

FINAL REPORT OF INTERMEDIATE EVALUATION

**Mid-term evaluation of the Project:
00112866 “Accountability, Citizen Participation
and Prevention of Corruption for Sustainable
Development”.**

UNDP MEXICO

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**Dr. José Guillermo Monroy Peralta
Evaluator**

**guille53a@gmail.com
guille53mx@yahoo.com.mx**

Project information or effect		
Title of the project or effect	"Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development."	
Atlas ID	00112866 Institutional	
effect and product	<p>Direct effect 9 of the cooperation framework. By 2025, the institutions of the Mexican State and civil society have articulated and installed capacities to prevent, report and punish acts of corruption, promote accountability mechanisms and guarantee social and political participation in inclusive decision-making, in a manner transparent, on an equal footing and without leaving anyone behind.</p> <p>Output 7. Greater social participation in public decision-making fostered by accessible and democratic mechanisms proposed by transparent and reliable public institutions.</p> <p>Output 8. Strengthening the capacity of the public sector for the effective prevention, reporting and prosecution of corruption at all levels of government</p>	
Country	Mexico	
Region	Latin America and the Caribbean	
Date of signature of the project document	July 26, 2019	
Project dates	Start	Expected completion
	1st. August 2019	July 31, 2022
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Information on evaluation		
Type of evaluation (from projects, effects, themes, DPP, etc.)	Project evaluation	
Final, mid-term review or others	Mid-term review	
Period subject to evaluation	Start	End
	1st. August 2019	September 30, 2021
Evaluators' name	José Guillermo Monroy Peralta	
email address	guille53a@gmail.com ; guille53mx@yahoo.com.mx ;	
Dates of the evaluation	Start	End
	15 July 2021	15 November 2021

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Acronyms

ANP	Anticorruption National Policy
CCP	Committee for Citizen Participation
CICM	Catalog Information on Corruption in Mexico
CIMTRA	Collective of Citizens for Transparent Municipalities
COMs	Citizen Oversight Mechanisms
CSO	Civil Society Organization
GTE	Business Working Group
HR	Human Rights
IMCO	Mexican Institute for Competitiveness AC
INAI	National Institute for Transparency, Access to Information and Protection of Personal Data
LAP	Local Action Plans for Open Government
OAS	Organization of American States
OECD	Organization for Economic Cooperation and Development
PNA	National Anti-Corruption Policy
RNA	National Anticorruption Network
SAP	State Anti-Corruption Policies
SDG 2030	Sustainable Development Goals 2030
SFP	Ministry of Public Administration (Secretaría de la Función Pública)
SFPC	Ministry of Finance and Public Credit (Secretaría de Finanzas y Crédito Público)
SESNA	Executive Secretariat of the National Anticorruption System
SESEA	State System of the National Anticorruption System
SLA	Local Anti-Corruption systems
SNA	National Anticorruption System
SNT	National Transparency System
SMEs	Small and medium-sized enterprises
TJC	Technical Judging Commission
UNDP	United Nations Development Program (Mexico)
URPP	Risk and Public Policy Units
USAID	United States Agency for International Development

Executive Summary

This Mid-term evaluation was carried out on Project: 00112866: “Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development”, UNDP Mexico. This Project aims to “support the efforts of the Mexican government in transparency, accountability, supervision and citizen participation, through a series of pilot initiatives with scalable results, by collaborating with government counterparts in the executive branch, institutions decentralized and selected subnational government entities, with the support of Civil Society Organizations ” ⁽¹⁾.

The project started on 1st. August 2019 and it will end on July 2022 ⁽²⁾. The project's action lines are: a) citizen participation and open institutions; b) integrity, ethics and anti-corruption practices; and c) supervision against corruption. This is expected to reduce the risks of corruption in the areas of intervention, and an increase in society's trust in public institutions, fostered through an effective defense of civil society and a strengthened integrity in the public and private sectors.

During three years of implementation, the project aims to contribute to the achievement of the anti-corruption goals established in the 2030 Agenda; through the design and implementation of social initiatives aimed at: 1) strengthening citizen surveillance and advocacy capacities in the fight against corruption; 2) consolidation of sustainable spaces for a dialogue between government and civil society, as well as the co-creation of policies on the subject. These efforts are expected to lead to increased transparency and conditions to reduce corruption and facilitate the development of innovative solutions in full harmony with Goal 16 of the Sustainable Development Agenda.

The project has two lines of action, and six products:

A. Line of action 1: Citizen participation and open institutions:

- Output 1: seeks to consolidate Citizen Oversight Mechanisms (COMs) to promote accountability towards citizens in five social programs of the federal government. This product will be achieved through pilots for the implementation of the COMs, which are currently in charge of civil society organizations (CSOs) of the National Anticorruption Network (RNA); which is made up of CSOs that participated in the First Call for Co-responsibility of Civil Society Organizations with Local Anti-Corruption Systems, in a previous project also executed by UNDP during the years 2016-2019 (“Supporting the fulfillment of the Objectives of Sustainable Development (ODS) in Mexico through open government practices, citizen participation and the strengthening of transparency ”).

- Output 2: accompany the formulation, strengthening and implementation of the State Anti-Corruption Policies (SAP) through the CSOs of the RNA. The following activities have been carried out in this outcome:

¹ United Nations Development Program (UNDP-Mexico). **Terms of reference consulting: "Consulting services for the mid-term evaluation of the Project" Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development.** Mexico, DF May 2021. 33 pp.

² USAID México. **PIO Cooperative Agreement 75052319IO00001 UNDP Access to Information, Transparency and Integrity for Sustainable Development Activity.** México, D.F, July 26 2019.

- 1) Pilots of the Corruption Risk Management Model, which was developed within the framework of this Project (see Product 5).
- 2) Adopt the variables of the Catalog of Information on Corruption in Mexico (CICM) at the local level.
- 3) Preparation of a digital guide for mainstreaming the gender perspective with a Human Rights approach within the framework of the National Anti-Corruption Policy (PNA).
- 4) Development of a bank of good practices in the preparation and implementation of State Anti-Corruption Policies (SAPs).

Also, a [Second Call for Co-responsibility of Civil Society Organizations with the SAP and the NAP](#) activity that seeks to promote projects to combat corruption in the states of Baja California, Baja California Sur, Coahuila, Guanajuato, Jalisco, Sonora, Quintana Roo and Zacatecas.

- Outcome 3: develop a municipal open government toolbox, in collaboration with Citizens for Transparent Municipalities (CIMTRA) and the National Institute for Transparency, Access to Information and Protection of Personal Data (INAI). The substantive products of this activity will be based on the content of the “Guide for Municipalities and Mayors, an open government proposal”, published by the INAI and the National Transparency System (NTS). This box will be piloted in selected municipalities.

B. Line of Action 2: Integrity, ethics and anti-corruption practices

- Output 4: course "[New ethics and integrity in public service](#)" was developed, facilitated by UNDP. UNDP carried out a pilot test of the course, in which 413 public servants from the Ministry of Public Administration (Secretaría de la Función Pública -SFP) and the Financial Intelligence Unit of the Ministry of Finance and Public Credit (Secretaría de Finanzas y Crédito Público -SFCP) participated. The first course was held from April 7 to May 8 2020 with SFP officials. In this first cohort of the course, 377 public servants finished, of which 238 were women (63%) and 139 men (37%). The second cohort was made up of personnel from the Financial Intelligence Unit (FIU). Of the 36 people who completed the course, 22 were men (61%) and 14 were women (39%).

A digital platform for the course was installed in the SFP.

- Output 5: in collaboration with the Executive Secretariat of the National Anticorruption System (SESNA), was published [A Mapping of good practices: Corruption Risk Management Methodologies](#), which is aligned with the axes and priorities established in the National Anticorruption Policy (NAP). This document aims to identify good practices in the management of corruption risks at the national and international level.

This mapping was the basis for the construction of [the Corruption Risk Management Model](#), also prepared jointly by UNDP and SESNA, which was developed based on 12 good practices collected and in consultations with civil society.

- Output 6: It seeks to strengthen and give workshops on corporate integrity linked to compliance with article 25 of the General Law of Administrative Responsibilities for the private sector and the Risk and Public Policy Units (RPPU) of the Executive Secretariats of the National Anticorruption Systems (SESEAs).

Viewed from the perspective of public policies and governance, the project is complex and broad, since it articulates responses in 3 large areas: 1. The preparation of technical documents, methodological proposals and toolboxes that allow their use to intervene in anti-corruption actions; 2. The training of human resources from both the public and private sectors with training actions that promote the development of capacities for the prevention of corruption; 3. The mobilization and citizen participation, in dialogue with sub-national and local authorities, as well as in advocacy, monitoring and with troll of public policies.

The purpose of the mid-term evaluation has been to obtain an analysis of the Project design, so that the progress of the project so far is evaluated and the viability of achieving the expected results at the end of the Project under the UNDP Evaluation Guidelines ⁽³⁾.

The evaluation covers the execution of the project in the last 20 months and was carried out based on the criteria of relevance, effectiveness, efficiency and sustainability, and the qualification levels suggested by the UNDP Evaluation Guides (UNDP, 2021).

Forty interviews were conducted both with the members of the work team, as well as with members of the First and Second Call for Co-responsibility of Civil Society Organizations, as well as officials from SESNA and INAI, a representative from USAID; and 2 members of business institutions. All interviews were conducted virtually. It was not possible to hold 2 focal meetings that were contemplated with participants of the virtual course New Ethics and integrity in the Public Service, due to the non-attendance of the guests.

In some cases it was difficult to get the respective appointments and this meant a slight delay in the field work. Most of the interviews lasted between 50 to 60 minutes.

Main Findings

Relevance

The government of Mexico is a signatory to both the Inter-American Convention against Corruption, as well as the United Nations Convention against Corruption. Additionally, it has committed to the 2030 Agenda: Sustainable Development Goals.

In the last 6 years, the government of Mexico has also carried out constitutional reforms and passed important laws that have allowed the emergence of the National Anticorruption System (SNA).

Various public policies are aimed at curbing and fighting corruption in the country.

In this context, the United Nations System in its framework for cooperation with the country has indicated the need to accompany the various processes aimed at achieving the Sustainable Development Goals, or the 2030 agenda (SDG 2030).

Within the goals of SDG 16 (Promote peaceful and inclusive societies for Sustainable Development, promote access to justice for all and build effective, responsible and inclusive institutions at all levels), in particular, goals 16.5: significantly reduce corruption and bribery in all its forms; 16.6 Create effective and transparent accountable institutions at all levels; 16.7 Ensure the adoption at all levels of inclusive, participatory and representative decisions that

³ The interested reader can consult the guidelines updated by UNDP in June 2021, see: UNDP Independent Evaluation Office. UNDP Evaluation Guidelines (June 2021 update). New York, June 2021. 198 pp. At: <http://web.undp.org/evaluation/guidance.shtml#handbook>

respond to needs; They have become part of one of the aspects prioritized by the agenda of the United Nations Development Program (UNDP) in the country.

In the document of the UNDP program for Mexico (2021-2025) it has been clearly established, in product # 7, the support in : “Greater social participation in public decision-making fostered by accessible and democratic mechanisms proposed by public institutions transparent and reliable ”; and in output # 8: “Strengthening the capacity of the public sector for the effective prevention, reporting and prosecution of corruption at all levels of government”.

So Project 00112866: "Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development", UNDP Mexico, having as objective "to support the efforts of the Mexican government in transparency, accountability, supervision and citizen participation , through a series of pilot initiatives with scalable results, by collaborating with government counterparts in the executive branch, decentralized institutions and selected sub-national government entities, with the support of Civil Society Organizations ”is a pertinent and relevant project to the needs of the country.

Effectiveness

The project has clearly been situated in a far-reaching framework for action. With its two lines of action and its 6 products (A. Line of Action 1: Citizen participation and open institutions: B. Line of Action 2: Integrity, ethics and anti-corruption practices; with its 6 products: 1: Citizen Oversight Mechanisms (COMs); 2: Strengthening and implementation of State Anticorruption Policies (SAP); 3. Municipal Open Government Toolbox; 4. Course "New Ethics and Integrity in Public Service"; 5. Mapping of Good Practices: Methodologies for Corruption Risk Management; 6. Corporate integrity workshops); The project has generated a series of actions and products that are having an important impact on the generation of actions and work mechanisms to combat corruption.

In an important work of linking with organizations such as the Ministry of Public Administration (SFP), in its beginnings, and with the Executive Secretariat of the National Anticorruption System (SESNA), and the National Institute of Transparency, Access to Information and Protection of Personal Data (INAI), accompanied by the work of the Civil Society Organizations agglutinated in the National Anticorruption Network (RNA: Arkemetría Social, EGES para el Desarrollo, Iniciativa Sinaloa, Locallis, Solidaria México, Cómo Vamos Colima, Ciudadan@s por la Transparencia, Mexiro, y Tierra Colectiva: Género, Ciudadanía y Medio Ambiente); as well as by the organizations of the Second Call for Co-responsibility of Civil Society Organizations with the State Anticorruption Policies and the National Anticorruption Policy (Clúster de Energía Coahuila, A.C.; Iniciativas Humanas y Sociales, A.C.; Ligalab Ideas que Unen, A.C.; Movimiento por un Navojoa Mejor, A.C.; Fundación Ankai; Observatorio de la Gobernanza para la Cooperación y el Desarrollo A.C.; Prosociedad, Hacer el Bien, A.C.; Transfo, Empresas Sociales, A.C. y Transparencia por Quintana Roo, A.C.); Also the support of Citizens for Transparent Municipalities (CIMTRA), the project has managed to reach 40% of the national territory, having a presence in 14 national states.

The project has already developed more than 70% of its interventions and has far exceeded the goals that had been established at the beginning of the project. The articulation processes between CSOs and local governments, thanks to the intermediation of SESNA, have made possible not only the generation of methodological proposals but also the piloting and measurement of Citizen Oversight Mechanisms and control of corruption risks.

Efficiency

The Project has shown high efficiency in the proper and transparent use of financial resources. Likewise, in the control and monitoring mechanisms of counterparts.

Sustainability

The project has been leaving capacities installed in both governmental and non-governmental actors. The processes of strengthening civil society entities have also been one of the successes of the project, in addition to their geographical distribution, which allows a slightly broader reading of the way in which anti-corruption mechanisms are being built in the country.

Conclusions

The project design has been relevant and pertinent, in relation to the needs and realities of the Mexican society and government; and has known how to establish lines of work and products that underpin the strengthening of the anti-corruption policy in the country.

Recommendations

The importance of the subject requires that other types of processes continue to be developed that lead to the expansion and extension of the intervention model. At the present time, the project team has managed to articulate 18 Civil Society Organizations located in different regions of the national territory. These CSOs have shown to be solvent, consistent and responsible, in addition to having made it possible to make an “arrival” at the local level. It would be important for UNDP to consider creating or maintaining a specific line to strengthen CSOs and influence anti-corruption policies at the local level.

The final results of the mid-term evaluation of the project indicate that it is a relevant project, with a highly satisfactory level of efficiency and effectiveness, and with some limitations, especially at the level of sustainability of CSO interventions. Final score: Highly satisfactory.

1. Introduction

The government of Mexico has signed international commitments that have to do with a determined fight against corruption. Thus it has ratified the Inter-American Convention against Corruption, as well as the United Nations Convention against Corruption. Additionally, it has committed to the 2030 Agenda: Sustainable Development Goals.

Corruption in Mexico carries a high economic cost for the country, by increasing the costs of doing business, by dissuading investment, and by hindering productivity. The annual report of the Mexican Institute for Competitiveness (IMCO) for 2015, for example, estimates that the cost of corruption, for the national economy, represents up to 5% of GDP.

From that account, in recent years, the government of Mexico has promoted various initiatives aimed at addressing this social scourge. In 2014, Congress approved the constitutional reforms regarding the right of access to information through the General Law on Access to Public Information.

In 2015, Congress approved the amendment to Article 113 of the Constitution to create the National Anticorruption System (SNA). In 2016, the laws that will make the SNA operational are issued: General Law of the National Anticorruption System; General Law of Administrative Responsibilities; Law of Superior Control and Accountability of the Federation; Organic Law of the Federal Court of Administrative Justice; Organic Law of the Attorney General's Office; Organic Law of the Federal Public Administration and Federal Criminal Code.

In 2017, as of July 19, all states should have their Local Anti-Corruption System that would be coordinated with the SNA.

Also extremely relevant is the agreement that was signed in April 2015 between the Secretariat of Public Function and the Organization for Economic Cooperation and Development (OECD) in order to work together in the fight against corruption and prevention of conflicts of interest in Mexico.

Between 2015 and 2017, the OECD conducted a study on Integrity in Mexico, which presents a set of concrete recommendations to reinforce coherent and comprehensive integrity systems, both at the national and regional levels, instill a culture of integrity and ensure accountability of accounts through effective control and compliance ⁽⁴⁾. This study was presented in January 2017 and establishes 5 main areas of work:

1. Fostering a complete and coherent integrity system;
2. Fostering a culture of integrity: instilling integrity values and managing conflicts of interest;
3. Whistleblower protection: guaranteeing safe channels and protection to report corruption;
4. Ensure a solid framework of internal control and risk management;
5. Enforce integrity: ensure an effective administrative disciplinary regime for public servants.

⁴ Organization for Economic Cooperation and Development (OECD). **OECD Study on Integrity in Mexico. Key Aspects.** Mexico, DF 2017.

The constitutional reform in anti-corruption was followed by the creation, reform and repeal of secondary laws that gave life to the National Anti-Corruption System. On July 18, 2016, the General Law of the National Anticorruption System (SNA) as the supreme norm of the country in the fight against corruption.

In the article 1o. is established: “The present law is enacted. public, of general observance throughout the national territory and its purpose is to establish the bases of coordination between the Federation, the federative entities, the municipalities and the mayors of Mexico City, for the operation of the National System provided for in Article 113 of the Political Constitution of the United Mexican States, so that the competent authorities prevent, investigate and punish administrative offenses and acts of corruption”.

The SNA Coordinating Committee is made up of the heads of the Secretariat of Public Function, the Superior Audit Office of the Federation, the Federal Court of Administrative Justice, the Special Prosecutor for Crimes Related to Acts of Corruption, the National Institute for Transparency, Access to Information and Protection of Personal Data, the Federal Judicial Council and the president of the Citizen Participation Commission.

The General Law of the SNA stipulates that the president of the Commission for Citizen Participation must preside over the Coordinating Committee and the Directive Council of the System, providing both leadership and supervision for the implementation. As such, civil society is well placed to contribute input and monitor (through an annual report) to the activities of the SNA.

The competence to prepare, promote and evaluate the national anti-corruption policy is granted to the Coordinating Committee of the SNA, while the Executive Secretariat will monitor its application in all entities. The policy proposal must be prepared by the Executive Commission of the Technical Secretariat, made up of the Technical Secretariat and the Citizen Participation Committee (without the presiding member).

States must also establish their respective Local Anti-Corruption Systems (SLAs), thus extending the scope of anti-corruption policies to where they are most needed and helping to harmonize standards in the public sector. Survey results from the National Institute of Statistics and Geography underscore the need to focus anti-corruption efforts at subnational levels.

The National Anticorruption System marks a watershed in the country's approach to anti-corruption policies and aims to overcome some of the fundamental deficiencies of the past, by: (i) addressing the fragmentation of policies and the development of a more comprehensive and consistent integrity approach; (ii) prevent “implementation gaps” by improving coordination, both vertical and horizontal, between levels of government and, particularly, placing the States under the System's mandate; (iii) strengthen compliance mechanisms to investigate and punish violations of integrity by public servants and companies, under both administrative and criminal jurisdictions; and (iv) strengthen oversight through greater transparency, expanded audit powers, and stronger participation from civil society.

Since its inception, the government of President López Obrador has also established the fight against corruption as one of the main axes of his government.

The project that has been the object of this evaluation Project 00112866: “Accountability, citizen participation and prevention of corruption for sustainable development” is a project whose lines of action are: a) citizen participation and open institutions; b) integrity, ethics and anti-corruption practices; and c) supervision against corruption. All this clearly aims to

strengthen and accompany the various initiatives of the Mexican government and society in order to reduce the risks of corruption in the areas of intervention, and an increase in society's trust in public institutions, fostered through an effective defense of civil society and a strengthened integrity in the public and private sectors ⁽⁵⁾.

2. Description of the project

During three years of implementation, the project must contribute to the achievement of the anti-corruption goals established in the 2030 Agenda; through the design and implementation of social initiatives that will be guided by: 1) strengthening citizen vigilance and advocacy capacities in the fight against corruption; 2) consolidation of sustainable spaces for a dialogue between government and civil society, as well as the co-creation of policies on the subject. With this, transparency will be increased and conditions will be fostered to reduce corruption and facilitate the development of innovative solutions in full harmony with Goal 16 of the Sustainable Development Agenda.

In this sense, and in order to achieve the objectives of the Project, six products are currently being developed within the two main lines of action:

Line of action 1: Citizen participation and open institutions:

- Product 1: seeks to consolidate the Citizen Oversight Mechanisms (COMs) to promote accountability towards citizens in five social programs of the federal government. This product will be achieved through pilots for the implementation of the CSMs, which are currently in charge of civil society organizations (CSOs) of the National Anticorruption Network (RNA); which is made up of CSOs that participated in the First Call for Co-responsibility of Civil Society Organizations with Local Anti-Corruption Systems, in a previous project also executed by UNDP during the years 2016-2019 (“Supporting the fulfillment of the Objectives of Sustainable Development (ODS) in Mexico through open government practices, citizen participation and the strengthening of transparency”).
- Product 2: accompany the formulation, strengthening and implementation of the State Anti-Corruption Policies (SAPs) through the CSOs of the RNA. In this sense, the following activities are being carried out:

1) Pilots of the Corruption Risk Management Model.

⁵ The United Nations Development Program (UNDP) in Mexico, with funding from the United States Agency for International Development (USAID), launched in 2016 the Project “Supporting the compliance with the Sustainable Development Goals (SDG) in Mexico through open government practices, citizen participation and the strengthening of transparency” with the aim of contributing to the strengthening of good governance in the country based on open government practices, citizen participation, transparency and anti-corruption. The strategy to implement the Project proposed the development of two components: one to promote the strengthening of open government practices, spaces for dialogue and spaces for co-creation at the subnational level and the other to promote ethics and integrity in the public and private sectors, private sector, as well as joint responsibility with civil society to combat corruption and strengthen transparency at the federal and state levels. From Good Richkarday, Berta Helena. **Final Evaluation Report of Project 00101491 “Supporting the fulfillment of the Sustainable Development Goals in Mexico through open government practices, citizen participation and the strengthening of transparency”**. Mexico City, September 4, 2019. 98 pp.

2) Adopt the variables of the Catalog of Information on Corruption in Mexico (CICM) at the local level.

3) Preparation of a digital guide for mainstreaming the gender perspective with a Human Rights approach within the framework of the National Anti-Corruption Policy (PNA).

4) Development of a bank of good practices in the preparation and implementation of SAPs. Also, a Second Call for Co-responsibility of Civil Society Organizations with the SAPs and the PNA was launched, an activity that seeks to promote projects to combat corruption in the states of Baja California, Baja California Sur, Coahuila, Guanajuato, Jalisco, Sonora, Quintana Roo and Zacatecas.

- Output 3: develop a municipal open government toolbox, in collaboration with Citizens for Transparent Municipalities (CIMTRA). The substantive products of this activity will be based on the content of the "Guide for Municipalities and Mayors, an open government proposal", published by the National Institute of Transparency, Access to Information and Protection of Personal Data (INAI) and the System National Transparency. This box will be piloted in five municipalities, and develop a monitoring framework to measure the level of implementation of the principles of open government and the sustainable development approach in the transverse implementation of the commitments of the Fourth Action Plan for Open Government in Mexico.

Line of Action 2: Integrity, ethics and anti-corruption practices:

- Output 4: Course "New ethics and integrity in public service" was developed, facilitated by UNDP. UNDP carried out a pilot test of the course, in which 413 public servants from the Ministry of Public Administration and the Financial Intelligence Unit of the Ministry of Finance and Public Credit (SHCP) participated. This platform was installed in the Ministry of Public Function (SFP). Currently, the activities are focused on the State Comptrollers' Offices, Superior State Audits and Executive Secretariats of the State Anti-Corruption System, in particular, the development of online courses on ethics and integrity in the public service, as well as the design of model guides for the performance of civil servants assigned to these areas.

- Output 5: in collaboration with the Executive Secretariat of the National Anticorruption System (SESNA), the Mapping of good practices: Corruption Risk Management Methodologies was published, which is aligned with the axes and priorities established in the National Anticorruption Policy (PNA). This document aims to identify good practices in the management of corruption risks at the national and international level.

This mapping was the basis for the construction of the Corruption Risk Management Model, also prepared jointly by UNDP and SESNA, which was developed based on the 12 good practices and in consultations with civil society.

- Output 6: It seeks to strengthen and give workshops on corporate integrity linked to compliance with article 25 of the General Law of Administrative Responsibilities for the private sector and the Risk and Public Policy Units (URPP) of the Executive Secretariats of the State Systems Anti-corruption (SESEAs). This activity will be carried out at the national and sub-national level.

3. Scope and objectives of the evaluation

Carry out the mid-term evaluation of the Project established in the Project Document (PRODOC) ⁽⁶⁾; It must be independent, as is widely held throughout the UNDP Evaluation Guidelines, established by the UNDP Independent Evaluation Office ⁽⁷⁾.

3.1. Object of the evaluation

The purpose of the mid-term evaluation is to obtain an analysis of the Project design, so that the progress of the project to date and the viability of achieving the expected results at the end of the Project and the advances to achieve them are evaluated, under the UNDP Evaluation Guidelines.

The midterm evaluation covers the two components and the key activities that are developed in them, established in the PRODOC. The mid-term evaluation approach includes an evaluation of the design and progress of the Project's results and its adaptive management, taking into account the relevance, effectiveness, efficiency and sustainability of each of the products mentioned in the Background and Challenges section of the PRODOC.

The evaluation also covers the following objectives:

1. Analyze and evaluate the Project design and its progress.
2. Analyze the level and pace of progress in achieving the expected results of the Project and its adaptive management in the event of a pandemic and in the face of changes in counterparts due to causes beyond the Project's control.
3. Analyze the efficiency in the exercise of resources.
4. Analyze to what extent the Project transversally incorporates the gender equality perspective, but not limited to, in project design, results framework, implementation of activities, as well as in project management processes.
5. Document, feedback the lessons learned.
6. Provide recommendations and elements for decision-making and making necessary amendments and improvements.

The Evaluation covers the period from August 2019 to September 2021.

⁶ Project Document (PRODOC), for its acronym in English. In this case, the PRODOC is: PIO Cooperative Agreement 75052319IO00001 **UNDP Access to Information, Transparency and Integrity for Sustainable Development Activity**. México, DF, July 26 2019. 35 pp.

⁷ The interested reader can consult the guidelines updated in June 2021, see: UNDP Independent Evaluation Office. UNDP Evaluation Guidelines (June 2021 update). New York, June 2021. 198 pp. In: <http://web.undp.org/evaluation/guidance.shtml#handbook>

3.2 Evaluation approach and methods

The mid-term Evaluation has been conducted in accordance with the Norms and Standards, the ethical and conduct guidelines defined by the Evaluation Group of the United Nations System (UNEG), and the procedures and guidelines established in the UNDP Evaluation Guidelines of June 2021.

In order to carry out the evaluation process, 3 analysis tools were used: 1. Review of the project cycle; 2. review and analysis of the project management and the implementation system with its results framework; 3. Review and evaluation of the project based on the Human Rights Approach and the 2030 Agenda (in particular, Goal 16 of the 2030 Agenda).

The consultant developed a methodological strategy using mixed methods in data collection. To ensure the reliability of the information collected, we proceeded to compare and contrast the data provided by different subjects through interviews; or through documentary sources. In this way, to confirm a finding, the results were contrasted with at least three coincident evidences, whether they were provided by factual sources or documentaries, that is, a process of triangulation of the information was carried out (reports, publications presented by team members; confirmation of data during interviews with both official and CSO counterparts, as well as reports of their field work, and other documentary sources).

