management in terms of sustainability. Progress in results should be orientated towards having an impact not only at the site level but also at regional and/or national levels and bearing fruit in the short, medium and long term.</p>	
<p>As of 2018, greater execution in component 2 is shown, however, it is concerned that the time pressure to quickly execute the available resources will have an impact on the quality of the intervention.</p>	<p>CDR, ICDM, D</p>		<p>To develop evaluation workshops to the specific progress of each PNA and of each species, with the purpose of sincere and focus efforts exclusively towards strategies that present the greatest viability and perspectives of sustainability. The</p>

		workshops should promote a review of strategies to make them more specific and grounded to the reality of each species and PNA.
<p>In terms of efficiency, which is understood as the ability to achieve the expected results with the minimum possible resources and in the shortest possible time, and assuming a linear correspondence between the budget execution and the achievement of the goals, Component 1 shows a low performance, this is how despite having executed 79% of the planned resources it has barely achieved a 44% performance in achieving its indicators. In the case of Component 2, it can be observed that despite having executed 31% of the budgeted values its performance has reached 49% in the achievement of its indicators.</p>	CDR, TT, ICDM, DO	
<p>The weakness found in the formulation of the indicators was perceived by the UCP, CONANP and UNDP, in such a way that the M&amp;E in 2017 proposed a more consistent MRE in the way of measuring, and in which there is also a more logical connection between results and goals; and that it considers the products to be verifiable and tangible. However, although it is better structured, it remains ambiguous for some results and their respective indicators, in addition, there were not established necessary baselines.</p>	D, ICDM, DO	Hiring the technician at M&E so that, in coordination with the project's partners, the modification of the MRE can be considered based on the results and impact that can be achieved in the implementation time. It is recommended to develop a planning workshop that develops a tool that makes sense of purpose and guides the management from a logical perspective towards the achievement of the objectives of the project.

<p>For both results, much of what is reported has not been verifiable, no backup information is presented in the shared folders, but above all, it is not linked to the indicator and its respective goal, which makes it almost impossible to detect the actual degree of progress for the achievement of the results.</p>	<p>D, TT, DO, ICDM</p>		<p>It is necessary that the documentary management of the project be handled in a serious and professional manner. It is recommended to generate a repository of project information, which builds all documents, studies, consultancies, and other information resources that have been generated with project resources. Priority should be given to the absence of means of verification for some of the investments made and in general terms to address the quality of reports and information</p>
<p>In reference to the "Development of a National Monitoring System, the information provided has to be the SIG's development has been worked in conjunction with the CONANP (Regional Directorates, PNA involved, DEPC – and the UCP as a nested part within the same DEPC- and DES), being a process that is underway and constant validation; the information collected has been systematized since 2012 for the 21 PNA within the framework of the project.</p>	<p>D, TT, DO, ICDM</p>	<p>Component 1 shows considerable delay and unbalanced management. The products focused on strengthening CONANP's capacity from systemic and strategic perspective progress slowly. It emphasizes the creation of the FONCER, incomplete because the commitment of contribution by the Mexican State, on which there is practically no functioning, was not achieved, beyond the low financial returns generated by the contribution of the GEF. There is also a progress in generating a spatial and alphanumeric database that constitutes an important effort to compile information related to the 14 species.</p>	<p>Formalize adoption and continue with the nesting of the information system and APP within CONANP and CONABIO. This would involve a technical/political process to validate or update the existing design so that it is developed with full knowledge and appropriation of CONANP.</p>
<p>For result 2.1, which covers two indicators, the implementation in the field of the management strategies established in the PRODOC is sought, in order to achieve the improvement in basic operational efficiency and sustainability that leads to a state in which the PNA will be able to respond effectively to the specific management and conservation of priority species at risk</p>	<p>D, TT, DO, ICDM</p>		<p>On the indicators for result 2.1 it is recommended to modify:</p> <ul style="list-style-type: none"> <li>● The first indicator on Management Strategies in such a way that strategies with standardized methodologies are developed and established, guidelines, objectives aimed to threat reduction and improving habitat management.</li> <li>● Modify the current baseline and goal (it</li> </ul>

requirements.		is closely linked to the following indicator), and/or is covered in other indicators (e.g. in terms of community coverage and participation) and/or are not feasible (e.g. eagle nests with intervention). The baseline and goal are recommended to be in accordance with the E.G.
Although E.G.P. is defined in the PRODOC, the scope, objective(s), activities, methodologies of what each E.G.P. should contain is not clearly described and is merely reduced to the description of activities that are considered could reduce such threats.	D, ICDM, PIR	<ul style="list-style-type: none"> <li>● On indicator 2, in the remaining time of the project, it is less feasible to know if the increase of populations is the result of the project's execution. The increase in the number of individuals does not mean that the population is recovering. There are only specific cases of efforts aimed to improve populations e.g. Condor and pronghorn. Therefore, it is recommended to remove this indicator and strengthen the previous one.</li> </ul>
With respect to the Outcome 2.2, in terms of progress (indicator 3 of Annex 8), for the achievement of the goal, 2 main strategies are implemented: i) habitat protection schemes (UMAS, ADVK, PNA, destination agreements, etc.) (ii) habitat improvement/restoration actions and habitat conservation models (PSA). In this sense, from this MTR, with the information provided it is reported that for the scheme "i" there is a progress of 246,684.73 hectares of habitat protection schemes distributed in 10 PNA, while for the scheme "ii" there are 16,187.79 hectares of improved area in six PNA, which in total are 262,872.52 hectares, representing 52%, 11 out of 21 PNA, which contribute to this result. Within the verification	D, TT, DO, ICDM, reviewed products, reported results, annual reports, quarterly, PIRs, meetings minutes JP.	<p>On the indicator for result 2.2 (Improved Coverage),</p> <ul style="list-style-type: none"> <li>● It is measurable and verifiable, and the goal is considered to have been achieved. The recommendation is therefore to develop a new indicator that includes a new portfolio of conservation areas for the 21 PNA. This implies that each PNA should redirect its efforts on detecting favorable areas for the connectivity and conservation of species and habitats. To have new polygons or areas defined and mapped for the end of the project.</li> <li>● As part of these works, additionality should be sought by incorporating cross-cutting themes, mainly the climate</li> </ul>

<p>means, there are only certifications for seven ADVC covering an area of approximately 24,029 hectares, all in the State of Campeche (of them 20,414 hectares in the RB Calakmul in 5 ADVC certifications).</p>		<p>variable in site selection.</p> <ul style="list-style-type: none"> <li>• To continue, secondly, as far as possible, expanding the coverage of the PNA through certifications.</li> </ul>
<p>In general terms, the indicators do not meet SMART criteria (abbreviation in English for Specifics, Measurable, Attainable, Realistic, Time-bound). This implies that they are relatively ambiguous, difficult to measure and do not adequately reflect the objectives set, that is, there is a weakness in the logical connection between results, indicators, means of verification and goals; and they are not, verifiable or tangible for some cases.</p>	<p>ICDM, DO (PRODOC), reviewed products, reported results, annual reports, quarterly, PIRs, meetings minutes JP.</p>	<p>PRODOC proposes a team of two people, without counting with the technician in M&amp;E that is not yet hired, the UCP team registers at least 4 people. It is recommended to evaluate the performance and profiles of all UCP staff and define whether existing roles and capabilities are the most appropriate to accompany the closure of the project. The areas that deserve more attention for a project exit strategy are linked to M&amp;E, species information and monitoring systems, capacity building, financial sustainability and community participation.</p> <p>Hiring the technician at M&amp;E so that, in coordination with the project's partners, the modification of the MRE can be considered based on the results and impact that can be achieved in the implementation time. It is recommended to develop a planning workshop that develops a tool that makes sense of purpose and guides the management from a logical perspective towards the achievement of the objectives of the project.</p>
<p>The indicator 4, Output 2.3, it is also considered to implement a communication strategy that seeks participation in the selected AP, not only from the key stakeholders but also from the general public and seeks to keep them informed of the</p>	<p>ICDM, FE, D, DO</p>	<p>To count with the communication strategy that includes community plans that support conservation management of species at risk. And, on the other hand, from an economic-political perspective, highlight that the species at risk are good business</p>

actions and achievements of the project.		for Mexico, thereby attracting other co-financers, as well as donations, which would favor the sustainability of conservation actions of the species at risk. It is not recommended to invest funds in expensive outreach or communication campaigns that do not have an impact on populations.
It is possible that the reported performance may have overestimated the true level of execution, as discussed through this report. However, with less than one year of effective presence in most PNA, it is still too early to differentiate the incremental contribution of the project, so it would not be fair to attribute to the project the achievement of indicators that respond to years' processes and even decades of work with the species at risk.	D, ICDM, TT, PIR, DO, FG	Organize a workshop for the next update to filling METT tabs so that it is objective and has as little bias as possible about the criteria to be evaluated. To request each PA to report not only the file but also the observed changes, explain the possible causes that have led to these changes (favorable or not) and the specific feasible measures for each PNA to continue increasing the effectiveness of the management or the strengthening of capacities or reorienting if they are diminished.
Likewise, the formulation related to capacity-building aspects is also considered ambiguous and does not allow the executor a conceptual clarity on the approach, strategies, resources or sustainability of capacity-building schemes. In practice, it is assumed that equipping the PNA and supporting them in the implementation of the PACE, by itself would involve a strengthening of the PNA. The design does not propose guidelines for properly nesting the PACE within the PNA structure, increasing the participation and empowerment of the PNA's permanent staff.	D, ICDM, FG	As for Component 2, it is evident that the project has played a catalytic role in PNA where there were no capacities, equipment and staff to attend species at risk. In other cases, in which more consolidated programs existed, the project has become the main source of funding, demonstrating displacement and not complementarity with public resources. The staff assigned to the PNA have barely assumed their duties since the third quarter of 2018, therefore in all cases, the main concern is the sustainability of the investments made and the real possibility that the PACE continues implementing in the ANP once the project is

completed.