The evaluator examined all relevant information sources, including documents produced during the design phase (eg Project Document (Prodoc), Project Results Framework; Matrix of Indicators; Annual Work Plans (POA), Quarterly Reports and annual reports submitted to both USAID (Quarterly Progress Reports, Annual Progress Reports 2019, 2020); as well as the quarterly reports submitted to UNDP (Quarter 2020 Status for Project 00112866) .In addition, reviews of the project budget, legal and strategy documents national. To the extent that the terms of reference defined that the evaluation should include an assessment of design and preliminary results of the project and its adaptive management, taking into account the relevance, effectiveness, efficiency and sustainability of each Products

The document review included:

- The UNDP Program Document for Mexico (2021-2025)
- The United Nations Assistance Framework p for Mexico 2020-2025.
- Project document (PRODOC) Project 00112866: “Accountability, citizen participation and prevention of corruption for sustainable development” ⁽⁸⁾
- Annual operating plans
- Signed Agreements with donor and project partners
- Progress and monitoring reports
- Minutes of Project Meetings carried out 2020 and 2021
- Financial reports
- Directories of participating actors
- Minutes of Project Meetings or Working Groups
- Evaluations of the organizations participating in the Project

⁸ USAID Mexico. **PIO Cooperative Agreement 75052319IO00001 UNDP Access to Information, Transparency and Integrity for Sustainable Development Activity.** México, DF, July 26 2019.

- Documents generated within the framework of the Project
- Publications
- Materials from the virtual courses
- Other documents that are considered important for the good development of the evaluation.

Other materials also reviewed:

Project results framework

- Matrix of indicators
- Project management system;
- Decision-making system (including flexibility and adaptability to adverse conditions);
- Internal and external communication;
- Feedback on activities used for project management;
- Coordination and implementation of UNDP and partner for implementation and operational matters;
- Follow-up and monitoring system

Interviews conducted with 40 people:

- a. Seven members of the project team
- b. One executive member of UNDP
- c. One member of the cooperation agency (USAID)
- d. Five members of government institutions (SESNA and INAI)
- e. Executive staff of 18 CSOs (9 of the RNA and 9 of the Second Call)
- f. Six professionals, operational personnel in the implementation of projects at the CSO level;
- g. Two people from business institutions.

Regarding the analysis of the gender approach, which is an analytical category that includes all those methodologies and mechanisms destined to the study of the cultural and social constructions of men and women, and that considers the different opportunities that men and women have, the interrelationships between them and the different roles that are socially assigned to them, the consultant addressed these issues in 3 different strategies: 1. Within the framework of results provided by the project monitoring unit; 2. Review of publications and reports of the project; 3. In the interviews carried out with the different actors.

The project does not have data or analysis on vulnerable groups, such as population living in poverty, indigenous peoples, people with disabilities. As such information did not exist, it could not be evaluated.

A collaborative and consultative approach was used to carry out the mid-term evaluation to ensure active participation among the Project Team, stakeholders, and the consultant.

There were some difficulties in carrying out the evaluation. The effects of the pandemic caused by COVID 19, caused that in some cases it took a little longer to achieve the respective interviews. In addition, it was not possible to hold 2 focal meetings that were contemplated with participants of the virtual course New Ethics and integrity in the Public Service, due to the non-attendance of those invited to them. However, the vast majority of the interviews were conducted without much difficulty. All the participants in the interviews were guaranteed

confidentiality in the handling of the information. The people who participated in the interviews actively collaborated in answering the questions established for this evaluation. The dialogue has been frank and sincere, pointing out the achievements of the project, but also its limitations and difficulties.

3.3 Evaluation criteria

The definition of the evaluation criteria is as follows:

- **Relevance:** degree to which a development initiative and its expected outputs and effects are consistent with national and local policies and priorities, as well as the needs of the beneficiaries. Likewise, it considers to what extent the initiative responds to the priorities of human development and the corporate plan of UNDP in the areas of empowerment and gender equality.
- **Efficiency:** measures whether inputs or resources have been economically converted into results. An initiative is efficient when it appropriately and economically uses resources to generate the desired products.
- **Effectiveness:** it is a measure of the degree to which the initiative has achieved the expected results (outputs and outcomes) and the degree to which progress has been made to achieve those outputs and outcomes.
- **Sustainability:** measures the degree to which the benefits of initiatives continue after external development assistance has ended.

Given the qualitative nature of the evaluation, rigorous triangulation was applied to validate the findings and achieve an acceptable level of generalizability. In order to validate the qualitative information obtained through the interviews and the documentation review, the evaluation used methodological triangulation, checking, interpreting and contextualizing said information in a cross way with data obtained from various sources.

4. Ethical Considerations

In line with the UNEG Standards for Evaluation in the UN System, the Evaluation was based on the principles of independence, intentionality, transparency and ethical integrity, as well as the confidentiality of responses. The evaluator has treated the information collected confidentially, refraining from mentioning specific references that allow the identification of any of the respondents.

All key stakeholders who were interviewed were informed in advance about the objectives, scope and criteria of the Evaluation and the independent, impartial and confidential nature of the Evaluation was reiterated.

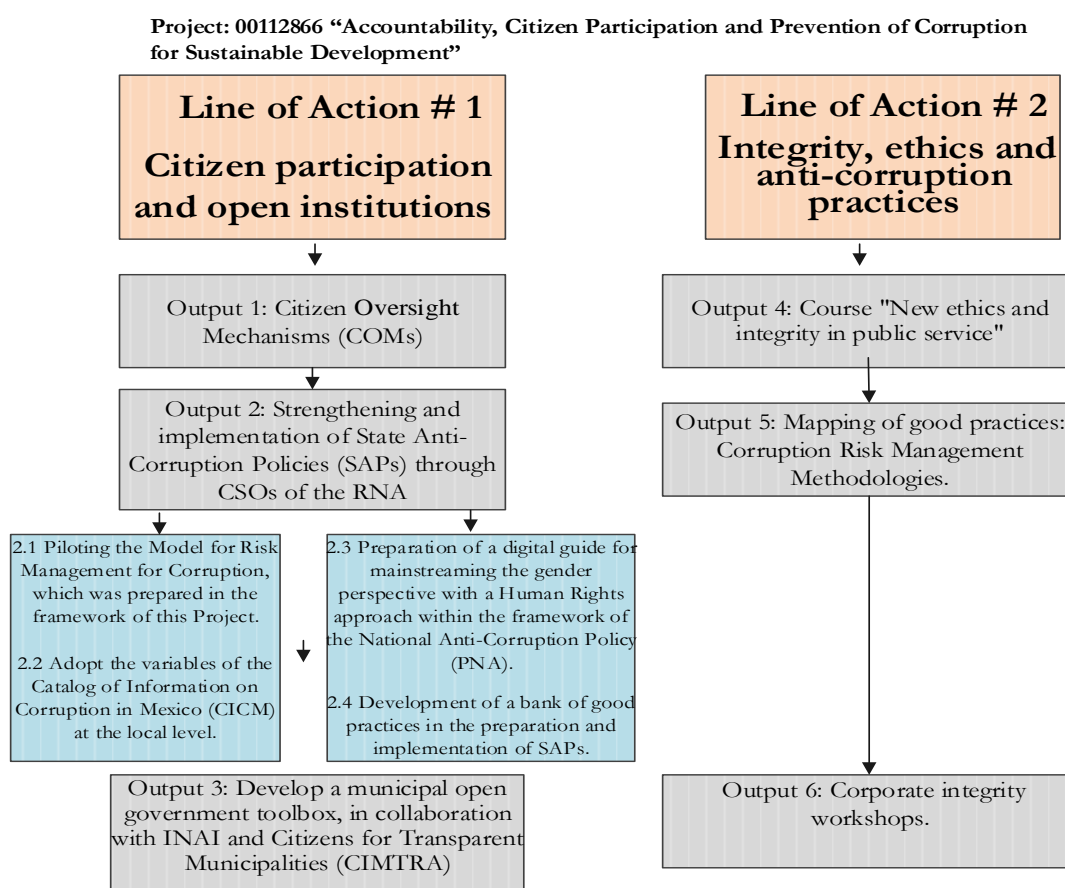
5. Project's Presentation

In this section the lines of action of the project are presented, as well as the products that the intervention is expected to achieve. It is a basically descriptive section. The analyzes on the intervention will be carried out in the next chapter.

5.1 The general framework of the project

The following graphic shows, in concrete and operational terms, the paths taken by the project 00112866 "Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development".

Graph # 1 Products, lines of action and actors involved in the implementation of project 00112866 "Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development". August 2019-September 2021.



As we explained previously, the project is an extremely broad project with various intervention variants. Basically it is a project that articulates 3 specific lines of work: Product # 1 and Product # 2 are strongly intertwined. 1. The preparation of technical documents, methodological proposals and toolboxes that allow their use to intervene in anti-corruption actions; 2. The training of human resources from both the public and private sectors with training actions that promote the development of capacities in order to prevent corruption; 3. Mobilization and citizen participation, in dialogue with subnational and local authorities, as well as in advocacy, monitoring and control of public policies.

While Product # 1 is about generating and testing diagnostic tools and instruments; These tools are implemented in Product # 2. The interesting thing about these products is that they not only generate tools, but also have a profound effect of social mobilization.

In its origins, the project had a direct link with the Ministry of Public Administration for the implementation of line # 1 of Product # 1, as well as Product # 4, and Product # 6, due to a situation that presented in which there was no agreement between the parties to jointly display the institutional logos in the course materials "New Ethics and Integrity in Public Service" (Product # 4), it was not possible to finalize the development of the product, although as it is a virtual course, having been produced in its entirety, tested, corrected and improved it was transferred in its entirety to the SFP and has continued from there.

Regarding products # 4 and # 6, they have been carried out through subnational governments with the support of the Executive Secretariat of the National Anticorruption System (SESNA). Both those in charge of the project and the SESNA authorities identified that their anti-corruption priority agendas coincided, and this facilitated greater participation by SESNA as a counterpart. Products # 1, 2, 5 and 6 somehow became linked to the actions that SESNA carries out, which meant finding ways and means to reach subnational governments.

Product # 3 was promoted through the National Institute of Transparency, Access to Information and Protection of Personal Data (INAI), and again with SESNA, to reach municipal spaces.

The UNDP team has followed a process of rigorous selection for the choosing the Civil Society Organizations that have promoted products # 1 and # 2. This process was carried out through a Technical Judging Commission (TJC), which followed a selection process based on performance indicators to guarantee compliance with the commitments that these organizations would assume. Nine proposals were selected as eligible to implement various lines of action. Of these lines of work there are publications and methodological reports of very good quality. This has been accompanied not only by technical assistance from the project team but also by the authorities and technicians from SESNA.

On the other hand, the OSC involved in the implementation of the various methodological strategies have had to link up and work with local or state institutions to monitor the implementation of various types of public policies. This will be reviewed later.

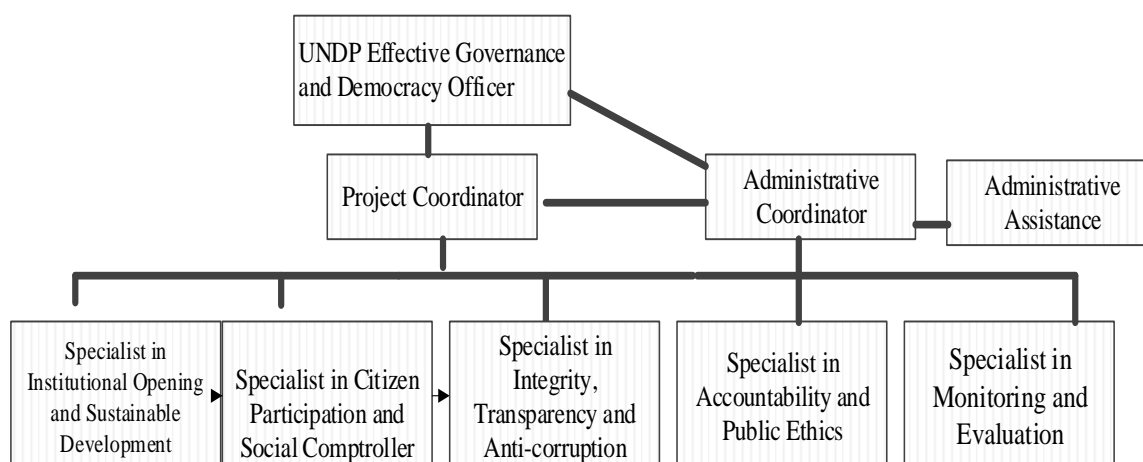
The project is a purely preventive project. It does not enter into the punitive part of corruption, but it does make it possible to diagnose and identify the risks of corruption in various areas.

Moreover, the training of human resources in both the public and private areas are essential elements of the project (Products # 4 and # 6).

5.2 The project team

Currently the project team is made up of 9 people: a general coordinator; a specialist in Institutional Opening and Sustainable Development; a specialist in Citizen Participation and Social Comptroller; A specialist in Integrity, Transparency and Anti-corruption; a Monitoring and Evaluation specialist; a specialist in Accountability and Public Ethics; an Administrative Coordinator, an Administrative Technical Assistant, and an Assistant in the area of effective governance and democracy. Of the 9 members of the project, 6 are men and 3 are women (66.6% - 33.3%).

Graph # 2: Organizational chart of the project team 00112866 “Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development”. September 2021.



5.3 Project Theory of Change

The project has defined the following Theory of Change:

“If key Government of Mexico institutions design and implement evidence-based methodologies with the potential for replication to support existing anticorruption efforts and mechanisms for citizen and private sector involvement in accountability and oversight are strengthened, then public resources will be used with greater transparency for target populations.

The final expected outcome is a reduction in corruption risks in intervention areas and increased citizen trust in public institutions, fostered through effective civil society advocacy and strengthened integrity in the public and private sectors.

The Activity aims to improve the way that public resources are used at a macro level, by installing capacities for citizen oversight, open government, ethical behavior and corruption risk identification and empowering actors to combat corruption through technical training and supporting the creation of mechanisms that give civil society the tools to monitor public service delivery, call out dishonest practices and participate in decision-making.

Along this logic, the following if-then statements should materialize to achieve the Activity’s intended outcomes:

- If audit and advocacy capacities to combat corruption are installed in citizens, then they will be empowered to monitor the use of public resources.
- If civil society has spaces to participate in the creation of policies to prevent and combat corruption, then they can play a central role in monitoring the implementation of local anticorruption policies.
- If there are strengthened spaces for effective participation of all sectors in public decision-making at the subnational level, then governments and society can successfully impact policymaking.

- If public servants are trained in ethics and transparency, then they can better understand their role in strengthening government integrity.
- If methodologies to evaluate corruption risks are developed and piloted in collaboration with government agencies and applied by these agencies at the federal and state level, then the prevention of corruption will be incorporated into the policy cycle.
- If there is a supply of corporate integrity trainings and courses are taken and internalized by employees of companies, then the private sector can assume a co-responsibility role in the prevention of corruption.

To achieve these outcomes, the Activity incorporates the following interventions:

- Support and assist the creation and consolidation of Citizen Oversight Mechanisms.
- Involve civil society in the co-creation of local anticorruption policies and foster the consolidation of state-level anticorruption efforts through organized networks.
- Create and pilot replicable municipal open government strategies.
- Train public servants in anticorruption and ethics.
- Develop and implement tools and methodologies to assess and mitigate corruption risks.
- Empower Citizen Oversight Mechanisms to detect corruption in public programs and service delivery and train them to develop mitigation/solution strategies.
- Install capacities in Local Anticorruption Secretariats and business chambers to enable them to train micro, small and medium enterprises (MSMEs) in corporate integrity.

Although there are many avenues for the achievement of the outcomes, there are several assumptions that must be considered and carefully monitored to avoid potential obstacles that might hinder a successful change based on the TOC. Most of these assumptions relate to political willingness and preservation of the *status quo* for the conditions for cooperation, all of which have a very high likelihood of holding true such as:

- A continued willingness from key partners in the GOM such as the National Institute for Transparency, Access to Information and Personal Data Protection (INAI) and Executive Secretariat of the National Anticorruption System (SESNA) to collaborate with UNDP.
- The sustainability of certain policies such as the Citizen Oversight Mechanisms during the lifetime of the Activity.
- There is a sustained interest from civil society to actively seek spaces for participation and intervention in the policy cycle.
- Local authorities and federal institutions are willing to co-create with civil society and to implement recommendations born out of citizen oversight”.

5.4 The logical framework of the project

The following pages show the matrix of the logical framework of the project, at the present time. As we have already mentioned, it underwent modifications as it was forced to modify the relationships with the effective counterparts of the project. We will review these aspects after presenting the corresponding matrix, below.

Table # 1 Logical Framework of Project 00112866 "Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development"					
Narrative Summary	Indicators	Data Source	Means of verification	Hypothesis	Risks
Objective: Strengthening and maintenance of accountability and transparency of the Government of Mexico.	<p>Improvement in the annual score and classification in the corruption perception index.</p> <p>Decrease in the percentage of Mexicans surveyed who report victimization by corruption.</p>	<p>Transparency International Corruption Perception Index.</p> <p>Study of the Latin Barometer of the Americas of the Latin American Public Opinion Project.</p>	<p>Data from these international surveys.</p>	<p>Open government, integrity, and anti-corruption capacity building support sustained transparency in the government of Mexico.</p>	
General Purpose: Citizens monitor public affairs by strengthening open government practices; the public and private sectors adapt, replicate and / or implement the knowledge imparted by UNDP Mexico, and contributions to strengthen ethics, transparency and integrity.	<p>Number of Citizen Oversight Mechanisms still active at the end of the activity implementation period.</p> <p>Number of proposals at the state level submitted by the National Anticorruption Network to Local Anticorruption Systems and local authorities.</p> <p>Number of Municipalities that implement open government tools generated by the UNDP.</p> <p>Number of business chambers and Local Anti-Corruption Systems with the capacity to replicate integrity courses to MSMEs.</p> <p>Final report from RNA CSOs in charge of implementing the pilot tests and final GESOC report.</p>	<p>Final report of the CSOs in charge of implementing the ARN activities.</p> <p>Proposals presented to the Local Anti-Corruption Systems and local authorities.</p> <p>Report of actors that implement open government tools in municipalities.</p> <p>Evidence from Local Anti-Corruption Systems and business chambers that replicate the course and corporate integrity policies.</p>	<p>Reports, photographs, Proposal documents, Participants in the process of replication,</p>	<p>Continuous availability of key partners (Government, CSOs and municipalities) to collaborate with UNDP.</p> <p>The private sector is willing and able to implement corporate integrity tools.</p>	<p>The government reduces the emphasis currently placed on fighting corruption.</p> <p>The government reduces existing support for anti-corruption institutions.</p> <p>The private sector lacks the will and capacity to implement corporate integrity tools.</p>

Narrative Summary	Indicators	Data Source	Means of verification	Hypothesis	Risks
Results (OUTPUTS) 1.1. Pilots of Consolidated Citizen Oversight Mechanisms. 1.2. Local anti-corruption policies strengthened by civil society. 1.3. Systematized municipal Open Government practices. 2.1. Public servants trained in integrity and ethics.	1.1 Number of Citizen Oversight Mechanisms successfully piloted by CSOs. 1.2. Number of CSOs of the National Anticorruption Network (RNA) and / and the Second Call for Co-responsibility that present proposals to the Local Anticorruption Systems and local authorities. 1.3. Number of municipalities that acquire knowledge and technical skills on how to implement the Open Municipalities Toolbox. 2.1. Percentage of public servants evaluated who understand their role in strengthening public integrity.	1.1 Final report of the CSOs in charge of the implementation of the pilot tests and final report of the GESOC. 1.2 Final Report of the CSOs of the ARN and Second Call for Co-responsibility, and document with official proposals / recommendations presented to the Local Anti-Corruption Systems 1.3 Report of the interested parties that implement the pilots. 2.1 Results of the tests carried out on all public servants who took the course.	Reports, publications, proposal documents, evaluations and self-evaluation of courses; Photographs, etc.	Local authorities and federal institutions willing to co-create with civil society and implement recommendations derived from Citizen Oversight Mechanisms, corruption risk detection methodologies and open government tools. The government and the private sector continue to collaborate to strengthen integrity.	-The authorities are not willing to provide genuine spaces for co-creation for civil society. Civil society interventions do not produce workable recommendations that are easy for local and / or federal authorities to adapt or implement. The government alienates civil society and the private sector or prevents collaboration.

Narrative Summary	Indicators	Data Source	Means of verification	Hypothesis	Risks
<p>Results (OUTPUTS)</p> <p>2.2. Corruption risk identification methodologies incorporated into the public policy cycle.</p> <p>Chambers, MSMEs and Local Anti-Corruption Systems trained in corporate integrity responsibilities.</p>	<p>2.2. Number of CSOs of the ARN that deliver recommendations derived from the application of the methodology, to be incorporated by the unit responsible for the implementation of the local program.</p> <p>2.3.1 Number of business chambers that, after receiving the training of trainers course, teach the course to their respective members.</p> <p>2.3.2 Number of Local Anti-Corruption Systems that, after receiving the training of trainers course, give the course to MSMEs.</p> <p>2.3.3 Number of MSMEs that implement integrity tools and good practices developed by UNDP.</p>	<p>2.2 a) Final report of the CSOs in charge of implementing the methodology.</p> <p>b) Proposal presented to the unit responsible for the implementation of the local program.</p> <p>2.3.1 and 2.3.2 Evidence of replication of the integrity course by business chambers and local anti-corruption systems (training record, attendance list and interviews with MSMEs).</p> <p>2.3.3 Evidence of the implementation of integrity tools and good practices of MSMEs (new or renewed tools when available, or surveys).</p>	<p>Reports, publications, proposal documents, evaluations and self-evaluation of courses; Photographs, etc.</p>	<p>The government and the private sector continue to collaborate to strengthen integrity.</p> <p>The private sector (MSMEs and business chambers) and public servants have the technical skills and willingness to replicate the “training of trainers” courses and implement integrity tools developed by UNDP.</p> <p>MSMEs are financially stable to implement integrity tools / policies.</p>	<p>Civil society interventions do not produce workable recommendations that are easy for local and / or federal authorities to adapt or implement.</p> <p>The government alienates civil society and the private sector or prevents collaboration.</p> <p>-Private sector (MSMEs and business chambers) and public servants do not have technical skills / willingness to replicate courses and implement integrity tools.</p> <p>-MIPYMES struggle financially and cannot implement integrity tools / policies.</p>

5.5 Project's Logical framework and its operational implementation

In the two previous figures we can visualize the forms established in the logical framework both in its vertical logic and in its horizontal logic.

In relation to the current matrix of the current logical framework, we can say that it is a coherent, consistent and very well achieved matrix. The vertical logic tells us that, given the project activities, they will lead to obtaining or achieving the components and therefore approach the proposed end. On the other hand, the horizontal logic tells us that, despite the risks, the assumptions of the project, with the data that it produces, lead us to predict that the established indicators will be achieved.

It must be said that this is not the original matrix of the project, that it was modified before the counterpart changes ⁽⁹⁾.

The current project matrix is much more consistent than the original matrix. The indicators have been broken down in a better way. Although in the general objective of the project remains the same indicators of the initial matrix, in the purpose and results, new indicators were incorporated that give an account of the work being carried out.

This matrix is still under review and approval by the USAID people who are monitoring the project. It was presented in June 2021, and it is possible that it still undergoes some modifications due to the possibility of extending the date of the end of the project.

The exercise of building a new matrix has been a process developed by the team, and both the reflection meetings and the comments provided by the members allowed it to be more consistent, in addition to the accompaniment of the UNDP Monitoring Officer, as well as the person responsible for the monitoring of the project within USAID. The logical framework matrix shows the chain of results that must be achieved to reach the project's goals. It also shows a very broad process of advocacy and citizen mobilization.

In the next section we will go a little deeper into each of the lines of work established in the project.

5.6 Lines of action of the project

A. Line of Action 1: Citizen participation and open institutions

5.6.1 Output 1: It seeks to consolidate the Citizen Oversight Mechanisms (COMs)

⁹ The project had some delays in its beginnings, so the original matrix of the project is presented around the month of June of the year 2020. The interested reader can see in Annex # 1, the initial matrix.

5.6.1.1 Strengthening the auditing and citizen advocacy capacities to combat corruption at the subnational level

At the beginning, the project, the project team worked with the General Directorate of Social Comptrollership of the Ministry of Public Function (SFP) to create five pilots of Citizen Oversight Mechanisms (COMs). The final list was refined to five federal programs and the territorial scope of the exercises to be carried out by the pilot COMs were identified. The federal programs that were defined in collaboration with the SFP were:

1. Scholarships for Wellbeing, Secretariat of Public Education (SEP)
2. Support Program for Women's Instances of the Federal Entities (PAIMEF), National Institute of Social Development (INDESOL)
3. Program for the Economic Strengthening of Indigenous Peoples and Communities (Formerly Program for Indigenous Production and Productivity), National Institute of Indigenous Peoples (INPI)
4. Reforestation Program - National Forestry Commission, (CONAFOR)
5. Bienpesca Program, Secretariat of Agriculture and Rural Development (SADER).

The Livestock Credit to the Word Program had been selected, but later it was decided to carry out the intervention in the Bienpesca Program.

On July 1, 2020, five civil society organizations (CSOs) that make up the National Anticorruption Network (RNA) signed collaboration agreements with UNDP to implement both the Product # 1 and Product # 2 initiatives. Organizations are part of the RNA and previously formed the group of the First Call for Co-responsibility of Civil Society Organizations. For Product # 1, an agreement was established with the organization Arkemetría Social, AC to collaborate in the integration of Citizen Oversight Mechanisms (COMs) of five federal programs (Line 1 of Work with the RNA).

5.6.2 Output 2: accompany the formulation, strengthening and implementation of the State Anti-Corruption Policies (SAPs) through the RNA CSOs

Working agreements were agreed with 4 ARN organizations to implement the following 4 lines of Output # 2:

- Agreement with Cómo Vamos Colima, Ciudadan@s por la Transparencia, AC to participate in workshops and consultation forums for the construction of the Corruption Risks Methodology and collaborate in the pilot implementation of the same (Line 2 of Work with the RNA).
- Agreement with Tierra Colectiva: Género, Ciudadanía y Medio Ambiente, AC to promote proposals for contextualized variables at the local level of various federative entities in order to build a Model for Monitoring and Evaluation of the National Anti-Corruption Policy (Line 3 of Work with the RNA).

- Agreement with Solidaria México, AC to contribute to the strengthening of anti-corruption strategies of the Local Anti-Corruption Systems and civil society through the generation of gender mainstreaming tools with a Human Rights approach within the framework of the PNA (Line 4 Working with the RNA).
- Agreement with Organización Juvenil Mexico, AC to contribute to the strengthening of the capacities of the Local Anti-Corruption Systems through a bank of good practices, recommendations and the systematization of the consultative and participatory processes of the State Anti-Corruption Policies. (Line 5 of Work with the RNA).

In addition, work agreements were signed with CSOs of the Second Call for Co-responsibility, these organizations are: Clúster de Energía Coahuila, A.C.; Iniciativas Humanas y Sociales, A.C.; Ligalab Ideas que Unen, A.C.; Movimiento por un Navojoa Mejor, A.C.; Fundación Ankai; Observatorio de la Gobernanza para la Cooperación y el Desarrollo A.C.; Prosociedad, Hacer el Bien, A.C.; Transfo, Empresas Sociales, A.C. y Transparencia por Quintana Roo, A.C. The work with these institutions will be reviewed in greater detail in a later section.

5.6.2.1 Pilots of the Corruption Risk Management Model, which was developed within the framework of this Project (see Product 5).

The study and piloting of the Corruption Risk Management Model was carried out in 4 states: Colima, Durango, Quintana Roo and Sinaloa. The objective of the work was to contribute to the incorporation of tools for the management of corruption risks in the public policy cycle. The development of the study is made up of two elements: 1) a national and international mapping of methodologies for the identification of corruption risks and, 2) the development of a general Model to identify and manage corruption risks applicable to the country.

Two examples of implementation of the intervention were the following:

1. In Colima, through Cómo Vamos Colima, Ciudadan@s por la Transparencia, the implementation of the Risk Management Model was carried out for Corruption, in collaboration with the Anticorruption System of the State of Colima and the Secretary of Health and Social Welfare of the state administration. The model was applied in the Pharmacy Directorate of the Regional University Hospital in Colima by reviewing the procedures for receiving, storing, distributing and dispensing drugs ⁽¹⁰⁾.

The pilot implementation was carried out from October 1, 2020 to May 31, 2021.

2. Another example is the one carried out in the State of Durango in the Program for the economic reactivation of Micro, Small and Medium Enterprises implemented by the Durango Fund Trust within the framework of the Contingency caused by COVID-19 during 2020 ⁽¹¹⁾.

¹⁰ Secretaría de Salud y Bienestar Social de Colima. **Modelo para la gestión de riesgos de corrupción**. PNUD-USAID-Red Nacional Anticorrupción-Comité de Participación Ciudadana Anticorrupción-Comité Ciudadano ¿Cómo vamos Colima?-SESAECOL-Gobierno del Estado de Colima. 2021. 109 pp.

¹¹ Programa para la reactivación económica de la Micro, Pequeñas y Medianas Empresas implementado por el Fideicomiso Fondo Durango en el marco de la Contingencia causado por el COVID-19 durante el año 2020.