About Output 2.3, it is evident that there is no document as stated in the achievement; in the 2018 RIP it is reported that the project has defined a strategy to strengthen community committees, community groups and landowners; however, no such strengthening strategy has been presented and the means of verification only refer to minutes of monitoring committees and partnerships with organizations.

D, ICDM, TT,  
PIR, DO, FG

Result 2.3 (community participation)

For the indicator that refers to this result, there is no technical-conceptual approach, there is no defined strategy or goals for community participation. It is recommended to:

- Delete the "Management framework" indicator which is not defined.
- Develop a new indicator aimed at carrying out studies in which each PNA defines conceptual frameworks of the types of community participation required by PNA (surveillance, monitoring, fire management, restoration, etc.) and the number of committees that would be opportune to meet these needs. Define in these studies how the capacity of the area would be improved in order to strategically project and detect in a timely manner what is required of the communities.
- Include another indicator in which 21 community engagement plans are drawn up that define needs, methodologies, costs, impact, and include in these plans a future projection of what will happen with the communities (whether or not set up in committees), once the project is finished.
- Subsidies for the participation of this type of public should continue to be implemented and maintained or

The reports describe high community participation through various activities, as well as the confirmation/activation of committees and the implementation in the subsidy programs above mentioned.

D, ICDM, TT,  
PIR, DO, FG

Although are reported, 133 Community committees that are currently active and operating, it is not known in all cases how effective their collaboration has been in terms of appropriation of the project and impact on fieldwork, nor on the formation of networks of participation.

D, ICDM, TT,  
PIR, DO, FG

About to 21 conservation protocols/emergency protocols, of which only one has been developed for the California condor in the PNSSPM that meet with the indicator. Four of the documents generated refer to monitoring and surveillance actions and one is an update of a document prepared in 2009 for the Improvement of The Coexistence between Livestock and Wild Carnivores at Risk, which also shows a lag for the Indicator.

D, ICDM, TT,  
PIR, DO, FG

About the 21 POA to include the community participation in relation to the conservation of species at risk, for which it has at least 20 PA

D, ICDM, TT,  
PIR, DO, FG

increased, with respect to the previous year, but the baseline and goal should be modified according to verifiable current information.

- Delete in the "Reference" column in the MRE the sections on emergency protocols ("0 PNA implement emergency protocols" and their goal), as they were never defined or developed and the remaining time of the MTR must be oriented to strengthen, reconsider and advance in the other MRE indicators. On the following reference of the POA ("12 POA with strategies for community participation referring to the conservation of species at risk" and their goal) also eliminate it from the MRE as it is already immersed in the indicator referring to subsidy programs



### **Anexo 13. Conceptual Models**

As an addition to the project, in order to have an adaptive management instrument linked to the Monitoring Strategy, 25 conceptual models have been developed. Their purpose is to specifically support each of one PA in decision-making and in the design of strategies and activities in the Work Plans. However, these models do not contribute directly to the monitoring system, as they are for internal use by each PA.

On the other hand, as they are specific, there is no unified conceptual model protocol used for all PAs, and on the contrary, each ANP has their own, in which programmatic methodologies are not established in the short term for the conservation of species at risk based on these developed conceptual models. However, there are common themes such as the identification of threats, conservation strategies and the linked mapping of actors that could participate in the reduction of threats and in conservation actions. A unified guide/format should be available, in which the general and particular content is established by PA so that it can be used as a replication tool in the entire PNA system.

## **Annex 14. Scope, Methodology and Limitations of the evaluation**

### *SCOPE*

In relation to the scope of the Mid-term Review, this has been done as part of the monitoring and evaluation agreements established in the project document (Part III - management arrangements- page 56) and complying with the policies and procedures of the Manual GEF- UNDP. The evaluation implies the rigorous and independent assessment of the activities carried out so far in order to determine to what extent the established objectives are being achieved and contributing to decision-making and strategic planning.

The evaluation will be carried out in accordance with the guidelines, standards and procedures established by the UNDP and the GEF as reflected in the UNDP Evaluation Guide for Projects Funded by the GEF. The evaluation will ensure close participation with government counterparts, in particular the UNDP Country Office, the Project Coordinating Unit, CONANP and key stakeholders that participate in the development of the activities, especially SEMARNAT, CONABIO, CONAFOR, OSC (ENDESU, AC, FMCN AC) and the people linked to the actions developed in the intervention sites.

The MTR approach will be mixed so as to encompass an evaluation of the project design, as well as its results. Likewise, the degree to which the objectives have been reached or are expected to be achieved will be analyzed, and whether the project has generated any other consequence, positive or negative. Potential short- and medium-term outcomes or effects already achieved by the project will be identified, such as strengthened institutional capacities, increased public awareness and modified policy frameworks, among others. The evaluation of results will be based on the criteria of relevance, performance and success of the project, highlighting good practices and areas of opportunity and bad practices, lessons learned, and strategies used during the development of activities, as well as unexpected additional results and answers of adaptive management. The criteria of relevance, effectiveness, efficiency, sustainability and impact will be used, as well as ensuring that the information generated is credible, reliable and useful.

The evaluation will assess the degree to which the project has generated impacts or has been progressing towards achieving impacts, as well as its perspectives of political, financial, socio-economic and environmental sustainability.

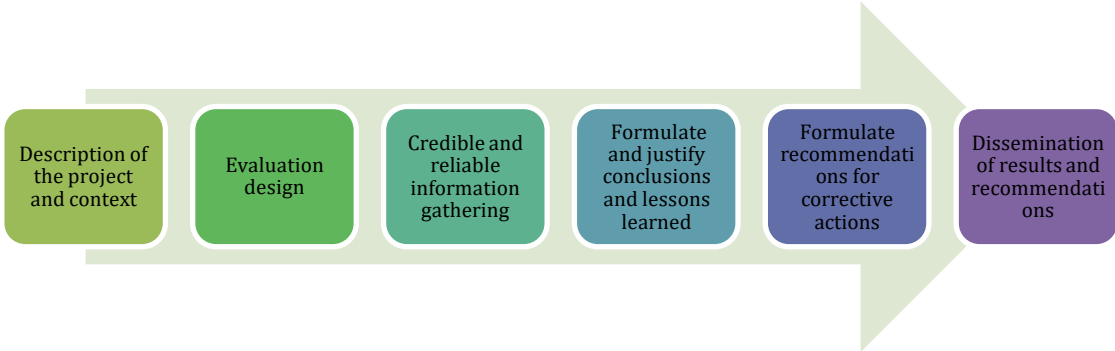
The degree to which the project was integrated with other UNDP priorities: CDP (2014-2018): *"Strategies promoted in terms of environmentally sustainable development and low emissions resistant to disasters and risks, with a multicultural and gender approach to equity and poverty reduction"* and with the Sustainable Development Goals (Agenda 2030) and the Aichi Targets will be equally evaluated, in which poverty reduction is considered (SDG 1. *End poverty in all its forms around the world*), the gender approach (SDG 5. *Achieve gender equality and the empowerment of all women and girls*), biodiversity conservation and sustainable use (SDGs 14 and 15. *Preserve and use oceans in a sustainable way, as well as seas and marine resources for sustainable development and Protect, restore and promote the sustainable use of terrestrial ecosystems and prevent the loss of biological diversity*, respectively). The Strategic Objective "B" M5 of Aichi. *By 2020 at the latest, the rate of loss of every natural habitat, including forests, is reduced at least by half, and when feasible it approaches zero and degradation and fragmentation are considerably reduced*); Strategic Objective "C" M11 of Aichi. *No later than 2020, no less than 17% of the terrestrial and inland areas and 10% of the coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved by zoning systems protected, managed effectively and equitably, ecologically representative and well connected, and other effective conservation measures based on areas, and integrated into the broader terrestrial and marine landscapes*, and M12 of Aichi. *By 2020, the extinction of known threatened species has been prevented and their conservation status, especially in the case of those that have declined the most, has improved and is sustained*.

A topic of special interest is analyzing the management and participation mechanisms of the responsible partners, and the fulfillment of their roles and responsibilities to ensure the achievement of the project's objectives, the principle of incremental costs and the sustainability of the results.

The evaluation will include a final section with a set of conclusions, lessons learned and recommendations to be applied during the remaining implementation months until the end of the project.

## **METHODOLOGY**

The proposed methodology aims to achieve the objectives defined in the ToR. During the process, there will be an active interaction between the consultant, the UNDP country office, the project team and other involved parties, in order to accelerate the evaluation process and allow timely feedback of the findings.