The model contemplated the development of seven tools:

1. Tool 1. Corruption Risk Management Planning.
2. Tool 2. Identification of Corruption Risks.
3. Tool 3. Risk Assessment.
4. Tool 4. Corruption Risk Assessment.
5. Tool 5. Risk Treatment
6. Tool 6. Follow-up and monitoring.
7. Tool 7. Communication and dissemination.

The objective was to generate a collaborative process between Solidaria México AC, two councilors of the CPC and SEDECO of the State of Durango, in order to carry out joint actions for the pilot implementation of the Corruption Risk Management Model.

5.6.2.2 To adopt the variables of the Catalog of Information on Corruption in Mexico (CICM) at the local level.

The organizations: Tierra Colectiva; Cómo vamos Colima, Arkemetría, Mexiro y Ciudadan@s por la Transparencia, proposed to work with local actors (civil society, academia and sub-national government) to develop inputs and propose local variables that add to the national tool (CICM), in order to provide local contexts to combat corruption.

For the development of the product, workshops, variable testing, generation and feedback of contextualized variables with local actors, and civil society, academia and private sector members were carried out, as well as with government officials, government and from the Local Anti-Corruption systems (SLA) members in five states in: Baja California, Colima, State of Mexico, Hidalgo and Quintana Roo (¹², ¹³).

Through working groups with civil actors and with the SEAs of the different states, proposals for utility variables were generated at the local level. The goal was to analyze 30% (180) of the variables contained in the CICM version 1.1 (600). This was done through the following procedure:

- a. Filtering the CICM 1.1 dynamic consultation tool with keywords: citizen participation, gender, justice, among others, in each strategic axis of the PNA.
- b. Selection of variables by each organization for analysis.

Modelo para la gestión de riesgos de corrupción. PNUD-USAID-Red Nacional Anticorrupción-Solidaria México, A.C. 2021. 98 pp.

¹² The report Model Project for monitoring and evaluation of the National Anticorruption Policy, prepared by 5 organizations of the National Anticorruption Network, is available at: <https://anticorrupcionmx.org/docs/corresponsabilidad/L3%20Documento%20de%20sistematizaci%C3%B3n.pdf>

¹³ During the development of the fieldwork of this evaluation, the report of this line of work was not yet available, so the synthesis is a bit limited. The interested reader can consult the publication in the link mentioned in the previous quote.

- c. Definition and application of analysis methodology for each organization.
- d. Drafting of results and presentation at work tables with civil and government officials,
- e. Main findings integration.

Table # 2: Variables of the Catalog of Information on Corruption in Mexico (CICM) analyzed in the framework of Project: 00112866 “Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development”. July 2020-July 2021.

Subject	Variables analyzed
Citizen Participation	96
Justice with a gender perspective	88
Fight against corruption	13
Business integrity	12
Total variables analyzed	209

5.6.2.3 Preparation of a digital guide for mainstreaming the gender perspective with a Human rights-based approach within the framework of the National Anticorruption Policy (PNA).

Within line 4, the organizations: Solidaria México; Ciudadan@s por la Transparencia; y Tierra Colectiva: Género, Ciudadanía y Medio Ambiente; proposed to work on a digital guide for mainstreaming the gender perspective with a Human Rights approach within the framework of the National Anticorruption Policy (PNA).

This line of work would contribute to the strengthening of the SLA and Civil Society strategies to combat corruption by generating tools for mainstreaming the Gender perspective with a human rights approach within the framework of the PNA.

This work was carried out and the comments and opinions of the various members of the CSOs interviewed indicated that it is very valuable, explanatory and good quality material.

A digital campaign would also be carried out to mainstream the gender perspective with a Human Rights approach directed at Local Anti-Corruption Systems and civil society; as well as a Webinar to mainstream the gender perspective with a Human Rights approach directed at Local Anti-Corruption Systems and civil society, but we were unable to observe said materials.

5.6.2.4 Development of a bank of good practices in the preparation and implementation of SAPs

The material produced in this line of work contains the visions of two actors: the National Anticorruption Network (RNA) and the Executive Secretariats of the National Anticorruption Systems (SESEA). The methodology is divided into two large sections: 1) Best practices identified; and 2) The institutional experience of the SESEA. In the first section, the best practices of the PNA and the SAPs of the entities of the State of Mexico, Quintana Roo, Sinaloa, Tlaxcala and Zacatecas, derived from the analysis, were taken into account after a process of comparative analysis; in the second section, the visions of the Executive Secretariats of State Anti-Corruption Systems were collected, using a Good Practices Format that was sent to them by the RNA to know their vision.

As part of the Comparative analysis of the National and the States Anti-Corruption Policies, from the specific context in which each one of them were developed, recommendations were created to strengthen the implementation processes of those policies.

Within the line of work, the following documents were produced:

- 1 Comparative analysis of the National and State Anticorruption Policies.
2. Bank of Good Practices of the SAPs.
3. Manual of recommendations to strengthen SAPs.
4. Systematization document of the consultative and participatory processes of the SAPs in the states where they are under construction.

This line of work was coordinated by the organization Mexiro AC, who was in charge of the first three deliverables and their respective designs. On the other hand, Arkemetría Social AC systematized the consultative and participatory processes of the SAPs in the states where they are under construction. With the strengths of both organizations, this collective effort was built ⁽¹⁴⁾.

To create the Bank of Good Practices, different instruments were used to collect primary information: interviews and surveys with different actors; and an analysis matrix, where the SAPs approved in state entities were studied.

The following table shows a synthesis and description of the interventions carried out within the five lines of work that correspond to Product # 1 (line # 1) and Product # 2 (lines 2,3,4, and 5).

Table # 3: Product 1: Citizen Oversight Mechanisms (COMs) implemented within the framework of Project: 00112866 “Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development”. July 2020-July 2021.

Project	OSC	Objective	Description
Line 1. Citizen Oversight Mechanisms (COMs)	Arkemetría Social, EGES para el Desarrollo, Iniciativa Sinaloa, Locallis, y Solidaria México.	Collaborate in the integration of the Citizen Oversight Mechanisms of five federal programs, implementing their own methodologies, as well as those provided by UNDP.	It consists of the piloting of five Citizen Oversight Mechanisms (COMs) in five federal social programs, which includes the training of civil actors, the application of a corruption risk analysis methodology and the establishment of recommendations for each program. ”
Line 2. Risk methodology corruption and its pilot implementation.	Cómo Vamos Colima, Arkemetría Social, EGES para el Desarrollo, Iniciativa Sinaloa, Locallis, Solidaria México, Ciudadan@s por la Transparencia, y Mexiro.	Contribute to the development and construction of the Corruption Risk Methodology built by SESNA and collaborate in the implementation of the pilot of the Model and the Sector Methodology, in the 9 states that are part of the National Anticorruption Network.	It consists of two stages. The first is the Piloting of the Model in public agencies and the second is the implementation of a Sector Methodology focused on social programs. Both in order to identify and prevent acts of corruption.
Line 3. Model for monitoring and evaluation of the National Anticorruption Policy (PNA).	Tierra Colectiva; Cómo vamos Colima, Arkemetría, Mexiro y Ciudadan@s por la Transparencia.	Propose and analyze variables with local context that can serve as input to the Catalog of Information on Corruption in Mexico.	It works with local actors (civil society, academia and subnational government) to develop inputs and propose local variables that could be added to the national tool (CICM), in order to provide local contexts to combat corruption.

¹⁴ During the interviews, the managers of both organizations were very satisfied with the work carried out. They considered that it was a win-win process, in which the strengths of each of the organizations were enhanced.

Line 4. Specific contextualized activities.	Solidaria México; Ciudadan@s por la Transparencia; y Tierra Colectiva: Género, Ciudadanía y Medio Ambiente.	Contribute to the strengthening of anti-corruption strategies of the Local Anti-Corruption Systems (SLA) and Civil Society through the generation of gender mainstreaming tools with a Human Rights approach (HR) within the framework of the PNA.	The Guide arises with the objective of contributing to make visible and propose strategies that address the differentiated impact of corruption on women and men, as well as on groups in situations of historical discrimination. For its preparation, a comprehensive bibliographic review was carried out; then developing a comparative analysis, digital surveys, interviews with experts and the application of agile methodologies. A Webinar and digital campaign will also be developed for its socialization.
Line 5. Strengthening SLA capacities and exchanging findings and good practices.	Organización Juvenil Mexico; Arkemetría Social; y Cómo Vamos Colima.	Contribute to the strengthening of the capacities of the Local Anti-Corruption Systems through a bank of good practices, recommendations and the systematization of the consultative and participatory processes of the State Anti-Corruption Policies.	Project to strengthen the capacities of the State Anti-Corruption Systems, through the analysis of the SAPs and the exchange of findings, recommendations and good practices.

Table # 4: Areas of intervention and expected impact of the Citizen Oversight Mechanisms (COMs) implemented within the framework of the Project: 00112866 “Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development”. July 2020-July 2021.

Project	Location	Expected impact
Line 1. Citizen Oversight Mechanisms (COMs)	State of Mexico, Sinaloa, Durango, Tabasco and Querétaro.	CSOs piloted Citizen Oversight Mechanisms (COMs) with a previously tested methodology.
Line 2. Corruption risk methodology and its pilot implementation.	1st stage. Colima, Sinaloa, Durango and Quintana Roo. 2nd stage. State of Mexico, Colima, Aguascalientes, Querétaro and Tabasco.	From the derived results, the agencies or social programs where the implementation was carried out appropriate the proposed recommendations. Seek that more agencies or social programs replicate the Models.
Line 3. Model for monitoring and evaluation of the National Anticorruption Policy (PNA).	Baja California, Colima, State of Mexico, Hidalgo and Quintana Roo.	We hope to develop at least 20 proposals for local context variables on the issue of fighting corruption.
Line 4. Specific contextualized activities.	National.	1. The SLAs have a digital guide for mainstreaming the gender perspective with a human rights approach to strengthen strategies to combat corruption. 2. Greater capacity of the SLAs and Civil Society to incorporate the mainstreaming of the gender perspective with a human rights approach in their strategies to combat corruption.
Line 5. Strengthening SLA capacities and exchanging findings and good practices.	States where the PEA is already approved: PNA, Sinaloa, Tlaxcala, Zacatecas, State of Mexico and Quintana Roo. States where it is under construction: Baja California, Colima, Hidalgo and Querétaro.	That the SLAs and their members strengthen their capacities for the design and implementation of SAPs by having a bank of good practices and a manual of recommendations for those policies. That the SLA and social actors strengthen their capacities to generate open and inclusive schemes by having the systematization of the consultative and participatory processes of the SAPs in the states where they are under construction.

5.6.2.5 Co-responsibility of civil society. Second Call

On August 17, 2020, in coordination with SESNA, and with the support of the United States Agency for International Development (USAID), the Project launched the Second Call for Co-responsibility of Civil Society Organizations with the State Anticorruption Policies and the National Anticorruption Policy. In this presentation, CSOs from eight states (Baja California, Baja California Sur, Sonora, Coahuila, Jalisco, Quintana Roo, Zacatecas and Guanajuato) were invited to present project proposals, with a local focus, that contribute to the detection, prevention and sanction of corruption.

On October 12, UNDP organized the decision session of the Technical Judging Commission (TJC). Nine proposals were selected as eligible to be awarded. After the approval of SESNA, UNDP and USAID, on October 29, the TJC ruling was published on the official UNDP website.

The selected CSOs were the following:

- Clúster de Energía Coahuila, A.C.
- Iniciativas Humanas y Sociales, A.C.
- Ligalab Ideas que Unen, A.C.
- Movimiento por un Navojoa Mejor, A.C.
- Comité Nacional por un México en Paz
- Observatorio de la Gobernanza para la Cooperación y el Desarrollo A.C.
- Prosociedad Hacer El Bien, A.C.
- Transfo, Empresas Sociales, A.C.
- Transparencia por Quintana Roo, A.C.

The TJC agreed that an additional proposal could be awarded in case any of the nine selected had any impediment to sign the respective agreement. After publishing the results of the call on the UNDP official website, one of the CSOs that was eligible to obtain financing "Comité Nacional por un México en Paz" declined the offer, therefore, it was decided, together with the TJC, SESNA and USAID, to extend an offer to the CSO "Fundación ANKAI, AC", whose proposal was previously identified as eligible in the event that any CSO refused to participate, an institution that was finally favored as eligible to implement its proposal in this Second call.

In the following table you can see a summary of the type of projects presented by each of these organizations and their area of intervention.

Table # 5: Projects selected in the Second Call for Co-responsibility of Civil Society Organizations with the State Anticorruption Policies and the National Anticorruption Policy within the framework of the Project: 00112866 “Accountability, Citizen Participation and Prevention of Corruption for the Sustainable development”. October 2020-September 2021.

Organization	Project Name	Objective	Expected Results	Municipalities for implementation
Prosociedad, Hacer Bien El Bien, A.C.	Strengthening of advocacy capacities and participation of CSOs in the social control of social programs through open government mechanisms and use of public information to mitigate corruption risks	Enable CSO advocacy capacities in Jalisco, generating collaboration spaces and tools that facilitate access to information on social programs (public and private) so that CSOs become agents that promote transformations to reduce discretion spaces and monitor the application of social programs.	To help participating CSOs, by having advocacy skills and tools, assume a role of vigilance in Jalisco's social policies, to reduce and prevent spaces of discretion.	Guadalajara, Zapopan, Tlaquepaque, Tonalá, Tlajomulco (metropolitan area of Guadalajara). Although the virtual modality can contribute to its implementation in municipalities in the interior of the state of Jalisco.
Observatorio De La Gobernanza Para La Cooperación Y El Desarrollo, A.C.	Risks of corruption in women's rights in Quintana Roo.	Reduce the risks of corruption in women's access to a life free of violence in Quintana Roo.	Reduce the risks of corruption in women's access to a life free of violence in Quintana Roo. Contribute to greater efficiency in public spending for attention to gender violence in the state of Quintana Roo, through the identification of corruption risks in access to justice for women for the co-creation of a cross-sectional annex for equality between women and men.	The project is State-wide (Quintana Roo)
Movimiento Por Un Navojoa Mejor, A.C.	Kaita Manyak, Observatorio Anticorrupción en Seguridad Pública del Mayo	Strengthen the capacities of the citizens of the Mayo region (southern Sonora) through the creation of a bilingual observatory that sensitize, train, design and implement digital tools to reduce corruption in public security in the region.	Contribute to the reduction of corruption and bribery in the area of municipal public security, through citizen participation in all its forms in the municipalities of Navojoa and Etchojoa, Sonora (Mayo region).	Navojoa, Huatabampo, Álamos, Etchojoa and Hermosillo.

Organization	Project Name	Objective	Expected Results	Municipalities for the implementation
Clúster De Energía Coahuila, A.C.	The use of data to manage corruption risks	Provide municipal authorities and society in general with information and analysis elements that allow them to identify timely and Risks of corruption in the municipal administration in Saltillo and Torreón.	It will contribute to the public debate on the need for relevant data, in good quality, accessible and complete formats, to prevent acts of corruption. Its results may serve as a model for the prevention and mitigation of corruption risks for municipal administrations.	Saltillo and Torreón
Transparencia Por Quintana Roo, A.C.	Citizen drive for Open Government and Transparency	Promote the fight against corruption in the State of Quintana Roo, by monitoring compliance with the transparency obligations of the State Councils, through the formation of competencies among high-impact citizens and key actors in order to favor the construction of open government.	Generate the training of competencies on compliance with transparency obligations and the right to access public information in order to reduce opacity and corruption. Reduce omissions and evasions of obliged objects in terms of transparency and access to public information.	Bacalar, Benito Juárez, Cozumel, Felipe Carrillo Puerto, Isla Mujeres, José María Morelos, Lázaro Cárdenas, Othón. P blanco, Puerto Morelos, Solidaridad, Tulum
Transfo Empresas Sociales, A.C.	Incubation program for the generation of State Anticorruption Observatories	Involve society and companies in joint work strategies and build capacities and competencies to monitor action with legality and prevention of corruption; as well as incorporating ICTs as open government mechanisms and innovative strategies for monitoring corruption and making inclusive decisions through the generation of current information.	The generation of a mechanism for integration, cooperation and multidisciplinary and sectoral work, such as the Observatory (Axis 4 PNA). It will act as an entity capable of the effective enforcement of corruption, the guarantee of access to public information and a space for the reporting and transparency of acts of state corruption (Axis 2 PNA); improving government-society contact points to combat corruption (Axes 3 PNA).	Jalisco: Guadalajara, Zapopan, Tonalá, San Pedro Tlaquepaque Quintana Roo: Benito Juárez, Lázaro Cárdenas, Puerto Morelos, Isla Mujeres

Organization	Project Name	Objective	Expected Results	Municipalities for implementation
Fundación ANKAI, A.C.	Actions to eradicate corruption through effectiveness , transparency and automation of procedures to obtain public goods and / or services by the Society in Sonora.	Generate recommendations to eliminate corruption risks in five public procedures through the feasibility analysis of their automation.	The participating agencies will have objective information to make decisions about the automation of 5 public procedures as a means to eliminate the risks of corruption.	Sonora (Hermosillo, Obregón, Nogales, Navojoa, and San Luis Río Colorado)
Iniciativas Humanas Y Sociales, A.C.	Initiatives, SMEs and CSOs for integrity in the State of Guanajuato	That 100 MSMEs essential of the selected corridor implement Integrity Policies and 55 Civic Civil Society have participated in an experience of citizen observation of government activities, through support with specialized training and practical accompaniment consultancy.	Help SMEs and CSOs in Guanajuato have an active participation in strengthening integrity in the entity, in coordination with the SEA and its Policies. Contribute to the increase in the number of essential MSMEs with Integrity Policies and civic CSOs with experience in social surveillance actions.	Guanajuato (León, Salamanca, Silao, Irapuato and Celaya)
Ligalab Ideas Que Unen, A.C.	Local co-creation of agendas to combat corruption.	Facilitate local processes and dialogue between civil society organizations in Quintana Roo and Guanajuato, and the co-creation of local anti-corruption agendas to influence State Anti-Corruption Policies in their states.	The CSOs of Quintana Roo and Guanajuato assert their voice and have the tools and knowledge to actively and purposefully contribute to the fight against corruption in their states through a local anti-corruption agenda for citizens.	Guanajuato (Irapuato) Quintana Roo (Benito Juárez)

5.6.3 Output 3: Develop a municipal open government toolbox, in collaboration with INAI and Citizens for Transparent Municipalities (CIMTRA).

UNDP Mexico agreed with Citizens for Transparent Municipalities (CIMTRA) a work plan for the development of the Municipal Open Government Toolbox, which should be based on the content of the Guide for Municipalities and Mayors: an Open Government proposal published by the National Transparency System. This box will be piloted in five municipalities, which has not yet been done.

The Municipal Open Government Toolbox was designed, which contains 6 documents:

1. Mapping of good open government practices at the municipal level;
2. Recommendations for the incorporation of the sustainable development approach in municipal open government exercises;
3. Manual for adopting an open government exercises at municipal level;
4. Self-diagnosis tool in municipal open government;
5. Virtual Course on Municipal Open Government;
6. Recommendations to incorporate the gender perspective in municipal open government exercises.

The Municipal Open Government Toolbox has been built from technical and substantive contributions issued by the alliance of civil organizations that make up CIMTRA. This, by virtue of the leadership and experience of this group in matters of transparency, accountability and promotion of citizen participation at the subnational level.

B. Line of Action 2: Integrity, ethics and anti-corruption practices

5.6.4 Output 4: The course "New ethics and integrity in public service"

On April 7, 2020, UNDP launched the Course "New Ethics and Integrity in the Public Service" in coordination with the SFP. It is a virtual course aimed at strengthening the integrity and ethics of public servants through a training program on topics for the prevention of acts of corruption.

The course is self-training, and consists of 3 Units:

Unit I: Key concepts on corruption at the international and national level;

1. What is corruption?
2. International conventions signed and ratified by Mexico on corruption issues
3. Examples of real cases of corruption
4. Efforts in the fight against corruption in Mexico

Unit II: The role of the public servant in promoting ethics and integrity

1. Decision-making model for ethical and upright conduct for public servants;
2. The reasoned justifications in the work of public servants;
3. Standards for Professionalism: The Rule of Rights;

4. Solutions. How to change my environment and conduct myself with an ethical and legal culture.

Unit III: Tools to promote transparency and integrity in the public function

1. Culture of legality
2. Transparency
3. Accountability
4. Open government
5. Citizen participation

The following table shows the results of the New Ethics course in its first two editions.

Table # 6: Results of the New Ethics and Integrity in Public Service course "implemented within the framework of Project: 00112866" Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development". April-July 2020.

People participating in the course	April 7 to May 18, 2020	1st. June to July 7, 2020
Number of people who entered the course	429	39
Number of people who completed module 1	387	37
Number of people who completed module 2	382	36
Number of people who completed module 3	380	36
Number of people who downloaded their certificates	377	36

The first course was held from April 7 to May 8, 2020. In this first cohort of the course, 377 public servants completed, of which 238 were women (63%) and 139 men (37 %).

The second course took place between the 1st. from June to July 7, 2020. This second cohort was made up of personnel from the Financial Intelligence Unit (FIU). Of the 36 people who completed the course, 22 were men (61%) and 14 were women (39%).

On July 9, the SFP shared with the UNDP the data of the public officials who registered, took and completed the Course "Ethics and Integrity in Public Service". The data for that date were as follows: 4049 participants were enrolled, of which 2,923 completed the first module; 2,777 completed the second module and 2,693 completed the third module; of these 2,647 downloaded their certificate of having completed the course.

In addition to this, the Second Government Report (year 2020) offers data on the impact of this course. See page 56 of the Report here:

<https://president.gob.mx/wp-content/uploads/2020/09/PRESIDENTE%20AMLO%20INFORME%20DE%20GOBIERNO%202019-2020.pdf>

Then in 2021, the Third Work Report of the SFP also offers new data, see page 53 here:

https://www.gob.mx/cms/uploads/attachment/file/665450/3_Informe_de_Labores_de_la_Secretaria_de_la_Funcion_Publica_2020-2021.pdf

5.6.5 Output 5: Mapping of good practices: Corruption Risk Management Methodologies

In collaboration with the Executive Secretariat of the National Anticorruption System (SESNA), the Mapping of good practices was carried out: Corruption Risk Management Methodologies. The study consisted of two elements: 1) a national and international mapping of methodologies for the identification of corruption risks and, 2) the development of a general model to identify and manage corruption risks applicable to the country.

The Mapping of good practices is aligned to the axes and priorities established in the National Anticorruption Policy (PNA) by seeking the coordination of actions of all public entities that make up the Mexican State and the involvement of sectors of society to ensure effective control of the different manifestations of corruption at all levels of government.

5.6.6 Output 6: It seeks to strengthen and give corporate integrity workshops linked to compliance with article 25 of the General Law of Administrative Responsibilities for the private sector and the Risk and Public Policy Units (URPP) of the Executive Secretariats of the State Anti-Corruption Systems (SESEAs).

Within the framework of the Business Integrity Register initiative, the project team, in common agreement with the General Directorate for Liaison with the Business Sector of the SFP, established the use of a series of tools on corporate integrity previously developed by the Business Working Group (GTE) in 2019, as well as the development of a virtual course aimed at MSMEs on Corporate Integrity.

The course was structured to be developed virtually and consists of 3 modules:

1. Good Practices Forum;
2. Code of Conduct Forum;
3. Control, Surveillance and Audit Systems Forum.

The course is aimed at personnel of micro, small and medium-sized enterprises (MIPYMES), members of business chambers, although it is also taken by public servants

The tools, as well as the course contents, seek to strengthen the co-responsibility of the private sector in the fight against corruption, in order to respond to the requirements of article 25 of the General Law of Administrative Responsibilities, generate a behavioral change in the face of possible acts of corruption and strengthen its corporate practices towards an ethical culture and integrity that facilitates the fight against corruption.

The publications that were made are the following:

1. Good practices for the prevention, fight against corruption and promotion of Integrity in MSMEs in Mexico
2. Model Code of Conduct for medium-sized companies
3. How to prepare a Code of Conduct for MSMEs in Mexico

4. Manual PRE PARA RÉ. Prepare to replicate Corporate Integrity.

A self-filling template was also prepared to develop codes of conduct, which can be viewed here: <https://anticorrupcionmx.org/integridad-corporativa/codigo-de-conducta-MYPYMES/>

The first edition of the course was held on March 10 to 26, 2021, under a Moodle platform format. 72 people obtained their certificate, 41 women (57%) and 31 men (43%). Of the total number of participants, 30 people were from companies and 18 people were public servants from different states.

On May 9, 2021, the Second Virtual Edition of the Corporate Integrity Course for MSMEs concluded, which was implemented in collaboration with the Research, Analysis and Opinion Group of the Chamber of Deputies (GIAO). The edition was open from April 19. A total of 454 participants enrolled, of which 218 successfully completed the course. Of the total number of people who obtained their certificate, 104 were female (48%) and 114 male (52%). Likewise, people belonged to the following sectors: 43 micro-companies, 24 small companies, 41 medium-sized companies, 3 business chambers, 22 public servants and 85 belong to other sectors (external auditors, universities, civil associations, groups and professionals).

On May 31, 2021, the Third Virtual Edition of the Corporate Integrity Course for MSMEs concluded. This version was achieved with the support of the Citizen Participation Committees at the local level and the State Secretariats of the State Anti-Corruption Systems. The edition was open from May 17. 343 participants successfully completed the course. Of the total number of people who obtained their certificate, 133 are female and 213 male. Likewise, people belong to the following sectors: 24 micro-companies, 20 small companies, 145 medium-sized companies, 14 business chambers, 71 public servants and 69 belong to other sectors (external auditors, universities, civil associations, groups and professionals).

In general, the participants in the three editions of the courses have considered that it is of very good quality and that it is worth taking it, in addition to recommending other people or organizations to participate in the training.

6. Findings

6.1 Relevance

By relevance we are going to understand the degree to which a development initiative and its products and expected effects are consistent with national and local policies and priorities, as well as the needs of the beneficiaries.

Question # 1 To what extent does the project approach coincide with national priorities?

On May 27, 2015, a decree was published in the Official Gazette of the Federation (DOF) by which various provisions to combat corruption in the country were amended and added.

The constitutional reform on anti-corruption was followed by the creation, reform and repeal of secondary laws that gave life to the National Anti-Corruption System. On July 18, 2016, the General Law of the National Anticorruption System (SNA as the supreme norm of the country in the fight against corruption was promulgated ⁽¹⁵⁾).

The National Development Plan 2019-2024 establishes as one of its priorities “Eradicate corruption, waste and frivolity. Eradicating corruption in the public sector is one of the central objectives of the current six-year term. For this purpose, the federal Executive Power will put all its legal powers into play in order to ensure that no public servant can benefit from the position he holds, whatever level it may be, except for what refers to legitimate and reasonable remuneration for his work”.

The country also has a National Anti-Corruption Policy established in February 2020, in which corruption is associated with the illegality that, in turn, can be broken down into two problematic factors: 1) the prevalence of high levels of impunity in the detection, investigation, substantiation and punishment of administrative misconduct and crimes due to acts of corruption, and 2) the persistence of wide margins of discretion in the public service, which open the door to arbitrariness and abuse of power. Additionally, it is recognized that corruption is identified as a recognized, accepted and applied social norm that justifies the occurrence of events of this type, even if they contravene the current legal framework.

According to data from a 2015 Gallup poll, cited by the OECD, more than 70% of citizens considered corruption to be a widespread evil in government.

INEGI's National Quality and Government Impact Survey (ENCIG) for 2019 indicates that the rate of the population that had contact with a public servant and experienced at least one act of corruption was 15,732 per 100,000 inhabitants nationwide.

This same survey indicates that the rate of people per one hundred thousand inhabitants who believe or have heard that there is corruption in the procedures they carried out increased between 2013 and 2019, from 47,604 to 62,084. Like the rate of people per every one hundred thousand inhabitants to whom an acquaintance who referred to acts of corruption in the procedures that he carried out went from 12,080 to 15,732. Although the percentage of people

¹⁵ Organization for Economic Cooperation and Development (OECD). **OECD Study on Integrity in Mexico. Key Aspects.** México, DF 2017.

who consider that acts of corruption are frequent or very frequent in their federal entities passing from 91.1% in 2017 to 87% in 2019 (¹⁶).

In 2019, the total cost as a result of corruption in making payments, procedures or requests for public services and other contacts with authorities was 12,770 million pesos; which is equivalent to an average of 3 822 pesos per person affected. The cost as a result of corruption in contact with public security authorities was 2,244 million pesos, which represented 1,294 average pesos per person affected. On the other hand, the cost of corruption in carrying out vehicle procedures was 524 million pesos, which is equivalent to an average 766 pesos per person affected.