At all times, the consultancy will use a participatory and inclusive approach, based on data derived from programmatic, financial and monitoring documents, and a reasonable level of direct participation of the parties involved. As a result of the evaluation process, conclusions will be reached on the different aspects of the project, the activities carried out and their contribution to the central objective and to the two outcomes of the project. The analysis will focus on the products achieved and their actual contribution to the two outcomes of the project.

Initially, on March 12, 2019, a first meeting was held via Skype between representatives of the UNDP, the PCU and the consultants (National and International). The objective was the presentation of the consultant team, as well as the definition of delivery times and coordination mechanisms between consultants and the designated counterparts. The meeting defined communication channels, direct supervision of the consultancy and coordination of information delivery, product delivery and mission organization.

**Revision of documents**

As the first key task of the evaluation, the documentation delivered by the contracting part and the implementing partners will be reviewed, including, but not limited to, the PRODOC, Results Framework, report of the startup workshop, quarterly and annual progress reports 2016 , 2017 and 2018, Project Implementation Reports (PIRs), quarterly reports, partial / final reports of consultancies concluded and in progress, financial reports (CDR), including

data on co-financing and budgets, minutes and decisions of the project board, operational plans and of work, audit reports, communication materials about the project, national legislation relevant to the project and country reports. Framework documents to support the evaluation: Management Effectiveness Indicators (Tracking Tool and Scorecard), Manual for the Planning, Follow-up, and Evaluation of Development Results and the Guide for the Realization of the Mid-Term Review in Projects Supported by UNDP and Funded by the GEF.

On the basis of the review, a detailed description of the Project was made, covering the identified problem, the established objectives, Outcomes and their respective activities. Subsequently, an evaluation framework was established that combines the orientation questions for the five key evaluation criteria and the performance evaluation categories of the Project (Project formulation and design, Project execution, results, monitoring and evaluation).

This initial exercise will define the scope and the qualitative and quantitative indicators that are fundamental to evaluate the relevance, efficiency, effectiveness, and impact of the interventions made to achieve the objectives proposed in the logical framework of the project and its sustainability.

**Mission and Visit to Project execution sites: information gathering, interviews and field visits**

The second stage of the Mid Term Review is related to the collection of primary information through an evaluation mission, which will enrich the vision of the context of the Project. The mission is planned from March 25 to April 5, 2019. During the mission, three methods of gathering information will be applied. i) semi-structured interviews; ii) direct observation; and iii) focus groups. These are described below:

Interviews	Direct observation	Focus groups
Allow to obtain information and perceptions of the people who administer, implement or are beneficiaries of the project.	Direct observation through the visit to project implementation sites allows for a better understanding of the environment in which the various Project activities are implemented, at the PA level.	Is a lively and dynamic process, which promotes the participation of different actors.
The questions are clear and specific, which facilitates obtaining useful information.	Increases the transparency of the evaluation and allows the collection of first-hand information from implementers, implementation partners and beneficiaries. Also,	Offers the opportunity to interact directly and simultaneously with different stakeholders involved in the Project.

	helps to verify if the expectations have been fulfilled according to the plan and propose specific adjustments to the interventions.	
The organization of the interview according to the evaluation criteria allows classifying the answers to facilitate the elaboration of conclusions.	The visits to intervention sites will provide opportunities for the technical evaluation of the work performed, as well as the developed capacities and existing resources to meet the project's objectives.	This activity is more inclusive with the different actors involved and takes advantage of the diversity of opinions and criteria.
Allows having information to compare with the findings of the documentary review.		

### Interviews:

The consultative approach of the evaluation contemplates conducting interviews with representatives of various sectors (governmental, non - governmental, cooperation agencies and others stakeholders<sup>1</sup>)), this will generate reflections, opinions and other discernments around the various stages of the Project from different sources, resulting in a comprehensive vision of the evaluation process.

A minimum number of 25 interviews is estimated for key actors, implementing partners, UCP, beneficiaries and others. It is estimated that each interview lasts less than an hour and will usually be done individually, except in specific cases where the need to interview a group of people is seen; the interviewees will be informed about the confidentiality of their answers. The project team cannot be present during the interviews. These interviews will be conducted individually or in small groups based on the evaluation questions presented in Annex 4, with flexibility so that the interviewees can provide information that they consider relevant. In the case of the intervention sites, the consultations will be directed on their involvement in the project, their changes of vision, capabilities and attitude in relation to the conservation of at-risk species and their habitats, and on their perception of achievements, limitations, action of the other parties involved and sustainability of the actions initiated by the project.

### Direct Observation:

As part of the information collection instruments, direct observation is proposed, through visits to the sites where the project has implemented its activities. This allows to see

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<sup>1</sup> UNDP staff, GEF Focal Point, Project Coordinating Unit, CONANP, SEMARNAT, CONABIO, among others that are considered in the evaluation, will be interviewed.

firsthand the results and impact of the activities planned in the PAs, both in the PRODOC, and in the different implementation and progress reports of the Project. This provides a broader and stronger picture of the work done in the intervention sites in terms of adaptive management to face the barriers and difficulties faced. The emphasis of the evaluation is to observe and obtain credible information on the progress made to achieve the outcomes (products and effects), as well as their quality and sustainability perspectives. The visits will take place from March 27 to April 3 according to the agenda presented in Annex 3.

### *Sample*

The team proposes to take only a representative sample of intervention sites because the project involves 21 PNA distributed throughout the country, which is impossible to cover at the time of completion of the MTR. This sample includes field visits and telephone calls or teleconferences via Skype in eight PNA. The selection was based on three main criteria at the level of project implementation, which the PNAs must meet in their majority, or at least one of them and three criteria for monitoring the logistics of the MTR (of which 1 and 2 can be considered as limitations to this methodology in the field):

<b>Criteria at the project implementation level</b>	<b>Monitoring criteria for MTR logistics</b>
1) Progress in implementation: AP that currently are or was implemented various activities and / or management strategies of the two Project Outcomes.	1) Time, logistics for transfers. (Mission to Mexico of very short duration), considering that the time to reach various AP takes many hours (days) and there are not always access routes.
2) Landscape Perspective and / or Species Diversity: AP that allows the evaluation team to measure the Project's challenges at the landscape level. / Diversity of Species: although under the first criterion it is possible to cover a certain number of species, in this criterion those that were not considered but which are of high importance in the Project will be evaluated.	2) Security problems in the PNA, areas of influence, access roads and roads.
3) Species with critical risk and / or where there have been difficulties or delays in monitoring and generating results (Management problems in the ANP or with the communities).	3) Relatively close areas that include different species among them is favorable to encompass more AP and species.

In total, eight PAs were selected, which represent 38% of the total areas considered by the Project, and 79% of the 14 species at risk prioritized by the project. Of this group, a maximum of four APs are expected to visit during the mission: Sierra de San Pedro Mártir

National Park., Valle de los Cirios Wildlife Protection Area, El Vizcaíno Biosphere Reserve and Calakmul Biosphere Reserve, and four will be considered for telephone interviews: Upper Gulf of California and Colorado River Delta Biosphere Reserve, Janos Biosphere Reserve, ST Rancho Nuevo Beach and Tulum NP. Likewise, for these eight PNA and 11 species as a whole, the 14 Priority Management Strategies for the target species of the Species at Risk Project are implemented, which will allow to see in the field how they are implemented.

However, sampling and selection of these eight PNA can display two limitations, the first when the representativeness of results, i.e., eight cannot represent the situation of the 21 PAs Project, which relates to the extrapolation of the results to the remaining PAs, that is, that the findings obtained are not necessarily occurring in all PAs. However, this research technique is qualitative, the main objective being to know the progress of the project in conservation of species, situation that is covered by the sample because they cover 79% of species. The second limitation is related to the evaluation at the landscape level, since it is difficult to see all the elements together of a landscape functioning in synergy as a result of the execution of a project in a certain time, generally the ecological processes take time and it is difficult an assessment as a whole. One solution is to show "before and after" evidence, that these people share their vision of the observed changes and / or are very obvious changes in habitat (For example: Restoration actions).

The limitation on the third criterion at the level of implementation of the project is that they do not want to share in a reliable way the reality of the situation of the species, the PA and the existing problems.

### Focus Groups

During the field visit, the consultant team will be able to make direct contact with the most representative actors in the implementation of the project and receive first-hand testimonies on the advances and barriers encountered so far. For this, the possibility of holding group meetings lasting a maximum of 90 minutes is proposed, aimed at three groups of key actors: 1) Head of PA and his team; 2) Participating and beneficiary communities; 3) Implementation partners, academic sector and NGOs. The facilitation of these spaces will be based on the battery of questions raised in Annex 4.



During the focus group, the consultants will be careful to observe the different reactions of the participants, doubts, comments and questions generated. If necessary, the questions will be redirected and a feedback of the main comments arising in relation to the implementation of the Project will be made at the end.

### **End of Mission - Presentation of Preliminary Findings**

The information gathered in the mission will be systematized and analyzed comparing the first findings of the interviews, field visits and focus groups, as well as the secondary information reviewed. This will allow generating the most relevant and representative findings of all the data collected up to now, this information becomes an important input in the preliminary formulation of the hypothesis and the findings. At the end of the mission, the preliminary results of the MTR will be presented to CONANP, UNDP and UCP. It is planned to make that presentation on April 5, 2019 in the morning. The comments and clarifications received during this presentation will be very useful for the preparation of the draft report, so the participation of the most important partners should be planned.