From its 6 products (Citizen Oversight Mechanisms, strengthening and implementation of State Anti-Corruption Policies (SAPs) through CSOs of the RNA; Pilotings of the Model for Risk Management for Corruption, Open Government Toolbox municipal, New Ethics and Integrity Course in Public Service and Corporate Integrity Workshops, etc.), the project addresses the various problems generated by corruption in Mexico.

The project has not only brought the debate to subnational governments, which is of great importance and priority, but it has also achieved that through the work of CSOs of the first and second calls, there has been a broad social mobilization in various States of the republic.

There have been methodological interventions, pilot tests, and monitoring and control of public policies, and it has been possible to empower social groups from various communities in the control of public policies, as well as the demand for transparency and curbing acts of corruption. This is perhaps one of the greatest achievements of the project.

With this renewed interest in creating a favorable environment for transparency and anti-corruption policies and programs, project 00112866 "Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development" is highly relevant to the country's needs.

Question # 2 Is the Project relevant in terms of the priorities and needs of the country to strengthen accountability, citizen participation and transparency (Effect 9 of the United Nations Cooperation Framework for the Sustainable Development of Mexico 2020-2025, UNSDCF , for its acronym in English)?

The United Nations Organization established a cooperation framework with Mexico, based on the commitment to support its efforts in the fight against corruption.

In the document of the Executive Board of the United Nations Development Program, the United Nations Population Fund and the United Nations Office for Project Services, the vision highlights: "As we approach 2025, the Mexican State will have moved towards an inclusive and sustainable development model that generates shared prosperity with equal opportunities and results for all the people and regions of the country ". The model will be cost-effective, from an environmental point of view, based on the sustainable, inclusive and efficient management of resources and resilient to the effects of climate change and disasters. In this vision, a more robust rule of law will contribute to peace, equality, inclusion, integrity and justice; and the full exercise of human rights will be achieved, leaving no one behind "(¹⁷).

¹⁶ INEGI. *Encuesta Nacional de Calidad e Impacto Gubernamental (ENCIG) del año 2019*. Mayo 2020. 166 pp.

¹⁷ Organización de las Naciones Unidas. Junta Ejecutiva del Programa de las Naciones Unidas para el Desarrollo, del Fondo de Población de las Naciones Unidas y de la Oficina de las Naciones Unidas de Servicios para

This document indicates that UNDP will base its work on three pillars: “strategic commitment, solid content and impeccable administration. It will also expand its alliances within the United Nations development system, with academia, donors, civil society, the private sector and individuals. Reliable material will be provided through quality advice and assistance for policy development and implementation and budget allocation. UNDP will emphasize efficiency, accountability, integrity and transparency of processes ”⁽¹⁸⁾.

UNDP will support the government of Mexico in incorporating the 2030 Agenda approach into plans, programs and the full cycle of public policies. UNDP will continue to support, promote and enable initiatives that incorporate the gender perspective and protect and empower women and girls to open spaces in which they can strengthen their capacity.

In the area of anti-corruption, the framework of the UNDP program for Mexico indicates that “it will allow the consolidation of the program of “ open regime institutions ”, strengthening the institutions to promote public participation and allow greater participation of women, civil society and Young. UNDP will provide the entities of the National Transparency System and other independent institutions with instruments and strategies to promote transparency and openness to the public ”.

With regard to the fight against corruption, UNDP will support the Ministry of Public Administration in the design and implementation of mechanisms that allow the effective control of corruption risks in specific sectors. UNDP will promote spaces for dialogue between the Government and civil society to build anti-corruption solutions with a comprehensive vision, in the context of participatory processes in which all voices are heard. The emphasis will be on addressing the differentiated effects of corruption on vulnerable groups. These strategies will be applied at the subnational level, highlighting the need to strengthen the capacities of social agents, the private sector and public employees.

Product 7 of this document also establishes the need for a: “Greater social participation in public decision-making, fostered by accessible and democratic mechanisms proposed by transparent and reliable public institutions”.

The Cooperation Framework of the United Nations for Sustainable Development 2020-2025, establishes that the United Nations System in the country for the period 2020-2025: “will contribute to the achievement of development priorities and strategies in four mutually reinforcing work areas: Equality and Inclusion , Prosperity and Innovation, Green Economy and Climate Change, as well as Peace, Justice and the Rule of Law ”⁽¹⁹⁾.

“The Cooperation Framework 2020-2025 is based on an integrated vision of the development challenges of the United Mexican States, to promote synergies with a catalytic effect in the five dimensions of sustainability (people, planet, prosperity, peace and alliances). It is recognized that the 4th. Challenge is the rule of law with structural challenges of violence and insecurity, human rights violations, impunity and unequal access to justice, with high levels of corruption,

Proyectos. **Documento del programa para México (2021-2025)**. Primer período ordinario de sesiones de 2021. Nueva York, 1 a 4 de febrero de 2021. 17 pp.

¹⁸ Ibid.

¹⁹ Sistema de Naciones Unidas México. **Marco de cooperación de las Naciones Unidas para el desarrollo sostenible de México. 2020-2025**. México, D.F. Agosto 2020. 127 pp.

deficit of transparency and accountability, and gaps in representation and participation of groups and sectors of the population for inclusive decision-making”(20) .

Project 00112866 "Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development" is highly pertinent and relevant insofar as it is an instrument aligned with national priorities. On the other hand, it decisively accompanies the international commitments assumed by the Mexican government in the field of the fight against corruption and compliance with the Sustainable Development Goals, which in its Goal 16, aims to promote fair societies , peaceful and inclusive by achieving its goals 16.5 and 16. 6 and 16.7. Likewise, the project has made an enormous effort to strengthen public institutions such as SFP, SESNA and INAI, bodies that are nationally committed to the fight against corruption.

In other words, the project guarantees a broad approach to anti-corruption issues, and its indicators coincide with an important number of priorities that make up the programmatic axes of Mexico's National Development Plan, as well as its National Anti-Corruption Policy.

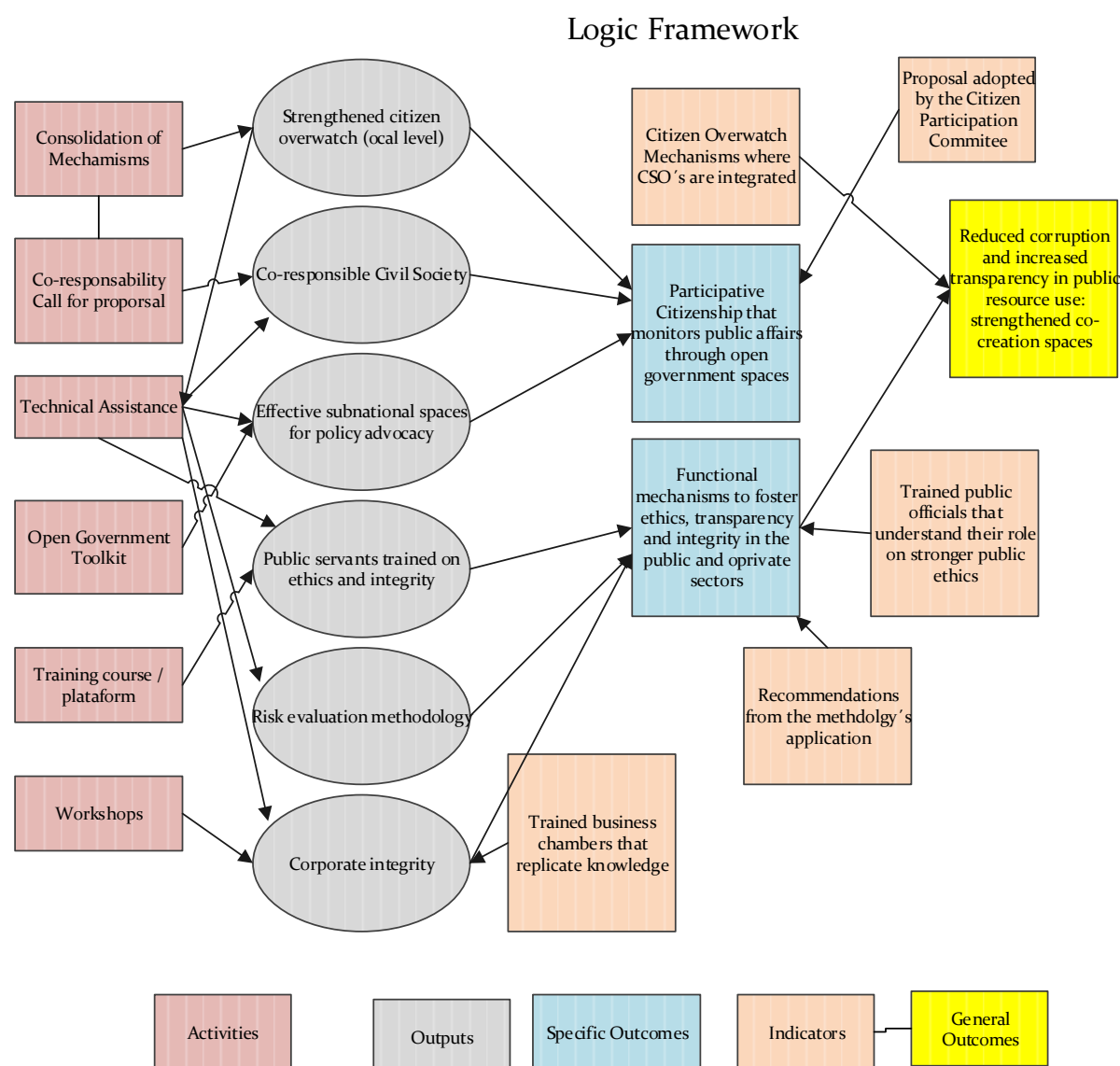
Question # 3 To what extent do the components of the Project, as well as its other characteristics (activities carried out, choice of partners for implementation, structure of the coordinating unit, implementation mechanisms, scope, budget, administrative processes, use of resources) allow the scope of the objectives?

It is a very broad project with a relatively ambitious strategy and very rich in areas of intervention. The following graph shows the scheme that the project has gone through. As can be seen, it is an articulation with various governmental actors, both from the national, sub-national and local spaces. In the same way, it is articulated through Civil Society Organizations and with business chambers.

A project intervention model could be portrayed as follows:

²⁰ Ibid.

Graph # 3: Logical framework and intervention mechanisms of the Project: 00112866 “Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development”. August 2019-September 2021.



Regarding graph # 3, shown above, we can see the different links, organizations, institutions and relationships that the project establishes in the process of implementation of its different lines of work. The project has been well articulated and oriented towards the fulfillment of the proposed objectives.

It is important to mention that the project, in its beginnings, showed some levels of delay in its implementation, especially in the difficulty of forming the team. According to data provided by the administrative coordination of the project, the project started on the 1st. August 2019, and just in December of that year 4 team members joined: 1. The specialist in Institutional Opening and Sustainable Development; 2. The specialist in Effective Governance, Democracy and Partnerships for Integrity; the Monitoring and Evaluation specialist; as well as the Administrative Coordinator. The Technical and Administrative Assistant in Transparency, Accountability and Citizen Participation joined in January 2020. In March 2020, the specialist in Integrity, Transparency and Anti-Corruption joined together with the Project Coordinator. In the month of September 2020, the specialist in Citizen Participation and Social Comptroller is

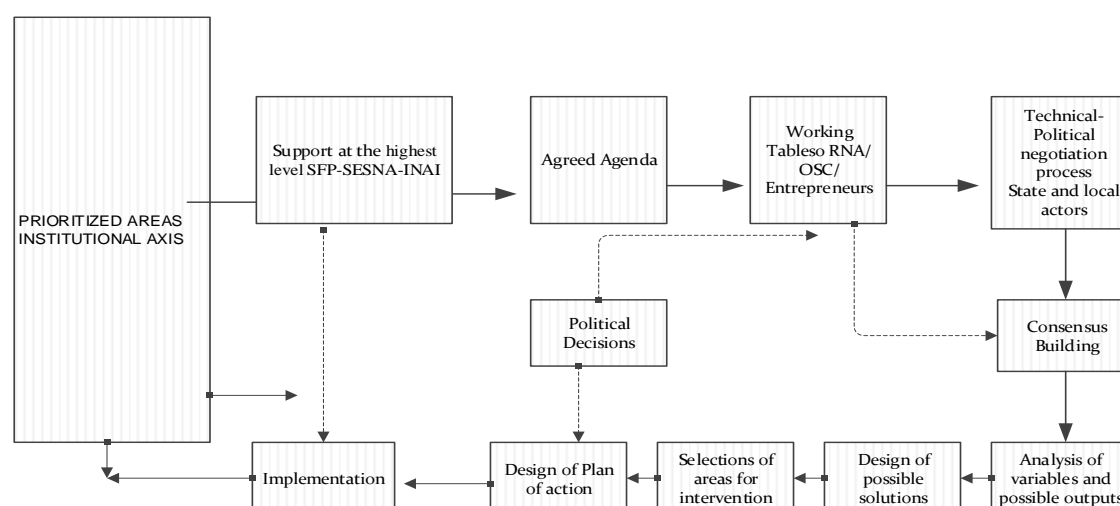
incorporated. As a result of the resignation of the Monitoring and Evaluation specialist in March 2020, there is a change of personnel when another person accesses this position in July 2020.

Finally, until June of this year 2021, the team was incorporated of work to the specialist in Accountability and Public Ethics.

Even with the team incomplete, the project implementation coordinating unit has been effective in carrying out the activities established in the programming. Delays in the selection and appointment of some staff members did lead to heavy work overloads on other team members who were already active.

In graph # 4 below we can see the management and negotiation mechanisms with stakeholders that the project team uses to implement its different initiatives.

Graph # 4: The project cycle and the management mechanisms of Project 00112866 “Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development”. August 2019-September 2021.



Graphs # 3 and # 4 show us that the project has a high level of consistency in its management, direction and management, and is oriented towards the achievement of results. His management team not only has the training and experience, but also has credibility for dialogue, consensus building and decision-making when articulating with their counterparts.

On the other hand, it is important to mention that the UNDP in Mexico is an organization that enjoys a lot of credibility in the country, which allows it to negotiate and coordinate actions both at the national, sub-national and local levels.

The members of Civil Society Organizations and other organizations that were interviewed for this work indicated that they felt very supported by the support of both UNDP officials and SESNA and USAID.

In relation to the budget, the project has an item of US \$ 2,100,000.00 for the entire execution period. This amount is distributed as follows: 1. Salaries and Personnel: \$ 749,199.16 (35.68%);

2. Direct costs of the intervention \$ 1,173,632.04 (55.89%); 3. Indirect costs: \$ 102,088.80 (4.86%); 4. Travel and mobilization: \$ 44,800.00 (2.13%); 5. Equipment: \$ 9,280.00 (0.44%); 6. Coordination costs: \$ 21,000.00 (1%).

The following table shows the distribution of resources allocated for the years 2020-2022. As we can see, in 2019 there was no budget execution, despite the fact that the project had to start from the month of September. Then in 2020 the entire budget item (\$ 602,268.99) equivalent to 28.68% is executed. As we can see in the following table, for the year 2022 an expense equivalent to \$ 731,796.61 has been programmed, equivalent to 35% of the total project.

Table # 5: Distribution of financial resources by year 2020-2022 of the Project: 00112866 “Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development”. August 2019-September 2021.

Activity	2020	2021	2022	Total
Activity # 1 Project management	\$ 232,154.13	\$ 297,793.80	\$ 289,490.11	\$ 819,438.04
Activity # 2 Citizenship and Civil Society	\$ 323,187.60	\$ 358,775.98	\$ 167,011.20	\$ 848,974.78
Activity # 3 Government institutions	\$ 46,927.26	\$ 88,364.63	\$ 275,295.29	\$ 410,587.17
Grand Total	\$ 602,268.99	\$ 744,934.41	\$ 731,796.61	\$ 2,079,000.00

Budgeting and resource use issues will be discussed in greater detail in the section on efficiency, later.

Question # 4 Does the Theory of Change presented in the project (results framework) show coherence at the design level and are the different areas of strategic intervention relevant to achieve development results?

The theory of change technique requires the identification of a chain of results necessary to achieve the prioritized challenges, as well as programmatic assumptions, in such a way that the causal relationship between what was done and the changes generated can be visualized.

The theory of change shows coherence between the formulated design and the project intervention areas. The project has stated that: "" If the key institutions of the Government of Mexico design and implement methodologies based on evidence with potential for replication to support existing anti-corruption efforts and strengthen the mechanisms for citizen and private sector participation in the accountability and oversight, then public resources will be used with greater transparency for the target populations”.

The work initially carried out with the Ministry of Public Function, later continued with SESNA and INAI, through the project, methodologies have been implemented that have been created, tested and validated within the project. Later, these methodologies have proven to be valid for measuring the risks of corruption. New tools have been generated that can be used at the national level.

The creation of links between Civil Society Organizations and entities of subnational governments, through this project has been valuable. Methodological proposals have been generated and installed capacity has been created in said government agencies.

However, the work is still in its infancy, given Mexico's long history of corruption. The structures created by the National Anticorruption System are relatively young and still have a long way to go to consolidate adequately.

The interventions generated by the project:

- Citizen Control Mechanisms.
- Civil society actively participating in the co-creation of local anti-corruption policies;
- Replicable municipal open government strategies.
- Public Servants on Anti-Corruption and Ethics
- Corporate Integrity Workshops

They should allow us to advance anti-corruption efforts at the state level. However, these efforts are initial and are not yet in the consolidation phase. It is important to collect the effects and impact of these interventions at the subnational level. It would be appropriate to have studies and research that test the effect that these interventions are having at the local level. In order to have a clear understanding and reflection of the causal chain of processes, products, intermediate and final results, specific measurements of the interventions are required. This type of study is not contemplated in the framework of project indicators, so it would be convenient to be able to incorporate this type of activities.

It is important to highlight that the actors interviewed for this evaluation have positively valued the different areas of intervention of the project, but it would be necessary to collect another series of elements that are produced around the interventions. For example, the empowerment of groups at the local level that are encouraged to monitor or follow public policies in order to control corruption; the participation of women in the fight against corruption; the judicial processes that derive from the interventions; etc.

Question # 5 What changes would need to be made in the indicator framework, both in its relevance, coherence and definitions?

In general, the indicator framework is consistent. The project has 15 indicators that accurately account for the project's results. These indicators are measured periodically, are specific, and account for progress. However, as mentioned above, it would be necessary to incorporate some qualitative indicators that allow collecting a good part of the lessons learned and good practices that the project is leaving.

It would be suggested that at least the following 5 indicators will be incorporated:

1. Project impact on CSO strengthening processes;
2. Type and quality of monitoring and follow-up proposals in the corruption risk measurement methodologies that are being implemented at the local level;
3. Women's empowerment processes in the fight against corruption;
4. Opinion studies on the project's interventions at the local level;
5. Administrative or judicial sanctions derived from government decisions or specialized bodies for investigating or punishing acts of corruption that may be identified in the corruption risk analyzes prepared by the project.

It is also important to rescue and document the multiple efforts made by the 9 Civil Society Organizations of the RNA (First call); and the other 9 organizations of the Second Call in their anti-corruption work at the subnational level.

All the processes of citizen articulation, the working tables, the instrumental piloting of the methodologies, the processes of social appropriation of these tools, as well as the advances that the project has, are not collected in a pertinent way. Also, to date, the replications or

implementation processes that are being carried out at the level of business initiatives related to corporate integrity have not been collected.

Question # 6 How did the Project promote cross-cutting approaches to gender equality, human rights, and human development in the delivery of products?

The project has promoted the cross-cutting approach to gender equality through a series of courses and workshops related to the subject. In addition, the project has generated a guide for mainstreaming the gender perspective with a Human Rights approach in the fight against corruption.

In the interviews conducted for this evaluation, most of the interviewees agree that it has been an enormous success to analyze and discuss how corruption affects women differently.

The number of women participating in the training courses has also been important, both in those that the UNDP team has oriented towards CSOs, as well as the virtual modalities of the New Ethics and Integrity in Public Service course, as well as in the courses of corporate integrity.

In the New Ethics course, in the first cohort 63% were women. In the second cohort, the number of women represented 39%.

In the Corporate Integrity courses, in the first cohort 57% were women; in the second cohort it reached 48%.

Additionally, within the project, the fight against corruption has been worked from a human rights perspective. They have maintained the constant mention that many other public policies could be implemented if many resources were not lost as part of corruption.

In the field of human development, the Sustainable Development Goals have been worked on in various workshops and training for counterparts.

If we consider that it would have been important to establish within the logical framework some more precise indicators to measure the effectiveness of the project or its impact on the empowerment of women and / or their mobilization in the fight against corruption.

6.2 Efficiency

By efficiency we are going to understand whether the inputs or resources have been economically converted into results. An initiative is efficient when it appropriately and economically uses resources to generate the desired products.

6.2.1 Financial structure of the Project

The project has a budget of \$ 2,100,000.00 US dollars. In the following table we see that to date the project has executed 53.8% of the total resources assigned, which means that the project still has a remaining 46% of available resources.

Table # 8: Real expenditure as of September 28, 2021 of the Project: 00112866 “Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development”. August 2019-September 2021.

Activity	2020	2021	Total executed	Total Budget	Remaining
Activity # 1: Project management	\$ 232,154.13	\$ 213,830.01	\$ 445,984.14	\$ 819,438.04	\$ 373,453.90
Activity # 2: Citizenship and Civil Society	\$ 323,187.60	\$ 264,317.08	\$ 587,504.68	\$ 848,974.78	\$ 261,470.10
Activity # 3: Government institutions	\$ 46,927.26	\$ 49,314.41	\$ 96,241.67	\$ 410,587.17	\$ 314,345.50
Grand Total	\$ 602,268.99	\$ 527,461.50	\$ 1,129,730.40	\$ 2,079,000.00	\$ 949,269.50

As can be seen in the previous table, the project distributes its resources in 3 large activities. Activity # 1: Project management, which has a budget of \$ 819,438.04, which is equivalent to 39% of the total project expense, and mainly includes expenses related to personnel, coordination expenses and equipment. The second activity has a budget of \$ 848,974.78, equivalent to 40.4% and corresponds to the activities of Products # 1, 2, 3 and 5. From this moment as we can see in the table below, CSOs are assigned a total of \$ 534,224.00. Finally, for activity # 3 an item equivalent to \$ 410,587.17 is assigned, equivalent to 19.6%. Products # 4 and # 6 are included here, which have to do with training courses and workshops offered both for government operations and for members of companies and MSMEs.

The following table shows the distribution of financial resources that the project has committed to the Civil Society Organizations to make viable the lines of work of Products # 1, 2, 3, 5.

Table # 9: Distribution of financial resources to the Civil Society Organizations by year 2020-2022 of the Project: 00112866 “Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development”. August 2019-September 2021.

Organization		Value of the agreement	Duration Agreement	
			Start	Term
GESOC	GESOC, Agencia para el Desarrollo, A.C.	\$ 20.000,00	1/8/2020	21/7/2021
National Anticorruption Network (RNA)	Arkemetría Social, A.C. (Línea 1)	\$ 24.000,00	1/7/2020	30/6/2021
	Comité Ciudadano del Estado de Colima, A.C. (Línea 2)	\$ 24.000,00	1/7/2020	30/9/2021
	Tierra Colectiva Ciudadanía Género y Medio Ambiente, A.C. (Línea 3)	\$ 8.000,00	1/7/2020	30/6/2021
	Solidaria México, A.C. (Línea 4)	\$ 16.000,00	1/7/2020	30/6/2021
	Organización Juvenil Mexico, A.C. (Línea 5)	\$ 8.000,00	1/7/2020	30/6/2021
2nd. Convocatory of Co-responsibility	Prosociedad, hacer bien el bien A.C.	\$ 43.111,00	1/12/2020	31/12/2021
	Observatorio de la Gobernanza para la Cooperación y el Desarrollo, A.C.	\$ 50.562,00	1/12/2020	31/12/2021
	Movimiento por un Navojoa Mejor MNM, A.C.	\$ 50.562,00	1/12/2020	31/12/2021
	Clúster de Energía Coahuila A.C.	\$ 48.157,00	1/12/2020	31/12/2021
	Transparencia por Quintana Roo, A.C.	\$ 50.562,00	1/12/2020	31/12/2021
	Transfo Empresas Sociales, A.C.	\$ 48.876,00	1/12/2020	31/12/2021
	Iniciativas Humanas y Sociales, A.C.	\$ 44.944,00	1/12/2020	31/12/2021
	Ligalab ideas que unen, A.C.	\$ 46.888,00	1/12/2020	31/12/2021
	Fundación ANKAI, A.C.	\$ 50.562,00	1/12/2020	31/12/2021
	TOTAL	\$ 534.224.00		

The project team has been very effective and efficient in the use of resources and has been able to maximize their use. The team members have indicated that, since the project will have a surplus of money due to savings in travel, per diem, as well as some funds corresponding to fees that have not yet been used, UNDP will surely ask USAID an extension of the execution time and the possibility of assigning resources to other tasks related to the implementation of the various initiatives generated by the project, especially with regard to activities at the municipal and state levels.

Question # 7 Have the products of the program or project been obtained from an economic use of resources?

The project has made a very reasonable use of resources. The recognition that we have for the administrative coordination of the project is a very general comment, not only because its administrative coordinator has a little more than 10 years of working within the UNDP structure and this allows him to adequately know the internal procedures, but also for the efficiency and quality of people in dealing with counterparts. Also, according to the interviewees, they are very effective and proactive in giving answers to the questions and needs of the counterparts. The monitoring and resolution of needs is usually very expeditious.

Given the emergence of the pandemic caused by COVID-19, from the month March 2020, the Project has developed the vast majority of its activities in the circumstances of the contingency due to the COVID-19 pandemic. Teleworking has been part of the adjustments that both team members and counterparts, as well as groups of consultants hired by the project, have had to carry out. The field visits were replaced by online meetings, as well as the various trainings have been carried out by telematic means. The project team has been very effective in managing these technological resources and the results of the project show that it has not suffered strong impacts in the performance of the activities. Some representatives of CSO counterparts of the project indicated that they had some cases within their human resources that were affected by the disease (at least 8 people), but indicated that they did not suffer human losses. It is important to note that within the project, people's health has been prioritized and unnecessary exposures and risks avoided, so many of the activities have been carried out virtually, with the corresponding saving of resources.

Several of the members of the CSOs that had to develop lines of work in subnational and municipal territories indicated that in some cases the COVID-19 pandemic created difficulties in accessing government documentation, because several of the public organizations, when switching to teleworking, They found that several of the information were not available online. This entailed a more specific follow-up and the obtaining of photocopied material in order to advance in the development of the proposals.

Other members of partner organizations also indicated that the development and implementation of a computerized accountability platform, as well as the accompanying operating manual, has greatly facilitated accountability.

This situation meant that the project did not use all the funds it had allocated for trips, field visits and various face-to-face workshops.

During the interviews carried out with members of counterparts and participants in training workshops, they indicated that they have the perception that the project is now much more effective and faster in communication and decision-making, in addition to the fact that various good audiovisual materials have been produced. quality.

Question # 8 How efficient has the adaptive management of the Project been to face its challenges?

Project members have been very efficient in adapting project requirements to the challenges brought by the COVID-19 pandemic. In previous sections we have already argued about it.

The project team had some specific challenges in dealing with the COVID-19 pandemic. Since March 2020, he had to transition to teleworking. Various computer platforms had to be used for communication between the team: Zoom, WhatsApp, Teams, they are only part of the platforms that have been used. They then had to work with their counterparts in order to achieve fluid communication. Once again, the members of the counterparts were progressively incorporated into the virtual platforms. At the administrative level, a platform for accountability was also created.

Where some difficulties arose was with the CSOs of the first and second calls that had to collect inputs and field data for the realization of Products # 1, 2, 3 and 5. Many of the government institutions did not have their materials digitized and that caused a delay in some part of the collection of the information. It was possible to overcome this limitation, but it took a little patience.

In addition, the training had to be carried out through digital platforms and in some cases it was necessary to teach the use of them beforehand.

The project team had a very acceptable adaptive management of the project to the contingency caused by COVID-19.

Question # 9 How were the lessons from adaptive management shared and internalized by implementing partners?

By substantially modifying the project's action mechanisms since March 2020, the project team was able to share and establish agreements with counterparts. Multiple were the orientations and training offered by the team members, but in particular the following stand out:

1. On April 15, 2020, the project shared with the Gesoc organization, Agencia para el desarrollo, A.C., technical advice on the preliminary methodology for the identification and analysis of corruption risks in social programs.
2. In June 2020, meeting with the Executive Secretariat of the National Anticorruption System (SESNA) in order to define a work route with the National Anticorruption Network (RNA).
3. On July 1, five civil society organizations (CSOs) that make up the National Anticorruption Network (RNA) signed collaboration agreements with the UNDP to implement the Citizen Oversight Mechanisms.
4. On August 4, 2020, UNDP signed an agreement with GESOC, in order for the latter to provide support, follow-up and technical-substantive assistance in the design and implementation of Citizen Oversight Mechanisms and in the generation of methodologies and tools to consolidate their work (Line 1 of the activities with the ANN).
5. On August 17, 2020, the Project launched the Second Call for Co-responsibility of Civil Society Organizations with the State Anticorruption Policies and the National Anticorruption Policy, with the support of SESNA and USAID. This presentation invites CSOs to implement Projects in eight priority states (Baja California, Baja California Sur, Sonora, Coahuila, Jalisco, Quintana Roo, Zacatecas and Guanajuato), with a local focus, that contribute to the detection, prevention and punishment of the corruption.

6. GESOC carried out the following training workshops:
 - On September 11, 2020, the “Management for Development Results” workshop was held. RNA CSOs were trained on issues related to the design and structure of social programs in Mexico, and recommendations to monitor them and ensure their proper management and administration.
 - On September 18, 2020, the “Federal Social Development Policy” workshop was held. RNA CSOs were trained on issues related to the context, elements and objectives of social programs in Mexico, using results-based management, and a detailed explanation of the policy cycle.
 - On September 25, 2020, the “Performance Evaluation System” workshop was given. During the workshop, RNA CSOs were provided with a detailed explanation of the Performance Assessment System, a comprehensive presentation on how to develop an efficient logical framework and implement a results-based budgeting strategy, and technical training on how to access and operate the platform that contains the list of beneficiaries of social programs.
7. On September 29, 2020, the SFP gave the workshop "Social Comptroller's Model". During the workshop, the SFP presented the new Social Comptroller Model that it is implementing. Likewise, CSOs were trained on the "National Program to Combat Corruption and Impunity and to Improve Public Management" that will be implemented from 2020 to 2024; in addition to the SFP Sector Program ”.
8. On October 2, 2020, GESOC gave the workshop "Research and use of Information Sources". CSOs of Line one of the RNA were trained on issues related to the use of open databases of the federal budget, access to the lists of beneficiaries and public purchases carried out within the framework of federal social programs.
9. On October 6, 2020, the project team gave the workshop "Approach to the 2030 Agenda and SDG 16". This workshop covered the main elements of citizen participation around the 2030 Agenda and SDG 16.
10. On October 9 and 14, 2020, the workshop "Model for the Identification of Corruption Risks" was given. This workshop trained RNA CSOs on the design and operation of the Model. It also provided key inputs for the implementation of the pilot tests that were being carried out.
11. On November 17, 2020, the Project team held a workshop in order to train CSOs from the second call on administrative issues and the proper use of resources. "
12. On November 19, 2020, the UNDP external consultant, Lorena Cortés, held a workshop to technically strengthen the proposals submitted by CSOs. They were provided with training on Theory of Change, Results Framework, risks and Indicators. This in order to increase the chances of success of the projects.
13. On November 24, 2020, UNDP, with the support of Yeddelti Cupul from Ciudadanos por la Transparencia and Fernanda Galicia de Mexiro, gave a workshop on Gender Equality. During the workshop concepts, elements on the international framework, techniques to mainstream Gender Equality in CSO projects were presented.
14. During the second semester of 2020, SESNA facilitated meetings between the SESEA (Executive Secretaries of Local Anti-Corruption Systems), of the states of Zacatecas, State of Mexico, Querétaro and Baja California, Hidalgo, Durango and Colima, Quintana Roo, Sinaloa, Tlaxcala and Tabasco, and the RNA CSOs.
15. Within the framework of Line 3 of the RNA activities (adaptation of the “Catalog of Anti-Corruption Monitoring Variables” to the local context), the following activities were carried out:
 - On December 3 and 4, 2020, the RNA CSO , ¿Cómo vamos Colima?, held an event in Colima to identify, through an exercise of collective reflection, key variables for measuring

corruption, which will support the contextualization of the Catalog of Information on Corruption in Mexico (CICM).

- On December 4, 2020, the CSO of the RNA, Mexiro, organized in the city of Pachuca a Justice Forum with a gender perspective and an anti-corruption approach as part of the consultative work to identify contextualized variables in the State of Hidalgo, with the purpose of strengthen the CICM.
- From December 10 to 14, 2020, the RNA CSO, Tierra Colectiva, held a Local Anti-Corruption Forum in Baja California to present the CICM. During this event, several methodologies were identified to complement and strengthen the Catalog.
- On December 3 and 10, 2020, the RNA CSO, Social Arkemetry, held focus groups to analyze the variables of the CICM, and collect good practices and methodologies on the measurement of corruption.
- On December 14, 2020, the RNA CSO, Ciudadanos por la Transparencia, held a consultative forum to publicize and identify the relevance of the CICM variables.

Of course there are many more meetings, but the above is just one example of how the partners carried out the adaptive management of the project.

During the year 2021, various actions have also been carried out, including:

1. On February 9, UNDP Mexico held a training session with CSOs from the Second Call for Stewardship to improve their knowledge of the Logical Framework, this with the purpose of enhance the execution and monitoring of its projects and improve the identification and mitigation of risks.
2. On February 25 and 26, the United Nations Development Program in Mexico (UNDP Mexico) held sessions with RNA CSOs to train them on how to implement the Sectoral Corruption Risk Assessment Methodology. The session was divided into two parts: 1) Identification of corruption risks in social programs 2) Risk assessment and mitigation strategies.
3. On March 5, UNDP Mexico, the United States Agency for International Development (USAID) and the Executive Secretariat of the National Anticorruption System (SESNA), held a session with the CSOs of the RNA and the Second Call . The main objective was to establish a space for dynamic and open dialogue with both groups of CSOs and for them to get to know each other, thus promoting the integration of common agendas and interests, particularly within the framework of the projects supported by the Project.
4. On March 11, UNDP Mexico organized a working meeting between the CSOs of the Second Call for Stewardship and SESNA, in order to present their projects to SESNA, receive recommendations and identify possible opportunities for collaboration and coordination between the parties.
5. On April 12, the OSC Transparencia por Quintana Roo began the training program "Activating the Right to Public Information through Transparency and its Digital Mechanisms", whose main objective is to train civil society to identify the key concepts of the right of access to public information and transparency, and that they know the technological tools of the national systems and the institutional portals of the obliged subject.
6. On June 1, the CSO Transfo began the training program "Action with Legality and Prevention of Corruption from a Gender and Human Rights Approach", whose main objective is to develop capacities and competencies in decision-makers so that they can implement, monitor and guaranteeing access to public information, acting with legality and transparency in the face of acts of corruption and zero tolerance for them.

7. On June 10, UNDP organized the virtual course "CSOs in a digital world: workshop on social networks and virtual platforms" in which 92 representatives of 50 civil society organizations (CSOs) with which it works, including the CSOs of the RNA and the Second Call, with the aim of strengthening their capacities and promoting their dissemination and communication scopes and enhancing their results to effectively contribute to sustainable development. The course allowed to expose how social networks and virtual platforms can contribute to promote the dissemination of the work of CSOs, expand their internal networks, execute more effective workspaces, learn about the work of other fellow organizations and establish effective bridges that enhance results , among others. As a collateral objective, it was also sought to expand the relationship between the participating CSOs and the exhibiting companies.
8. During this period, fortnightly follow-up meetings were held, for each of the five lines of work, with civil society organizations (CSOs) of the National Anticorruption Network (RNA).

Question # 10 Have the governance processes of the Project been efficient and adequate?

The project has a Project Board that is the body responsible for directing and making decisions about the project, and is also responsible for monitoring and evaluating the progress of the project. The Board is made up of delegates from the Mexican Agency for International Development Cooperation (AMEXCID) and members of the United Nations Development Program in Mexico.

At its first meeting held on January 30, 2020, the Board approved the work plan for 2020, as well as the procurement plan. The Results Framework was also presented.

As part of the Project Board, the AMEXCID delegates indicated that it would be good to invite the partners of the previous project to recover good practices; establish collaboration spaces for organizations that are currently working on anti-corruption issues with the German agency GIZ, systematize the results and experiences learned, and make them available for public consultation.

It was also agreed to add to the Monitoring Plan, a start-up workshop at the beginning of the project in order to review the results framework; give more consistency to the indicators and include their files as an annex to the project document.

Representing AMEXCID were María Elena Alcaráz Velázquez, coordinator of International Development Funds; Yi situ, specialist in cooperation with International Organizations. On behalf of UNDP were: Javier González, Program Officer for Effective Governance and Democracy; Sol Sánchez, Associate of the Effective Governance and Democracy Unit; Helke Enkerlin, Specialist in Effective Governance, Democracy and Partnerships for Integrity. Luis Mejía, Monitoring and Evaluation Specialist; Oscar Cárdenas, Administrative Coordinator; Adán Corral, Specialist in Institutional Opening and Sustainable Development, and Belén Muñoz, project assistant.

As we mentioned above, the project currently has a work team, made up of a responsible, committed group of people with high technical capabilities. The feeling and saying of the various representatives of social organizations, as well as national and state officials is that it is an excellent team.

It has been possible to comply with the lines of work, and in several of them the goals were exceeded beyond 100%.

Question # 11 Is the designed implementation coordinating unit appropriate for the achievement of the results?

Yes, although as we mentioned previously, the delays in the complete installation of the equipment, including the delay in the appointment of the coordinator, made the tasks difficult at the beginning and excessively overloaded some members,

Question # 12 What challenges / opportunities has the pandemic of COVID-19 to the execution of the Project?

The COVID-19 pandemic, based on all the measures that have been taken to limit its expansion and extension, limited social mobility, generated social distancing, and measures related to “stay at home”.

The work team was very efficient in handling the pandemic and moving towards virtuality. By establishing various work mechanisms related to the use of social networks and computer platforms, the team had the opportunity to visualize and then design work strategies for coordination with counterparts, implementation of actions, transfer of resources and accountability. As already mentioned previously, work had to be done to train OSC staff in managing social networks; build a computer platform for accountability; as well as establishing various communication channels that would allow for constant and effective control of the project.

The team has been very effective in managing the project in a pandemic context.

Question # 13 Did the monitoring systems provide management with a stream of data, disaggregated by sex, that allowed it to understand the situation and adjust execution accordingly?

The project underwent an important change when the authorities of the Ministry of Public Function made the decision not to continue with the project. This meant that the project had to redirect its actions and a new framework was established with the Executive Secretariat of the National Anticorruption System.

The indicators are quantitative and do not allow a qualitative analysis of the project's contribution in other areas, as we have already mentioned in the arguments presented in question # 5, in which we suggested some indicators that allow assessing the quality of the contribution, know how the activities were developed and measure the impact of the activities carried out.

The project has a system of indicators, although it did not precisely establish indicators that would account for the gender approach. It is limited to analyzing some variable based on sex, but this analytical strategy is very limited.

The development of standardized instruments that facilitate the planning and monitoring of the indicators is noteworthy. There are precise description sheets for the indicators. A monitoring system is in place, which shows an adequate data flow.

6.3 Effectiveness

By effectiveness we are going to understand the degree to which the initiative has achieved the expected results (products and effects) and the degree to which progress has been made to achieve those products and effects.

Question # 14 Was the perspective of those who would be affected by the decisions related to the project, who could influence its results, and who could contribute information or other resources during the processes been taken into account during the project design process? of project design?

Although UNDP had just developed the Project "Supporting the fulfillment of the Sustainable Development Goals (SDG) in Mexico through open government practices, citizen participation and the strengthening of transparency" during the years 2016-2019, the replacement of almost the entire work team prevents knowing whether the opinion of the members of the previous team and the counterparts with whom they were already working was taken into account, since when requesting the information from the team members, the answer was no They were part of the previous project, in addition to not knowing whether or not the perspective of those who would be affected was taken ⁽²¹⁾.

When interviewing various members of the CSOs that make up the RNA, who were part of the First Call for Co-responsibility of Civil Society Organizations with Local Anti-Corruption Systems, they indicated that for the development of the new project they were not consulted but were invited to participate in the implementation of Product # 1: Citizen Oversight Mechanisms (COMs), in Product # 2: accompany the formulation, strengthening and implementation of the State Anticorruption Policies (PEAs) and in Product # 5: in the construction of the Corruption Risk Management Model.

At the level of government organizations, INAI members indicated that they have carried out various coordination of projects with UNDP and that much work is being done to draw up agreements prior to project implementation.

In the case of SESNA, the previous relationships that several of the managers had with some of the current team members were mentioned, which allowed them to have prior knowledge of the quality of their work and their honor.

We were told that in the case of Product # 6, the Corporate Integrity tools took advantage of the tools previously developed by the Business Working Group (GTE), which had been developed in 2019, as in the case of Product # 3, "Guide for Municipalities and Mayors, an open government proposal", was based on a publication previously made by the National Institute of Transparency, Access to Information and Protection of Personal Data (INAI).

Question # 15 To what extent have progress been achieved or achieved in the expected results of the Project and its components?

The summary table of the project indicators indicates that the project will practically achieve 100% of its results. However, various interviewees, both from the business sector and from Civil Society Organizations, consider that it would be appropriate for the UNDP team to follow the implementation processes at the local level for a little longer.

²¹ The final evaluation report of Project 00101491 "Supporting the fulfillment of the Sustainable Development Goals in Mexico through open government practices, citizen participation and the strengthening of transparency", prepared by De Buen Richkarday in September 2019, states that While this evaluation was being carried out, UNDP was negotiating a new project with USAID, but does not provide information on stakeholder consultations regarding the new project. Consult: De Buen Richkarday, Berta Helena. **Final Evaluation Report of Project 00101491 "Supporting the fulfillment of the Sustainable Development Goals in Mexico through open government practices, citizen participation and the strengthening of transparency"**. Mexico City, September 4, 2019. 98 pp.

The results of the New Ethics course in its first two editions indicate that 377 public servants finished in the first cohort of the course, of which 238 were women (63%) and 139 men (37%).

In the second cohort, the course was oriented to the Financial Intelligence Unit (FIU). Of the 36 people who completed the course, 22 were men (61%) and 14 were women (39%).

In the same way, there has been a good participation in the corporate integrity courses, of which 5 editions have been carried out, which is reviewed in greater detail in question # 20. In the first edition, of the total of participants, 30 people were from companies and 18 public servants from different states. In the second edition, the participants belonged to the following sectors: 43 micro-companies, 24 small companies, 41 medium-sized companies, 3 business chambers, 22 public servants and 85 belong to other sectors (external auditors, universities, civil associations, groups and professionals).

A representative of a company that has participated in the training course on corporate integrity, indicated that after having received training and deciding to implement the control and transparency mechanisms learned in the course, he wanted to contact the facilitators of the courses, in order to that could serve as guides or teachers in the implementation process. He indicated that in his case he was in a position to pay his fees but that it was practically impossible to get their phone numbers or email addresses. That it would be good and timely for UNDP to open up the opportunity to have better and greater access to teachers by providing an email address or another communication system for when support for replications is needed.

The opinion of the participants in the courses is that they are of excellent quality and that it is worth training in the UNDP courses.

On the other hand, the Civil Society Organizations of both the RNA and the Second Call have been carrying out a series of local initiatives aimed at using tools to detect acts of corruption; analysis of social programs, training initiatives for other members of civil society, as well as public officials.

The work has been extensive and has covered at least various territories in 14 nation states, which means a coverage of more than 40% of the states. Once again, the work that CSOs of both calls have been doing is of vital importance for the fight against corruption.

Question # 16 What has been the degree of involvement of the most relevant actors?

The involvement of stakeholders related to the project has been key. In Product # 1, the Citizen Oversight Mechanisms (COMs), the initial support of the SFP, the selection of the programs or projects that would be monitored, and the subsequent support of SESNA for the CSOs of the RNA has been fundamental. Component actions were carried out.

In Product # 5, which was related to the Corruption Risk Management Methodologies, the work of the RNA CSOs that have managed this line of work was important. Later, this work was carried out at the level of sub-national territories and said model was piloted in various government entities and in sub-national territories (Product # 2).

Regarding Product # 3, CIMTRA (Citizens for Transparent Municipalities) has already built the toolbox for municipal open government, in collaboration with INAI, and its implementation is still pending at the level of 5 municipalities.

Product # 4, the participation of more than 2000 officials in the training on New Ethics in the Public Service is a substantive achievement.

Similarly in Product # 6, the participation of the business sector in the corporate integrity workshops maintains a consistent rate of participation.

In other words, the actors have been decisively involved and committed to advancing in implementing the various lines of work of the project.

Question # 17 What progress is evidenced in the Project's framework of action that is taking shape in public anti-corruption and citizen oversight policies?

To date, the project does not have a document that systematizes and analyzes the diversity of interventions generated by CSOs from both the first and second calls. The experiences are diverse and multiple, ranging from verification mechanisms on scholarships, support programs for Instances of Women of Federative Entities, Program for the economic Strengthening of Indigenous Peoples and Communities, reforestation programs, fishing programs, analysis of programs of hospital pharmacies, analysis of programs aimed at Micro, Small and Medium Enterprises, etc.

In short, the project shows significant and important progress in the implementation of its various products. There are new methodologies and toolboxes for action in the fight against corruption. There are virtual courses that can help both public servants and companies to train in the field of prevention and control of corruption. The materials are of high quality, and the technical support of the team has been timely, adequate and of significant achievements. There are documents of the various interventions in the lines of work, but the exercise of analyzing the impact that the project is having at the subnational and local level and the lessons learned for future interventions is lacking.

Question # 18 Under the current rate of progress, what is the feasibility of achieving the expected results on the expected closing date for the Project?

The project team has recovered the time that was suffered for the beginning of its execution. With the progress in the results matrix, except in cases of force majeure, the project will reach and far exceed the results expected for the closing day of the project.

Question # 19 What are the main factors that are influencing progress towards results and what factors have been hindering them? (Strengths and weaknesses)

The factors that have influenced the achievement of results is the excellent work team that UNDP has managed to articulate. Additionally, the quality of the organizations that were selected both in the first call (RNA) and in the second call. Although, in both cases, UNDP made an effort to strengthen these organizations, several of them had already been working in the field for several years.

During the interviews, it was a general feeling that the processes experienced during the selection of the organizations that would make up the working groups, in the case of the second cohort (although some members of the RNA also mentioned it), indicated that the selection processes were very transparent and clear. The selection criteria and the selection committee formed by UNDP guaranteed the transparency of the processes.

Even though the COVID-19 pandemic hindered the start of work, both the UNDP project team and the teams of the RNA and the second cohort organizations have been highly responsible for carrying out the activities that They were proposed. The transition to virtual modalities for very few CSOs represented a difficulty, which could be overcome in a short time. The products, with some delays, not very significant, have been achieved.

A weakness is the difficulty that UNDP manifested at some point in maintaining and sustaining the project work team. Also the enormous workload that some of its members had to suffer ⁽²²⁾ due to the slowness in the selection and appointment processes of the team members. This requires a thorough review by the UNDP authorities.

It is recognized that the accompaniment and monitoring work carried out by the project's team of specialists, as well as by its general and administrative coordinator, have been of very good quality.

Question # 20 Has the project's multi-year work plan been complied with?

The Project in its beginnings had the direct and close collaboration of the Ministry of Public Function. It is expected that through this articulated work, actions by Civil Society Organizations to influence processes of control and accountability will be strengthened. The idea was to advance in the development of capacities at the subnational level through the creation of the Citizen Oversight Mechanism (COMs), and it was expected that they would be strengthened throughout the 3-year duration of the project. The provisions of the project have been complied with by developing the methodological proposals, piloting them and rendering a report, but with a view to strengthening the structures that make up the Local Anti-Corruption Systems; the strengthening of follow-up or monitoring mechanisms, the strengthening of civil society actions, is still an initial step. There is still a lot of work that needs to be done especially at the local level.

The virtual courses have been fulfilling their mission and people can take them whenever they want, but it is in the strengthening of local capacities that the task of the fight against corruption must still fight its best battles.

The work with the SFP was mainly focused on Citizen Oversight Mechanisms (COMs) (Product # 1), as well as on the course "New Ethics and Integrity in Public Service" (Product # 4) and on strengthening and giving related corporate integrity workshops compliance with article 25 of the General Law of Administrative Responsibilities (Product # 6). Product # 1 and Product # 6 were taken over by SESNA. Other lines of work developed jointly with the Executive Secretariat of the National Anticorruption System (SESNA), within Product # 2, these lines of work were: line # 2: Agreement with Comité Ciudadano del Estado de Colima, A.C. to participate in workshops and consultation forums for the construction of the Corruption Risks Methodology and collaborate in its pilot implementation (Line 2 of Work with the RNA); line # 3: Agreement with Tierra Colectiva, Ciudadanía y Género, A.C. to promote proposals for variables contextualized at the local level of various states in order to build a Model for Monitoring and Evaluation of the National Anti-Corruption Policy (Line 3 of Work with the RNA); Line # 4: Agreement with Solidaria México, AC to contribute to the strengthening of anti-corruption strategies of the Local Anti-Corruption Systems and civil society through the generation of gender perspective mainstreaming tools with a Human Rights approach within the framework of the PNA (Line 4 of Work with the RNA); Line # 5: Agreement with Organización Juvenil Mexiro, AC to contribute to the strengthening of the capacities of the Local Anti-Corruption Systems through a bank of good practices, recommendations and the systematization of the consultative and participatory processes of the State Anti-Corruption Policies.

²² In the review of work materials, minutes, monitoring of counterparts, drafts, inputs for publications, etc. the names of two or three members of the team are found who have practically had to be in all the work fronts of the project.

Additionally, the Second Call for Co-responsibility of Civil Society Organizations with State Anticorruption Policies and the National Anticorruption Policy was carried out jointly by USAID, UNDP and SESNA. This call was made in August and concluded in October 2020. A total of 64 applications were received. Of these, 9 proposals were selected.

During a little more than the first semester of 2020, the UNDP team also worked with the team of the General Directorate of Transparency and Open Government of the SFP, in order to develop an open government policy for the federal government, without However, it was not possible to develop this policy, so a Toolbox for Municipal Open Government was developed with INAI, which corresponds to Product # 3. This work has been carried out in collaboration with Citizens for Transparent Municipalities (CIMTRA). Said toolbox is based on the content of the "Guide for Municipalities and Mayors, an open government proposal", published by the National Institute of Transparency, Access to Information and Protection of Personal Data (INAI) and the National System of Transparency. This box will be piloted in five municipalities. The guide is practically available, but it is necessary to advance in the pilot tests in the five municipalities.

In relation to Product # 4, we already mentioned it previously in relation to the activities planned with the SFP.

In product # 5, this product corresponds to line # 2 of the work of the RNA organizations. In this product, the UNDP team has worked in collaboration with the Executive Secretariat of the National Anticorruption System (SESNA), the Mapping of good practices: Corruption Risk Management Methodologies was published, which was developed based on the 12 good practices and in consultations with civil society. This work was presented in December 2020. During the entire second semester of 2020, a number of analyzes were carried out implementing the model for managing corruption risks. This is how events were held in: the drug supply system in the State of Colima. Identify possible risks of corruption in the actions implemented by the Government of the State of Durango, focused on the economic reactivation of Micro, Small and Medium Enterprises within the framework of the Contingency due to COVID-19 through the Durango Fund Trust. Another exercise was carried out in the State of Quintana Roo where behaviors associated with acts of corruption were identified (bribery, embezzlement, fraud, abuse of power, nepotism, patronage, conflict of interest, among others). In this period, four Corruption Risks Identification documents were completed for Sinaloa, Colima, Quintana Roo and Durango.

In product # 6: strengthening and giving corporate integrity workshops linked to compliance with article 25 of the General Law of Administrative Responsibilities, within the framework of the Business Integrity Register initiative promoted by SFP, the UNDP project team established as final products the stratification of the six corporate integrity tools previously developed by the Business Work Group (GTE) in 2019. A virtual course was also designed for MSMEs on Corporate Integrity, and a course for replicators.

The Corporate Integrity Course for MIPYMES has now been 5 editions. The first edition was held from March 10 to 26, 2021. This edition was open to the general public as part of the launch. Among those who concluded are SESEAs from the following states: Coahuila, Oaxaca, Veracruz, Yucatán, Zacatecas; and CPC Sinaloa. 129 people signed up, of which 72 people signed up. Of these, 41 were women (57%) and 31 were men (43%).

The second edition of the course was held from April 19 to May 9. We worked together with the Research, Analysis and Opinion Group of the Chamber of Deputies (GIAO). 454 people enrolled, of which 218 completed the course. Of those who completed the course, 104 were women (47.7%); and 114 were men (52.3%).

The third edition of the course was carried out with SESEAS from the states of BCS, Mexico City, State of Mexico, Guerrero, Hidalgo, Jalisco, Michoacán, Nuevo León, Oaxaca, Puebla, Tamaulipas, Veracruz, Yucatán, Zacatecas. CPC of Quintana Roo, Zacatecas. Members of CPC also participated. 346 people enrolled and 282 concluded. Of these, 129 were women (45.7%) and 153 were men (54.3%).

The fourth edition of the course was held in its Executive Secretaries, Citizen Participation Councils (CPC) and Business Chambers, it was held virtually from June 21 to July 2, 2021. 92 people enrolled, and 48 people concluded, from of which 28 were women (58.3%) and 20 were men (41.7%).

In relation to the geographical origin of the participants, the cities with the most representation were: Mexico City, Oaxaca and Monterrey. In general terms, all areas of the Mexican Republic contributed. There are valid concerns, such as the urgency of knowing more about methodologies for risk identification, the need to share this knowledge with all personnel, and the usefulness of periodic audits.

The fifth edition of the course was held from August 2 to 13. 576 people signed up and 400 people finished. This course was worked jointly with COPARMEX, CMIC; public servants belong to TFJA, Comptrollers' Offices, municipal governments, among others; the other people reported come from academia, advisers, offices, international organizations. The participating SESEAs are from the states of Baja California Sur, San Luis Potosí, Sonora, Quintana Roo; The reported CPCs are from the states of Oaxaca and Michoacán. Of the participants who completed the course, 218 were women (54.5%) and 182 were men (45.5%).

Finally, it should be noted that most of the participants found out about the course by email and direct invitation. Likewise, the dissemination actions of the Executive Secretariat of the National Anticorruption System (SESNA) and the Mexican Chamber of the Construction Industry have been important.

The evaluation results of the courses, at the end of the activities confirm that the course is valued as excellent by the participants. On average, in terms of quality, it receives a rating that ranges between 4.8 and 4.96 / 5. In addition, all the participants would recommend it to other collaborators or owners of an MSME

From June 21 to 24, UNDP, with the support of the United States Agency for International Development (USAID) and in partnership together with the Executive Secretariat and the Citizen Participation Committee of the National Anticorruption System, they convened the First Edition of the Course “Pre Para Ré: Prepare to replicate Corporate Integrity”, in which 30 members of companies, as well as Executive Secretariats participated and Committees for Citizen Participation of State Anti-Corruption Systems, from 13 states. The course is based on the tools and resources to promote integrity in MSMEs that have been developed within the framework of the Project. This First Edition of the Pre Para Ré Course was developed in four sessions of two hours each, in which effective pedagogical techniques for trainers in corporate integrity and good practices for the implementation of article 25 of the General Law of Administrative Responsibilities were addressed. as well as international and national regulations on the matter.

The OECD report on Integrity in Mexico indicates that it is important to advance in “specifying institutional responsibilities in the public sector, establishing clear priorities, ensuring adequate mandates and capacities to fulfill assigned responsibilities, and promoting cooperation and coordination mechanisms at the central level, as well as as well as between the federal and state levels of government”. It also indicates that “a large part of the added value of the SNA consists

of bringing together key actors, to better align policies and approaches, and cooperate in implementation... Inter-institutional coordination mechanisms for collaboration, both vertical and horizontal, will be more important than never under the new institutional anti-corruption provisions ... Requiring agencies to establish their own anti-corruption plans, based on their own specific risk mapping exercises, could help address this issue ”⁽²³⁾.

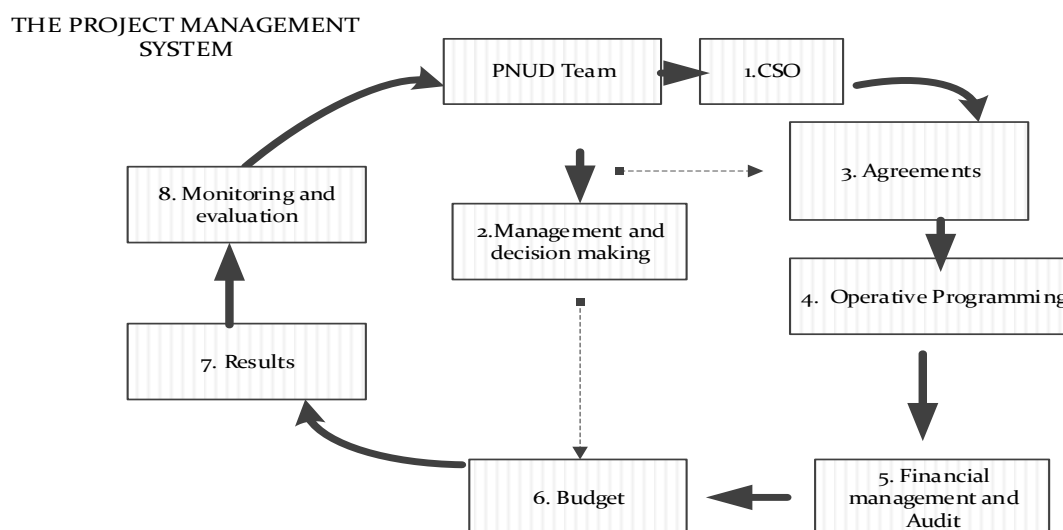
So we can affirm that: the project has made progress with the development of its annual plans, although it would be commendable if it collects and systematizes the experiences that it is planting along the way.

Question # 21 Have the logical framework, work plans or any changes made to them been used as management tools during the implementation of the Project?

Both the project team and the Civil Society Organizations that have been working together (CSOs from the first and second calls) have used the logical framework as a management tool. For the RNA organizations, at the time as for the CSOs of the second call, various trainings were given on the management of the logical framework. During almost 3 months, at the beginning of the interventions with these CSOs, they were guided so that they could adjust the components, products or activities that were required to be carried out in order to achieve the objectives set. The results have been very successful. By being able to properly center the products, dispersion was avoided, as well as eliminating those results that would be unattainable for the time in which the project would be executed.

In the following graph (graph # 5), the management system used by the project team is shown, which essentially follows the classic path of project formulation and execution.

Graph # 5: The execution cycle of the Project: 00112866 “Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development”. August 2019-September 2021.



In addition, the system of indicators as shown in the following table, indicates substantive progress in the goals that should be achieved by the project. The logical framework presented below is the one that the team members are currently negotiating with the USAID authorities, responsible for monitoring the project.

²³ In the review of work materials, minutes, monitoring of counterparts, drafts, inputs for publications, etc. the names of two or three members of the team are found who have practically had to be in all the work fronts of the project.

Table # 10: Matrix of indicators as of September 25, 2021 of the Project: 00112866 “Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development”. August 2019-September 2021.

Description	Indicators	Target	Source	Progress to September 25, 2021	%	Comment
Outcome # 1	Number of indicator: 1 Name of indicator: Number of Citizen Oversight Mechanisms piloted by Civil Society Organizations (CSOs).	5	Quarterly and final reports from the CSOs in charge of implementing the pilot tests (OPM), and the final report from GESOC.	5	100%	The pilot mechanisms must be implemented by the CSOs of the National Anticorruption Network (RNA). By the end of fiscal 2021, five COMs should have monitored performance, analyzed corruption risks, and issued observations and recommendations on public spending matters. Goal achieved.
Outcome # 2	Indicator number: 2 Indicator name: Number of CSOs of the National Anticorruption Network (RNA) and / or of the Second Call for Co-responsibility that present proposals to the Local Anticorruption Systems and local authorities.	8	The data comes mainly from official CSO activity reports and proposals.	9	112%	A proposal (mechanism, program, policy, observation, recommendation or monitoring activity) will be counted if it is initiated by a CSO of the RNA) or from the Second Call for Co-responsibility and is presented to the members of the Local Anti-Corruption Systems (CPC, Executive Secretariats or agencies that are part of the Coordination Committees) and local authorities. The objective is that at least 8 CSOs present proposals to their respective Local Anti-Corruption Systems / authorities.
Outcome # 3	Indicator number: 3 Indicator name: Number of municipalities that acquire knowledge and technical skills on how to implement the Open Municipality Toolbox.	3 year in the 3rd year.	Two Documents: Systematization of Results and Evaluation of Capacities Strengthened.	0	Not yet done	The knowledge and technical skills on the relevance and means to implement the Open Toolkit of municipalities will be documented in two final documents generated by UNDP: 1) The systematization of the results of the pilot implementation of the box of tools in the municipalities 2) Evaluation of the strengthened capacities of the municipalities. and a section of recommendations for the effective implementation of the toolbox (what works and what doesn't) and a compilation of practices that strengthen the transparency and accountability of government activities. The goal is for 3 municipalities to acquire technical skills on how to implement the pilots. It has not yet been implemented.

Description	Indicators	Target	Source	Progress to September 25, 2021	%	Comment
Outcome # 4	Number of the indicator: 4 Name of the indicator: Percentage of public servants surveyed who report understanding their role in strengthening public integrity.	70%	Survey data	The trainings have been carried out, but the impact measurement or the results achieved after some time of having received the training have not been carried out.	%	After completing a training course on ethics and transparency, public servants, at the local and federal level, will answer a survey to measure how much impact the course had on the way public servants understand their role in strengthening integrity public. A sample of public servants exposed to these interventions will be surveyed to obtain the data. The goal is for at least 70% of public servants who complete the course to obtain a score of 70% or higher on the survey.
Outcome # 5	Indicator number: 5 Indicator name: Number of RNA CSOs that deliver recommendations, derived from the application of the Corruption Risk Assessment Model and the sectoral methodology, to the authorities responsible for the local implementation of the social program.	7	The data comes mainly from official CSO activity reports and proposals.	Final report of the CSOs in charge of implementing the methodology. 4 proposals / reports have been made to authorities	57%	This indicator refers to RNA CSOs that monitor the delivery of public programs. To be accounted for, a CSO has to issue recommendations to the authorities in charge of the local implementation of the social program, after the application of the Risk Assessment Methodology.
Outcome # 6	Number of indicator: 6 Name of indicator: Number of business chambers that, after receiving the training of trainers course, teach the course to their respective members.	8	The data comes mainly from the information and evidence provided by the cameras. These data are not yet available.	The data comes mainly from the registration of the training, the attendance list and the interviews with the MSMEs, to ensure that the workshops are reproduced correctly to the MSMEs.	Data not yet reported	Considering a minimum of 12 chambers, national or sub-national, to be trained by UNDP as trainers, it is estimated that at least 8 of them replicate the training through workshops aimed at MSMEs. UNDP will ask chambers to provide evidence to support that the course was carried out and replicated correctly (recording of training, attendance list, and interviews with MSMEs).

Description	Indicators	Goal	Source	Progress to September 25, 2021	%	Comment
Outcome # 6	Number of the indicator: 7 Name of the indicator: Number of Local Anti-Corruption Systems that, after receiving the training of trainers course, give the course to MSMEs.	7	The data comes mainly from the registration of the training, the attendance list and the interviews with MSMEs, to ensure that the workshops are correctly reproduced to MSMEs.	The data is not yet available. The Local Systems are expected to replicate the course in 2022	%	Considering a minimum of 12 Local Anti-Corruption Systems (CPC or Executive Secretaries, and other agencies that are part of the Coordinating Committees) to be trained by UNDP as trainers, it is estimated that at least 7 CPCs or Executive Secretaries replicate the training through workshops aimed at MSMEs. UNDP will ask members of the Local Anti-Corruption Systems to provide evidence to support that the course was carried out and replicated correctly (recording of training, attendance list, and interviews with MSMEs).
Outcome # 6	Indicator Number: 8 Indicator Name: Number of MSMEs that implement integrity tools and good practices developed by the Project.	15	UNDP monitoring reports.	Various trainings have already been carried out.	Data not yet reported	Considering a minimum of 15 MSMEs to implement at least 1 of the 3 corporate integrity tools previously developed by UNDP. To ensure that the integrity tools are properly implemented, the Project will provide technical assistance to MSMEs and will generate a report that will monitor the progress of the implementation of the tools.
Outcome # 4	Number of government officials receiving anti-corruption training supported by the United States Government.	500	records of participants, satisfaction surveys.	So far 413 officials have been trained	82.6%	The objective is 500 trained public officials, 400 for year 1 and 100 for year 3.
	Number of men	200		139	70%	
	Number of women	200		238	119%	

Description	Indicators	Goal	Source	Progress to 25 December September 2021	%	Comment
	Number of mechanisms for external supervision of the use of public resources supported by assistance from the United States Government.	5	Data on interventions or actions taken by parliaments, audit bodies, the ombudsman, anti-corruption bodies and non-governmental organizations.	5	100%	Mechanisms are interventions or actions taken by parliaments, audit bodies, the ombudsman, anti-corruption bodies and non-governmental organizations. External oversight refers to the actions taken by those actors to monitor, disclose, highlight, discipline, investigate, or otherwise draw attention to the use of public resources in a particular country. For the purposes of the activity, it can be stated that there is a defined external oversight mechanism in the form of the OCOs that UNDP will support. Through these mechanisms, CSOs can monitor performance, analyze corruption risks, as well as submit complaints and observations. It is expected that during fiscal year 2020 5 pilots of the OCIs will be implemented and by fiscal year 2021 those mechanisms will be considered successful if they are fully formed according to the relevant guidelines.
	Number of people affiliated with non-governmental organizations receiving anti-corruption training.	9		70	777%	Training is defined as in-service technical training for people affiliated with CSOs. The training should follow a documented agenda with the expected competencies for the learners and a discernible learning objective. In this context, people affiliated with CSOs will be trained for two purposes: to comply with regulations and provisions that are expected due to collaboration with international organizations and agencies, and also to empower them with tools and knowledge to manage and implement projects successfully. . Given that these organizations are generally small, it is expected that at least one person per organization will be trained, disaggregated by gender. "

Indicators 6,7 and 8 (Outcome # 6) have not been reported because the activities are in process implementation.

Question # 22 is internal and external communication of the FSP and effective?

Yes. In various interviews both inside the team, and towards counterparts, people told that communications are constant, regular, both for planning as well as for monitoring actions.

The project team holds weekly meetings through the Teams platform to learn about the progress in product development, as well as to establish follow-up actions. It also holds monthly monitoring meetings in order to make a periodic analysis in the progress of the achievement of the indicators, also remembering that the project has a specific official to the follow-up and monitoring of the lines of work. This is also reflected in the milestones that are reported bimonthly by the members of the project team, as well as by the Excel spreadsheet of the record of activities and meetings, as well as the meeting minutes and the quarterly reports that are produced both for UNDP and USAID.

With CSOs, frequent individualized monitoring is carried out both through computer platforms such as WhatsApp, Zoom, and others, as well as through phone calls and emails. Separately, a follow-up is done through the rendering of accounts by the administrative platform enabled for this purpose within the structure of the project.

Virtual meetings are also held with the CSOs that are members of the lines of work. So the monitoring is frequent and constant.

Question # 23 Does communication with counterparts contribute to the knowledge of the results of the project and its activities?

Yes. The counterparts indicated that the follow-up by team members has been timely and constant. Like the spaces of exchange with their peers. Thanks to this type of relationship, quite horizontal, they learn about the progress of the various lines of work. Additionally, several of the lines of work were established in collaborative work by various CSOs. They only indicated that a topic that has taken them a long time is one that relates to publications. The handling of the logos, as well as the disclaimers, indicated, many times, takes more time than it should; and it turns out to be extremely laborious.

Question # 24 To what extent has the general objective of the Project of contributing to the strengthening of good governance in Mexico been achieved through open government practices, citizen participation, transparency and anti-corruption, as well as contributing to the fulfillment of the SDGs?

As we have seen, this objective has been achieved at a significant level. Work on the training of human resources, but, above all, the advocacy actions of Civil Society Organizations have been sustained over the last year and a half. Both SESNA and INAI members, interviewed during the evaluation of this project, indicated that they will continue to push the methodological processes initiated through CSOs, but that it would be important for UNDP to consider continuing to provide technical assistance, providing and supporting these types of initiatives. The work that still needs to be done at the local and subnational level is still vast, and the country is just beginning to wake up from the nightmare that so many years of government corruption have meant.

Question # 25 To what extent has the purpose of the Project been achieved (according to the Results Framework) that civil society, the private sector and the government of Mexico strengthen their capacities for the collaborative promotion of transparency, citizen participation and the promotion of anti-corruption practices?

The initial momentum has been achieved with a variety of initiatives, but work remains to be done to consolidate those results.

Several of the people from CSOs interviewed for this evaluation indicated that it would be appropriate for UNDP in general to make progress in the preparation of corruption risk maps by States. They indicated that this would allow a global vision of those states where the risks of monitoring corruption may also imply personal security risks for CSO members.

It was also said that in the states the governors have a lot of power, in addition to the fact that several states of the republic are highly affected by groups linked to drug trafficking. They indicated that it would be valuable to have periodic analysis of the political situation that allows us to understand the forces that are moving within the States and their incidence in cases of corruption.

6.5 Sustainability

By sustainability we are going to understand the degree to which the benefits of the initiatives continue once the external development assistance has ended.

Question # 26 What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) would be insufficient to achieve project results and sustain benefits over time?

In this type of work, UNDP should consider sustaining initiatives beyond one year, which is what on average occurred through CSO interventions. Although UNDP has very strong allies through SESNA, INAI, some chambers and other organizations, the same does not happen with CSOs, some of which, despite the good work they do, are subject to the fluctuations of financing external.

The work carried out by CSOs, not only in the measurement and monitoring of state policies, has implied a strong relationship with state authorities. In many cases it has been possible to transfer knowledge, as well as tools and work instruments, but it was the feeling of the majority of the representatives of these CSOs that it is still necessary to advance in the maturation of processes.

It is also recognized that the replacement of authorities in various states and municipalities, as a result of the electoral processes experienced recently, requires a new start to articulate with the new groups.

Question # 27 Are there social or political risks that could affect the achievement of results?

At some point there was a risk that certain anti-corruption structures could disappear (SNA), but fortunately the storm passed, and today it is considered that these organizations should continue working and being strengthened in the face of the immense task they have to articulate. adequate national responses.

The OECD report on Integrity in Mexico states that: “if corruption is not dealt with effectively, it will be impossible to address many of the other serious problems facing the country in the same way: drop in productivity and competitiveness, persistent inequality, serious regional security issues and several more.” The report states that “the experience of OECD member countries indicates that an effective, comprehensive and coherent public integrity system is essential to enhance integrity and prevent and curb corruption.”

In terms of risks, the project in its Results Matrix indicates some, however, it does not determine if the probability that they actually materialize is High, Medium or Low, which would have helped it to design emerging measures before the realization of the risks. risks rated as high.

Among the risks mentioned in the Results Matrix we have:

1. The interventions do not affect the deeply ingrained practices of corruption in the country.
2. The government of Mexico reduces the emphasis currently placed on the fight against corruption.
3. The government of Mexico reduces existing support for anti-corruption institutions.
4. The authorities are unwilling to provide genuine spaces for civil society participation.
5. Civil society interventions do not produce viable recommendations.
6. The government of Mexico alienates civil society and the private sector or prevents collaboration.
7. Civil society does not have the capacity to maintain a high level of participation.
8. No municipality is willing to collaborate in the Open Government pilots.
9. MSMEs and public servants do not participate in courses.

During interviews with members of CSOs that implement methodologies for the analysis of corruption risks, as well as Citizen Verification Mechanisms, they consider that reaching subnational governments accompanied by SESNA and with the support of UNDP and USAID has facilitated the job. They consider that there may well be some political risks when the interests of powerful groups linked to corruption are touched, up to now these risks have not occurred in the tests of methodological instruments and in the first verification tests.

In the UNDP programmatic framework for Mexico, it is indicated that the entities of the National Transparency System and other independent institutions will be provided with instruments and strategies to promote transparency and openness to the public ⁽²⁴⁾. So the work must continue to expand to other territories and to other types of government or business structures that require the tools that the project is generating.

Question # 28 What actions are required to guarantee the continuity of activities during the rest of the life of the Project and beyond its completion?

Given that the project team has carried out an adequate management of the resources, and that, at the present time, the project still has a remaining 46% of available resources, the activities will continue for a while longer. In addition to this, as we have already mentioned previously, public bodies have expressed their interest in continuing the various actions generated by the project. SESNA executives indicated that the fight against corruption risks continues to be a priority for the System, and that this institution will continue to work in that direction.

²⁴ United Nations Organization. Executive Board of the United Nations Development Program, the United Nations Population Fund and the United Nations Office for Project Services. **Program document for Mexico (2021-2025)**. First regular session of 2021. New York, February 1-4, 2021. 17 pp.

During the interviews, several of the CSO members indicated that they have reached a high level of competence in the processes that they were articulating at the local level. That this opens up the possibility of being able to offer this type of services to other organizations, both public and private, but that it is also possible that they can sit down to negotiate projects that strengthen this type of initiative with other cooperation agencies. However, they indicated that it would be very timely if the UNDP team could guide them to where they could look for possible sources of financing to continue with this type of work.

Regarding the New Ethics and Integrity in Public Service course, remember that it is already part of the platforms and training programs offered by the SFP, thus guaranteeing its continuity.

In the same way, the Corporate Integrity course can continue to be offered through some of the SESNA platforms, or through an agreement with some of the subnational governments.

Question # 29 To what extent has a sustainability strategy been developed or implemented, including capacity building of the main national stakeholders

At the time of the mid-term evaluation of the project, the UNDP team, although it had been in dialogue with the different partners on sustainability, there was not yet a clear strategy on it. The project document contains a sustainability strategy, but it has not yet been implemented. This is an issue that will require work in the following months, especially at the CSO level.

The UNDP project team links with subnational governments through CSOs, who are the ones that have been in the territory. This is an issue that requires thought. What will happen to all the social mobilization that has been achieved at the level of the territories? How much of what has been worked is sustainable? How can the continuity of the strategies be guaranteed?

The authorities of organizations such as SESNA and INAI, as part of the functions that they have determined by law, consider that they will continue with the work. Several CSO members indicated that they will try to “sell” training services, based on the materials or strategies generated in order to obtain some resources that allow them to continue influencing state policies, but that they see a bit uncertain whether that will work.

Several CSO members indicated that it would be important for UNDP to raise the possibility of longer-term projects, in addition to inviting a table of cooperators who can learn about what is being done within the project so that they may be interested in financing future interventions. . They also indicated that it is possible that financing can be found with state governments, but that many times these financing also limit the independence to be able to make judgments and opinions that are not to the liking of the authorities of said entities.

6.6 Good practices and lessons learned

Question # 30 What have been the good practices generated by the project?

In the framework of the evaluation, we understand *good practices*, as those actions that, due to their characteristics and / or effectiveness, must be rescued for emulation or replication in future processes with similar characteristics. Here are some of the good practices indicated by the interviewees for this evaluation:

- The work articulated and coordinated with entities such as SFP initially, and later with SESNA and INAI, which has allowed the project to have not only the political support of these institutions, but also with the high-level technical teams that have advised and advised the various lines of work of the project.

- The articulation processes between CSOs and local governments, thanks to the intermediation of SESNA; in addition to the prestige and support of working with organizations such as UNDP and USAID.
- The diversity and richness of the lines of work that has made possible the development of tools and specific intervention methodologies in the field of the fight against corruption at the local level. Among them are the tools for monitoring corruption risks, as well as those for corporate integrity.
- The transparent processes and the very good selection of CSOs that would implement various lines of action of the project. As well as the training and strengthening processes that were carried out with each of them prior to the beginning of the implementation processes of their lines of work.
- The development and implementation of virtual platforms that have facilitated the interrelation between parties, as well as operational work, training, etc.
- Capacity building, especially in second call CSOs. This has been an important success because, even with the limitations of the sustainability of the interventions, it has left installed capacity at the level of sub-national and local territories.
- Virtual courses that can be taken by public officials, businessmen, students, etc. at different times, according to the availability of time that people have.
- The tools of the open government toolbox at the municipal level are also being valuable, but their validation process is still lacking.
- The working relationship that has been established with the business chambers and the potential of continuing to train in corporate integrity. As the supply is generated, the demand for this type of services also begins to be generated.

Question # 31 What have been the lessons learned from the implementation of this project?

1. The project was formulated with the main objective of strengthening and maintaining the accountability and transparency of the Government of Mexico, therefore it contains a series of lines of work and technical and financial support that is aimed at strengthening the capacities of both government institutions and Civil Society Organizations. The project does not seek to replace the role of institutions but rather to strengthen them and accompany them with a series of methodological exercises that place the fight against corruption at the center.
2. The importance of locating the lines of work oriented to specific results. The generation of methodological strategies, plus the pilot tests allow us to have very useful tools that can later be used in broader contexts.
3. The importance of managing corruption risk management tools is seen by various members of CSOs as one of the great lessons learned in this project.
4. The project has established important working links between government agencies and CSOs. The role of UNDP as a bridge or mediator in relationships is widely valued. The sense of complementarity, the support for citizen initiatives, and the assessment of the experience of the team members has served to promote various local and subnational intervention strategies.
5. Timely and high-level technical assistance is highly valued by both government organizations, CSOs, as well as representatives of business chambers.
6. Not having clearly defined gender indicators that allow measuring not only the role of women in the fight against corruption, but also how it affects them is a lesson learned as a debt pending to be repaired in this and future interventions.

Question # 32 To what degree have the previous lessons learned been internalized by the project, both in design and implementation?

The members of the project understand that it is important to continue betting on strengthening government entities in their fight against corruption. They see CSOs as very valuable allies, but consider that work must still continue to strengthen the spaces for citizen advocacy at the subnational and municipal government levels.

They understand that the transition to virtual modalities has been very valuable, that this helped to advance in the development of the products, but that in due course it will be necessary to return to face-to-face actions. So hybrid actions (face-to-face and virtual) will be part of the new dynamics in this or future projects.

They also understand that the transition processes of state and municipal authorities, with the incorporation of new members, will again require a propping up of actions, in order not to lose the progress that has been made up to this moment, in the implementation of the project. .

For USAID representatives, in a previous project there were 2 project coordinators and that created some difficulties. The current figure of the sole coordinator is considered adequate, so it is assumed that the lessons of the previous project have been learned.

In addition, although the current project is not a continuation of the previous project, it does take up some of the elements worked on in the previous period, such as resuming contact with the members of the RNA, issuing the Second Call for Co-responsibility, creating the course of corporate integrity based on the work carried out by the Business Working Group (GTE) in 2019.

In the first meeting of the project Board, it had been recommended to systematize the valuable experiences of the previous project, while collecting current experiences. It is important that resources are allocated for this type of initiative, given that the project has generated not only methodological strategies, but also experience in the local and sub-national field of measuring and monitoring public policies and creating citizen oversight mechanisms.

7. Analysis of Results

OECD in its study on integrity in Mexico maintains that: “the new national and local anti-corruption systems in Mexico have the potential to generate “radical changes ”in the country's anti-corruption agenda by addressing the fragmentation of policies , improve coordination for a more effective implementation and end impunity ”⁽²⁵⁾.

As we have seen throughout this document, the various lines of action and products generated within the project are timely in order to strengthen national, regional and local systems in anti-corruption actions. The project has been aligned to national needs, as well as to the lines of the cooperation matrix of the United Nations System and UNDP with Mexico.

²⁵ Organization for Economic Cooperation and Development (OECD). **OECD Study on Integrity in Mexico. Key Aspects.** México, DF 2017.

Throughout this document we have reviewed the relevance of project 00112866 "Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development", and we have seen its importance in the development of methodological tools, in accompanying citizen initiatives, in strengthening some state institutions in their fight against corruption. We have also verified the social mobilization produced by the CSOs linked to the project, both from the First and the Second call for Co-responsibility of Civil Society Organizations with the State Anticorruption Policies and the National Anticorruption Policy.

We have also seen how the project is responding to the priorities of government public policy and the international commitments of the government of Mexico, both in relation to the 2030 Agenda, and in relation to the commitments related to the protection and guarantee of the Human rights.

The OECD document notes that, "in effect, corruption exacerbates social and economic disparities, by allowing the undue influence of special interests to capture the cycle of public policy and reduce the response capacity and effectiveness of such policies, especially to the detriment of marginalized groups. Corruption also limits fair and equitable access to public services, such as education and health, which are crucial to offer opportunities for social mobility".

The project, in addition to being very efficient in managing resources, has also been very effective in achieving results. The efforts made by the 18 social organizations that are part of the first and second calls have been laudable in terms of bringing not only the testing of methodological tools and their testing to the territories, but also the debate, reflection, processes of training, and the involvement of both local authorities and other social actors in the fight against corruption.

The OECD's Mexico Integrity Review shows that if corruption is not addressed effectively, it will be impossible to address many of the other serious problems facing the country in the same way: falling productivity and competitiveness, persistent inequality, serious issues. regional security and several more.

So the project, in addition to being relevant and pertinent, has been timely and generous in providing new tools and instruments that can be widely used at the national level. Through the Citizen Verification Mechanisms (Product # 1), progress was made in articulating proposals and mechanisms for monitoring public policies at the subregional level. The creation of methodologies to control corruption risks and the good practices systematized in this work (Product # 5), has made it possible that later this control model could be used in specific measurements in various states (Product # 2). The open government toolbox at the municipal level will surely pay off, although during the process of this evaluation it was still under construction. In Product # 4, more than 2000 public officials have been trained in a new ethics of the civil service, as well as the corporate integrity workshops that are bearing fruit, and we will have to wait to see how the UNDP articulates with the business sector a higher level of involvement of the sector in the fight against corruption.

The work with SESNA and INAI is bearing important results. The cooperative work between the UNDP team and the teams from both institutions has been strengthened as the three organizations have high-level human resources; This has allowed CSOs that have had to implement various lines of work to feel strongly accompanied, supported and legitimized by the support offered from these instances.

The National Anticorruption System (SNA) in the few years since its installation has become the spearhead in the fight against corruption in Mexico. The System Coordinating Committee approves policies, initiatives and Projects. The Executive Secretariat has developed technology that facilitates coordination between anti-corruption entities at the three levels of government, and the Citizen Participation Committee — the body made up of five civil society leaders that governs the SNA — developed the National Anticorruption Policy, a document outlining 40 public policy priorities to guide the fight against corruption. The SNA promotes coordination between the different levels of government by building and involving local anti-corruption systems (SLA) in each state.

The project has been clearly situated in this great framework of action. So the alliances that have been established to carry out the various initiatives of the project have been advantageous.

As we have already said in various previous sections, the project has already reached more than 70% of its goals, and those that still remain are yet to be achieved. When it still has a year to live, the project is successful and of very high performance.

7.1 Summary of the evaluation criteria

Table # 11: Evaluation of the Evaluation Criteria: Relevance, Efficiency, Effectiveness and Sustainability of the Project: 00112866 “Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development”. September 2021.

EVALUATION /CRITERIA RELEVANCE	RESULTS (EVALUATION)	RATING
Degree to which a development initiative and its products and expected effects are consistent with national and local policies and priorities, as well as the needs of the beneficiaries. Likewise, it considers to what extent the initiative responds to the priorities of human development and the corporate plan of UNDP in the areas of empowerment and gender equality.	The actions of the project are based on the needs of the Mexican population. It is in perfect agreement with national policies and priorities; the Sustainable Development Goals, and in the priority lines of UNDP work in the country.	RELEVANT
EVALUATION CRITERIA / EFFICIENCY	RESULTS (VALUATION)	RATING
It measures whether the inputs or resources have been economically converted into results. An initiative is efficient when it appropriately and economically uses resources to generate the desired products.	<p>Adequate and transparent use of resources; Management in a timely manner; Highly capable project team. The leadership exercised by the administrative coordinator is exemplary. There is a strong spirit of service and cooperation from the administrative team towards the technical team and counterparts. Excellent internal coordination. The planned activities have been carried out regularly, not detecting any serious inconvenience.</p> <p>While there were delays in the appointment of some staff members, which had an impact on work overload on some team members, at the present time there are no significant delays in project results.</p>	HIGHLY SATISFACTORY

	Despite the COVID-19 pandemic, the project team has been solvent in accompanying the counterparts and effectively meeting their requirements.	
EVALUATION CRITERIA / EFFECTIVENESS	RESULTS (ASSESSMENT)	RATING
It is a measurement of the degree to which the initiative has achieved the expected results (products and effects) and the degree to which progress has been made to achieve those products and effects.	<p>The project has been implementing its 2 main areas of intervention: A. Line of action 1: Citizen participation and open institutions: B. Line of Action 2: Integrity, ethics and anti-corruption practices; with its 6 products:</p> <p>Product 1: Citizen Oversight Mechanisms (COMs).</p> <p>Product 2: Strengthening and implementation of State Anti-Corruption Policies (PEAs).</p> <p>Output 3: Municipal Open Government Toolbox.</p> <p>Product 4: Course "New ethics and integrity in public service".</p> <p>Product 5: Mapping of good practices: Corruption Risk Management Methodologies.</p> <p>Output 6: Corporate integrity workshops.</p> <p>The logical framework of the project is consistent, both in its vertical and horizontal logics. It is well aligned to the achievement of results.</p> <p>Regarding the goals that have been proposed in the project, it has already reached more than 70% of its goals. In various indicators, it has exceeded the goal of more than 100% of what had been established.</p> <p>It has generated the emergence of a significant number of methodological documents and tools for the fight against corruption.</p> <p>It has generated an important mobilization in 14 states of the nation; and has trained a good number of public officials and private entities.</p> <p>The project has generated various processes of social articulation; as well as the development of proposals and guidelines related to the fight against corruption.</p> <p>Through the products, a good number of public initiatives were generated at the subnational government level.</p> <p>In summary, the project has made it possible to significantly advance the objective that has been proposed, which is:</p>	HIGHLY SATISFACTORY

	“to support the efforts of the Mexican government in transparency, accountability, supervision and citizen participation, through a series of pilot initiatives with scalable results, by collaborating with government counterparts in the executive branch, decentralized institutions and selected subnational government entities, with the support of Civil Society Organizations ”.	
EVALUATION /CRITERIA SUSTAINABILITY	RESULTS (ASSESSMENT)	RATING
Measures the degree to which the benefits of initiatives continue after external development assistance has ended.	<p>The project has gradually installed capacities in both governmental and non-governmental actors. The processes of strengthening civil society entities have also been one of the successes of the project, in addition to their geographical distribution, which allows a slightly broader reading of the way in which anti-corruption mechanisms are being built in the country.</p> <p>Despite this, CSOs express their fear that due to the lack of economic resources they will not be able to continue contributing to the strengthening, monitoring and control of public anti-corruption policies, especially in the interior of the country.</p> <p>The two large national bodies with which the project works (SESNA and INAI) will continue to implement and take the various tools and methodologies of the project throughout the country, but we must not forget that to a large extent the various efforts were generated by the CSOs of the first and second call.</p>	MODERATELY LIKELY

7.2 Conclusions

The main conclusions of the evaluation process are as follows:

1. The project design has been relevant and pertinent, in relation to the needs and realities of the Mexican society and government; and has known how to establish lines of work and products that underpin the strengthening of the anti-corruption policy in the country; This has allowed it to be aligned with the major national policies, the UNDP cooperation frameworks, as well as the objectives of the 2030 agenda that are part of the country's development agenda. In particular in objective 16 where there are precise indications of work in the prevention and control of corruption.
2. The various intervention strategies have been highly positive for the success of the Project. The formation of a high-level technical team, the articulation and coordination with institutions such as SESNA and INAI, the selection of highly responsible CSOs with access to territories, as well as the legitimacy of UNDP and USAID have favored the achievement of the proposed objective. .

3. At the present time, the project, with its different components, is in very good health and has a highly professional, consolidated and high-performance work team. The lines of work, as we have seen in the structure of the logical framework, are consistent. The vertical and horizontal logics of the matrix are adequate and result-oriented. The project will easily achieve all the goals that have been established within its results framework.
4. The lines of work established in Products # 1, 2, 3, and 5 have been strengthened thanks to the impulse of counterpart organizations, RNA and CSOs of the second call.
5. Project resources have been properly managed. The administrative processes are very transparent and with documentation that supports the budget execution.
6. The project team has been managerially very agile in recovering time, as well as repositioning itself with a new counterpart such as SESNA to relaunch the project's lines of work.
7. In the beginning, the COVID-19 pandemic represented some challenges for the project team, especially with regard to “Stay at home”, social distancing, isolation measures and mobility restrictions, but the team was very agile in moving to virtual platforms and was able to solve these difficulties both within the team and with their counterparts, giving priority to the health care of its members. This led to some delays that have not been significant in achieving the results.
8. The follow-up and monitoring systems for the project's lines of work have been adequate. The monitoring of counterparts has guaranteed the quality of the products.
9. The implementation of the project has made it possible to mobilize various social actors. Both at the national level and with sub-national governments. Positioning the theme of participation, transparency and the fight against corruption has shown various dynamics in the areas where the project has intervened. There are rich experiences generated by the project in terms of citizen participation.
10. Although there are gender results, they have not yet been analyzed from a broader perspective, remaining at the present time in the collection of some variables that are read only by category of gender, which is still a criterion. very basic to do other types of analysis.
11. The sustainability of the results varies according to each of the actors who have participated in the process. National structures such as SESNA and INAI will continue to push and strengthen the anti-corruption agenda, but at the CSO level there are significant variations depending on the degree of organizational development that each of them has.

7.3 Recommendations

7.3.1 To the project's team

1. The team should value systematizing the experiences generated at the territorial level by CSOs in their testing and piloting processes of anti-corruption methodological tools. The analysis of the relationships with the local anti-corruption structures, the articulation relationships established between CSOs and public bodies, the responses to the findings of the anti-corruption studies, etc., are several of the issues that the project must address in order not to lose the wealth of new elements that it is generating. This is an aspect that was already mentioned in the evaluation of the previous project, as well as by the Project Board, so it would be opportune to take it seriously into consideration.

2. The project team must advance in more specific analyzes on a gender approach that go beyond simply having the data disaggregated by sex. The effort made in the production of tools for mainstreaming the Gender perspective with a Human Rights approach (HR) within the framework of the PNA is an example of this; But it would be necessary to make progress in analyzing the differentiated impacts of the interventions between men and women, the empowerment of anti-corruption groups of women, the gender perspective in the methodology of analysis of policies and public programs analyzed, are some of the issues that can be addressed from the project before it ends.
3. It is important that the project team considers the analysis of results based on vulnerable groups (population in poverty, indigenous population, groups with disabilities, etc.). This requires the team to define a specific approach and work strategy on these population groups.
4. At the present time, the project team has managed to articulate 18 Civil Society Organizations located in different regions of the national territory. These CSOs have proven to be solvent, consistent and responsible, in addition to making it possible to make an “arrival” at the local level. The project team should consider establishing a specific monitoring line for the variety of interventions carried out by CSOs at the territorial level. Given the possibility of extending the project, it is important to assess those interventions carried out by CSOs that have proven to be successful, to continue developing them where they have already been implemented, and to promote them in interventions to other territories.
5. Through this project, advancing with a municipal open government agenda opens up many spaces to continue innovating in this component. It is recommended to consider going beyond the 5 municipalities contemplated in the current intervention of the project. Given the possibility of the extension in the project execution time, considering establishing municipal lines of work by regions would be a possibility that would allow deepening not only in the territorial diagnoses but also in the capacities of local response to the acts of corruption.
6. The project must advance with a clearer and more precise strategy on the way in which it has been working with the business sector. The corporate integrity courses should be the door to move forward with longer-term plans to influence the sector. It is recommended to structure a strategic intervention plan with the sector, defining new lines of work and current and future intervention priorities.
7. It is important that the project team continue working on developing virtual tools and courses that can be used by various people, groups or organizations both nationally and internationally. The quality of these materials and the assessment made by the participants indicate that not only can a lot be learned through these types of initiatives, but also mobilize other actors to action. The project team should share these materials with the other sector programs of UNDP Mexico, so that these materials can be used in other agency interventions.

7.3.2 To UNDP

8. The project fits within the lines of cooperation of UNDP with the country, so, given the different needs and national realities (subnational governments and municipalities), this type of initiative offers the possibility of scaling up projects subsequent, adding what has already been achieved during the performance of this intervention. It is important that UNDP continue to develop and promote these types of projects that lead to the expansion and extension of the intervention model on a larger scale, also considering expanding its sources of financing both with its own resources and from other national and international cooperation agencies.

9. UNDP should consider the possibility of using the various anti-corruption tools that the project has generated within its other areas of work or sector cooperation projects. These tools would expand the margins of work in other areas (gender, inclusive development, environment, poverty reduction, trade, migration, etc.). Including anti-corruption indicators in your other areas of work would add a bonus to what has already been gained from this project.

10. It would be important for UNDP to consider creating or maintaining a specific line to strengthen CSOs and influence anti-corruption policies at the local level, in this and in future interventions.

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9. Annexes to the report

9.1 Annex # 1: Logical framework of the project. June 2020.

Narrative summary	Indicators	Data source	Hypothesis	Risks
Objective: Strengthening the accountability and transparency of the Government of Mexico.	Annual score and rank in the corruption perception index. Percentage of Mexicans surveyed who report victimization by corruption.	Transparency International Corruption Perception Index. Public Opinion in the Latino Barometer Study on Corruption in Mexico.	Integrity through open government; integrity and anti-corruption capacity building support sustained transparency in the government of Mexico.	The interventions do not affect the deeply entrenched practices of corruption in the country.
Purpose: Citizens monitor public affairs through open government practices; the public and private sectors implement functional mechanisms on ethics, transparency and integrity.	Number of Citizen Oversight Mechanisms (COMs) still active at the end of the activity implementation period. Number of proposals at the state level initiated by the National Anticorruption Network that are adopted by the Citizen Participation Committee and presented to the Coordinating Commission to be integrated into the Local Policy / System. Number of MSMEs incorporated into the Integrity Registry after training.	Project documentation	Constant willingness of the main partners of the Government of Mexico to collaborate with UNDP. Local Anticorruption Systems willing to integrate proposals from the National Anticorruption Network.	The Mexican government reduces the emphasis currently placed on the fight against corruption. The Mexican government reduces existing support for anti-corruption institutions.
Results (outputs)	1.1. Number of Citizen Oversight Mechanisms (COMs) in which CSOs are integrated.	Project documentation	Local authorities and federal institutions willing to co-create with civil	The authorities are unwilling to provide

<p>1.1. Consolidated Citizen Oversight Mechanisms (COMs).</p> <p>1.2. State Anti-Corruption Policies formulated, implemented and / or monitored in collaboration with civil society.</p> <p>1.3. Systematized municipal practices of Open Government.</p> <p>2.1. Public servants trained in integrity and ethics.</p> <p>2.2. Corruption risk identification methodologies incorporated into the public policy cycle.</p> <p>MSMEs trained in their integrity and anti-corruption responsibilities</p>	<p>1.2. Number of proposals at the state level initiated by the National Anticorruption Network.</p> <p>1.3. Number of pilot tests that are generated from the municipal open government toolbox, and that disseminate at least one document with recommendations for more transparent government practices.</p> <p>2.1. Percentage of public servants surveyed who understand their role in strengthening public integrity.</p> <p>2.2. Number of Citizen Oversight Mechanisms that deliver recommendations derived from the application of the methodology, to be incorporated by the unit responsible for the implementation of the federal program.</p> <p>Number of members of business chambers that receive training of trainers courses that carry out a workshop for MSMEs in their state.</p>		<p>society and implement recommendations derived from citizen oversight and methodologies for detecting corruption risks.</p> <p>The government and the private sector continue to collaborate to strengthen integrity.</p>	<p>genuine spaces for civil society participation.</p> <p>Civil society interventions do not produce viable recommendations.</p> <p>The Mexican government alienates civil society and the private sector or prevents collaboration.</p> <p>SFP does not have the resources to implement joint projects.</p>
<p>Activities (Inputs)</p> <p>1.1.1 Pilot Citizen Verification Mechanisms</p> <p>1.2.1 Provide funding and institutional capacity building for CSOs that support local anti-corruption systems</p>	<p>1.1.1 and 1.3.1 Number of mechanisms for external oversight of the use of public resources supported by US Government assistance.</p> <p>1.2.1 Number of people affiliated with non-governmental organizations receiving anti-</p>	Project documentation	<p>Sustained interest of civil society in seeking spaces for participation and intervention in the policy cycle.</p> <p>Active participation of MSMEs and public</p>	<p>Civil society does not have the capacity to maintain a high level of participation.</p> <p>No municipality is willing to collaborate in the Open Government pilots.</p>

<p>1.3.1 Develop and test a set of Open Municipal Government tools</p> <p>1.3 .2 Support the implementation of the commitments of the 4th Open Government Action Plan on subnational open government and the monitoring of social programs</p> <p>2.1.1 Develop a capacity development portfolio on ethics and integrity for public servants</p> <p>2.1.2 Support SFP in the integration of the capacity development portfolio in the professionalization programs of public services</p> <p>2.2.1 Develop a corruption risk assessment toolbox</p> <p>2.2.2 Implement the corruption risk assessment toolbox as part of Citizen Verification Mechanisms</p> <p>2.3.1 Provide training of trainers on integrity ad for businesses, focusing on government providers</p>	<p>corruption training supported by the United States Government.</p> <p>1.2.1 and 2.2.2 Number of anti-corruption measures proposed, adopted, or implemented due to USG assistance, to include laws, policies, or procedures.</p> <p>1.3.2 Number of municipalities that apply the municipal open government draft model.</p> <p>2.1.1 Number of government officials receiving anti-corruption training supported by the United States Government.</p> <p>2.3.1 Number of members of the business chamber receiving integrity training.</p>		<p>servants with capacity-building offers.</p> <p>Sustained will of collaboration and continuous support of the SFP to the Citizen Verification Mechanisms and the Integrity Registry.</p>	<p>MSMEs and public servants do not participate in courses.</p> <p>SFP suspends or replaces the Registry of Citizen Verification and Integrity Mechanisms</p>
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9.2 Annex # 2: Terms of Reference

INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

PCI-031-2021

DATE: April 28, 2021

Country: Mexico

Description of the consultancy: "Consulting services for the mid-evaluation of termthe Project "Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development". "

Project name: 00112866 Accountability, citizen participation and corruption prevention for sustainable development.

Duration of the consultancy / service (if applicable): 3 months

The proposal must be sent to via email licitaciones@undp.org before

11:59 p.m. on May 6, 2021.

Any questions regarding this call must be sent to the aforementioned email no later than May 2, 2021. Responses or modifications will be published on the UNDP website no later than May 4, 2021, including an explanation, without identifying the source of the request , to all consultants.

1- BACKGROUND

During three years of implementation, this project will also contribute to the achievement of the anti-corruption goals established in the 2030 Agenda; through the design and implementation of social initiatives that will be guided by: 1) strengthening citizen vigilance and advocacy capacities in the fight against corruption; 2) consolidation of sustainable spaces for a dialogue between government and civil society, as well as the co-creation of policies on the subject. With this, transparency will be increased and the conditions will be fostered to reduce corruption and facilitate the development of innovative solutions in full harmony with Goal 16 of the Sustainable Development Agenda.

1. BACKGROUND AND CONTEXT

The United Nations Development Program is the lead United Nations agency working in 170 countries and territories to eradicate poverty, reduce inequalities and build resilience. In addition, it is the agency that leads the efforts to achieve the Sustainable Development Goals (SDG), contributing to the implementation of the 2030 Agenda through interventions for development contextualized in the socio-political realities of the local sphere.

One of the main areas of UNDP work in Mexico is that which is dedicated to the generation of conditions for democratic governance (through the generation of impartial spaces for dialogue, the creation or consolidation of transparent institutions that are accountable and promotion of

inclusive and participatory decision-making schemes), which contributes to the achievement of SDG 16.

In this sense, UNDP in Mexico, with funding from the United States Agency for International Development (USAID), launched the Project “Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development”.

This Project is largely based on the lessons learned, results and recommendations derived from the monitoring and evaluations of the Project “Supporting the fulfillment of the Sustainable Development Goals in Mexico through open government practices, citizen participation and the strengthening of the transparency”, implemented by UNDP Mexico, also with funding from USAID, between 2016 and 2019. As a continuation of these efforts, this Project takes up the activities regarding the co-responsibility of civil society organizations and the private sector with the fight against corruption and the sensitization of members of the public service towards their role as ethical and upright actors.

The general objective of this Project is to support the efforts of the Government of Mexico in terms of transparency, accountability, supervision and citizen participation, through a series of pilot initiatives with scalable results, by collaborating with government counterparts in power: executive, decentralized institutions and selected subnational government entities, with the support of Civil Society Organizations. For this, the following lines of action are considered: a) citizen participation and open institutions; and b) integrity, ethics and anti-corruption practices.

This is expected to reduce the risks of corruption in the areas of intervention, and an increase in society's trust in public institutions, fostered through an effective defense of civil society and a strengthened integrity in the sectors: public and private.

Likewise, during its three years of implementation (2019-2022), this Project will also contribute to the achievement of the anti-corruption goals established in the 2030 Agenda; through the design for the implementation of social initiatives that will be guided by:

- 1) strengthening citizen vigilance and advocacy capacities in the fight against corruption; 2) consolidation of sustainable spaces for dialogue between the government and civil society, as well as the co-creation of policies on the subject, which will increase transparency, provide the conditions to reduce corruption and facilitate the development of innovative solutions.

It is worth mentioning that, due to its temporality, the Project has developed the vast majority of its activities in the circumstances of the contingency due to the COVID-19 pandemic, which has resulted in more than two million infected people and more than two hundred one thousand deaths from that cause in the country. Also, in order to reduce the number of infections, the federal government is implementing a traffic light system to limit face-to-face activities. This for the Project has implied developing all of its activities in virtual mode, with the advantages and disadvantages that this means.

The advantages, in general, have been the greater efficiency in holding work meetings, as well as the ease of calling and carrying out emergency meetings with the members of the Project. The disadvantages have been the following:

1. Difficulty in achieving face-to-face meetings and interviews with the final recipients of the products.

2. The workshops and trainings have not been without complications; for example, some people have suffered health complications from the pandemic, and internet connectivity problems.
3. Obstacles to strengthen relationships between the relevant actors of the Project.
4. The funds assigned to the Project have not been executed in accordance with the approved budget, this due to the fact that the workshops, trainings and face-to-face events have been carried out remotely, which has resulted in an under-exercise of resources.

In this sense, and in order to achieve the objectives of the Project, six products are currently being developed within the two main lines of action:

Line of action 1: Citizen participation and open institutions:

Output 1: It seeks to consolidate the Citizen Oversight Mechanisms (COMs) to promote accountability towards citizens in five social programs of the federal government. This product will be achieved through pilots for the implementation of the COMs, which are currently in charge of civil society organizations (CSOs) of the National Anticorruption Network (RNA); which is made up of CSOs that participated in the First Call for Co-responsibility of Civil Society Organizations with Local Anti-Corruption Systems, which was carried out in the first edition of this Project (2016-2019).

Output 2: accompany the formulation, strengthening and implementation of the State Anti-Corruption Policies (PEAs) through the CSOs of the RNA. In this sense, the following activities are being carried out:

1. Pilots of the Corruption Risk Management Model, which was developed within the framework of this Project (see Product 6).
2. Adopt the variables of the Catalog of Information on Corruption in Mexico (CICM) at the local level.
3. Preparation of a digital guide for mainstreaming the gender perspective with a Human Rights approach within the framework of the National Anti-Corruption Policy (PNA).
4. Development of a bank of good practices in the preparation and implementation of PEAs.

Also, a Second Call for Co-responsibility of Civil Society Organizations with the PEAs and the PNA was launched

(<https://www.mx.undp.org/content/mexico/es/home/presscenter/articles/2020/08/second-co-call-for-responsibility-for-organizations.html>), an activity that seeks to promote projects to combat corruption in the states of Baja California, Baja California Sur, Coahuila, Guanajuato, Jalisco, Sonora, Quintana Roo and Zacatecas ,

- Output 3: develop a municipal open government toolbox, in collaboration with Citizens for Transparent Municipalities (CIMTRA). The substantive products of this activity will be based on the content of the "Guide for Municipalities and Mayors, an open government proposal" (http://www.transparenciasonora.org/files/documentos/Archivo_1606861278.pdf), published by the National Institute of Transparency, Access to Information and Protection of Personal Data (INAI) and the National Transparency System. This box will be piloted in five municipalities.
 - Output 4: the course "New ethics and integrity in public service" was developed (<https://sicavisp.apps.funcionpublica.gob.mx/programas-de-capacitacion-apf/>), facilitated by UNDP. UNDP carried out a pilot test of the course, in which 413 public servants from the Ministry of Public Administration and the Financial Intelligence Unit of the Ministry of Finance and Public Credit (SHCP) participated. This platform was installed in the Ministry of Public Function (SFP).
 - Output 5: in collaboration with the Executive Secretariat of the National Anticorruption System (SESNA), the Mapping of good practices: Corruption Risk Management Methodologies was published (https://www.mx.undp.org/content/mexico/es/home/library/democratic_governance/mapping-of-good-practices-methodologies-for-risk-management.html), which is aligned with the axes and priorities established in the National Anticorruption Policy (PNA). This document aims to identify good practices in the management of corruption risks at the national and international level.
- This mapping was the basis for the construction of the Corruption Risk Management Model (https://www.mx.undp.org/content/mexico/es/home/library/democratic_governance/modelo-para-la-gestion-de-risgos-de-corupcion-en-el-sector-pub.html), also prepared jointly by UNDP and SESNA, which was developed based on the 12 good practices of the document and in consultations with civil society .
- Output 6: It seeks to strengthen and give workshops on corporate integrity linked to compliance with article 25 of the General Law of Administrative Responsibilities for the private sector and the Risk and Public Policy Units (URPP) of the Executive Secretariats of the State Anti-Corruption Systems (SESEAs). This activity will be carried out at the national and sub-national level.

To know the Project Document (PRODOC) generated by UNDP Mexico, which contains a brief description of the Project, development challenges, strategy, products, theory of change, results framework, work plan, expected results and alliances, see Annex 1.

2. PURPOSE OF THE EVALUATION

The purpose of this consultancy is to carry out the mid-term evaluation of the Project required in the PRODOC; It must be independent, according to paragraph 13 of the UNDP Program and Operations Policies and Procedures (POPP) "Evaluation". Therefore, an external consultant will be hired to ensure the independence of the evaluation. The UNDP will accompany the

process to safeguard the independence of the evaluation and the effective application of the UNDP regulations and the quality standards expected in an evaluation, as indicated in the guides and guidelines issued by the UNDP Independent Evaluation Office. , including those provisions for conducting an evaluation during the COVID19 pandemic (Annexes 2, 3 and 4).

Likewise, the Project Coordination Unit will be able to support the logistics of the evaluation and will make the necessary information available to the evaluator; however, it will not influence in any way the selection of the evaluator and will take the necessary measures to ensure that the independence of the evaluation is preserved.

The purpose of the mid-term evaluation is to obtain an analysis of the design of the Project, so that the progress of the project so far is evaluated and the viability of achieving the expected results at the end of the Project is analyzed and the progress to achieve the objectives is evaluated. themselves; under the UNDP Evaluation Guidelines (Annexes 2, 3 and 4).

The consultant is expected to make operational and programmatic recommendations that help improve the implementation of the Project, its efficiency and effectiveness with respect to the expected results, and the fulfillment of its objectives. It would be desirable for the evaluation to allow the reorientation of future projects in the same area. Finally, it is expected that the conclusions and information obtained from the evaluation will be an input for the substantive review that PRODOC is planned to carry out, as well as for the improvement of the design.

It is worth mentioning that in the short term a modification to the activities and some indicators of the PRODOC results framework is contemplated. In this sense, UNDP will provide the evaluator with timely information about the corresponding modifications.

3. SCOPE AND OBJECTIVES OF THE EVALUATION

The evaluation should cover the two components and the key activities that are developed in them, established in the PRODOC (Annex 1). The mid-term evaluation approach will include an evaluation of the design and progress of the Project's results and its adaptive management, taking into account the relevance, effectiveness, efficiency and sustainability of each of the products mentioned in the Background and Challenges section.

To carry out the work, the Project team will provide available documentation such as progress reports to UNDP Mexico, progress reports to the donor, links to articles where events and actions of the Project were covered, links to video-recorded online sessions of the Project, notes internal techniques, annual work plans and products generated, among other documents that are identified.

The evaluation must meet the following objectives:

- Analyze and evaluate the design of the Project and its progress.
- Analyze the level and pace of progress in achieving the expected results of the Project and its adaptive management in the event of a pandemic and in the face of changes in counterparts due to causes beyond the Project's control.
- Analyze the efficiency in the exercise of resources.
- Analyze to what extent the Project transversally incorporates the gender equality perspective, but not limited to, in project design, results framework, implementation of activities, as well as in project management processes.

- Document, feed back the lessons learned.
- Provide recommendations and elements for decision-making and making necessary amendments and improvements.

Each evaluation criterion used must implement an evaluation system with assigned ranges as detailed below:

Evaluation criteria and assigned ranges Relevance:

- Relevant (P)
- Not relevant (NP)

Efficacy:

- Highly satisfactory (AS): The Project had no deficiencies in the achievement of its objectives / results
- Satisfactory (S): There were only minor deficiencies
- Moderately Satisfactory (MS): There were moderate deficiencies
- Moderately Unsatisfactory (I) the Project had significant deficiencies
- Unsatisfactory (I): The Project had significant deficiencies in the achievement of its objectives
- Highly Unsatisfactory (AI): The Project had severe deficiencies

Efficiency:

- Highly Satisfactory (AS): The Project has been very efficient in terms of the administration of resources, financial and human, and there is a healthy cost / benefit ratio, and they have executed the resources in due form and time.
- Satisfactory (S): There were minor deficiencies.
- Moderately Satisfactory (MS): There were moderate deficiencies
- Moderately Unsatisfactory (I) the Project had significant deficiencies
- Unsatisfactory (I): The Project had significant deficiencies in the administration of resources, financial and human.
- Highly Unsatisfactory (AI): The Project had severe deficiencies

Sustainability:

- Probable (P): Negligible risks for sustainability
- Moderately probable (MP): moderate risks
- Moderately unlikely (MI): significant risks
- Unlikely (I): serious risks

Impact as a criterion it will not be used in this evaluation. The results of impact - or changes in people's lives and development conditions at the global, regional and national levels - are considered outside the scope of this assessment. Results at the impact level would have to control for the wide variety of factors that may have influenced the development of both components, and it would not be feasible or cost-effective to discern the contribution of the project and UNDP to such change.

It is important that the consultant becomes familiar with the context of the Project's objectives and the actors that comprise it and that they have knowledge of the 2030 Agenda and the Sustainable Development Goals (SDG), in particular SDG 16. Also, due to the requirement of

independence for evaluations, requested by UNDP, it is essential that applicants submit, together with the technical proposal, a signed letter of independence and no conflict of interest.

The interested bidder should consider the following evaluation policies during the pandemic: <http://web.undp.org/evaluation/guideline/covid19.shtml>.

4. EVALUATION QUESTIONS

In an enunciative way, but not limited to, the questions that must be answered to evaluate the project are:

- Is the Project relevant in terms of the priorities and needs of the country to strengthen accountability, citizen participation and transparency (Effect 9 of the United Nations Cooperation Framework for the Sustainable Development of Mexico 2020-2025, UNSDCF, for its acronym in English).

The priorities and needs of Mexico, within the framework of collaboration with UNDP, are found in the UNSDCF, which can be consulted in Annex 5.

- To what extent are the components of the Project, as well as its other characteristics (activities carried out, choice of partners for implementation, structure of the coordinating unit, implementation mechanisms, scope, budget, administrative processes, use of resources) allow the achievement of the objectives?
- To what extent have progress been achieved or achieved in the expected results of the Project and its components? Under the current rate of progress, what is the feasibility of achieving the expected results on the expected closing date for the Project?
- How efficient has the adaptive management of the Project been to face its challenges? How were the lessons derived from adaptive management shared and internalized by implementing partners?
- To what extent were the contracting elements that allowed access to competitive costs for the Project components been taken care of?
- To what extent did the monitoring systems provide management with a stream of data that allowed it to learn and adjust the implementation accordingly?
- Have the logical framework, work plans or any changes made to them been used as management tools during the implementation of the Project?

- To what extent are there financial, institutional, socio-economic or political risks to sustain the results of the Project in the long term?
- What actions are required to guarantee the continuity of the activities during the rest of the life of the Project and beyond its completion?
- Can the program be adequately evaluated in the way it is planned? Are the results adequately defined, appropriate, formulated in quantifiable terms, and verifiable? How could they be improved?
- To what extent has the project's general objective of contributing to the strengthening of good governance in Mexico been achieved through open government practices, citizen participation, transparency and anti-corruption, as well as contributing to the fulfillment of the SDGs?
- To what extent has the purpose of the Project been achieved (according to the alignment plan for monitoring and evaluation) that civil society, the private sector and the government of Mexico strengthen their capacities for the collaborative promotion of transparency, participation citizenship and the promotion of anti-corruption practices?
- To what extent is the Project oriented to implementing partners, potential beneficiaries of the activities, key actors and interested parties to obtain the result?
- How did the Project promote cross-cutting approaches to gender equality, human rights and human development in the delivery of products?
- Have the governance processes of the Project been efficient and adequate or do they require adjustments?
- Are there strategies and experiences developed by the Project that have replication potential?
- To what extent has a sustainability strategy been developed or implemented, including capacity building of key national stakeholders?
- What practices of systematization of experiences are being carried out and which could be implemented?
- What challenges / opportunities has the COVID-19 pandemic implied in the execution of the Project?

The evaluator may include additional questions that, in his or her discretion, help to obtain more information to achieve a robust and accurate evaluation of the Project.

5. METHODOLOGY

The evaluation will be carried out by an independent evaluator and will rely mainly on inputs from UNDP and its implementing partners. The evidence obtained and used to evaluate the results generated with the support of UNDP should be triangulated from a variety of sources, including verifiable data on the achievement of the indicators, existing reports, evaluations and technical documents, interviews with stakeholders, focus groups and surveys.

The evaluation should also adopt a methodology that can give a more reliable and valid answer to the questions and the scope of the evaluation. In consultation with UNDP staff, the evaluator should develop the most appropriate, objective and feasible methods to address the objectives and purpose of the evaluation. The assessment is expected to take into account both qualitative and quantitative approaches and will therefore cover a number of methods, including:

- Review of relevant documents, including PRODOC, quarterly reports, M&E Plan, reports of the implementing partners, studies related to the context and situation of the country and any other relevant documents.
- Discussions with Project staff.
- Interviews and focus group discussions with implementing partners, potential beneficiaries of the activities, key actors and interested parties:
 1. Public servants of the Executive Secretariat of the National Anticorruption System.
 2. CSOs that make up the National Anti-Corruption Network
 3. CSOs of the Second Call for Co-responsibility of the Company with the PEA and PNA.
 4. Public servants of the National Institute of Transparency, Access to Information and Data Protection.
 5. Staff of the CSO Citizens for Transparent Municipalities.
 6. Public servants of the Federal Government who took the course “New Ethics and Integrity in the Public Service.
 7. People who are part of MSMEs, Local Anti-Corruption Systems and people in general who took the course "Virtual Course on Corporate Integrity for MSMEs."
- Consultation and report presentation meetings.

Given the mobility restrictions and limitations to hold face-to-face meetings, due to the COVID-19 pandemic, the evaluator must develop a methodology that provides for the evaluation to be carried out virtually and remotely when necessary, including the use of distance interview instruments and extended documentary examinations, data analysis, surveys and evaluation questionnaires.

This should be detailed in the initial report and have the approval of the person coordinating the evaluation. If all or part of the evaluation must be carried out in virtual format, the availability, possibility or willingness of the interested parties to carry out the interview remotely must be taken into account.

Also, access to the internet or a computer could be a problem, as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report.

6. EXPECTED PRODUCTS, RESPONSIBILITIES AND DESCRIPTION OF ACTIVITIES

RESPONSIBILITIES

1. The selected evaluator will have a preliminary meeting with UNDP staff, in which the expectations of the evaluation will be communicated and any concerns will be resolved. Likewise, you will be provided with the additional framework documents of the Project, after signing a confidentiality letter, and general aspects of the mid-term evaluation will be discussed. Also, the person will evaluate and prepare a minute of the preliminary meeting.
2. Initial evaluation report. The selected evaluator must prepare an initial report detailing the understanding of what will be evaluated and why, showing how each evaluation question will be answered and by what means: the methods, sources of information, and collection procedures. of proposed data. The initial report must propose a schedule of tasks, activities and deliverables. In addition, this inception report offers UNDP and the evaluator an opportunity to check that they both understand the evaluation in the same way and to clarify any misunderstandings from the beginning.

The evaluating person will be in permanent communication, remotely and face-to-face meetings, with the UNDP Monitoring and Evaluation Unit, for requests for information and feedback on the products to be delivered.

3. Draft evaluation report. UNDP staff must examine the draft evaluation report to ensure that it meets the required quality criteria (which can be found in the UNDP Evaluation Guidelines, a document found in Annexes 2, 3 and 4).

Comments, questions, suggestions and requests for clarification on the draft evaluation report should be collected in an "Audit Record and Dispute Resolution" document of the evaluation, and not directly in the draft report. The Model of this document can be found on page 25 of the UNDP Evaluation Guidelines, a document found in Annexes 2, 3 and 4.

In the event that factual errors or misinterpreted approaches are discovered, the necessary documentation must be provided. to justify comments and requests.

4. The evaluator will respond to the comments through the audit trail document of the evaluation. If there are discrepancies around the findings, they should be documented through the evaluation audit trail and consensus should be sought. If UNDP still disagrees with the findings, conclusions and recommendations of the evaluation report, this should be clearly stated in the management response, with reasons justifying this discrepancy.

The assessment audit record is not part of the assessment report and is not a public document, but is a part of the assessment report finalization process. The evaluation audit trail should not be included in the final report or uploaded to the CRE.

5. Final evaluation report, which must contain the evaluation for each of the products and activities of both components, in accordance with the provisions of the Project PRODOC and the rest of the Project framework documents, as well as the requirements established in the UNDP Evaluation Guidelines, a document found in Annexes 2, 3 and 4.

7. ETHICS IN THE EVALUATION

The evaluator must safeguard the rights and confidentiality of information providers, interviewees and interested parties through measures that ensure compliance with legal codes and other relevant codes governing data collection and data reporting. The evaluator must also ensure the security of the information collected before and after the evaluation and protocols to ensure the anonymity and confidentiality of the information sources when expected.

The knowledge of the information and data collected in the evaluation process should also be used only for the evaluation and not for other uses. Also, the evaluations must be carried out in strict accordance with the provisions of the Guidance Documents of the Group of Evaluators of the United Nations "Ethics Guidelines for Evaluation" (Annex 7) and "Integrating Human Rights and Gender Perspective in Evaluation". (Annex 8)

The person evaluating the evaluation will abide by the strictest ethical standards and must sign a code of conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) Ethical Guidelines for Evaluations.

In accordance with UNDP financial regulations, if the country office or assessor determines that a deliverable or service cannot be satisfactorily completed due to the impact of COVID19 and limitations to the assessment, that deliverable will not be paid. or service. In such a case, a partial payment could be considered if the evaluator has invested time in the deliverable, but has not been able to complete it due to circumstances beyond their control.

8 - EXPECTED PRODUCTS, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

ITEM RESPONSIBILITY

- 1 Preliminary mid-term evaluation meeting.
- 2 Initial evaluation report (Inception Report).
- 3 Draft evaluation report.

4 Audit Record and Dispute Resolution

5 Meeting to present progress and feedback, with the coordinator, the monitoring and evaluation specialist and the administrative coordinator of the Project.

6 Final delivery of the mid-term evaluation.

For more detailed information, please refer to Annex A

3. EXPERIENCE AND QUALIFICATION REQUIREMENTS.

Of the Technical Proposal

1 proposal in which the methodology to be used for the detailed mid-term evaluation. The technical proposal must reflect clarity and understanding of the objectives of the consultancy, as well as the scope and methodology that will be used to develop the mid-term evaluation.

Of the training

1 Academic degree. Bachelor's degree in social, economic or related sciences to the activities and knowledge required for the mid-independent evaluation term.

From professional experience

1 At least three years of verifiable experience in CV evaluating projects on topics related to the Project to be evaluated (anti-corruption, open government, public ethics, corporate integrity, citizen participation and the like).

Of the sending of the evidence

1 Sending of at least three samples reports of evaluations of previous works (in English and / or Spanish) where it is verified that the person offering was the evaluator main.

From interview

1. The evaluating person correctly answers at least three of the questions asked
2. by the evaluating panel, demonstrating having the knowledge and experience to carry out the evaluation.

4. DOCUMENTS TO INCLUDE IN THE PRESENTATION OF THE OFFER.

Individual consultants interested in participating in this call must submit the following documents / information:

1. Proposal:

(i) The reasons that place them as the best candidate to successfully fulfill the services requested.

(ii) Provide a brief description of the methodology or activities that you plan to carry out to successfully complete the consultancy.

2. Financial Proposal

3. Personal CV, including experience in similar projects and at least 3 references.

5. ECONOMIC PROPOSAL

Sum of Global Expenditure (lump Sum):

The economic proposal must specify the sum of global expenditure, and payment terms in relation to specific and measurable deliverables (qualitative and quantitative). Payments are

based on the delivery of products or services. For the comparison of the proposals economic, they must include a breakdown of the sum of global expenses (including travel, per diem, and anticipated number of working days.)

They will be covered by the Project according to UNDP rules.

All expenses The planned travel (per diem, tickets, transfers) must be included in the technical proposal. This includes all trips to get to stations work/ repatriation. In general, UNDP will not accept travel costs in excess tickets of economy class. If an individual consultant wishes to travel in a higher class, the expenses will be at their own. And these will be provided directly by the project In case of unforeseen trips, the payment of the travel costs including tickets, accommodation and travel expenses, must be agreed between the respective business unit and the consultant individual before traveling and will be provided directly for the project.

6. EVALUATION

The individual consultants will be evaluated based on the following criteria:

Cumulative analysis: The contract will be awarded to the Consultant who obtains the best technical-economic combination. Where the technical offer is equivalent to 70% and the economic one is

30% of the total rating. It should be noted that will be susceptible to economic analysis only those proposals that obtain at least 70% of the technical points available(700/1000).

Technical proposal (70%)

- Of the Technical Proposal
- Of the training UNDP Mexico
- Of the professional experience
- Of the sending of evidence
- Of the interview

Financial proposal (30%)

- It will be calculated as the relationship between the price of the proposal and the lowest price of all the proposals that UNDP has received.

ITEM EVALUATION CRITERIA SCORE

Of the Technical Proposal

1proposal in which the methodology to be used for the mid-term evaluation is detailed. The technical proposal must reflect clarity and understanding of the objectives of the consultancy, as well as the scope and methodology that will be used to develop the mid-term evaluation.

A) Does not meet the minimum requirement: 0 points

B) The offeror reflects an understanding of the objectives of the independent mid-term evaluation and presents a technical proposal that defines the methodology, but is not sufficiently clear: 210 points

C) The offeror reflects understanding of the objectives of the independent mid-term evaluation and presents a technical proposal that defines the methodology clearly and congruently: 300 points

From the training

1 Academic degree. Bachelor's degree in social, economic or related sciences to the activities and knowledge required for the mid-term independent evaluation.

A) Does not meet the minimum requirement: 0 points

B) Has the academic degree: 105 points

C) Studies higher than the academic degree requested in related areas: 150 points

From professional experience

1 Minimum experience of three years verifiable in CV evaluating projects of topics related to the Project to be evaluated (anti-corruption, open government, public ethics, corporate integrity, citizen participation and the like).

A) Does not meet the minimum requirement: 0 points

B) Has three years of verifiable experience in the indicated areas: 140 points

C) Has 4 years or more of verifiable experience in the indicated areas: 200 points

From the submission of evidence

1 Sending at least three samples of previous work evaluation reports (in English and / or Spanish) verifying that the bidder was the main evaluator.

A) Does not meet the minimum requirement: 0 points

B) Sending at least three samples of previous report work: 140 points

C) Sending four or more samples of previous report work: 200 points

From the interview

1 The evaluator Correctly answers at least three of the questions asked by the evaluation panel, demonstrating having the knowledge and experience to carry out the evaluation.

A) Does not meet the minimum requirement: 0 points

B) Correctly answers at least three questions: 105 points

C) Correctly answers all questions: 150 points

TOTAL SCORE 1000

ANNEXES

ANNEX A- TERMS OF REFERENCE (TOR)

ANNEX B- LETTER FROM THE BIDDER TO UNDP CONFIRMING INTEREST AND AVAILABILITY

FOR THE ASSIGNMENT OF AN INDIVIDUAL CONTRACTOR (IC)

ANNEX C- IC CONTRACT FORM WITH GENERAL CONDITIONS FOR THE HIRING OF INDIVIDUAL CONSULTANTS

Annex 1. PRODOC.pdf

Annex 2. UNDP_Evaluation_Guidelines.pdf

Annex 3. Guidelines UNDP Evaluation.pdf

Annex 4. COVID-19 links to useful guidance and documents June 2020.pdf

Annex 5. UN-Mexico-Marco-de-Cooperacion-2020-2025.pdf

Annex 6. MEX CPD 2021-2025 - ESP. pdf

Annex 7. 2020 Ethical Guidelines for Evaluation.pdf

Annex 8. UNEG_Human Rights and Gender.pdf

Annex 9. Matrix of questions (2) .docx

* The attached documents named “Declaration of good health” and “declaration of health-Classification of duty stations ”are to know I feel and it is not necessary to send them with your technical-economic offer; ONLY the awarded bidder, once the failure is notified, will have to send it obligatorily, together with a copy of the health policy or card, in order to sign the contract.

9.3 Annex # 3: Evaluation questions according to the criteria of Relevance, Effectiveness, Efficiency and Sustainability

Criteria	Evaluation
Relevance	<p>Question # 1 To what extent does the project approach coincide with national priorities?</p> <p>Question # 2 Is the Project relevant in terms of the priorities and needs of the country to strengthen accountability, citizen participation and transparency (Effect 9 of the United Nations Cooperation Framework for the Sustainable Development of Mexico 2020-2025, UNSDCF , for its acronym in English)?</p> <p>Question # 3 To what extent do the components of the Project, as well as its other characteristics (activities carried out, choice of partners for implementation, structure of the coordinating unit, implementation mechanisms, scope, budget, administrative processes, use of resources) allow the scope of the objectives?</p> <p>Question # 4 Does the Theory of Change presented in the project (results framework) show coherence at the design level and are the different areas of strategic intervention relevant to achieve development results?</p> <p>Question # 5 What changes would need to be made in the framework of indicators, both in its relevance, coherence and definitions?</p> <p>Question # 6 How did the Project promote cross-cutting approaches to gender equality, human rights, and human development in the delivery of products?</p>
Efficiency	<p>Question # 7 Have the products of the program or project been obtained from an economic use of resources?</p> <p>Question # 8 How efficient has the adaptive management of the Project been to face its challenges?</p> <p>Question # 9 How were the lessons from adaptive management shared and internalized by implementing partners?</p> <p>Question # 10 Have the governance processes of the Project been efficient and adequate?</p> <p>Question # 11 Is the designed implementation coordinating unit appropriate for the achievement of the results?</p> <p>Question # 12 What challenges / opportunities has the COVID-19 pandemic implied in the execution of the Project?</p> <p>Question # 13 Did the monitoring systems provide management with a stream of data, disaggregated by sex, that allowed it to understand the situation and adjust execution accordingly?</p>
Effectiveness	<p>Question # 14 Was the perspective of those who would be affected by the decisions related to the project, of those who could influence its results, and of those who could contribute information or other resources during the project design process taken into account? project design processes?</p> <p>Question # 15 To what extent have progress been achieved or achieved in the expected results of the Project and its components?</p>

	<p>Question # 16 What has been the degree of involvement of the most relevant actors?</p> <p>Question # 17 What progress is evidenced in the Project's framework of action that is taking shape in public anti-corruption and citizen oversight policies?</p> <p>Question # 18 Under the current rate of progress, what is the feasibility of achieving the expected results on the expected closing date for the Project?</p> <p>Question # 19 What are the main factors that are influencing progress towards results and what factors have been hindering them? (Strengths and weaknesses)</p> <p>Question # 20 Has the project's multi-year work plan been complied with?</p> <p>Question # 21 Have the logical framework, work plans or any changes made to them been used as management tools during the implementation of the Project?</p> <p>Question # 22 Is the internal and external communication of the project regular and effective?</p> <p>Question # 23 Does communication with counterparts contribute to the knowledge of the results of the project and its activities?</p> <p>Question # 24 To what extent has the general objective of the Project of contributing to the strengthening of good governance in Mexico been achieved through open government practices, citizen participation, transparency and anti-corruption, as well as contributing to the fulfillment of the SDGs?</p> <p>Question # 25 To what extent has the purpose of the Project been achieved (according to the Results Framework) that civil society, the private sector and the government of Mexico strengthen their capacities for the collaborative promotion of transparency, citizen participation and the promotion of anti-corruption practices?</p>
Sustainability	<p>Question # 26 What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) would be insufficient to achieve project results and sustain benefits over time?</p> <p>Question # 27 Are there social or political risks that could affect the achievement of results?</p> <p>Question # 28 What actions are required to guarantee the continuity of activities during the rest of the life of the Project and beyond its completion?</p> <p>Question # 29 To what extent has a sustainability strategy been developed or implemented, including capacity building of key national stakeholders</p>
Good practices and lessons learned	<p>Question # 30 What have been the good practices generated by the project?</p> <p>Question # 31 What have been the lessons learned from the implementation of this project?</p> <p>Question # 32 To what degree have the previous lessons learned been internalized by the project, both in design and implementation?</p>

9.4 Appendix # 4: In depth interview Instrument (Technical and management Staff)

Name	
Position	
Date	

OBJECTIVE: take note of the development of the experience gained in the implementation of the project, which includes design, changes in the context, restructurings made the project, the main achievements, problems, solutions, lessons learned by component and the perspectives of impact and sustainability associated with the completion of the execution of its components.

QUESTIONS

Relevance	<p>Question # 1 To what extent does the project approach coincide with national priorities?</p> <p>Question # 2 Is the Project relevant in terms of the priorities and needs of the country to strengthen accountability, citizen participation and transparency (Effect 9 of the United Nations Cooperation Framework for the Sustainable Development of Mexico 2020-2025, UNSDCF , for its acronym in English)?</p> <p>Question # 3 To what extent do the components of the Project, as well as its other characteristics (activities carried out, choice of partners for implementation, structure of the coordinating unit, implementation mechanisms, scope, budget, administrative processes, use of resources) allow the scope of the objectives?</p> <p>Question # 4 Does the Theory of Change presented in the project (results framework) show coherence at the design level and are the different areas of strategic intervention relevant to achieve development results?</p> <p>Question # 5 What changes would need to be made in the framework of indicators, both in its relevance, coherence and definitions?</p> <p>Question # 6 How did the Project promote cross-cutting approaches to gender equality, human rights, and human development in the delivery of products?</p>
Efficiency	<p>Question # 7 Have the products of the program or project been obtained from an economic use of resources?</p> <p>Question # 8 How efficient has the adaptive management of the Project been to face its challenges?</p> <p>Question # 9 How were the lessons from adaptive management shared and internalized by implementing partners?</p> <p>Question # 10 Have the governance processes of the Project been efficient and adequate?</p> <p>Question # 11 Is the designed implementation coordinating unit appropriate for the achievement of the results?</p>

	<p>Question # 12 What challenges / opportunities has the COVID-19 pandemic implied in the execution of the Project?</p> <p>Question # 13 Did the monitoring systems provide management with a stream of data, disaggregated by sex, that allowed it to understand the situation and adjust execution accordingly?</p>
Effectiveness	<p>Question # 14 Was the perspective of those who would be affected by the decisions related to the project, of those who could influence its results, and of those who could contribute information or other resources during the project design process taken into account? project design processes?</p> <p>Question # 15 To what extent have progress been achieved or achieved in the expected results of the Project and its components?</p> <p>Question # 16 What has been the degree of involvement of the most relevant actors?</p> <p>Question # 17 What progress is evidenced in the Project's framework of action that is taking shape in public anti-corruption and citizen oversight policies?</p> <p>Question # 18 Under the current rate of progress, what is the feasibility of achieving the expected results on the expected closing date for the Project?</p> <p>Question # 19 What are the main factors that are influencing progress towards results and what factors have been hindering them? (Strengths and weaknesses)</p> <p>Question # 20 Has the project's multi-year work plan been complied with?</p> <p>Question # 21 Have the logical framework, work plans or any changes made to them been used as management tools during the implementation of the Project?</p> <p>Question # 22 Is the internal and external communication of the project regular and effective?</p> <p>Question # 23 Does communication with counterparts contribute to the knowledge of the results of the project and its activities?</p> <p>Question # 24 To what extent has the general objective of the Project of contributing to the strengthening of good governance in Mexico been achieved through open government practices, citizen participation, transparency and anti-corruption, as well as contributing to the fulfillment of the SDGs?</p> <p>Question # 25 To what extent has the purpose of the Project been achieved (according to the Results Framework) that civil society, the private sector and the government of Mexico strengthen their capacities for the collaborative promotion of transparency, citizen participation and the promotion of anti-corruption practices?</p>
Sustainability	<p>Question # 26 What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) would be insufficient to achieve project results and sustain benefits over time?</p> <p>Question # 27 Are there social or political risks that could affect the achievement of results?</p>

	<p>Question # 28 What actions are required to guarantee the continuity of activities during the rest of the life of the Project and beyond its completion?</p> <p>Question # 29 To what extent has a sustainability strategy been developed or implemented, including capacity building of key national stakeholders</p>
Good practices and lessons learned	<p>Question # 30 What have been the good practices generated by the project?</p> <p>Question # 31 What have been the lessons learned from the implementation of this project?</p> <p>Question # 32 To what degree have the previous lessons learned been internalized by the project, both in design and implementation?</p>

9.5 Appendix # 5: In depth interview instrument (Counterpart staff)

Name	
Position	
Date	

OBJECTIVE: To acknowledge the development of all the experience gained in the implementation of the project, including negotiation processes, technical assistance, monitoring, communications, accountability, the main achievements, problems, solutions, lessons learned by component and the perspectives of impact and sustainability associated with the completion of the execution of its components.

QUESTIONS

Relevance	<p>Question # 1 To what extent does the project approach coincide with national priorities?</p> <p>Question # 3 To what extent do the components of the Project, as well as its other characteristics (activities carried out, choice of partners for implementation, structure of the coordinating unit, implementation mechanisms, scope, budget, administrative processes, use of resources) allow the scope of the objectives?</p> <p>Question # 4 Does the Theory of Change presented in the project (results framework) show coherence at the design level and are the different areas of strategic intervention relevant to achieve development results?</p> <p>Question # 6 How did the Project promote cross-cutting approaches to gender equality, human rights, and human development in the delivery of products?</p>
Efficiency	<p>Question # 7 Have the products of the program or project been obtained from an economic use of resources?</p> <p>Question # 8 How efficient has the adaptive management of the Project been to face its challenges?</p> <p>Question # 9 How were the lessons from adaptive management shared and internalized by implementing partners?</p> <p>Question # 10 Have the governance processes of the Project been efficient and adequate?</p> <p>Question # 11 Is the designed implementation coordinating unit appropriate for the achievement of the results?</p> <p>Question # 12 What challenges / opportunities has the COVID-19 pandemic implied in the execution of the Project?</p> <p>Question # 13 Did the monitoring systems provide management with a stream of data, disaggregated by sex, that allowed it to understand the situation and adjust execution accordingly?</p>
Effectiveness	<p>Question # 14 Was the perspective of those who would be affected by the decisions related to the project, of those who could influence its results, and of those who could contribute information or other resources during the project design process taken into account? project design processes?</p> <p>Question # 15</p>

	<p>To what extent have progress been achieved or achieved in the expected results of the Project and its components?</p> <p>Question # 16 What has been the degree of involvement of the most relevant actors?</p> <p>Question # 17 What progress is evidenced in the Project's framework of action that is taking shape in public anti-corruption and citizen oversight policies?</p> <p>Question # 18 Under the current rate of progress, what is the feasibility of achieving the expected results on the expected closing date for the Project?</p> <p>Question # 19 What are the main factors that are influencing progress towards results and what factors have been hindering them? (Strengths and weaknesses)</p> <p>Question # 20 Has the project's multi-year work plan been complied with?</p> <p>Question # 21 Have the logical framework, work plans or any changes made to them been used as management tools during the implementation of the Project?</p> <p>Question # 22 Is the internal and external communication of the project regular and effective?</p> <p>Question # 23 Does communication with counterparts contribute to the knowledge of the results of the project and its activities?</p> <p>Question # 24 To what extent has the general objective of the Project of contributing to the strengthening of good governance in Mexico been achieved through open government practices, citizen participation, transparency and anti-corruption, as well as contributing to the fulfillment of the SDGs?</p> <p>Question # 25 To what extent has the purpose of the Project been achieved (according to the Results Framework) that civil society, the private sector and the government of Mexico strengthen their capacities for the collaborative promotion of transparency, citizen participation and the promotion of anti-corruption practices?</p>
Sustainability	<p>Question # 26 What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) would be insufficient to achieve project results and sustain benefits over time?</p> <p>Question # 27 Are there social or political risks that could affect the achievement of results?</p> <p>Question # 28 What actions are required to guarantee the continuity of activities during the rest of the life of the Project and beyond its completion?</p> <p>Question # 29 To what extent has a sustainability strategy been developed or implemented, including capacity building of key national stakeholders</p>
Good practices and lessons learned	<p>Question # 30 What have been the good practices generated by the project?</p> <p>Question # 31 What have been the lessons learned from the implementation of this project?</p> <p>Question # 32 To what degree have the previous lessons learned been internalized by the project, both in design and implementation?</p>

9.6 Annex # 6: List of people interviewed

No.	Name	Position
1	Arianne Hidalgo	UNDP Program Associate
2	Moisés Rodríguez	UNDP Project Coordinator Accountability, Citizen Participation and Prevention of Corruption for Sustainable Development
3	Arturo Parra	UNDP Specialist in Monitoring and Project Evaluation
4	Óscar Cárdenas	UNDP Project Administrative Coordinator
5	Arlen Ramírez	UNDP Specialist in Integrity, Transparency and Anti-Corruption of the Project
6	Andrés García	UNDP Specialist in Accountability and Public Ethics
7	Adán Corral	UNDP Specialist in Institutional Openness and Sustainable Development
8	Ana Mercedes Martínez	UNDP Specialist in Citizen Participation and Social Comptroller
9	José Luis Gil	Transparency Team Lead USAID
10	Dionisio Zabaleta Solis	SESNA Director of Methodologies and Monitoring
11	Catalina Reyes Sánchez	SESNA Deputy Director of Control and Evaluation
12	José Luis Galarza Esparza	INAI Director General of Open Government and Transparencia
13	Ricardo Alberto Luevano Barreto	NACI Member of the General Office of Open Government and Transparency
14	Eduardo Espinosa Cravioto	NACI Member of the General Office of Open Government and Transparency
15	Lizbeth Estrada	Member of CIMTRA
16	Marlene León	RNA Representative-Initiative Sinaloa
17	Yeddelti Cupul	Coordinator Citizens for Transparency (RNA)
18	Sara Guadalupe Aguilar	Director Eges for Development (RNA)
19	David Barcenás	Locallis (RNA)
20	Itzel González	Director How are we doing in Colima?
21	Daniela Ramírez	Director Tierra Colectiva (RNA)
22	Lourdes Bayona	Director Solidaria México (RNA)
23	Fernanda Galicia	Director Mexiro (RNA)
24	Elideth Hernández	Coordinator of Transfo Projects (OSC Second Call)
25	José Carrillo	Transfo (OSC Second Call)
26	Herminia Salinas	Transparency Representative for Quintana Roo (Second Call CSO)
27	Ana Solís	Project Coordinator Coahuila Energy Cluster (Second Call CSO)
28	Ignacio Hernández	Ankai Foundation Coordinator (Second Call CSO)
29	Ana Ivette Gutierrez	Ankai Foundation (Second Call CSO)
30	Lizbette Cortés García	Fundación Ankai (Second Call CSO)

No.	Name	Position
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31	Lourdes Sánchez Medina	Ankai Foundation (Second Call CSO)
32	Pedro Carta	Director Human and Social Initiatives (Second Call CSO)
33	Brianda Aguilar	Ligalab Project Coordinator (Second Call CSO)
34	Carmen Villa	Ligalab (OSC Second Call)
35	Wilberth Soto	Coordinador Movement for a Better Navojoa (Second Call CSO)
36	Edith Chuc	Project Coordinator Governance Observatory (Second Call CSO)
37	Maria Rosa Ochoa	Governance Observatory (Second Call CSO)
38	Elena Valencia	Pro-Society Project Coordinator (Second Call CSO))
39	Mirna Zárate	Analyst Citi Banamex (Private Sector)
40	Sergo Ramos	Medium Manager Tlaxcala (Private Sector)

9.7 Annex # 7: Code of conduct for evaluators

Code of Conduct for evaluators of UNEG

The evaluators:

1. They must present complete and fair information in their evaluation of strengths and weaknesses, so that the decisions or measures taken have a good foundation.
2. They must disclose all evaluation results along with information about their limitations, and allow access to this information to all those affected by the evaluation who have express legal rights to receive the results.
3. They must protect the anonymity and confidentiality of individual informants. They must provide maximum notices, minimize time demands, and respect people's right not to participate. Evaluators must respect the right of individuals to provide information confidentially and must ensure that confidential information cannot be traced back to its source. They are not intended to evaluate individuals and should balance a management function evaluation with this general principle.
4. Sometimes they must disclose evidence of violations when conducting evaluations. These cases must be reported discreetly to the corresponding investigation body. Assessors should consult with other relevant oversight entities when there are doubts about whether and how certain issues should be reported.
5. They must be sensitive to beliefs, manners and customs, and act with integrity and honesty in dealings with all stakeholders. According to the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-esteem of those with whom they are in contact during the course of the evaluation. Knowing that the evaluation could negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate the purpose and results in a way that clearly respects the dignity and self-worth of the stakeholders.
6. They are responsible for their performance and their products. They are responsible for the clear, precise, and fair presentation, orally or in writing, of the study's limitations, results, and recommendations.
7. They should reflect sound descriptive procedures and be prudent in the use of evaluation resources.