### **Draft Evaluation Report**

With the information gathered from the interviews and visits, the consultants will proceed to transcribe and order the information. Subsequently, an encoding will be carried out, this process consists in the grouping of the primary and secondary information obtained in several categories that concentrate the ideas, concepts or similar themes found in the evaluation. This will allow identifying emerging trends and patterns (as well as diverging perspectives, if any) of the Project, seen by different actors involved in its implementation.

For the preparation of the draft evaluation report and to reinforce the credibility and validity of the findings, judgments and conclusions that will be obtained, the consultants will use triangulation techniques to guarantee the technical quality. The triangulation implies a double or triple verification of the results of the data analysis by cross-matching the information obtained through each method of data collection (desk study, semi-structured interviews and visits to the project implementation sites). The backups and evidence that justify the findings found will be presented in a table in the annexes.

With all the information processed, the consultant team proceed to make the draft of the evaluation, which covers the review of all the activities carried out in the framework of the project.

- **Project Strategy:** The extent to which the objectives of the project intervention are contributing to safeguard Mexico's biodiversity worldwide will be evaluated through the establishment of instruments and capacities that ensure the effective and sustainable functioning of PAs with respect to the conservation of priority species in danger of extinction. In addition, the capacity of the project to cover the problems and needs found so far will be analyzed, as well as the extent to which the approaches of environmental sustainability, rights, gender and interculturality are taken into account, and the flexibility of the design versus changes in the political and institutional context. The analysis will consider the degree of participation of the different partners, authorities and beneficiaries in the planning and implementation, as well as the leadership of the institutions involved in the project interventions. In addition, the relevance of the selected indicators will be reviewed to measure the progress of the project.
- **Progress in the achievement of results:** The indicators of the Strategic Results Framework will be used as a basis for the evaluation and for the analysis of progress towards the expected results. The consistency and coherence of the Strategic Results Framework indicators will also be analyzed. That is, as part of the MTR, the evaluation of the project design and the results framework is considered. The latter refers to a critical analysis of the indicators and goals of the project's logical framework and to assess to what extent the project's mid-term goals meet the "SMART" criteria and suggest modifications / specific revisions of those goals and indicators in the project. as necessary. In the case of a Mid-Term Review, the focus of using the indicators will be to verify the feasibility of reaching the expected results in the time remaining for the execution of the project. An evaluation of the performance of the project will be carried out, in comparison with the expectations established in its strategic results framework, which provides performance and impact indicators for the execution of the project, together with the corresponding means of verification.

- **Execution of the Project and Adaptive Management:** The effectiveness and efficiency of the process will be evaluated, that is, the extent to which the resources and economic, human and technical inputs have become results. The evaluation will take into account the quality of the administrative and financial management of the project, as well as the fulfillment of the co-financing commitments assumed by the partner institutions of the project. The co-financing will be evaluated by comparing the values initially proposed and the values actually applied in the project, as well as their contribution to the achievement of results and the generation of expected outputs. Deviations between the budgeted expenses and those exercised will be evaluated, analyzed and duly explained, taking into account the financial audits carried out. Likewise, it will be evaluated if the use of these resources is being carried out in an adequate and transparent manner, including its contribution to cross-cutting issues such as gender equity and social inclusion. In addition, this section will assess the Monitoring and Evaluation (M&E) of the project, that is, evaluate the quality, timeliness and relevance of the governance instruments, institutional agreements and the fulfillment of roles and responsibilities of the participating entities, among others.
- **Sustainability:** The probability of sustainability of the results of the project will be examined, once it has finished. For this analysis, the financial, socioeconomic, governance and environmental risks that may affect the sustainability of the project will be evaluated. Finally, the potential catalytic role of the project, the integration and institutionalization with other national priorities and processes led by the CONANP, as well as other initiatives and projects for the conservation of biodiversity, whose objectives or activities are aimed at the same line of research, will be evaluated. action of this Project.

## **Final Report**

The final report of the evaluation will be prepared in Spanish, this will incorporate the comments, clarifications, suggestions and recommendations received from UNDP and the PCU on the draft report. Once this version has been submitted, the UNDP and the PCU should send complementary comments or a note of approval of the EMT report. The English version of the report will be delivered after receiving approval of the final report in Spanish language by UNDP and CONANP.

## *LIMITATIONS*

Sampling of protected areas and key activities to be observed in the field should be sufficient to understand the work logic, available resources and capacities, as well as to evaluate the progress of the project, its sustainability perspectives and contribute with technical recommendations and general to maximize its potential to reach the expected results, so it is not considered a serious limitation; however, there are limitations in terms of complexity of the sites to reach them, in reference to the time required to visit them, as well as insecurity issues mainly. The available reports, the products already generated, as well as the effective communication via telephone or "Skype" with personnel of the participating areas, should be sufficient to complement the information necessary for the evaluation.

So far, no other factors that could be limiting to the evaluation have been identified, especially given the efficiency of the Coordination in consolidating the arrangements to ensure that the interviews are conducted with all the key stakeholders and in supporting the choice of sites to visit. based on the maximum diversity of situations possible.

## Annex 15. Photographic Record of the Field Mission



Interview with the Biól. Elías Z. who supports the conformation of the Surveillance Committee for the Condor of California. / Field visit, sample of the aviaries for the conservation in captivity of the Condor of California. PNSSPM. March 27 and 28, 2019



Condor Monitoring Work by the Condor Field Officer / California Condor Specimen PNSSPM. March 28, 2019.



Specimens of California Condor flying in free life in the PN SSPM. / Interview with Juan Vargas in charge of the California Condor program in the Park.



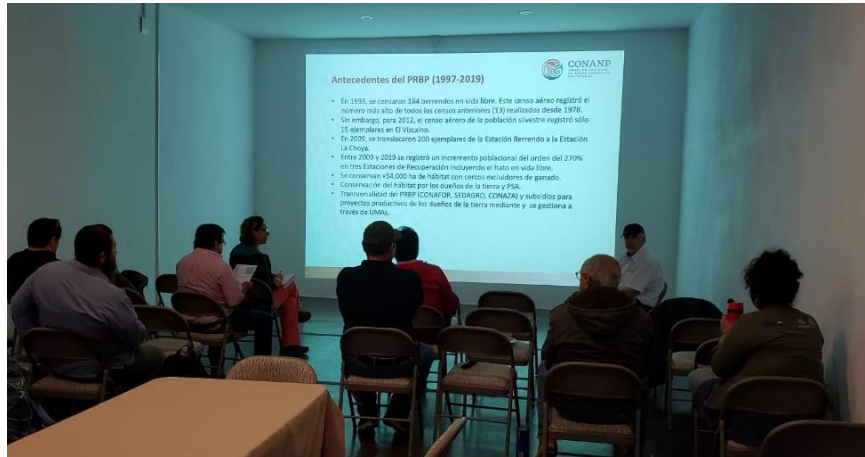
Presentation of progress and interview with the staff of the BR El Vizcaino. / Work in the field, showing the point in San Francisco de la Sierra where the Golden Eagle sightings are made with the Participatory Surveillance Committee, Reserve personnel, PCU staff, March 29 and 30, 2019.



Field visit, point in San Francisco de la Sierra where the sightings are made with Participatory Surveillance Committee, Reserve personnel, evaluation team, March 30, 2019.



Interviews with the Participatory Surveillance Committee in San Francisco de la Sierra. March 30, 2019



Presentation of progress, Director of the PNA. Attendance of people from the Participatory Committee, CONAFOR staff, AP staff and evaluation team, APFF Valle de los Cirios. March 31, 2019.



Specimens of pronghorn within the “Llanos del Berrendo station”. Different types of exclusion enclosures for the management of pronghorn. APFF Valle de los Cirios. March 31, 2019.



Exclusion fence, for management of peninsular pronghorn in the PA. March 31, 2019



Presentation of progress and interview with the Field Officer and the Director of the BR Calakmul.  
April 2, 2019



Field visit and discussion with the Participatory Surveillance Committee, PA staff and evaluation team / Drinking bowls for management of hydrological conditions for tapirs and other fauna. April 2, 2019





Construction of fences to protect livestock and avoid conflicts by depredation with support from the PNA. April 2, 2019



Interview with DEPC-CONANP staff March 25, 2019



Presentation of mission findings with staff from the PCU, UNDP, DEPC and evaluation team in the Revillagigedo Room of CONANP. April 5, 2019



Presentation of mission findings with staff from the PCU, UNDP, DEPC and evaluation team in the Revillagigedo Room of CONANP. April 5, 2019

**Anexo 16. Declaration of confidentiality of the evaluators**

Acuerdo para acatar el Código de conducta para la evaluación en el Sistema de las Naciones Unidas

Nombre de la organización consultiva: Programa de Naciones Unidas Para el Desarrollo (PNUD-Mex.)

Confirmando que he recibido y entendido y que acataré el Código de Conducta para la Evaluación de las Naciones Unidas.

\_\_\_\_\_  
José Galindo.

Fecha:

Acuerdo para acatar el Código de conducta para la evaluación en el Sistema de las Naciones Unidas

Nombre de la organización consultiva: Programa de Naciones Unidas Para el Desarrollo (PNUD-México)

Confirmando que he recibido y entendido y que acataré el Código de Conducta para la Evaluación de las Naciones Unidas.



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Margarita García

Fecha: