

PRODUCT 6

Project to Promote the Political Participation of Women, 2020 (IPPM, by its acronym in Spanish)

Final Evaluation

Final Report

Translation

United Nations Development Programme Service: PCI-106-2021

April 15th, 2022. Mexico.

External Evaluator



KARLA JOANA LÓPEZ NAVA

1. PROJECT AND EVALUATION DETAILS

Project /outcome information

Project/outcome title	Project to Promote the Political Participation of Women (IPPM)	
Country	Mexico	
Project dates	Start	Planned End
	June 2020	October 2021
Funding source	National Electoral Institute (INE, by its acronym in Spanish) Resources	

Evaluation details

Evaluation type	Midterm evaluation	
Final/midterm review/ other	Final	
Period under evaluation	Start	Planned End
	June 2020	October 2021
Evaluator	Karla Joana López Nava	
Evaluator email address	kj.lopeznava@gmail.com	
Evaluation dates	Start	Completion
	01/24/2022	04/15/2022

2. TABLE OF CONTENTS

1. Project and evaluation details	2
2. Table of contents	3
Table of figures	4
3. List of acronyms and abbreviations	6
4. Executive summary	8
5. Introduction and overview	13
6. Description of the intervention being evaluated	15
7. Evaluation scope and objectives	22
8. Evaluation approach and methods	24
8.1. Research tools	25
8.2. Methodology limitations.....	30
9. Data analysis	32
9.1. Classification of findings	32
10. Findings and conclusions.....	33
RELEVANCE CRITERION	33
EFFECTIVENESS CRITERION	40
EFFICIENCY CRITERION	52
SUSTAINABILITY CRITERION.....	57
COHERENCE CRITERION.....	61
11. Recommendations	64
RELEVANCE.....	64
EFFECTIVENESS.....	65
EFFICIENCY	67
SUSTAINABILITY	67
12. Lessons learned	68
13. References	70
14. Annexes	72
14.1. Evaluation matrix and data collection instruments	72
14.2. List of individuals or groups interviewed or consulted.....	83

14.3.	List of supporting documents reviewed.....	85
14.4.	Calculations to determine the confidence level and margin of error of the sample for the survey of indirect beneficiaries	87

TABLE OF FIGURES

Figure 1.	Map of actors	19
Figure 2.	Ages of the indirect beneficiaries surveyed	29
Figure 3.	Average rating at IPPM	37
Figure 4.	Utility level of specific actions of the IPPM compared to the effect types from the action lines 2, 3, and 4	42
Figure 5.	Negative effects of the IPPM according to the CSO survey	44
Figure 6.	Causes of gender inequality addressed by CSOs.....	46
Figure 7.	Capacities improved by CSOs driven by the IPPM.....	47
Figure 8.	Percentage of goals accomplished by the perception of CSOs	48
Figure 9.	CSOs categorization according to their reported progress	49
Figure 10.	CSOs adaptation level to the pandemic changes	50
Figure 11.	CSOs type of activities during the pandemic.....	50
Figure 12.	Participatory processes of the IPPM.....	51
Figure 13.	In which aspects the IPPM helped the indirect beneficiaries	52
Figure 14.	Distribution of the training, monitoring, and dissemination of projects vs. the need of each one.....	53
Figure 15.	Budget allocation.....	54
Figure 16.	Opportune obtention and execution of financial resources	56
Figure 17.	Cut of the timeline milestones of the IPPM 2020	57

Figure 18.	Average CSOs spend on COVID-19 adaptations	57
Figure 19.	Reflections about human rights and gender equality driven by the IPPM 60	

3. LIST OF ACRONYMS AND ABBREVIATIONS

BRIDGE	Building Resources on Democracy, Governance, and Elections
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
COVID-19	Respiratory disease caused by the SARS-CoV-2 virus
CPD	UNDP Country Program Document
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
DECEyEC, (by its acronym in Spanish)	Executive Direction of Electoral Training and Civic Education, INE
INDESOL, (by its acronym in Spanish)	National Institute for Social Development
INE, (by its acronym in Spanish)	National Electoral Institute
INMUJERES, (by its acronym in Spanish)	National Women's Institute
IPPM, (by its acronym in Spanish)	project to Promote the Political Participation of Women
SDG	Sustainable Development Goals
CSOs	Civil Society Organizations
PEF, (by its acronym in Spanish)	Expenditure Budget of the Federation
PNIPPM, (by its acronym in Spanish)	National Program to Promote the Political Participation of Women
PROEQUIDAD, (by its acronym in Spanish)	<i>Pro-equity</i> Program
PROIGUALDAD, (by its acronym in Spanish)	National Program for Equality between Women and Men
UCP, (by its acronym in Spanish)	UNDP Project Coordination Unit
UGED, (by its acronym in Spanish)	Effective Governance and Democracy Unit, UNDP
USAID.....	United States Agency for International Development

For this document, it is understood as:

The project: The Project to Promote the Political Participation of Women (IPPM, by its acronym in Spanish).

The projects: the projects of the CSOs selected to participate in the PNIPPM.

The platform: The Platform for Monitoring the Implementation of Projects (<https://proyectosippm.virk.io/>).

The program: The National Program to Promote the Political Participation of Women (PNIPPM, by its acronym in Spanish)

4. EXECUTIVE SUMMARY

The National Program to Promote the Political Participation of Women (PNIPPM) of the National Electoral Institute (INE) has operated since 2008 to strengthen substantive equality between men and women through technical assistance and financial support to Civil Society Organizations (CSOs) that promotes women's human rights, in particular, the political-electoral ones; and attend cases of violence against women in politics (INE, 2020b).

In 2019, the United Nations Development Program (UNDP) agreed to provide services to strengthen the PNIPPM in technical support, training, monitoring, dissemination, and systematization of the program's data, resulting in the **Project to Promote the Political Participation of Women (IPPM)**. These services include technical and strategic support in the program's processes; monitoring of the implementation of the benefited projects; training for CSOs; and systematization of the results, which includes carrying out external evaluations to assess the project's performance.

In such circumstances, this final management and results evaluation for the IPPM 2020 was carried out. The purpose was to analyze the implementation, achievements, and lessons learned from the project in terms of relevance, coherence, effectiveness, efficiency, and sustainability to contribute with recommendations that improve strategic decision-making for the following cycles.

In the 2020 edition of the PNIPPM, 51 CSOs from various parts of the Mexican republic participated with projects in the following modalities: agendas and action plans; promotion of political rights and encouragement of women's political leadership; and prevention, legal support, and attention to cases of violence against women in politics. It should be noted that 11 of them also participated in a modality of continuity.

The participation of CSOs, indirect beneficiaries, the Executive Direction of Electoral Training and Civic Education (DECEyEC) of the INE, and the UNDP Project Coordination Unit (Effective Governance and Democracy Unit) was considered to carry out this evaluation. Research techniques of semi-structured interviews, surveys, and focus groups were used to collect the pertinent information from these actors, all done remotely through telecommunication means. In addition, documentary research of reports, publications, materials, and

other working documents was carried out to contrast primary data with secondary data in a mixed research approach that included qualitative and quantitative data.

The main findings for the evaluation criteria conclude the following:

RELEVANCE

The project is pertinent since its objectives, design, and implementation are in line with institutional planning instruments, as well as with national and international priorities in terms of gender equality and political participation. There is a slight development opportunity with the partner institution to consider the perspectives of operational staff that can influence the project's effects.

EFFECTIVENESS

The project has moderately satisfactory effectiveness because it achieves its planned objectives and exceeds its results goals. However, there are slight aspects of improvement within its attributions, such as integrating participatory processes in the management and execution of the project. There are some negative effects that are not fully controlled by the intervention, but that affect the beneficiaries' perception of the relationship between the UNDP and the INE concerning the request for adjustments to their projects during implementation. Finally, some unwanted effects of context directly affect the work of CSOs, such as male resistance to gender topics.

EFFICIENCY

The project is efficient because the resources are appropriately used, producing results over time and economic planned resources. It would be worth reconsidering if the training costs (BRIDGE Workshops) have a good value for money.

SUSTAINABILITY

With the available evidence on the effects, the generation of knowledge, and the deep reflections of the participants, it can be affirmed that the benefits of the project will be lasting, making it sustainable. This, even though there are possible political risks regarding the disappearance of autonomous bodies and accusations regarding the functioning of CSOs. However, the resources for its operation are guaranteed annually until now.

COHERENCE

The project is moderately coherent. The political changes of recent years have resulted in the reduction of public policies and institutions that worked on financing civil society projects. Few public policies are left at the level of this intervention that works with civil society and promotes women's political participation. That is why the PNIPPM, with the support of an international organization such as the UNDP, has become a critical and national supporter of gender equality in civic participation.

RECOMMENDATIONS

The relevant recommendations derived from the results of the evaluation are the following:



ABOUT THE SELECTION PROCESS

- Improve the articulation of the Call for Proposals and/or *The Rules of Operation* in order to:
 - Promote more innovative projects and clarify the criteria for innovation;
 - Encourage projects to generate women's networks and coalitions with institutional and male allies;
 - Encourage projects to define their target population better;
 - And encourage them to optimize expenses.
- Strengthen the review of candidacies to avoid the approval of projects that do not comply with the Rules of Operation. It is suggested to make a checklist of the issues that cannot be missed to share with the Judging Committee (DC) and/or for the internal review of UNDP (requirements such as bank accounts, and purchase of furniture not allowed in the budget, were aspects that gave rise to this recommendation);
- Consider sharing the final evaluation of the projects with the CD members when the cycle is over so that they know how each authorized project ended;
- Consider sharing with the CD, in an anonymous way, a final Criteria Weighting of the continuity projects that are being assessed in the selection process.



REGARDING THE SUPPORT TO THE IMPLEMENTATION

- Offer more personalized accompaniment by the IPPM focused on solving substantive barriers of each project;
- Identify convergences between the forms of the virtual platform and the INE formats or reports to reduce the time demand of the CSOs to complete both formats;
- Carry out a workshop(s) or working groups between the operational areas of

the INE and the UNDP to identify and agree on a list of the report contents required by both agencies to avoid duplicating the reporting work of the CSOs. It is suggested to continue using the Platform for Monitoring the Implementation of Projects¹ to upload the information from the progress reports and gradually abandon the manual reports. The preceding, to get the same data for both areas simultaneously. To do so, it is suggested:

- Consider the gradual and continuous updating of the platform in terms of databases and virtual forms:
 - Include/maintain CRUD² functions in the fields to update the CSOs data if necessary (such as beneficiary population);
 - Load Criteria Weighting advances directly on the platform (with a user session for the INE and another for the UNDP, as appropriate);
 - If there is a need to create tables in excel that can be used as databases, create them with the basic principles (unique id; short column names, without spaces and special characters; uncombined cells; and without on top of the header row);
 - Allow CSOs to print their "Catalogue of Activities" and "Catalogue of Materials" uploaded on the platform as a formal annex for their partial and final reports. It will help avoid underreporting due to a lack of incentives to use the platform and avoid electronic bureaucracy.
- Collaborate with the INE to the prudent extent to help them:
 - Make the adjustment decisions of CSOs projects transparent and consistent during implementation. One option is to create a frequently asked questions guide with the input from the operational area or by documenting the process. The preceding is to reduce the time taken to review and to reduce suspicions;
 - Treat CSOs developments similarly and consistently regardless of their experience.



ABOUT THE TRAINING

- Provide differentiated training according to a strengthened capacity diagnosis that exposes the level of experience and knowledge of CSOs in substantive gender issues, to avoid courses about the sex-gender system and human rights type with advanced CSO;
- Offer training applied to the context of gender inequality where CSOs work in

¹ Website in 2022: <https://proyectosippm.virk.io/>

² CRUD means create, read, update, and delete.

Mexico;

- Offer more frequent training that allows more time for CSOs participation; accept more participants from both CSOs and INE (e.g., BRIDGE Workshops); delve deeper into the topics; and are practical;
- Carry out a Bibliography Workshop at the beginning of the project to instruct in citation rules and avoid plagiarism.



ABOUT THE DISSEMINATION

- Strengthen the dissemination of projects through official UNDP channels (social networks) at the beginning of the projects;
- Promote the presentation of projects, meetings, and exchange of materials among CSOs.



ABOUT THE SUSTAINABILITY

- Continue strengthening the *CSOs Network*;
- Promote the creation of networks for beneficiary women;
- Foster capacities to generate institutional linkages with key actors (local or regional) and CSO;
- Include fundraising and volunteer work (social service) topics in their training. Specifically with workshops to improve their project development skills for international calls; become authorized donees; and search for new forms of financing.

5. INTRODUCTION AND OVERVIEW

The INE has implemented the PNIPPM since 2008 by financing civil society projects aimed at promoting the citizen and political participation of women on equal terms with men, promoting gender equality, political leadership of women, and their incursion into decision-making spaces (INE, 2021).

To strengthen the program, the INE has partnered with the UNDP since 2019 to fortify the capacities of the CSOs participating in the program, monitor the products, and systematize the results of the projects financed under the Development Services Agreement (INE and UNDP, 2019). Derived from this agreement emerged the Project to Promote the Political Participation of Women (IPPM).

The IPPM has been accompanying four editions of the PNIPPM, 2018³, 2019, 2020, and 2021⁴. Before this evaluation, the Mid-Term Evaluation of the IPPM 2019 was carried out to focus on the design and processes of the project.

As for this Final Evaluation of the Project to Promote the Political Participation of Women (IPPM) 2020, the focus is on management and results. The evaluation was carried out to analyze the implementation and results of the project in terms of relevance, coherence, effectiveness, efficiency, and sustainability, to account for the progress of the achievements obtained, extract lessons learned, and contribute to making strategic decisions to strengthen the project in its following cycles (UNDP, 2021a).

The results of this evaluation can serve the staff of the INE's personnel in charge of the implementation of the PNIPPM; the UNDP's personnel in charge of the implementation of the IPPM; UNDP globally; the CSO; and other programs and projects that find similarities between their activities and the intervention being evaluated.

The following sections describe the characteristics of both the intervention and the evaluation. In the *Description of the intervention* section, the characteristics and background of the project are detailed. The *Evaluation approach and*

³ In the 2018 edition, it supported the systematization of final reports in which the PowerBi platform was included, as well as the assessment of project reports that aspired to participate in continuity.

⁴ The 2021 edition is currently underway. Its call was launched on June 25 of the same year, the projects have been executed since November 2021 and will culminate in April 2022.

methods section defines the research techniques used, the documentation reviewed, the population that participated in the fieldwork and its characteristics, the sampling techniques, and the dates on which the work was carried out. The *Data Analysis* section summarizes the techniques used to process the evidence obtained. Subsequently, the findings and conclusions of the evaluation questions grouped by blocks of the evaluation criteria of relevance, effectiveness, efficiency, sustainability, and coherence are described. A summary of these is presented in the *Recommendations* section. Finally, the auxiliary annexes are attached.

6. DESCRIPTION OF THE INTERVENTION BEING EVALUATED

According to the 2019 IPPM Execution Report (UNDP, 2021b), in recent years, women's political participation in Mexico has risen with an increase in the representative positions of the federal and local legislative branches. Likewise, regulatory instruments have been reformed, such as the Mexican General Law on Women's Access to a Life Free of Violence, which was legislated in 2020 on violence against women in politics; and the Mexican Political Constitution, which was reformed twice: in 2014, with the incorporation of the principle of parity in elections (DOF, 2014); and in 2019, with the constitutional reform on gender parity, which guarantees that half of the positions are for women in the three political decision levels of government, the three *powers of the Union*, and the autonomous bodies (DOF, 2019).

By 2021, the Chamber of Deputies was made up of 48%⁵ of women and the Chamber of Senators of 49%⁶. At other levels of government, women led the municipal presidencies in 22%; the positions of holders of the Ministry of the Court in 27%⁷; and in a historical fact, seven women were Governors simultaneously. The participation and representation of women in the public sphere have moved on. However, they are still unequal because, according to the Final Report of the PNIPPM 2019 (INE, 2021b), there are inequality gaps that disfavor women's participation and decision-making in public spaces, among the next are identified: the lack of access to new technologies; the lack of time on unpaid housework; the lack of a fixed salary, or in another case, salary discrimination; the lack of opportunities to participate politically; and the gender roles and stereotypes that pigeonhole them into subordinate behaviors. Specifically, on issues of political representation, the gaps identified are: the lack of allocation of resources to elected women in public office; coercion of the trustees in the management of public resources; social dismissal of indigenous women's needs, leading to make them believe that they are not good at making decisions; and reject of the opinion of women, as well as their political authority.

In order to influence the political participation of women in Mexico, the INE has

⁵ According to the lower Chamber: http://sitl.diputados.gob.mx/LXIV_leg/cuadro_genero.php

⁶ According to the upper Chamber: https://www.senado.gob.mx/64/senadores/directorio_de_senadores

⁷ According with INMUJERES: http://estadistica.inmujeres.gob.mx/formas/panorama_general.php?menu1=8&IDTema=8&pag=1

implemented the PNIPPM since 2008 to contribute to strengthening substantive equality between men and women through technical and financial support, derived from the Annex 13 of the Expenditure Budget of the Federation (PEF). Such financing is aimed at civil society projects that promote women's human rights, particularly the political-electoral ones, generating effective advocacy actions in prevention and attention to violence against women in politics (INE, 2020a).

Since 2008 and until 2021, the INE has issued twelve PNIPPM Calls through the DECEyEC. As mentioned above, it was in 2019 that it joined forces with the UNDP to strengthen the program in terms of technical capacities of CSOs and support for the monitoring and systematization of products because it identified development opportunities in implementation, such as the impact measurement and the attention to project monitoring processes. The alliance was due to UNDP's ability to work with CSOs as an ally and source of resources for their human development⁸ initiatives and its experience of more than two decades supporting electoral institutions in Mexico.

The result of the alliance was the IPPM, formalized through the Development Services Agreement (INE and UNDP, 2019) and its respective amendments in subsequent years (INE and UNDP, 2020) and (INE and UNDP, 2021).

With axis 1, "Politics and government" of the Mexican National Development Plan 2019-2024. The project is aligned, among others, with SDGs 5, 10, and 16 related to gender equality; the reduction of inequalities; and peace, justice, and strong institutions, respectively. With the outcome 9 of the United Nations Cooperation Framework that indicates that "by 2025, Mexican State institutions and civil society have articulated and installed capacities to prevent, denounce and sanction acts of corruption, promote accountability mechanisms, and guarantee social and political participation in inclusive decision-making, transparently, on equal terms, and leaving no one behind". (UNDP Executive Board, 2021). In addition, it is aligned with Output 7, "Increased social participation in public decision-making fostered by accessible, democratic mechanisms put forward by transparent, trustworthy public institutions" of the same framework (UNDP Executive Board, 2021).

In the Long-term outcome of the IPPM's Theory of Change, the CSOs are trained

⁸ See more in: https://www.undp.org/sites/g/files/zskgke326/files/publications/2001_EI-PNUD-y-las-Organizaciones-de-la-Sociedad-Civil-Una-Politico-de-Compromisos_SP.pdf

to propose and develop projects with a high impact on equal political participation of women. Under the conditions to achieve this outcome, more CSOs participate in the PNIPPM; CSOs meet the goals of their projects, and the projects are sustainable for the next cycle. In the preconditions to meet the assumptions, the Call for the program has enough coverage; CSOs are trained to develop their projects successfully; a project monitoring strategy exists; a dissemination strategy; and an exit and sustainability strategy for the products. The previous is based on the preliminary⁹ Theory of Change of the 2019 Mid-Term Evaluation and on an analysis of the 2019 Development Services Agreement to strengthen such Theory of Change.

Specifically, the purpose of this evaluation is the IPPM 2020, which objectives were to strengthen the capacities of the participating CSOs to propose projects with a solid theory of change, aligned with the objectives of the PNIPPM and with monitoring and evaluation schemes [as well as;] monitor the products and systematize the results of the projects financed, and establish the bases for an impact evaluation of the PNIPPM (INE and UNDP, 2020).

Each edition of the PNIPPM has been made up of a three-stage cycle: 1) Call and selection of projects, 2) Implementation of the projects, and 3) Completion of the projects. For the first stage of the 2020 edition of the PNIPPM, the CD selected 51¹⁰ projects from different CSOs distributed in 17 entities in the country. The Call was launched in September 2020, while the projects were developed from January to May 2021, during the COVID-19 pandemic. This implied significant challenges in the development of the modalities of the project. At the end of the cycle, the program successfully benefited 10,591 people indirectly through CSOs.

The IPPM 2020 was developed under five lines of action: 1) technical and strategic support in the processes and methodologies, 2) monitoring of the implementation of the benefited projects, 3) training the CSOs and the technical teams of the PNIPPM, 4) dissemination and visibility of projects¹¹, and 5) systematization of the results (UNDP, 2021c).

In addition, the design of the project had 8 indicators of results and achievements,

⁹ The final version of the IPPM Theory of Change is still under development.

¹⁰ Two of the projects were canceled due to non-compliance with the administrative requirements in accordance with the PNIPPM Operating Rules.

¹¹ Although this strategic line was not contemplated in the 2020 Amendment of the Development Services Agreement, dissemination actions were articulated that have been successful in contributing to the visibility of the results of the participating projects.

referring to: "1.1) beneficiary projects that request to continue with their project in the next edition; 1.2) selected projects to continue with its project; 2.1) project proposals received; 2.2) selected projects participating in the program for the first time; 3.1) training carried out in the program; 3.2) people who considered the training program was useful; 4.1) follow-up to the activities implemented; 4.2) projects that met their goals" (UNDP, 2021c).

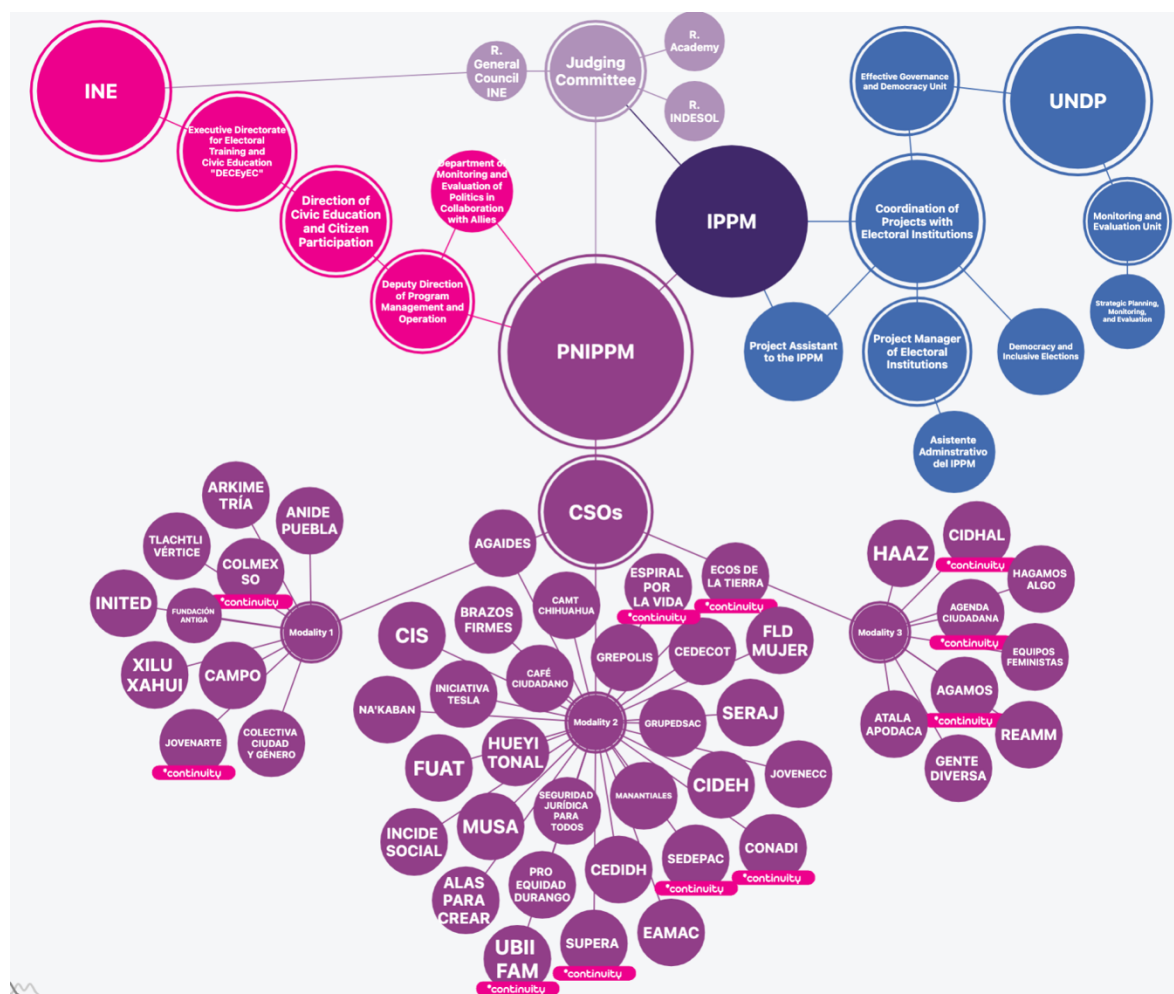
The IPPM 2020 budget was \$4,052,360.00 MX, which covered the concepts of the operation of the project; the technical and strategic support in the processes and methodologies of the PNIPPM 2020; the monitoring of the benefited projects; the training for the selected CSOs and technical teams of the PNIPPM; and the systematization of the results of the PNIPPM.

The actors that appeared in the IPPM 2020 were the following (see Figure 1):

The Judging Committee (CD), a temporary body established between the INE and the UNDP in charge of evaluating and selecting the winner projects. This comprised 12 members: 4 specialists representing the academy, 2 from the former INDESOL, and 6 members of the General Council of the INE (UNDP, 2021c). The representatives of the General Council of the INE were invited by the DECEyEC, and the members of INDESOL and the academy, by the UNDP. In addition, the CD has a Technical Secretariat that acts as a link between it and the DECEyEC. It is represented by one INE member designated by the head of the DECEyEC (INE, 2020b). For the 2020 edition, the Technical Secretariat was represented by its designator and had the support of the INE and UNDP operational teams.

Figure 1. Map of actors

Source: Own work based on the documentation received.



The INE executed the PNIPPM through the DECEyEC and its subordinate areas: the Direction of Civic Education and Citizen Participation; the Deputy Direction of Program Management and Operation; and the Department of Monitoring and Evaluation of Politics in Collaboration with Allies.

The UNDP, through the Effective Governance and Democracy Unit (UGED) with the following subordinate areas: the Coordination of Projects with Electoral Institutions, which is the Project Coordination Unit (UCP), and which has a Project Assistant to the IPPM; a Specialist in Democracy and Inclusive Elections; a Project Manager of Electoral Institutions; and their respective Administrative Assistant of the IPPM. Another relevant UNDP actor is the Monitoring and Evaluation Unit and its Specialist of Strategic Planning, Monitoring, and Evaluation.

The last are the CSOs, of which 49¹² completed their projects: 10 of them in the "Modality I. Develop agendas and action plans", listed below in its Spanish name:

- 1 ANIDE PUEBLA > Anide-Puebla, A.C.
- 2 ARKIMETRÍA > Arkimetría Social, A.C.
- 3 CAMPO > Centro de Apoyo para el Movimiento Popular de Occidente, A.C.
- 4 COLECTIVA CIUDAD Y GÉNERO > Colectiva Ciudad y Género A.C.
- 5 COLMEX SO > Colectivo México Solidario A.C.*
- 6 FUNDACIÓN ANTIGA > Fundación Antiga, A.C.
- 7 INITED > Instituto de Innovación y Tecnologías Educativas A.C.
- 8 JOVENARTE > Jóvenes Articulando Territorios A.C.*
- 9 TLACHTLI VÉRTICE > Tlachtli Vértice Hidalguense A.C.
- 10 XILU XAHUI > Fundación XiluXahui. Apoyo al Desarrollo Integral Sustentable A.C.

30 were in the "Modality II. Projects to promote women's political rights and political leadership":

- 11 AGAIDES > Misión Emerge Agaidés A.C.
- 12 ALAS PARA CREAR > Alas Para Crear A.C.
- 13 BRAZOS FIRMES > Fundación Brazos Firmes A.C.
- 14 CAFÉ CIUDADANO > Café Ciudadano en Defensa de los Derechos Humanos, A.C.
- 15 CAMT CHIHUAHUA > Centro de Atención a la Mujer Trabajadora de Chihuahua A.C.
- 16 CEDECOT > Centro de Experimentación para el Desarrollo Comunitario Tzeltal, A.C.
- 17 CEDIDH > Centro para el Desarrollo Igualitario y los Derechos Humanos CEDIDH, A.C.
- 18 CIDEH > Centro de Innovación y Desarrollo Emprendedor Huaxyacac A.C.
- 19 CIS > Ciudadanía para la Integración Social A.C.
- 20 CONADI > Construyendo Acciones para el Desarrollo y la Igualdad CONADI A.C.*
- 21 EAMAC > Equidad y Autonomía en Movimiento, A.C.
- 22 ECOS DE LA TIERRA > Ecos de la Tierra Proyectos Productivos y Medio Ambiente A.C.*
- 23 ESPIRAL POR LA VIDA > Espiral por la Vida, A.C.*
- 24 FLD MUJER > Fundación Liderazgo y Desarrollo para la mujer A.C.
- 25 FUAT > Fundación Universidad Autónoma de Tlaxcala A.C.
- 26 GREPOLIS > Colectivo Grépolis A.C.
- 27 GRUPEDSAC > Grupo para Promover la Educación y el Desarrollo Sustentable A.C.
- 28 HUEYI TONAL > Hueyi Tonal S. C.
- 29 INCIDE SOCIAL > Iniciativa Ciudadana y Desarrollo Social INCIDE Social A.C.
- 30 INICIATIVA TESLA > Iniciativa Tesla A.C.
- 31 JOVENNECC > Jóvenes por una Conciencia Colectiva A.C.
- 32 MANANTIALES > Manantiales de Justicia A.C.
- 33 MUSA > Organización de Mujeres Unidas Siempre por el Aprendizaje, A.C.

¹² 2 of them for non-complying the rules of Operation.

* Also in continuity modality

- 34 NA'KABAN > *Na'kaban Compromiso y Conciencia Ciudadana A.C.*
- 35 PRO EQUIDAD DURANGO > *Pro-Equidad Durango A.C.*
- 36 SEDEPAC > *Servicio Desarrollo y Paz Huasteca Potosina A.C.**
- 37 SEGURIDAD JURÍDICA PARA TODOS > *Seguridad Jurídica para Todos A.C.*
- 38 SERAJ > *Servicios a la Juventud A.C.*
- 39 SUPERA > *SUPERA Capacitación y Desarrollo A.C.**
- 40 UBII FAM > *UBII-FAM A.C.**

And 9 were in the “Modality III. Prevention, legal support and attention to violence against women in politics cases”:

- 41 AGAMOS > *Alianza Garantizar a Mujeres y Hombres la Igualdad en el Goce de Todos los Derechos Humanos A.C.**
- 42 AGENDA CIUDADANA > *Agenda Ciudadana por el Desarrollo y la Corresponsabilidad Social A.C.**
- 43 ATALA APODACA > *Mujeres por la Justicia Social: Atala Apodaca A.C.*
- 44 CIDHAL > *Comunicación, Intercambio y Desarrollo Humano en América Latina, Asociación Civil (CIDHAL, A.C.)**
- 45 EQUIPOS FEMINISTAS > *Equipos Feministas, A.C.*
- 46 GENTE DIVERSA > *Gente Diversa de Baja California, A.C.*
- 47 HAAZ > *Haaz y Asociados Consultores A.C.*
- 48 HAGAMOS ALGO > *Hagamos Algo, Asociación para el Desarrollo Integral de Grupos Vulnerables con Perspectiva de Género, A.C.*
- 49 REAMM > *Red de Apoyo a Mujeres Municipalistas A.C.*

7. EVALUATION SCOPE AND OBJECTIVES

The Final Evaluation of the IPPM 2020 is an evaluation of management and results that accounts for the progress of the achievements obtained, extracts lessons learned, obtains recommendations, and provides information for strategic decision-making for the following cycles.

The evaluation took place from February 24 to April 15, 2022, in a completely virtual modality due to the conditions of the COVID-19 pandemic.

The object of study is the IPPM 2020, which began in 2020 and ended in 2021. Its entities involved are the Project Coordination Unit (Coordination of Projects with Electoral Institutions, UNDP); the unit in charge of the PNIPPM (DECEyEC); the Judging Committee of the PNIPPM; the direct beneficiaries (CSOs), and the indirect beneficiaries of the 2020 edition.

The evaluation covers at least the results of the 5 lines of action of the IPPM project. Although several IPPM activities were intertwined with the PNIPPM activities, this evaluation focuses on the results of the IPPM.

The objectives of the evaluation are:

1. Assess the accomplishment of the expected results of the IPPM regarding the Development Services Agreement and the PNIPPM.
2. Analyze whether the execution and management of the project are adequate regarding the planned results.
3. Assess the positive or negative changes that have been generated by the IPPM in the CSOs, in the beneficiary population of the PNIPPM, and in the program itself.
4. Provide recommendations and elements for decision-making and action-taking to strengthen the project's sustainability, considering emergency contexts, such as Covid-19.

The evaluation was based on the UNDP Evaluation Guidelines¹³, from which was taken the criteria of relevance, coherence, effectiveness, efficiency, and sustainability to assess the activities and results.

¹³ See more in: <http://web.undp.org/evaluation/guideline/Spanish/index.shtml>

The 32 questions answered by the evaluation are grouped into these criteria. The relevance criterion included questions about the alignment and contribution of the project with national and international instruments, such as the National Development Plan, the country's electoral priorities, the SDGs, the CPD, the UNDP Strategic Plan, and the international conventions and treaties. Likewise, it considers questions related to the lessons learned; the participants' perspectives; the improvement of the intervention; and the response to political, economic, and emergency changes in the country.

The effectiveness criterion focused on questions related to project achievements, positive and negative changes, CSOs capacities and results, adaptation to the COVID-19 context, and participation in project processes.

The questions grouped in the efficiency criterion focused on resource issues (financial, human, time, etc.); effectiveness and efficiency systems; and the project's resilience to the impact of COVID-19.

On the other hand, the questions related to the sustainability criterion covered topics such as the financial, political, and social risks for the sustainability of the project; the mechanisms and strategies to promote the continuity of the projects; permanent changes in attitudes and behaviors; and the resilience of CSOs facing the pandemic.

Finally, the coherence criterion questions answered to what extent the intervention is compatible with other governmental policies or actions from UNDP Mexico.

8. EVALUATION APPROACH AND METHODS

The evaluation covers at least the results of the 5 lines of action of the IPPM project. Although several project activities are intertwined with the activities of the PNIPPM, this evaluation focuses on highlighting the results of the IPPM. The methodology and the general structure of the evaluation were developed within the framework of the UNDP Evaluation Guidelines.

In developing the evaluation methodology, the human rights and gender equality approaches were integrated in a transversal way in the data collection and the analysis of the results. In contrast, the development of the recommendations was made merely to strengthen the actions that can reduce gender inequality in terms of political participation. The survey directed at beneficiaries was designed to obtain information disaggregated by sex, disability, ethnic origin, and age for data collection. Most participants were women (93.15%) with an average of 26 to 30 years of age, 32% were indigenous, 6.8% Afro-Mexican and 1.37% had disabilities. In the data analysis, it was verified that the project's benefits were relevant for all groups. The most relevant aspect of that analysis was that the answers given by indigenous women were very much oriented towards talking about empowerment, acquisition of knowledge of political-electoral rights, reflections on discrimination, and legal procedures to defend against gender violence.

Regarding the research approach, a mixed one was used. It included qualitative and quantitative data and analysis, with an orientation focused on the use and based on the principle that the evaluation should be judged for the usefulness of whoever uses it.

The methodology for obtaining data that responds to the 32 evaluation questions was divided into four techniques: documentary research to obtain secondary data; semi-structured interviews, surveys, and focus groups to obtain primary data, all of them carried out remotely through telecommunication means during the period from February 11 to March 2, 2022.

Each technique focused on obtaining data to answer one or more blocks of questions grouped into the five required evaluation criteria (relevance, coherence, effectiveness, efficiency, and sustainability).

8.1. RESEARCH TOOLS

8.1.1. Documentary research

The documentary review aimed to obtain secondary data mainly through: a) systematic review - for qualitative data and b) meta-analysis - for quantitative data. This information is part of the evidence of project implementation.

The documentation reviewed was received from the UNDP in folders organized mainly according to the three stages of the PNIPPM cycle:

Stage 1.- Call and selection of projects

- *Call for Proposals for PNIPPM 2020*
- *The Rules of Operation 2020*
- *Documents of the selection process of the CD 2020*
- *Documents of the registration and validation*

Stage 2.- Implementation of the projects

- *Documents of the strategy of virtual visits*
- *Documents of the CSOs Network*
- *Reports of the platform activities*
- *Documents of the virtual visits*
- *Documents of the induction session*
- *Documents from conversational "Women in governance and democracy"*
- *Documents from the BRIDGE Workshop in civic education, information and, access to the electoral process*
- *Documents of the virtual workshop of CSOs in the digital world*
- *Documents of the BRIDGE Workshop on gender and elections*

Stage 3.- Completion of the projects

- *Documents on the report of successful experiences*
- Documents of the systematization of the results of the PNIPPM (files and reports)*
- *Project data sheets*

- *PNIPPM Criteria Weighting 2020*

In addition to the following documents:

- *IPPM 2019 Execution Report*
- *IPPM 2020 Execution report*
- *INE Commission Report*
- *Final report of the mid-term evaluation*
- *Development Services Agreement 2019*
- *Amendment of the Development Services Agreement 2020*
- *Amendment of the Development Services Agreement 2021*
- *Documentation of individual projects (official data, project, and initial budget)*
- *Quarterly reports.*

8.1.2. Interviews

The semi-structured interviews included predetermined but flexible questions in case the context required depth and detail. The data collected was primarily qualitative.

13 semi-structured interviews were conducted online (of the 14 planned) through the videoconferencing application "Google Meet" from February 11 to 21. These interviews were scheduled through the "Google Workspace" appointment system.

3 were addressed to the UNDP Effective Governance and Democracy Unit. The primary criterion for its selection was that the people had direct activity implementing the IPPM. The following were interviewed:

- **Mónica Eden Wynter, Coordinator of Projects with Electoral Institutions,**
- **Lizbeth Teresa Sánchez, IPPM Project Assistant,**
- **Michel Salinas, Project Manager with Electoral Institutions.**

Another 3 were addressed to personnel from the DECEyEC of the INE. The primary criterion for their selection was direct activity in implementing the PNIPPM. The following people were interviewed:

- **Francisco Javier Morales Camarena, Director of Civic Education and Citizen Participation,**

- José Alberto Bueno Saldaña, Deputy Director of Program Management and Operation,
- Rosa María Mora Gutiérrez, Head of Department of Monitoring and Evaluation of Politics in Collaboration with Allies.

2 interviews were conducted with members of the Judging Committee. The essential criterion for their selection was to have academic representativeness, for which the following people were interviewed:

- Karolina Monika Gilas, President of the CD,
- Virginia Luisa Belmontes Acosta, Member of the CD.

Regarding the interviews with the CSOs, 5 of the 6 planned were carried out. One of them did not materialize because the CSOs did not make an appointment despite being contacted by mail and phone call. The selection of the candidates was carried out under a deliberate non-probabilistic sampling, and the criteria for their selection were: to have a different level of progress according to the Criteria Weighting 2020 (UNDP, 2021e); to have participated in a different modality (including continuity) and to be from different geographic location. The following CSOs were the ones that collaborated:

- *Colectivo Grépolis A.C.*,
- *Colectivo México Solidario A.C.*,
- *Construyendo Acciones para el Desarrollo y la Igualdad CONADI A.C.*,
- *Espiral por la Vida A.C.*,
- *Iniciativa Tesla A.C.*

In all interviews, the confidentiality of their source was emphasized so that participants would be free from institutional pressure. The interviews were based on the evaluation questions with slight adaptations to the language depending on the person to be interviewed.

8.1.3. Surveys

The surveys gathered systematized responses from CSOs and indirect beneficiaries, primarily quantitative, but qualitative data was also obtained.

Two online surveys were conducted through the "surveymonkey" web with an initial invitation via email and WhatsApp group for the 2020 edition participants; in a second round, via a personalized message and through WhatsApp to each of the missing CSOs. Data collection was open from February 21 to March 2.

In the surveys, a declaration of consent was added to indicate the respect for the source's anonymity and the average time to answer them. Personal data such as

names or addresses were not requested. For the CSOs, only an email was required to have support in case of eventualities.

The survey aimed at CSOs consisted of 18 questions answered in an average of 18 minutes when the time estimated by the web was 15. Responses were obtained from 73% of CSOs (36 of 49). Of those who responded, 22% participated in modality I, 58% in modality II, and 19% in modality III. In addition, 10 of the CSOs that responded participated in a continuity modality. On the other hand, 52% responded were reported as having "good progress" according to the 2020 IPPM Criteria Weighting (UNDP, 2021e); 41% were classified as having "problems" in their progress; and only 11% of those who responded were reported as "without progress". The rest of the CSOs who did not respond to the survey were classified as "with problems" and "without progress".

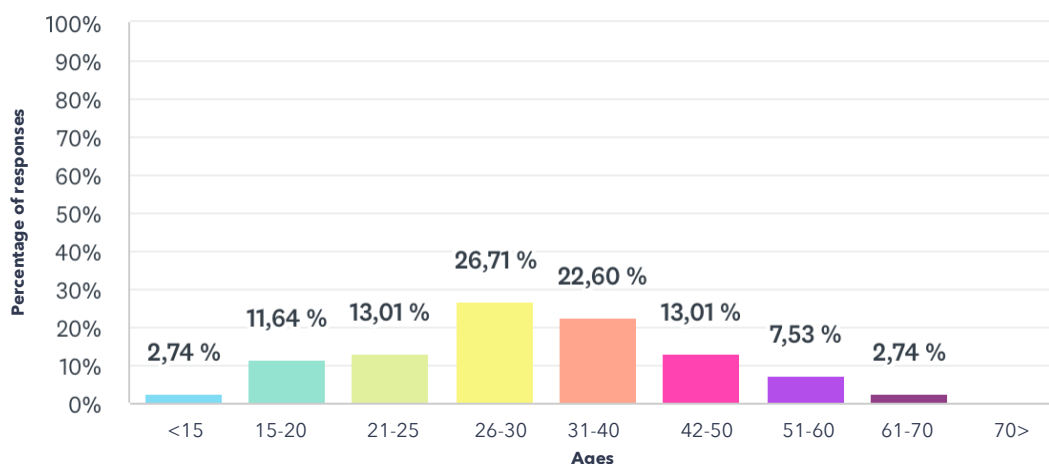
The survey aimed at indirect beneficiaries consisted of 15 questions (8 substantives answered by people in an average of 5 minutes when the web had calculated 6 minutes to respond to it. A minimum sample size was not pre-defined for this survey for the following reasons: the target population of the project was the CSOs and not the indirect beneficiaries, which is why there was little contact with them during implementation, and the possibility of contacting them was low; the access of some indirect beneficiaries to digital communication devices and internet was limited; also the time elapsed between the end of the project and the evaluation was distant, so contact with some may have been lost. Even so, it was possible to collect the opinions of 146 participants, which means a confidence level of 90% with a margin of error of 6.8%, in a universe of 10,591 participants (see Annex 14.4 for calculations).

The participants were representatives of 28 CSOs. The median of participants per CSOs was 4, with 1 being the least and 21 being the most. The prominent age of participants was 26 to 30 years old and 31 to 40 years old (Figure 2). 93.1% were women, and 6.9% were men. Two people reported having a disability. 31.5% indicated belonging to an indigenous¹⁴ group and 6.8% being part of the Afro-Mexican population.

¹⁴ Indigenous groups were: maya, maya tzetzel, mixteca, nahua, tzetzel, tzotzil, wixárica y zapoteca

Figure 2. Ages of the indirect beneficiaries surveyed

Total of participants: 146



Source: Own work based on the Survey addressed to indirect beneficiaries.

8.1.4. Focus groups

The focus groups allowed to get perspectives of consensus and diversity of the participants through an interactive discussion. The information derived from this tool was qualitative.

Two focus groups were held on February 24 through the "Google Meet" videoconferencing application. One aimed at CSOs and the other at indirect beneficiaries. The invitation was sent via email. In the case of the one aimed at indirect beneficiaries, the CSOs were contacted directly to organize the invitation.

The participants for the CSOs focus group were selected under a non-probabilistic convenience sampling under the following criteria: that they had not participated in interviews, that they had a different weighting of compliance, that they were participating in a different modality, and were from different geographic location. Finally, 3 of 6 CSOs participated. Their projects had a presence in Mexico City, Oaxaca, and Chiapas. Their names were:

- *Ciudadanía para la Integración Social A.C.*
- *Ecos de la Tierra Proyectos Productivos y Medio Ambiente A.C.*
- *SUPERA Capacitación y Desarrollo A.C.*

The participants of the indirect beneficiaries focus group were selected under a non-probabilistic convenience sampling under the following criteria: that the CSOs that invited them had not participated in interviews or the other focus group, that the CSOs had a different weighting of compliance, that they were from

different geographical locations, and that the person invited was preferably a woman. Finally, 4 out of 5 women participated. The participants lived in Huejotzingo, Puebla; The Roses, Chiapas; Nuevo Momón, Chiapas; and Ameca, Jalisco. One of them, a young indigenous woman, did not have access to the internet or communication devices to access the virtual meeting, so she received support from the CSO to connect. Another two of the participants were young people from high school in urban areas, and the last one was an adult woman in the labor stage.

The women who participated were beneficiaries of the following CSOs:

- *Fundación Antiga, A.C.*
- *Mujeres por la Justicia Social: Atala Apodaca A.C.*
- *Organización de Mujeres Unidas Siempre por el Aprendizaje, A.C.*
- *Servicios a la Juventud A.C.*

The evaluator moderated the focus groups with a participatory dynamic, ordered in time and form, and in an environment of trust for the participants by ensuring the anonymity of their responses. In the group for CSOs, 6 questions were asked. In the beneficiary group, 5. All the group's questions were based on the evaluation questions but adapted to a more colloquial and accessible language.

The CSOs interest in giving their opinions was quite broad. They were clear about the differences in responsibilities that the INE and the UNDP have in developing the PNIPPM (this clarity was also evident in the interviews). In general, they had favorable opinions of the IPPM with specific comments on their experiences.

The indirect beneficiaries also showed great interest in the topics. Despite the diversity of contexts and previous knowledge, they demonstrated having obtained new and specific knowledge about their political-electoral rights and gender equality thanks to their participation in CSO projects. In addition, they demonstrated that they had made individual reflections about gender inequality, feminism, *machismo*, and gender violence that prevailed in their immediate environment.

8.2. METHODOLOGY LIMITATIONS

Regarding participation, the digital divide referent to the access to the internet and digital communication devices made it difficult for the beneficiaries to participate in the online focus group and the virtual survey. Likewise, the time elapsed between the completion of the projects (May 2021) and the fieldwork of

this evaluation (Feb-Mar 2022) may have contributed to the disengagement of both the CSOs and the indirect beneficiaries to participate in the activities, corresponding surveys, interviews, and focus groups.

Regarding the results, the position of the actors in the participation map may tend to bias their opinion. To clear this up, the relevant atypical responses were first contrasted with other characteristics of the position (of compliance with the advances of the CSOs, for example) to avoid considering an anomalous tilt as a general response. This does not mean that only those responses aligned with the general opinion were valid and reported, but rather that when a response was very distant from the rest, it was first contrasted with other types of evidence to understand the context and validate the data. Subsequently, it was graphed or explained as a minority response. The atypical answers were gathered in the surveys but deepened above all in the interviews.

In the surveys, multiple-choice questions were used to avoid dispersion or lack of information, thus limiting the answers, and allowing open participation in text fields for optional comments. In the CSOs survey, only 2 of 18 questions were open-ended, and 12 included text fields for additional comments. The rest were multi-select boxes (3), radio buttons (7), drop-down lists (4), and sliders (2). Only one question was open in the indirect beneficiaries' survey (out of 15), and 7 questions included text fields for optional comments. The rest were multi-select boxes (3), radio buttons (7), drop-down lists (3), and sliders (1). The selection of the question format corresponded to the suggested response types. For example, for answers with only one selection but lots of options, the selection list was preferred; for the numerical responses, sliding bars were chosen; for answers likely to have several options, checkboxes were used; for binary or semaphore responses, the radio buttons were chosen; and for responses requiring a profound degree of qualitative opinion, open-ended responses or additional text field options were allowed.

The sample size was enough to allow for a 6.8% margin of error in which the survey results can be expected to reflect the opinion of the general study population.

9. DATA ANALYSIS




To analyze the secondary data of the documentary review, the following techniques were used: a) systematic review, to identify all the qualitative information that was published about the questions, and b) meta-analysis, to identify quantitative data related to the topic.

The design of the primary data collection tools was carried out with sensitivity to gather the data from participants, always assuring them the privacy and anonymity of their answers, although, in the general context, their participation was known.

For the primary data analysis, the responses were validated by contrasting the detailed opinions of the interviews against the opinions discussed in the focus groups, the data produced by the surveys, and the documentary evidence. Reaching the extraction of consistent opinions and identifying differences in trends depending on the group questioned.

9.1. CLASSIFICATION OF FINDINGS

A traffic light category was used to assess the level of results achieved with the available evidence:

-  It has a satisfactory level of compliance but is subject to improvement.
-  It has serious compliance issues, and addressing improvements is essential to developing the IPPM.
-  It has a moderate level of compliance, and it is crucial to consider the options for improvement.

10.FINDINGS AND CONCLUSIONS

RELEVANCE CRITERION

1. To what extent does the project contribute to the implementation of international instruments (e.g., Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Convention on the Rights of Persons with Disabilities (CRPD), Convention on the Rights of the Child (CRC)), standards and principles of Human Rights and gender equality?

★ The project is pertinent to the general human rights principles related to universality, progressiveness, and non-discrimination. In addition, it contributes to the mandates of international instruments concerning the promotion of the exercise of the right to vote, decision-making, and participation of women in public and political life in all its forms, on equal terms with men and without any discrimination.

Contributes to the Article 7 of the CEDAW, which implies the responsibility of the States Parties to take all measures to eliminate discrimination against women in the political and public life of the country, guaranteeing equal conditions to vote and be eligible in all public elections; to participate in the formulation of government policies, to hold public office and exercise all public functions; and to participate in non-governmental organizations and associations that deal with public and political life (UN, 1979).

Contributes to the implementation of the CRPD in terms of adding to the general principle of equality between men and women referred to in Article 3, as well as to the Article 29 relative to the guarantee of the political rights of people with disabilities under equal conditions with the others (UN, 2006).

To the Convention on the Political Rights of Women contributes to the exercise of the right of women to vote in all elections under equal conditions, referred to in Article I. In the right of eligibility of women to lead elective public bodies, referred to in Article II. Moreover, contributes to the right to hold a public office and exercise all public functions without discrimination, referred to in Article III (UN, 1953).

2. To what extent does the project contribute to regional conventions, national policies, and strategies on human rights and gender equality?

✱ The project contributes pertinently to regional conventions and national human rights and gender equality strategies. Directly with the Inter-American Convention to Prevent, Punish and Eradicate Violence against Women "Belem Do Para Convention" in terms of the right to have equal access to public functions, referred in Article 4; as well as in the promotion of education and training of the personnel in charge of the policies of prevention, punishment, and elimination of violence against women, referred in Article 8 (OAS, 1994).

The National Policy for Equality between Women and Men is executed through the National Program for Equality between Women and Men "PROIGUALDAD", which in the 2020-2024 edition aims to move toward substantive equality between women and men. For this purpose, the project contributes to the promotion of women's equal participation in decision-making in the political, social, community, and private spheres, specified as priority objective number 5 of PROIGUALDAD (Government of the Republic, 2020).

3. To what extent was the project aligned with national development priorities, CPD outputs, CPD results, the UNDP Strategic Plan, and the SDGs?

✱ The project is pertinent in its consonance with the documents alluded to. With the National Development Plan, it is aligned with the axis of "leave no one behind, leave no one out" in its reference to advocating substantive equality between women and men and with axis 1. Politics and government, subtitle "Freedom and equality," referred to the governmental drive to advocate effective equality of rights between women and men (Government of the Republic, 2019).

With the Document of the Program for Mexico 2021-2025 (CPD) contributes with the Cooperation Framework Outcome 9 which indicates that by "State institutions and civil society have articulated and installed capacities to prevent, denounce and sanction acts of corruption, promote accountability mechanisms, and guarantee social and political participation in inclusive decision-making, in a transparent manner, on equal terms, and leaving no one behind." (UNDP Executive Board, 2021), specifically, it is aligned with Results Indicator 9.a "percentage of state public administrations with spaces for citizen participation or consultation (...)" (UNDP Executive Board, 2021), to its Output 7 referred to "increased social participation in public decision-making fostered by accessible, democratic mechanisms put forward by transparent, trustworthy public institutions" (UNDP Executive Board, 2021) and its respective Indicator 7.1 related to the "number of policy instruments implemented by public institutions that allow civil society to participate in public decision-making and foster

transparency/accountability” (UNDP Executive Board, 2021). The IPPM 2020 contributed to this effect, although not directly with the collaboration with a state administration, but instead with a national autonomous public body to implement policy instruments that allow civil society to contribute to developing a viable space for women to participate and lead public decision-making.

With the UNDP Strategic Plan, it aligns with the Direction of change of “leaving no one behind”, with the Signature solution 6: Gender and Equality and the Catalyst: “Development financing” (UNDP, 2021d).

Finally, with the Sustainable Development Goals (SDG) is aligned with three goals: the Goal 5, related to achieve gender equality and empowering all women and girls, and its Target: 5.5 relative to ensure the full and effective participation of women and equal leadership opportunities at all decision-making levels in political, economic and public life; the Goal 10 relative to reduce inequality within and among countries, and its Target 10.2 relative to enhance and promote the social, economic and political inclusion of all, regardless of age, sex, disability, race, ethnicity origin, religion or economic situation or other condition; and the Goal 16 relative to the promotion of peaceful and inclusive societies for sustainable development, facilitation to access to justice for all and effective and accountable institutions at all levels, and to its Target 16.7 relative to guarantee the adoption in all levels of inclusive, participatory and representative decisions (UN, 2015).


4. To what extent were the lessons learned from the 2019 edition considered in the design of the 2020 edition?

✱ The use of the lessons learned from the 2019 edition was pertinent. The ones that were mainly taken up were the following: use a more innovative mechanism for online monitoring of CSOs activities (UNDP, 2021c), which led to the development of the Platform for Monitoring the Implementation of Projects. Promote projects that place women at the center of the recovery from the Covid-19 pandemic (UNDP, 2021c). And generate a list to review the necessary documentation according to the rules of operation and establish effective coordination with the INE and a communication mechanism through a chat to resolve specific doubts (UNDP, 2021c).

In addition, other lessons considered resulted in: improving the systems of processes, times, expenses, and contracts, including more information in the Annual Operation Program; learning to discern between proposals that are likely


to be accepted in order to spend more time on them and less on those that are likely to be rejected; the development of a workshop to address aspects of the Call and participation requirements; the creation of a consultation mechanism to provide feedback on the calls, the implementation and the results of the projects; the improvement of the sustainability of projects by building the CSO Network; and improve the dissemination of projects with the display of *datasheets*.

5. To what extent were the perspectives of those who could influence the outcomes and those who could contribute with information or other resources to achieve the results considered during the project design process?

 The opinions of those who can influence the effects were considered. However, opportunities still exist. During the design and implementation of the IPPM 2020, the recommendations of the Mid-Term Evaluation were weighed up; consultation mechanisms were used (with CSOs for the construction of their Network); a diagnostic exercise was carried out with consultants and the INE; the comments of the Judging Committee members were considered, which led to a workshop before closing the call. The feedback of each event they carried out was considered. The feedback that has been lacking is the beneficiaries because they are not the project's target population.

INE and UNDP worked together on all their activities, with greater synergy between high-level and mid-level decision-makers. However, there is an opportunity to work together with the operational area in charge of monitoring and reviewing each CSOs project.

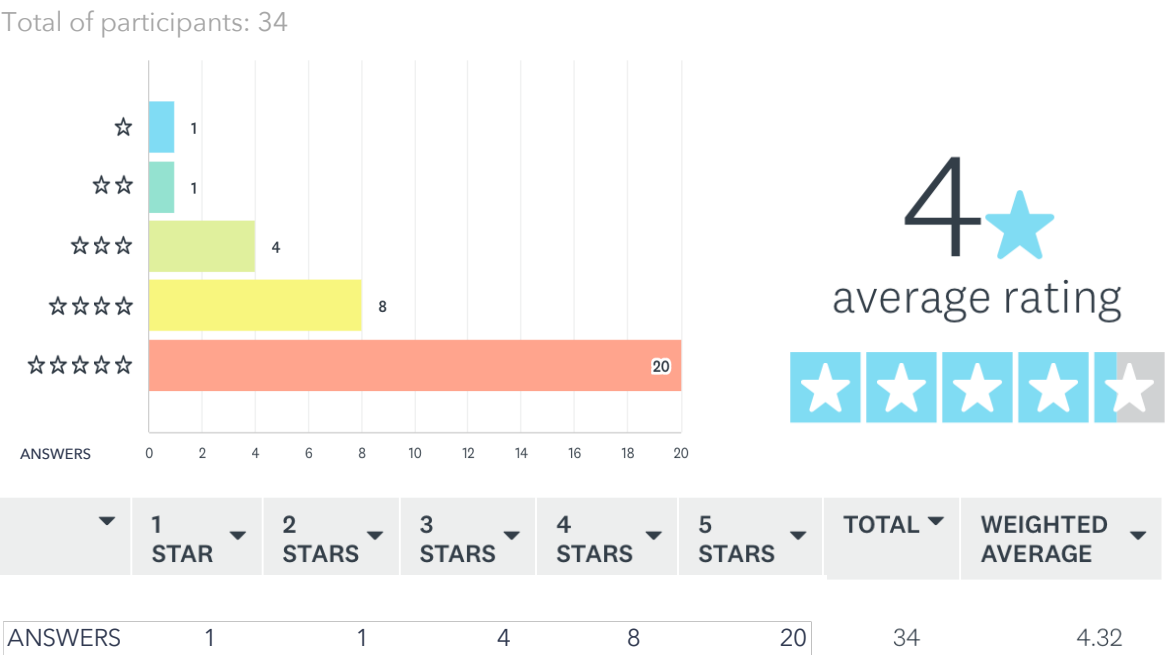
6. How can the intervention improve its contribution to gender equality, women's empowerment, and the human rights approach?

 In terms of the UNDP's attributions of technical support, training, monitoring, and dissemination of the PNIPPM, it can continue with the trend of work about the training provided, support, and documentation of successful experiences. Of all the financing programs in Mexico in which the CSOs of 2020 participated, none has provided them with the technical support such as the provided by the PNIPPM and the IPPM. Hence they consider it of great value. They also value the effort of making the virtual training interactive.

The intervention has contributed positively supporting the CSOs work for gender equality and women's empowerment; thus is highly valued by CSOs.

Figure 4 shows the average rating from the CSOs concerning the IPPM.

Figure 3. Average rating at IPPM ¹⁵



Source: Own work based on the Survey addressed to CSOs.

Its contribution has been mainly directed to provide the CSOs with technical resources to significantly impact the women and men to whom their political participation projects are directed. The following issues are where these resources have contributed most to the work of CSOs:

The first refers to strengthening the technical capacities that the CSOs formed through the training received on gender and election issues; management of virtual platforms and new technologies; and development of indicators for their projects.

The second refers to the monitoring of projects. The IPPM offers kind attention, open communication, and a good disposition to respond to requests and particular doubts in an environment of trust and support. It should be noted that the vast majority of CSOs have clarity about the difference in activities and services they receive from the UNDP and those they receive from the INE. Therefore, they identify well with the IPPM team and the robust organization of the UNDP. Another

¹⁵ To obtain this assessment, a weighted average was used.: $X_w = \frac{\sum(wx)}{\sum w}$ where x is the frequency; and w, the weight of the frequency.

positive aspect of the monitoring was the platform, which they consider reflects the global work of the CSOs with transparency and helps the electoral district members in their face-to-face visits.

The third is related to the strengthening of networks. Networking is key to the sustainability of the project's effects. CSOs express a great need for contact with their peers and other allies, which the IPPM has supported through the WhatsApp group and the formation of the CSOs Network. Contact preference is face-to-face and between projects. However, due to the pandemic, these have been the mechanisms that have kept them connected, and they consider them a good base to continue building their networks.

The fourth is related to the increase in the legitimacy of CSOs when presenting their projects to possible local allies and the very people participating in their projects. Being able to express that their CSO is accompanied by an international organization represented in the UNDP prompted a greater scope of their projects since it opened doors for them and gave them credibility, trust, and solidity in their environment.

In terms of influencing the development of projects related to women's political participation in Mexico. The intervention can improve its contribution to gender equality, empowerment of women, and human rights, through the attributions that correspond to the project. It can improve by strengthening the Call and/or Operating Rules of the IPPM. The last is to promote more innovative projects that work on specific skills such as the search for public office or the mainstreaming of gender issues in other areas; to promote a better delimitation in their target population; and optimize the expenses of their proposals. Likewise, these instruments can also be strengthened to stimulate the generation of networks, especially those of women who participate in the projects; and those of coalitions with institutional and male allies.

It can also enhance its contribution by providing specialized knowledge and technical skills for CSOs participating in the IPPM. In this way, the improvements would be to: offer differentiated instruction by the level of experience and knowledge on substantive issues, to increase the level of gender and human rights courses with experienced CSOs; offer training applied to the context of gender inequality in Mexico, with more significant theoretical and practical depth on the issues; and offer more frequent training, that allows more participation time as well as more participants.

In terms of support, it can improve by offering a more personalized service

focused on solving the substantive barriers of each project.

Finally, in terms of dissemination, it can improve by increasing the exposure of the projects from their official social networks and promoting the presentation of projects and the exchange of materials between CSOs.

7. How has the project adequately responded to the country's political, legal, economic, institutional, emergency, etc., changes?

☀ Positively. One of the changes that had a substantial impact was the health emergency caused by COVID-19. It affected face-to-face work and continues to be a latent risk. The project had a transition to virtuality that worked well on the institutional side, but for CSOs and their beneficiaries, costed a little more because they had resistance initially (either because of the difficulty of making changes to their projects or due to the fear of accepting a severe affectation). They also had limitations of access to information technologies, but over the time, they were able to adapt, and the program edition was successfully completed. The opportunity to learn was taken from the health crisis, despite the unequal access to digital coverage and devices, and it was possible to incorporate new virtual work tools for CSOs working in urban or specialized; nonetheless, for other CSOs remains a challenge.

On the other hand, there are the legislative changes that have been favorable and have given support to the PNIPPM, such as the reform of the General Law on Women's Access to a Life Free of Violence, which was legislated in 2020 on violence against women in politics, and the constitutional reform on gender parity of 2019, which guarantees that half of the positions are for women in the three levels of government, in the three powers of the Union and autonomous bodies.

8. What were the project's contributions to the outcomes and outputs of the country program, the SDGs, the UNDP Strategic Plan, and the national development and electoral priorities?

☀ The project contributed to the promotion of effective equality of rights between women and men, especially the political-electoral rights. It supported the national priorities of axis 1. Politics and government in matters of freedom and equality (Government of the Republic, 2019), accompanying CSOs to implement projects that promote female leadership to: solve public problems that affect their environment; promote the political-electoral rights of women, including indigenous and Afro-Mexican women; as well as advising and dealing with cases

violence against women in politics.

To the UNDP Strategic Plan contributed to the direction of change of leaving no one behind, to the signature solution of gender equality, and to the enabler of development financing (UNDP, 2021d), through the association with a body of the federal public administration that mobilizes funds for CSOs and through the technical accompanying to strengthen their actions related to the promotion of human rights, female empowerment, inclusion, equity, and women's leadership.

To the SDG 5, on achieving gender equality and empowering all women and girls; the 10, on reducing inequality within and between countries; and the 16, on promoting peaceful and inclusive societies, facilitating access to justice, and building effective and inclusive institutions (UN, 2015); contributed with the accompaniment and training of CSOs, whose political participation projects promoted the political-electoral rights of girls, young people, adults, and older adults, of whom a large part were indigenous and/or were in conditions of exclusion. In other cases, they carried out legal support projects to obtain justice in cases of political violence against women in politics.

In addition, it contributed to strengthening the capacities of the institutions of the Mexican State to promote and guarantee social and political participation in inclusive decision-making, thus contributing to the effects and products of the CPD. Finally, it contributed to the strengthening of trust and citizen participation in the democratic and political life of the country (INE, 2016), which is one of the priorities of the national electoral institution under the INE Strategic Plan 2016-2026, the last as an international organization with neutral political affairs.

EFFECTIVENESS CRITERION

9. To what extent were the project results achieved? What factors influenced the achievement or failure of the results?

★ The results of the project were achieved satisfactorily. The planned activities were carried out to contribute to the fulfillment of the 2 objectives and the 4 lines of action stipulated in the *Amendment of the Development Services Agreement* 2020, plus an extraordinary line of action.

To comply with the lines of action, the following activities were carried out according to the 2020 IPPM Execution Report (UNDP, 2021c):

1. Technical and strategic support in the processes and methodologies of the PNIPPM 2020.
 - o Review of the Call and Rules of Operation, dissemination of the Call, registration of

- candidacies, and support in the selection of the projects.
2. Monitoring of the implementation of the benefited projects in 2020.
 - o WhatsApp chat, a virtual platform, monthly reports, meetings, and virtual visits.
 3. Training for selected CSOs and PNIMMP technical teams.
 - o BRIDGE workshop on gender and elections; induction session; courses within the framework of the COVID-19 initiative; discussion: "Women in governance and democracy"; virtual workshop "CSOs in the digital world"; construction of the CSO Network; and BRIDGE workshop on civic education, information, and access to the electoral process.
 4. Dissemination and visibility of projects.
 - o A cycle of Videos "women building democracy", datasheets, and documentary.
 5. Systematization of the results of the PNIPPM.
 - o Systematization of partial and final reports, assessment of project compliance, documentation of successful experiences, and intermediate evaluation.

The indicators associated with the activities of the lines of action were close to or exceeded their goals from 94% to 233% compliance in terms of the following: the number of beneficiary projects that requested to continue in the next edition; the projects that finally managed to continue their project; the number of project proposals received; the number of projects that participated for the first time; the carried out training; the people who considered the training useful; the number of activities implemented; and the number of civil society organization projects that met their goals.

Achievement of compliance with these indicators was due to the joint work between the INE and the UNDP, the increase in personnel in the UCP, and the fact that they resumed the lessons learned from 2019. The last helped to solve the presented challenges, such as keeping all activities in a digital format due to the pressures of the pandemic. Likewise, the reception of proposals from the call concentrated at the end of the straight was a focus of attention, but it did not go any further.

The resilience and willingness of CSOs was also an influential factor in achieving the goals.

Development opportunities are the inclusion of all the members of the technical teams of the PNIPPM in the training (specifically the BRIDGE), as well as the sharing of the flow of relevant documentation with the operative area¹⁶ of the PNIPPM (such as the *Development Services Agreement*, excel tables, platform databases, reports, etc.),

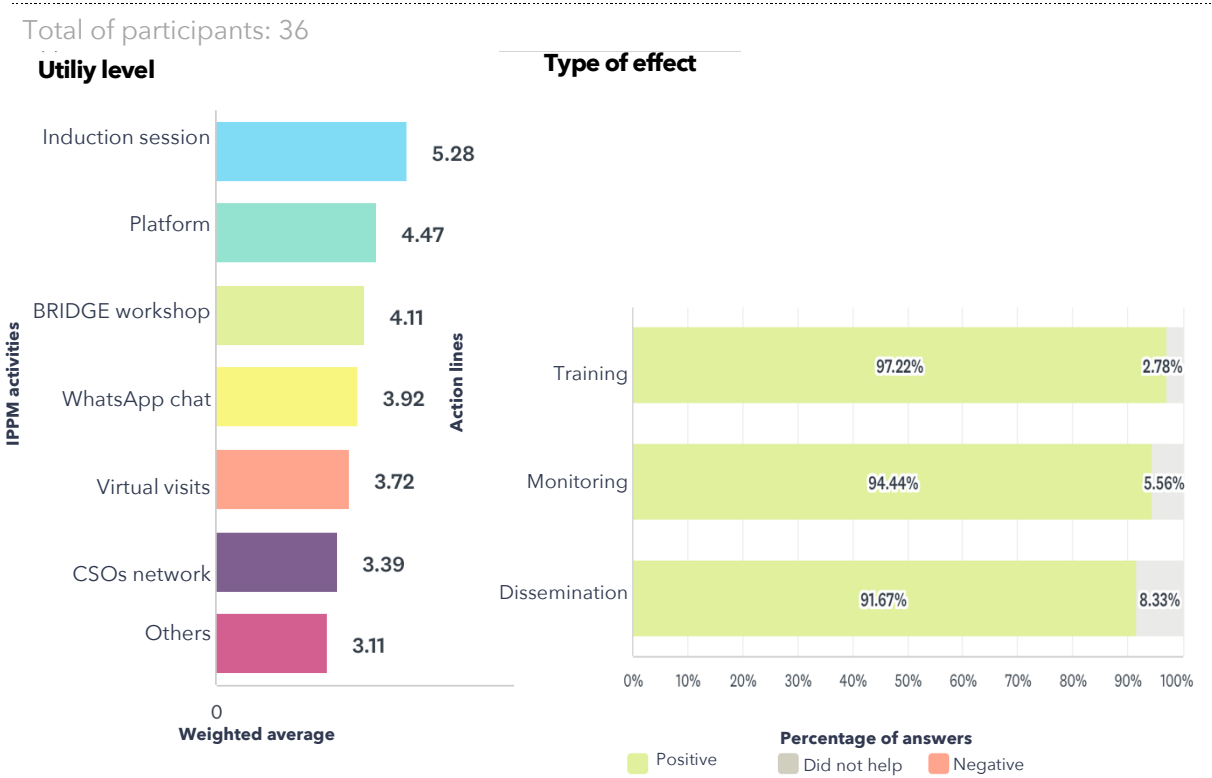
¹⁶ Department of Monitoring and Evaluation of Politics in Collaboration with Allies.

10. In which areas does the project have the most outstanding and most minor achievements? Why and what have been the factors of incidence? How can the project build on these achievements or expand on them? How can it overcome the challenges faced?

✱ The most significant achievements are in the training area, especially in the guide and induction for the development of projects (Indicators Workshop), while the least achievements are in the dissemination area. However, it must be considered that the dissemination line of action was extraordinary.

The activities that the CSOs considered most useful were the induction session, the virtual platform, and the BRIDGE workshops. The following Figure 4 shows, on the one hand, the perceived level of utility per activity, which was obtained by a weighted average with the position selection frequencies. These utility positions ranged from 1 to 7, with 1 being the highest utility level.

Figure 4. Utility level of specific actions of the IPPM compared to the effect types from the action lines 2, 3, and 4



Source: Own work based on the Survey addressed to CSOs.

On the other hand, the type of effect that the activities had as action lines can be observed. The majority (+91%) considered that the training, the monitoring, and

the dissemination of their projects had positive effects; less than 8.3% considered that its effect was null, and none considered that it had negative effects.

Expanding the achievements at the activity level would mean continuing with the trend of training thinking about the local contexts, expanding the quota, and the time for participation.

The challenges faced in the dissemination area are found in the ability to disseminate each project since the begging to the general population through the UNDP social networks. Also, in promoting the presentation of projects and exchange of materials among CSOs. The challenges faced by the IPPM at a macro level were the virtual work with CSOs due to the context of the pandemic; and the initial interaction with the INE regarding the acceptance of proposals for innovative processes (virtual, above all).

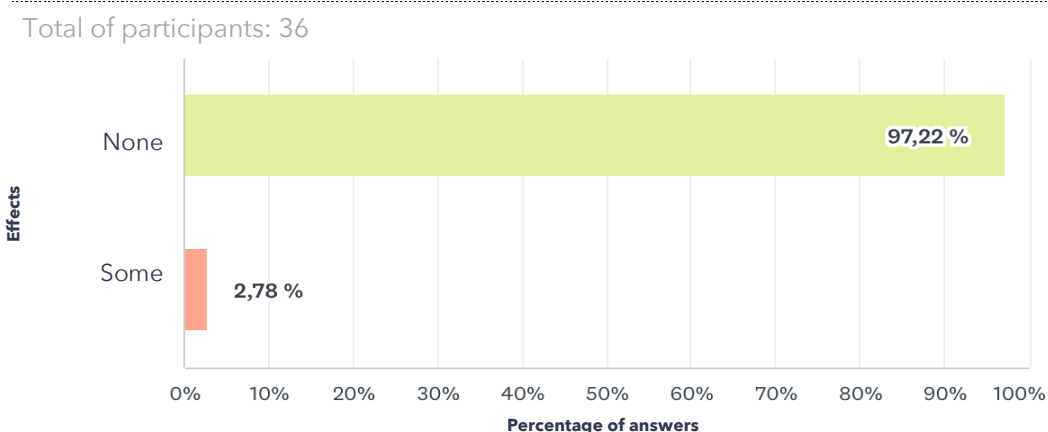
The achievements at the level of transformational changes in which the incidence of the IPPM is associated through its support to CSOs are related to female empowerment. The discovery of political-electoral rights by women who did not know them opened the door for them to internalize that they could aspire to a political office with the accompaniment and support of organizations. The recognition of indigenous women to consider themselves equal rights to men was a deep and motivational change. This recognition was related to the context of inequality and social marginalization in which these women live. However, the mere internalization of considering themselves bearers of rights, even in that context, evidenced an impetus to protect them. On the other hand, the discovery of legal processes and public institutions that accompany women in situations of gender violence gave them social confidence to protect their rights and those of women in their community. Women from social contexts with a better economic position and more knowledge about their rights recognized that before they participated in the program, they did not identify themselves as victims of gender violence or in a situation of inequality. However, after the intervention, they realized that they had been in such situations, but they were normalized and considered insignificant compared to the rest of their social advantages with other women. It should be noted that these results occurred at the beneficiary's level within the samples of focus groups, interviews, and surveys, to a lesser extent.

11. What are the positive or negative effects generated by the project on the beneficiary CSOs and the PNIPPM? What are the explanations regarding the effects caused by the project? How can challenges be overcome and successful effects scaled up?

☀ Most of the IPPM's effects are positive for CSOs in terms of training and support to better carry out their projects. The indicator workshop was an excellent tool for most CSOs. Moreover, the treatment in the accompaniment made them feel trust and support, although they would like it to be more personalized with their projects. The institutional values of UNDP and the technical capacity of those who implement the IPPM explain this positive effect.

A minority of participants had the perception of negative effects, considered them on the scheduling of the courses and workshops since they were held when the CSOs had planned other activities. The suggestion to correct this effect is to plan the training or other activities in an early schedule that allows CSOs to use their full days.

Figure 5. Negative effects of the IPPM according to the CSO survey



Source: Own work based on the Survey addressed to CSOs.

Other unwanted effects were reported due to the collaboration between the PNIPPM (INE) and the IPPM (UNDP). Like the increased time demand for CSOs when reporting the same data for two fronts (platform and reports). In addition, the CSOs perceive a separation between the UNDP and the INE at the operational level regarding reviews and monitoring of their projects.

There are also unintended effects arising outside the attribution of the IPPM project. In the first instance, they are of social context and are related to male resistance where CSOs carry out their projects, evidenced in the distaste for the activities or impediments for women to participate freely.

Secondly, they have to do with the operational monitoring of the PNIPPM by the INE; the opinions of the interviews focus on the following points:

The first is relative to the refund of resources for printed materials or services approved in the initial project and rejected for not meeting expectations. Although, for the INE, reimbursements are a positive financial protection mechanism against low-quality jobs, this was considered a negative effect on the economy of CSOs since these items are not reimbursable for them. Therefore, it is suggested to expand the staff to have more time to request the corresponding adjustments before the resource is exercised.

The second refers to a gap between the approved CSOs schedules¹⁷ and the institutional schedule of the PNIPPM¹⁸. There is a difference in consideration of allocation of funds; a constant change in the dates of the activities; and ample time between reviews. Therefore, CSOs had difficulties in planning their deliveries and exercising resources.

The third has to do with the criteria for requesting adjustments by the INE operational area during the implementation of the projects. The CSOs identify that they are not public or transparent among all of them. Likewise, they consider that they are not consistent with previous reviews, even in their own CSO. It is suggested to document the most common review criteria and share them with CSOs, so there is no space to object to a review.

The fourth has to do with recognizing differentiated treatment in the review of their products, linked to each CSO's level of experience and progress in their projects. Tending to be more impetuous the lower the level of experience is. The frequency of this comment, with its respective distinctions, occurred in 5 of 13 interviews (38%) and stood out twice in the surveys. It was never asked about the subject, but it stood out in the conversations. The negative effect for CSOs in this matter is the generation of stress in the review process. According to the evidence, the possible causes of this effect are an excessive workload for a small department; the lack of public documentation of the review criteria; and the lack of documentation of the great follow-up, the accuracy of the observations, and the positive support to the CSOs. It is noteworthy that alongside this perception is also the recognition of the guidance and support given to solve the problems of CSOs projects on the fly.

12. To what extent do CSO projects address root causes of gender inequality?

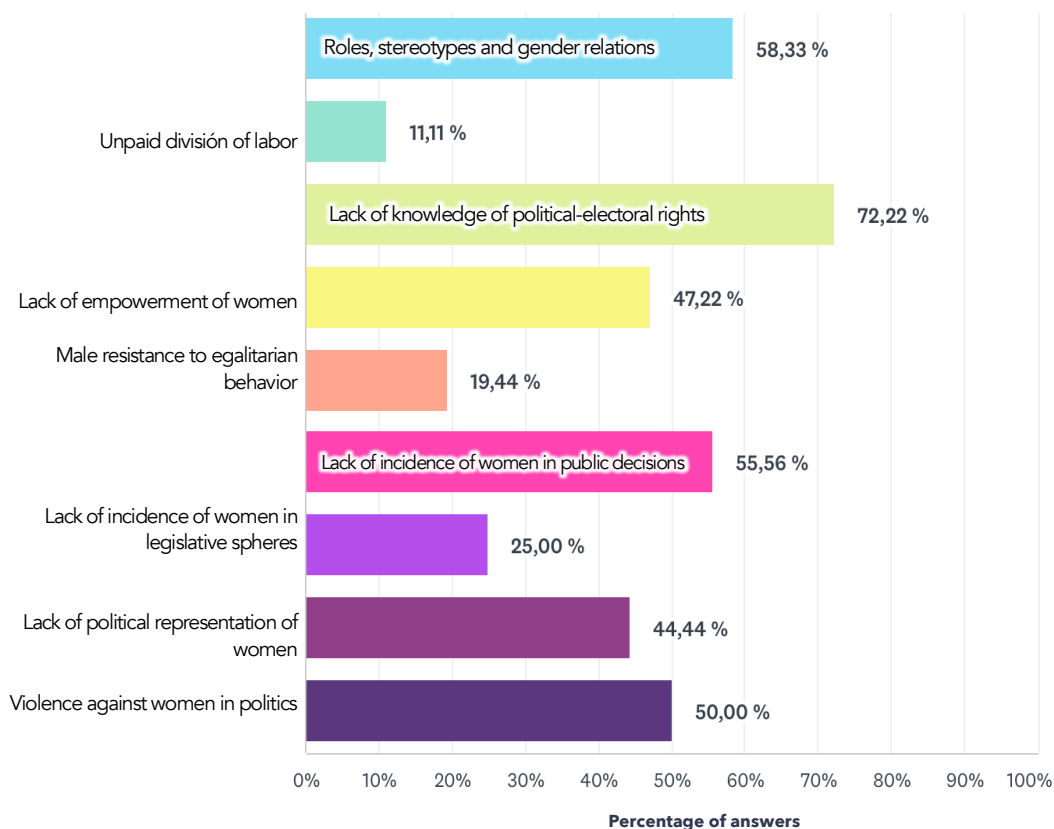
¹⁷ Most of them were scheduled to Nov-Abr.

¹⁸ Projects started in January.

✱ Not all root causes can be addressed with projects of this nature. Within the complexity of the causes of gender inequality, they attend to those that they can influence within their capacities.

Figure 6. Causes of gender inequality addressed by CSOs

Total of participants: 36



Source: Own work based on the Survey addressed to CSOs.

Most are culturally and attitudinally oriented. In the first place, the cause treated was the lack of knowledge of political-electoral rights. Second, they worked to change roles, stereotypes, and gender relations. Thirdly, they worked on the lack of incidence of women in public decisions. This last cause is quite relevant because it can have a direct and agile impact on the conditions of gender equality, unlike those of a cultural nature.

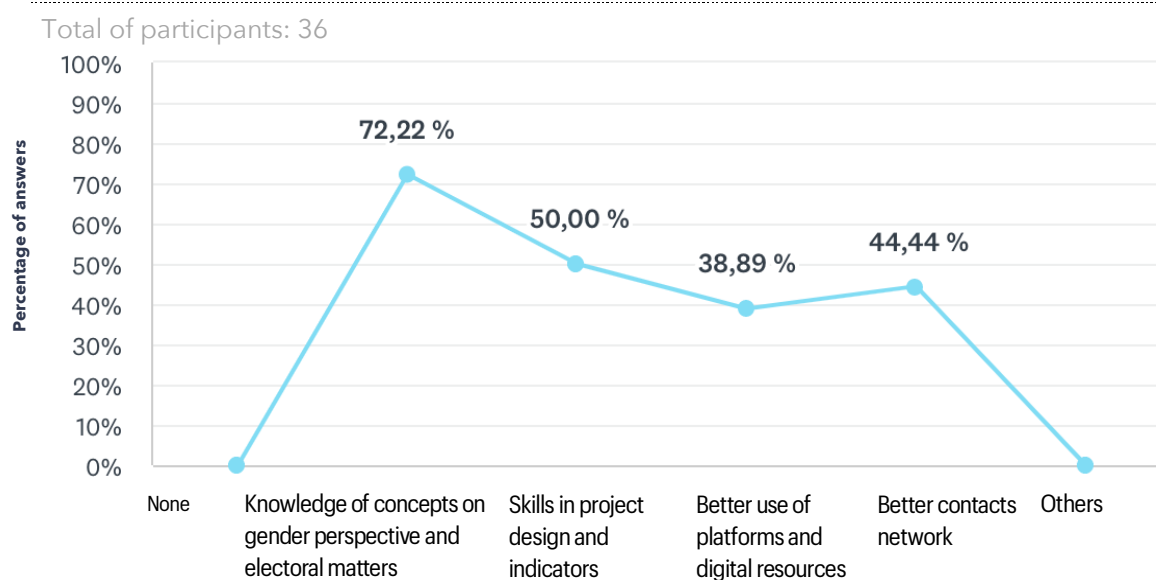
13. Has the project contributed to improving the capacities of CSOs to address the root causes of gender inequality? How? What alternatives can contribute to it? What success stories can be taken up or expanded?

✱ Participating CSOs have widely varying skills. Not everyone has the same

knowledge or the same activities in their projects. Some only seek financing. Others are activists, other feminists. Nevertheless, most of them focus on the poor and excluded population, which is an achievement. 31.5% of the indirect beneficiaries who answered the survey identified themselves as indigenous and 6.8% as Afro-Mexican population. During the interviews, the same CSOs talked about their participation in remote communities where, in order to carry out their project activities, they had to arrive at least a day earlier due to the lack of continuous transportation or the difficulty of using the roads. With some CSOs, there were communication problems since they reported having little or no internet connection when they worked in the field. Furthermore, in some other cases, CSOs have had to work from house to house, given the context of the pandemic, but also because there are few ways to communicate and access some women in their communities, but in their private space.

Regarding the capacities of CSOs, some *execute* an outstanding job in the field, but they do not have enough skills to communicate them in the reports, so their work is underestimated. Meanwhile, others find it very difficult to train women to exercise their rights.

Figure 7. Capacities improved by CSOs driven by the IPPM



Source: Own work based on the Survey addressed to CSOs.

According to the CSOs survey, 72% consider that the capacity that improved the most due to the IPPM was strengthening the concepts on gender and electoral matters. 50% consider that strengthening the design of projects and indicators

skill is the second capacity they got, whereas 44% consider improving their network of contacts to be the third.

Their project's reporting and design skills are one of the most significant development opportunities that the CSOs themselves and the technical teams of the PNIPPM are aware of. In the same way, there is a perception that the activities related to this topic are helping CSOs to improve their skills.

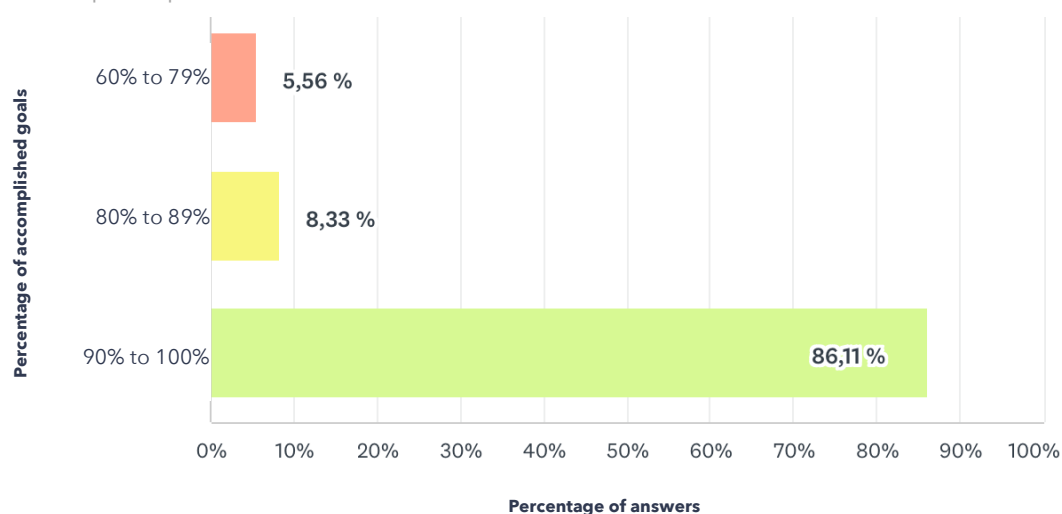
14. To what extent has the management of the CSOs been effective in generating the expected results of their projects? What factors influenced? To what extent has the project contributed to this? What alternatives can be implemented?

☀ The CSOs consider themselves effective because they managed to meet most of their goals with great effort despite the adverse scenarios in which they found themselves. 86.1% considered achieving their expected results between 90% and 100%.

They also consider that the IPPM partially helped them achieve their objectives through the follow-up, training, constant advice and feedback, helping them solve their doubts, accompanying them at events, mentoring them, and giving their recommendations.

Figure 8. Percentage of goals accomplished by the perception of CSOs

Total of participants: 36



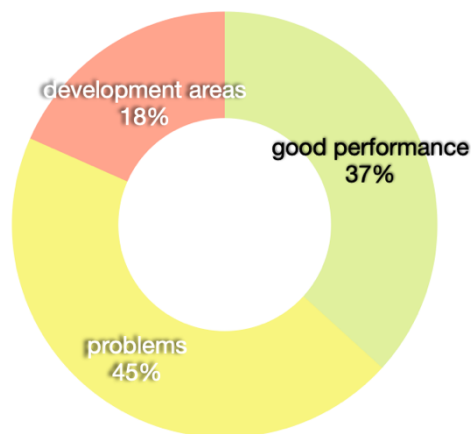
Source: Own work based on the Survey addressed to CSOs.

However, the internal evaluation of the Criteria Weighting (UNDP, 2021e) identified that 45% of the projects had "problems" in their compliance, and another 18% were "without progress", which adds up to 63% of CSOs with

problems on their performance.

Figure 9. CSOs categorization according to their reported progress

Total of CSOs: 49



Source: Own work based on Criteria Weighting (UNDP, 2021e).

The most common characteristics that placed them in these categories were: lack of clarity in their projects, non-compliance with deliveries or late starts, and plagiarism. Various continuity projects were also lagging.

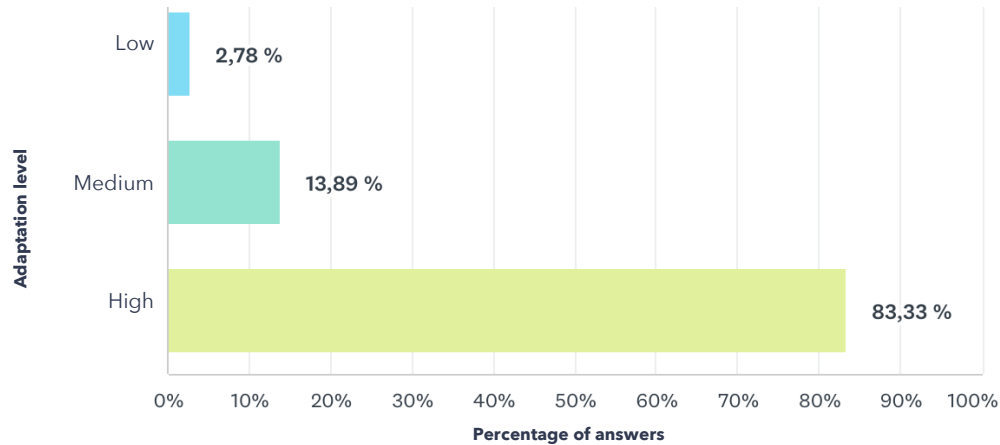
In addition, some projects had problems because they did not meet the essential requirements of the Operating Rules, such as having a bank account to receive deposits and not including the purchase of furniture in their budget, but they passed the CD filter.

15. To what extent have CSOs adapted their projects to the context of Covid-19? Has the project contributed to it? What alternatives can be implemented?

✱ They adapted well, even though it was hard at the beginning. 83.3% of CSOs consider that they were able to adapt their projects to the context of the pandemic. The IPPM helped them transition to virtuality with training on the digital world and social networks, although the CSOs considered it very late in the process.

Figure 10. CSOs adaptation level to the pandemic changes

Total of participants: 36

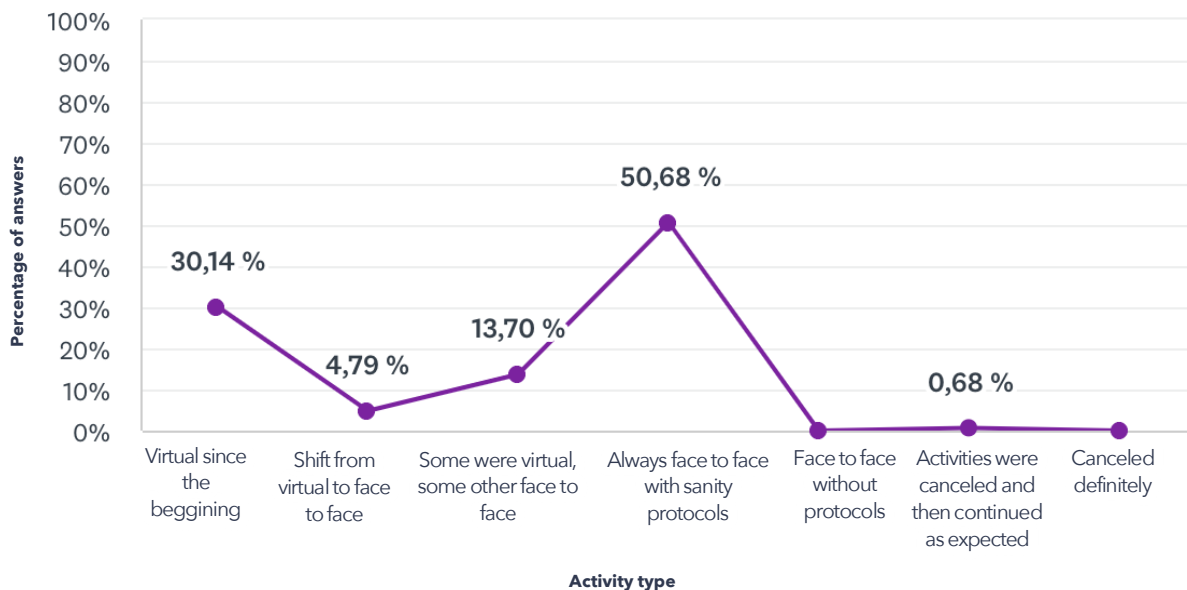


Source: Own work based on the Survey addressed to CSOs.

However, few of them completely adapted virtual activities, CSOs prefer face-to-face work. Most of the respondent's activities (50.68%) were always face-to-face with sanitary measures (gel, face mask, and healthy distance).

Figure 11. CSOs type of activities during the pandemic

Total of participants: 36



Source: Own work based on the Survey addressed to CSOs.

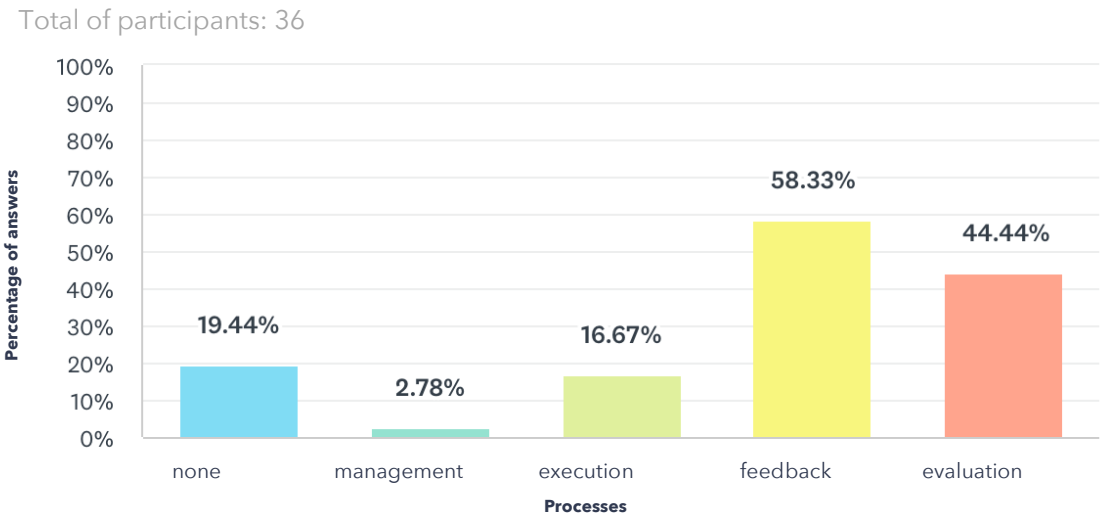
Measures that can be implemented to improve adaptation would be to continue promoting the use of digital tools with courses at the beginning of the projects; include CSOs in group accounts of videoconferencing platforms to reduce costs; and seek the possibility of forming alliances with other public programs

responsible for guaranteeing social justice through access the internet and information technologies, such as the *Digital Connectivity Program in Public Places (Programa de Conectividad en Sitios Públicos)*¹⁹, to team up between CSOs, the INE, the UNDP, and other relevant allies in order to reduce the digital gap of the PNIPPM communities. Thus, they could have the necessary tools to move and feel comfortable working in virtuality.

16. Are the management and execution processes of the IPPM project participatory, and does this participation of men, women, and vulnerable groups contribute to achieving its objectives?

☀ The work between the INE and the UNDP is collaborative at the decision-making level, but there is an opportunity to strengthen the collaboration at the operational level. Most of CSOs have a favorable opinion of their involvement with UNDP. Participatory processes focused on consultation and feedback mechanisms and very little on management and execution.

Figure 12. Participatory processes of the IPPM



Source: Own work based on the Survey addressed to CSOs.

The formation of the CSOs Network was the participatory process that stood out the most among the CSOs, followed by their opinions on the course of digital networks.

Regarding the differentiated participation of men, women, and vulnerable groups in these aspects, the participation in different processes took place from CSOs as

¹⁹ See more in: https://www.dof.gob.mx/nota_detalle.php?codigo=5639908&fecha=31/12/2021

institutions and not as individuals. However, 69% (34) of the representatives of these civil organizations are women, and 89% (44) of the people responsible for the projects are also women. People's participation in these processes tends to contribute to the objectives through the construction of opinions for the improvement of their services.

17. To what extent has the IPPM project promoted positive changes in gender equality and women's empowerment? Did unintended effects arise for women, men, or vulnerable groups?

✱ It has promoted changes by opening spaces for CSOs and giving them tools in the administrative aspect, and for working as a link and providing training options. For some CSOs, the support was relevant because they would not have been able to develop the project without it. For the beneficiaries, it had positive changes in generating more knowledge about gender inequality, knowing their political rights, and reflecting on gender roles.

Figure 13. In which aspects the IPPM helped the indirect beneficiaries

Total of participants: 146

ANSWERS	%	ABSOLUTE
to know about gender inequality	68,49 %	100
to know about political and electoral rights	61,64 %	90
to reflect on gender roles	59,59 %	87
to recognize that what is violence against women in politics	59,59 %	87
to have more confidence and ability to speak in public	52,05 %	76
to recognize gender violence	52,05 %	76
to be empowered	45,21 %	66
to identify who can use violence against women in politics	45,21 %	66
to reach a political office or be a candidate	8,22 %	12
other	4,11 %	6
with legal support	3,42 %	5
to nothing	0,68 %	1

Source: Own work based on the Survey addressed to indirect beneficiaries.

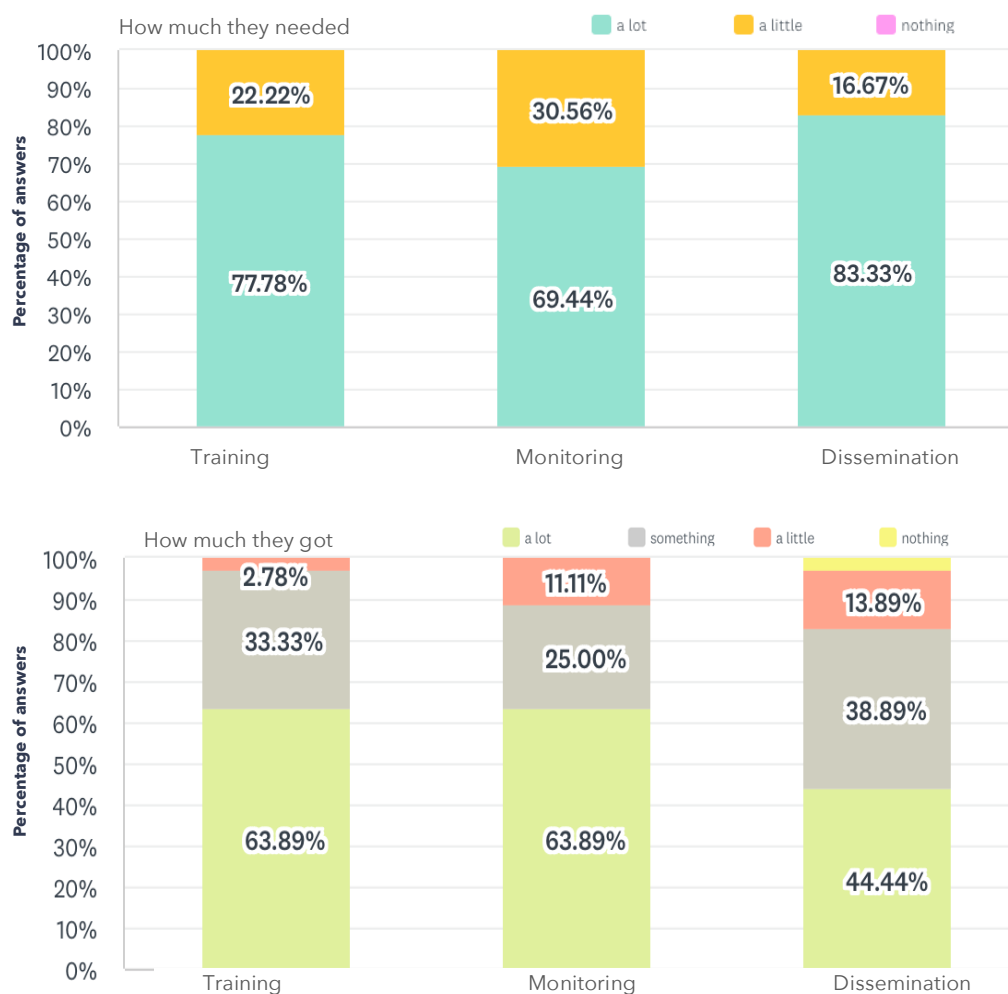
The undesired effects were focused on male resistance to equal participation in the activities presented by some CSOs in specific communities, but this was an isolated effect of the work of the IPPM.

EFFICIENCY CRITERION

18. Were resources (funds, human resources, time, expertise, etc.) strategically allocated to achieve outcomes?

Figure 14. Distribution of the training, monitoring, and dissemination of projects vs. the need of each one

Total of participants: 36



Source: Own work based on the Survey addressed to CSOs.

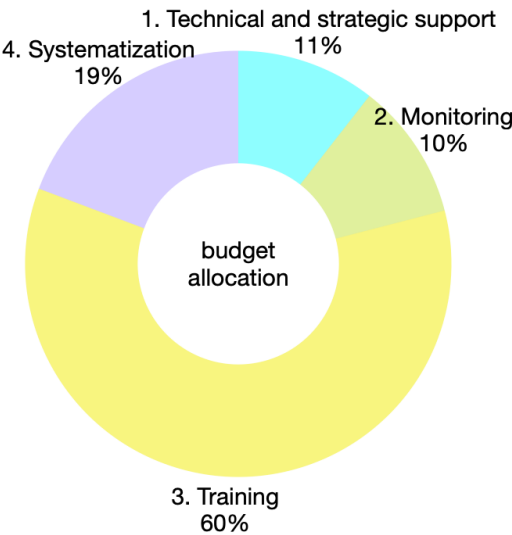
✱ Yes, in general. There is a greater focus of attention and budget on training activities. 77.78% of the CSOs considered that they had a high need for training, while 63.89% considered that they received a high level of training. 69.4% of the CSOs considered that they had a great need for monitoring, while 63.89% considered that they received a high level of monitoring. 83.3% of the CSOs considered that they had a high need to promote their projects, while only 44.4% considered that they received a high level of promotion (see figure below). There is a slight opportunity to increase the levels of training and follow-up; and a

medium opportunity to increase the levels of dissemination of CSO projects.

19. To what extent were resources used efficiently?

✱ According to the documentation received, 60% of the resources were allocated for training; 19% for systematization; 11% for technical and strategic support; and 10% for monitoring. Compared to the perception of training activities received (37%), monitoring (37%), and dissemination (promotion of their projects) (26%), training costs are above the perception of the amount of services received.

Figure 15. Budget allocation



Source: Own elaboration with data from the Amendment of the Development Services Agreement (INE and UNDP, 2019)

The monetary resources used in the implementation of the project were enough. The time resource was adjusted. And the staff resource increased.

The fulfillment of the results was close to the goal in some cases, and in most cases, it exceeded it.

Inputs are generally considered to have been converted into appropriate outputs. Nevertheless, it would be worth reconsidering the value-cost relationship of training courses. Especially the BRIDGE Workshop, since the sum of the 2 workshops alone is budgeted at 87% (\$1,487,000.00 MX) of the amount allocated to training, as referred to in the *Amendment of the Development Services Agreement* (INE and UNDP, 2020), in addition, CSOs reported that access to that

course was limited to only one participant, while others reported that the topics underestimated their level of experience.

20. Did the M&E systems used by UNDP ensure the effectiveness and efficiency of project management?

✱ The project management tool (traffic light style) to monitor the fulfillment of their activities has been of great help to them in identifying their degree of progress compared to others. Platforms like *Atlas* and *FOMS* also guide them in keeping track of their goals set and those met. In addition, the assistance of M&E via email helped them to get their activities on track and be up to date with their administrative and substantive documentation.

Other systems reported as useful are quarterly reports and annual reports.

However, specifically, to focus on the results of the IPPM, the orientation measure is the project's results indicators and the CSOs monitoring platform.

21. To what extent was the IPPM project resilient to the impact of COVID-19?

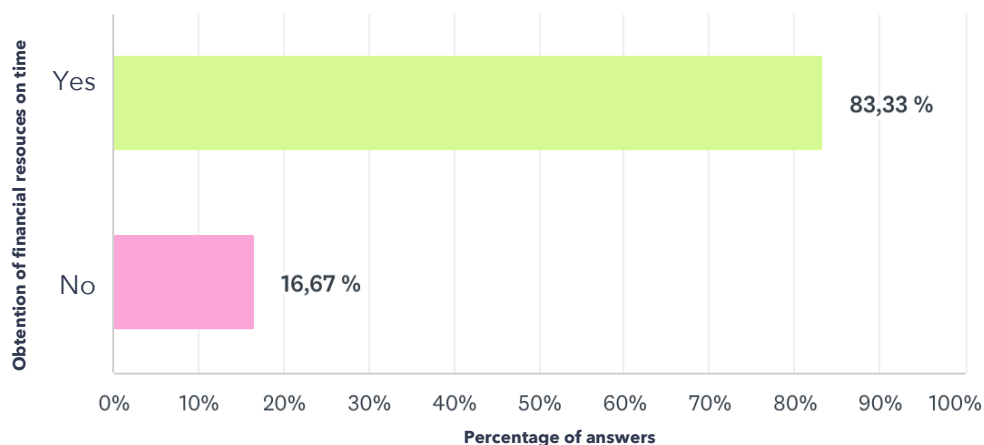
✱ The pandemic forced the use of virtual work. The transition to this new modality brought the optimization of resources as benefits since the training, and virtual follow-up were cheaper than the face-to-face one because it did not require spending on the rental of spaces or transfers. This positive learning arising from a crisis provided tools that can remain in the implementation of the project to the extent that it is appropriate for the activities. The development of the virtual platform, the follow-up chat, and the virtual visits were innovative tools that, in addition to demonstrating the project's resilience, were and will continue to be helpful for the implementation.

22. To what extent did CSOs obtain funds and implement their project activities on time? What success stories were found? What challenges were encountered?

✪ This attribution is outside the competencies of the IPPM and belongs to the implementation of the PNIPPM. The question was included to research the efficiency of CSOs according to their projects planning. It is considered that the delivery of funds was, in general, on time since 83.3% of the CSOs consider that they received their funds opportunely and that they were able to execute their project.

Figure 16. Opportune obtention and execution of financial resources

Total of participants: 36



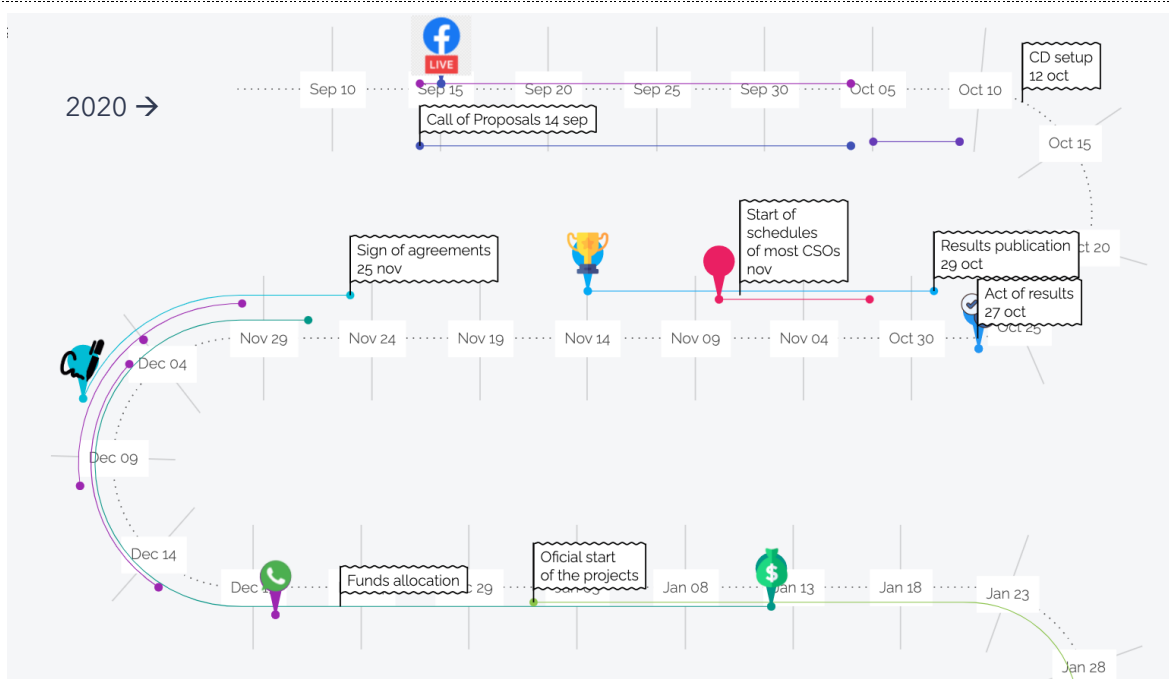
Source: Own work based on the Survey addressed to CSOs.

There were two causes for which they considered that they did not obtain their resource promptly for the remaining percentage. The first was that some signatures on their agreement were pending. The second that they received their resource later than they had planned in their original schedule, which the CD accepted. The explanation for the second cause is that the delivery of funds was planned to be disbursed once the CSOs signed their agreement, whose date for the 2020 edition dates from November 25. On the other hand, the start of the activities was for January 2021, concluding the projects in May of the same year. However, the majority (73%) of the CSOs (including all the continuity ones²⁰) planned their schedule to start activities from the beginning of November 2020 and to end in April 2021 (see figure below), so there was a gap between the accepted planning and the official beginning and end of activities.

Two other challenges were presented to them to execute their activities promptly: the waiting time in the reviews of their deliveries to the operational area of the PNIPPM, since it extended the deadlines and some activities were left out of the time to be completed; and the other, that the deadlines were short to carry out their activities, which limited them to comply with the progress of their projects.

²⁰ Just one continuity project scheduled to Nov-May.

Figure 17. Cut of the timeline milestones of the IPPM 2020



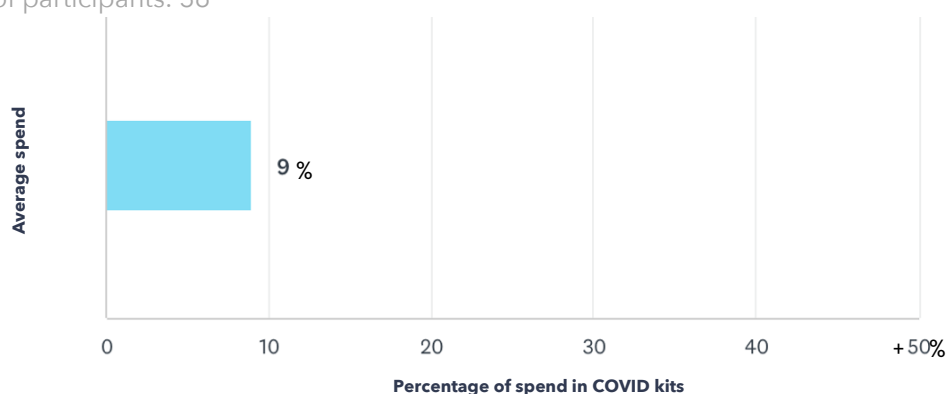
Source: Own work based on the documentation received.

23. To what extent did CSOs exert resources to adapt to the Covid-19 context?

✱ The CSOs considered that the resources granted to spend on COVID-19 prevention kits, such as gel, face masks, sprays, gloves, sanitizing mats, thermometers, etc., were sufficient and that they spent an average of 9% of their total resources.

Figure 18. Average CSOs spend on COVID-19 adaptations

Total of participants: 36



Source: Own work based on the Survey addressed to CSOs.

SUSTAINABILITY CRITERION

24. Are there financial risks that could jeopardize the sustainability of the project's results?

☀ Yes, they are possible, but not latent. The PNIPPM is one of the only financing programs for CSOs that remain since budgets have been severely cut. To date, the resource is insured. The INE ensures resources in advance to be able to attend each edition. The funds are labeled in ANNEX 13 of the PEF, a formal instrument, and to date, there is no solid evidence that the Chambers can withdraw the fund. The financial risk, in any case, would be linked to political risk.

25. Are there social or political risks that could jeopardize the sustainability of the project's products and results?

☀ The intentions of the federal public administration regarding the disappearance of autonomous bodies, the absorption of decentralized bodies to the Secretaries of State, and the indications of the functioning of CSOs are an indicator to be aware of the issue. However, it does not yet imply a direct risk for now.

26. Are there mechanisms, procedures, and policies for the main stakeholders to continue working on the results of gender equality, women's empowerment, rights, and human development?

☀ Yes. The construction of the CSO Network is the primary sustainability mechanism of the IPPM with CSOs and is an instrument of great interest to them.

The increase in skills in the use of virtual communication technologies derived from the constraint of the pandemic and the impulse of the IPPM increased the scope of projects and reduced operating costs (especially in urban areas), which is why some CSOs consider it a great instrument to continue working on their projects in the future.

Likewise, the skills acquired in methodological issues such as the construction of indicators and the use of the theory of change have kept them interested in continuing to develop their projects.

27. What is the risk that the level of ownership of the stakeholders is insufficient for the benefits of the project to be maintained?

☀ The risk is low. People who participate in CSOs are convinced that certain

values and agendas need to be promoted. Most have a genuine interest (apart from those who enter the call only for receiving resources) in gender equality issues, so they do everything to continue working as long as their resources available allow it. When there are few resources, they work with volunteers and pause or reduce the scope of their projects. Moreover, to the extent that they can access financing, they can strengthen their work.

28. What could be done to strengthen exit strategies and sustainability concerning the products for CSOs and the PNIPPM teams?

☀ Helping the CSOs even after the PNIPPM funding ended would mean giving them the capacity to acquire funding and volunteer work. Specifically, skills to participate in international calls, become authorized donees and attract other sponsorships.

Another central point is strengthening the networks, the CSOs one (already underway), and those of the beneficiary women. Some CSOs on their own have been building these networks by communicating through *WhatsApp* groups: one case was to create societies of entrepreneur women to approach city halls of various municipalities in the north of the country to request sales fairs for their products, and another case was between the beneficiaries and the CSO who, through trust, continue to provide support to personalized cases.

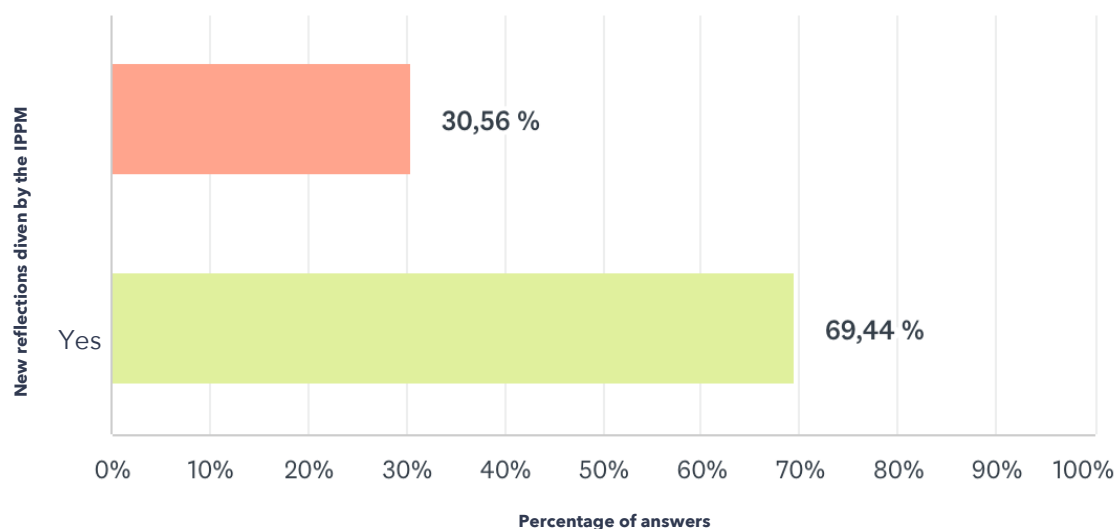
Finally, the strengthening of capacities to carry out institutional linkages with other relevant actors in their locality and the ability to access refresher courses after completing their project are also needs of CSOs to have sustainability.

29. To what extent has the project generated permanent and actual changes in CSOs attitudes and behaviors relative to human rights and gender equality?

☀ Most CSOs consider that the IPPM has changed their attitudes and behaviors regarding human rights and gender equality. A lasting change of this type is achieved when deep reflections are made.

Figure 19. Reflections about human rights and gender equality driven by the IPPM

Total of participants: 36



Source: Own work based on the Survey addressed to CSOs.

69% of the CSOs in the survey considered that they managed to internalize new reflections on these issues derived from the courses and accompaniment of the IPPM. Almost all the people interviewed who participated in the focus groups agreed that they had managed to make these reflections. The themes that stood out in the CSOs were: reflections on intersectionality and introspection on the significant levels of inequality; recognition of the exclusion experienced by women in the political arena, particularly the ones of indigenous women concerning the interdependence of their political rights; recognition of the existence of violence against women in politics; and the need to legally represent victims; the consideration of strengthening the new masculinities; realizing the need to provide more accompaniment to women; identify that they need to update themselves in the legal framework; and the recognition that virtual platforms and applications are essential tools to carry out their work. The issues that stood out in the beneficiaries were; the recognition of equal value between women and men; the recognition of political-electoral rights; the realization that women in their community have been in situations of gender-based violence and that there are legal means to protect themselves; the reflections on their concept of feminism; and the realization that they live in an environment with *machism*.

30. To what extent can CSOs be resilient to the changes resulting from the Covid-19 pandemic? What factors influenced their adaptation? To what extent can the

level of adaptation positively or negatively affect the success and sustainability of the projects?

☀ CSOs have already been resilient to changes stemming from the pandemic. Many adapted their projects and activities to develop them online or to be able to reach their beneficiaries house by house to avoid crowds. However, many maintained face-to-face activities, justified by low levels of contagion in the communities, permits granted by municipal authorities, or limitations to approaching their beneficiaries from a distance. In any of the cases, it was a challenge for all of them to manage the approaches to the new normality. According to the beneficiaries, most of their CSOs (50.6%) always carried out the activities in person with the necessary sanitary measures (face mask, gel, and healthy distance). 30% of the sample considered that the CSO they participated in developed their activities virtually from the beginning. At the same time, 18.4% identified that the activities were hybrid, either from the initial planning or on the fly. Even with all the challenges presented, 86.1% of CSOs consider that they could meet their internal goals between 90% and 100%.

The CSOs had to mimic their adaptation with the adaptation of the communities with which they worked to continue carrying out their projects. Those places where daily life could be carried out online were likely that CSOs could also make the change, but in those places with resistance or access limitations, the CSOs had to work in person.

COHERENCE CRITERION

31. With what programs, projects, or actions implemented by UNDP Mexico, and in what aspects could the project have complementarity and/or coincidences? In what aspects could the project take up experiences for its strengthening?

☀ 2 relevant UNDP initiatives converge with the IPPM and with which joint activities have already been carried out. The first is the Spotlight Initiative²¹ in Mexico, which objective is to eliminate violence against women and girls, especially femicide. One of the objectives of this initiative is to strengthen the institutions responsible for preventing, investigating, punishing, and eliminating violence against women and girls through training activities for public officials, among others. The IPPM could take up the experience in this area since CSOs in modality III deal with cases of violence against women in politics and CSOs in

²¹ See more in: <https://www.mx.undp.org/content/mexico/es/home/projects/iniciativa-spotlight-.html>

other modalities that train public officials, both governmental and traditional. Interactions with this initiative and the CSOs that address these issues could create synergies and strengthen the work of both.

The second initiative is the *Support for transparency, integrity, and citizen participation for sustainable development (Anticorruption)*²². It is a project between USAID and UNDP, whose work related to the IPPM promotes citizen surveillance mechanisms that strengthen civil society's capacities at state and local levels. The initiative also works with calls to CSOs on co-responsibility in local anti-corruption systems. The IPPM can take up the experience of this initiative to advise the CSOs that participate in modality I, developing agendas and action plans regarding political participation and citizen surveillance mechanisms. This initiative also developed the Mapping of Good Practices for managing corruption risks, which gave rise to the development of a Model for managing corruption risks. Maintaining the development of good practices (such as the one used by the IPPM to develop the Successful Experiences document) to build models to promote women's political participation would be a high-grade experience to strengthen and guide the work of CSOs.

32. With what programs, projects, or actions implemented at different levels of government could the project have complementarity and/or coincidences? In what aspects could the project take up experiences to strengthen it?

☀ The programs on gender equality issues in coordination with CSOs are scarce and have been canceled in recent years. On behalf of the National Women's Institute (*INMUJERES*), the PROEQUIDAD Program began in 2002 as the Proequidad Fund Program²³. Its last call was in 2019. The program has aimed to eradicate discrimination against women and seek gender equality in coordination with CSOs. The current program of *INMUJERES*, which includes issues of gender equality and CSOs, is *PROIGUALDAD 2020 - 2024*, whose objective is to respond to the citizen demands of women and guarantee their well-being by coordinating with the 3 levels of government²⁴ (in this program, there is no longer funding for CSOs). *INDESOL*, which brought CSOs closer to funding sources, also recently disappeared.

²² See more in: <https://anticorruccionmx.org>

²³ See more in: <https://www.gob.mx/inmujeres/acciones-y-programas/programa-proequidad-igualdad-de-genero>

²⁴ See more in: <https://www.gob.mx/inmujeres/acciones-y-programas/programa-nacional-para-la-igualdad-entre-mujeres-y-hombres>

11. RECOMMENDATIONS

RELEVANCE

For UNDP

- Disseminate the projects from the official UNDP channels (social networks) from the beginning of the projects;

For the UCP

- Strengthen the Call and/or Operating Rules to:
 - promote more innovative projects by clarifying these innovation criteria (not everything being training and workshops, but instead starting to work on specific skills such as the search for public office or the mainstreaming of gender issues in other areas). Consider the possibility of relying on the Acceleration Laboratory);
 - encourage projects to generate networks of women and coalitions with institutional and male allies since both points are vital to the sustainability of the effects;
 - encourage projects to focus on specific populations and delimit better their target population. This, regardless of the modality of the project (virtual or face-to-face) or the amount of population that can be attended;
 - and encourage them to optimize expenses (e.g., guide the reduction of expenses in stationery, in document printing and stimulate digital distribution -in the areas where it applies-).
- Provide differentiated training according to a strengthened capacity diagnosis, which exposes the level of experience and knowledge of CSOs in substantive gender issues, to avoid courses of the sex-gender system and human rights type with advanced CSOs;
- Offer training applied to the context of gender inequality where CSOs work in Mexico;
- Offer more frequent training sessions that allow more time for CSO participation, that accept more participants from both CSOs and the INE (e.g., BRIDGE workshops); that they go deeper into the issues and be more practical;
- Offer more personalized accompaniment by the IPPM focused on solving substantive barriers of each project;
- Identify convergences in the fields to fill out the virtual platform and the INE formats or reports to reduce the high demand for the time that it takes CSOs to fill out both.
- Promote the presentation of projects, meetings, and exchange of materials

among CSOs;

EFFECTIVENESS

For the UCP and the INE

- Strengthen the review of candidatures to avoid the approval of projects that do not comply with the Operating Rules; It is suggested to make a checklist of the issues that cannot be missed to share them with the Judging Committee (DC) and/or for the internal review of UNDP (requirements such as bank accounts and purchase of furniture not allowed in the authorized budget, were aspects that gave rise to this recommendation);
- Emphasize in the Call the dates to develop CSOs schedules to avoid confusion in their planning and problems in the execution of their resources;

For the UCP

- Carry out a Bibliographic References Workshop at the beginning of the project to instruct in the rules of citation and avoid plagiarism;
- Consider sharing the final evaluation of the projects with the CD members when the cycle ends since they are interested in knowing how it finished;
- Consider an anonymous way of sharing with the CD the final weighting that each project received in the past cycles meanwhile they are being evaluated;
- Seek the possibility of allying with other public programs in charge of guaranteeing social justice through access to the Internet and information technologies, such as the *Digital Connectivity Program in Public Places*²⁵, to team up between the CSOs, the INE, the UNDP, and others relevant allies in order to reduce the digital gap of the communities that participate in PNIPPM and, thus, have the necessary tools to move and feel comfortable working in virtuality.

For the INE

- Make the adjustment decisions of CSO projects during implementation transparent and consistent. One option is to create a frequently asked questions guide with input from the operational area or through process documentation. The preceding to reduce review times and suspicions.
- Treat CSOs developments similarly and consistently regardless of their experience;
- Try to authorize materials before CSOs exercise the resource and have to give

²⁵ See more in: https://www.dof.gob.mx/nota_detalle.php?codigo=5639908&fecha=31/12/2021

it back when it is already spent on non-refundable items;

- Consider hiring more staff in the operational area to help with project monitoring.

For the UCP and the INE

- Hold a workshop(s) or working groups between the operational areas of the INE and UNDP to identify and agree on a list of the follow-up contents required by both so that the reporting work of the CSOs is not duplicated. Once the information required by both instances has been identified, it is suggested to continue using the platform to upload the information from the progress reports and gradually abandon the manual reports. The previous to share the correct data between the two areas simultaneously. To do so, it is suggested:
 - Consider the gradual and continuous updating of the platform in terms of databases and virtual forms that converge with the structure of manual reports and information required by both areas as a first step to take better advantage of it. The recommendations for the next update are:
 - Include in the CSO report forms fields to update their beneficiary population during their project and allow them to edit the data in their user session if they need it (which has the primary function of CRUD).
 - Include a user session for the UNDP and another for the INE, in which they can upload the weighting of performance of OSCs (according to the functions of each one) in a relational database that includes the CSOs data table and the weighting table; this to getting rid of excel formats to manage databases;
 - Concerning the previous suggestion, it is recommended that the excel formats in which the tables with data are currently saved try to maintain the minimum conditions required by the databases to be able to load them in the future (the same id or key for the same observation, even if it is in different tables, short column names, without spaces and accents, without merged cells and, without rows above the header);
 - Ensure that updates to the platform always maintain a user experience that is simple and friendly to the target audience so that it is perceived as reducing the workload and not the other way around;
 - Allow CSOs to print their "Catalogue of Activities" and "Catalogue of Materials" from the platform as a formal annex for their partial and final reports in order to avoid underreporting due to lack of

incentives to use the platform, as well as to avoid electronic bureaucracy, by having to report the same information in an online format for the UNDP, and in report format for the INE;

- o In future updates, a print design could be requested.

EFFICIENCY

For the UCP

- Although the evaluation is usually planned at the end of the project, some setbacks delay the process; for this, it is suggested that it be planned a little earlier to ensure that it is executed closer to the final stretch of the project since many organizations lose interest, the evaluation information is forgotten, and the contact becomes difficult.

SUSTAINABILITY

For the UCP

- Include fundraising and volunteer work (social service) topics in their training. Specifically with workshops to improve their skills to develop projects for international calls; to become authorized donees, and to search for new forms of financing;
- Continue strengthening the CSO Network. CSOs like to participate and to be taken into account, so contacting those from previous editions to join the network and allowing them to create their dynamics will boost its appropriation;
- Promote the creation of networks of women beneficiaries. Success stories can be taken from the CSOs that already did so (for example, there is one that created several networks of women entrepreneurs in different municipalities to exert pressure on the city councils to create marketing spaces, communicating through WhatsApp, and meeting in breakfasts)
- Foster capacities to generate institutional linkages with key actors (local or regional) and CSOs;

12.LESSONS LEARNED

The implementation of the IPPM in its second cycle left new knowledge about its development not only in the field of its performance and the participation of local actors but also in an international context of change constrained by a period of health emergency that in the face of unfortunate deaths, forced a global change in habits, daily activities, and resource needs, facing both social resistance and the economic impossibility to adapt to the changes.

In this context, the pandemic intensified social inequalities, which in the case of the PNIPPM were evidenced in differentiated access to information technologies and services and the lack of knowledge of their use. The last point is a possible development opportunity to solve as the IPPM progresses, while access to virtual technologies and services is a higher-level problem that must be worked on outside the scope of the IPPM with other allies if it were the case. The CSOs and their beneficiaries who had the advantage of access had savings in financial resources and travels and realized that they could have a greater reach with these technologies. In contrast, the others faced the limitation of being able to continue their activities.

In terms of the beneficiaries, it is noted that the CSOs highly value the participation spaces that are granted to them and the close accompaniment to develop their projects. The pandemic has limited these interactions, and they are eager to find a way to continue connecting. That is why a constant requirement was to generate meetings between CSOs to share their experiences and projects and the request to allow and moderate equal participation times so that they can interact in courses and other virtual activities. On the other hand, some need to improve their skills in project development since the majority (63%) had problems with their performance, presented problems with their progress, or were without progress during implementation.

Concerning the design of the evaluation, a particular lesson was that in the deadlines for the fieldwork, a space should be considered for the possible setbacks of the agendas of the non-institutional actors since they may not be available at the required times and put in suspense the time planned for the development of the activities according to the delivery dates.

Regarding the effects, the intervention has provided technical tools and specialized support to the CSOs of the PNIPPM. Given the available evidence, they positively affected their beneficiaries with permanent effects because they

managed to make deep reflections on gender equality issues.

Despite the challenges faced, the project met its objectives, and its significant achievements in the perception of the actors consulted were the training and the monitoring.

Finally, the lessons at the transformational change level focus on female empowerment. The instruction on gender issues to the participants may have resistance at first due to the difficulty of identifying themselves as a subject of inequality or domination; however, with the jump of that gap, the recognition of political-electoral rights; on equality between men and women (especially for indigenous women); and about being victims of gender-based violence or violence against women in politics; encourages women to be protectors of their recognized rights and those of the women in their circle.

13. REFERENCES

DOF. (2014). DECRETO por el que se reforman, adicionan y derogan diversas disposiciones de la Constitución Política de los Estados Unidos Mexicanos, en materia política-electoral [*Parity constitutional reform 2014*]. Mexico.

DOF. (2019). DECRETO por el que se reforman los artículos 2, 4, 35, 41, 52, 53, 56, 94 y 115; de la Constitución Política de los Estados Unidos Mexicanos, en materia de Paridad entre Géneros [*Parity constitutional reform 2019*]. Mexico.

Government of the Republic. (2019). Plan Nacional de Desarrollo PND 2019-2024. [*National Development Plan*]. Mexico.

Government of the Republic. (2020). Programa Nacional para la Igualdad entre Mujeres y Hombres “PROIGUALDAD” 2020-2024 [*National Program for Equality between Women and Men*]. Mexico.

INE. (2016). Plan Estratégico INE 2016 - 2026 [*INE Strategic Plan 2016 - 2026*]. Mexico.

INE. (2020a). Convocatoria al Programa Nacional de Impulso a la Participación Política de Mujeres a Través de Organizaciones de la Sociedad Civil 2020 [*Call of Proposals 2020*]. Mexico.

INE. (2020b). Reglas de Operación PNIPPM [*Rules of Operation*]. Mexico.

INE. (2021a). Compendio del Programa Nacional de Impulso a la Participación Política de Mujeres a través de OSC 2008-2020. Mexico.

INE. (2021b). Informe Final PNIPPM 2019 [*Final Report PNIPPM 2019*]. Mexico.

INE and UNDP. (2019). Acuerdo para la Prestación de Servicios de Desarrollo [*Development Services Agreement*]. Mexico.

INE and UNDP. (2020). Enmienda al Acuerdo para la Prestación de Servicios de Desarrollo entre el Instituto Nacional Electoral y el Programa de las Naciones Unidas para el Desarrollo [*Amendment of the Development Services Agreement 2020*]. Mexico.

INE and UNDP. (2021). Enmienda al Acuerdo para la Prestación de Servicios de Desarrollo entre el Instituto Nacional Electoral y el Programa de las Naciones Unidas para el Desarrollo [*Amendment of the Development Services Agreement*].

2021]. Mexico.

UNDP Executive Board. (2021). Country Programme Document for Mexico, 2021-2025, (CPD) DP/DCP/MEX/3. USA.

Martínez, C. (2012). Estadística y muestreo (13a. ed.). Ecoa Ediciones. Colombia.

OAS. (1994). Inter-American Convention on the Prevention, Punishment and Eradication of Violence Against Women_(Belem Do Para). Brazil.

UN. (1953). Convention on the Political Rights of Women. USA

UN. (1979). The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). USA

UN. (2006). Convention on the Rights of Persons with Disabilities (CRPD).

UN. (2015). Resolution adopted by the General Assembly on 25 September 2015. Transforming our world: the 2030 Agenda for Sustainable Development.

UNDP. (2021a). Antecedentes y contexto [Anexo a los Términos de Referencia para los servicios de consultoría para la evaluación final del proyecto de "Impulso a la Participación Política de las Mujeres" PCI-106-2021] [*Annex from the Terms of Reference*]. Mexico.

UNDP. (2021b). Informe de Ejecución 2019 "Proyecto de Impulso a la Participación Política de Mujeres" [*Execution Report 2019 IPPM*]. Mexico.

UNDP. (2021c). Informe de Ejecución 2020 "Proyecto de Impulso a la Participación Política de Mujeres" [*Execution Report 2020 IPPM*] (Mónica Eden Wynter; Lizbeth Teresa Sánchez, Ed.). Mexico.

UNDP. (2021d). UNDP Strategic Plan 2022-2025.

UNDP. (2021e). Ponderación de Criterios PNIPPM 2020 [*Criteria Weighting*] [Spreadsheet].

14.ANNEXES

14.1. EVALUATION MATRIX AND DATA COLLECTION INSTRUMENTS

UCP: (by its acronym in Spanish) Project Coordination Unit, PNUD

BP: beneficiary persons CSOs

RELEVANCE CRITERIA					
Key questions	Concrete subquestions	Data sources	Data gathering	Indicators	Data analysis methods
<ul style="list-style-type: none">1. To what extent does the project contribute to the implementation of international instruments (e.g., Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Convention on the Rights of Persons with Disabilities (CRPD), Convention on the Rights of the Child (CRC)), standards and principles of Human Rights and gender equality?	What is the problem addressed by the project?	<ul style="list-style-type: none">CEDAWCRPDUniversal Declaration of Human RightsConvention on the Political Rights of WomenDevelopment Services Agreement 2019, 2020 and 2021	<ul style="list-style-type: none">Documentary research	<ul style="list-style-type: none">Qualitative: Substantive level of contribution of the IPPM's goals, objectives, and ultimate goal to the goals or objectives of international instruments on human rights and gender equality.	<ul style="list-style-type: none">Systematic reviewContent analysis
<ul style="list-style-type: none">2. To what extent does the project contribute to regional conventions, national policies, and strategies on human rights and gender equality?	Which axes, objectives, or goals of said international instruments is the project aligned?	<ul style="list-style-type: none">Regional ConventionsGeneral Law on Women's Access to a Life Free of Violence.General Law for Equality between Women and Men.National Program for Equality between Women and Men 2020-2024Development Services Agreement 2019, 2020 and 2021Results of Semi-structured interviews UCP	<ul style="list-style-type: none">Documentary researchSemi-structured interviews	<ul style="list-style-type: none">Qualitative: Substantive level of contribution of the goals, objectives, and ultimate goal of the IPPM to the goals or objectives of regional and national conventions on human rights and gender equality.	<ul style="list-style-type: none">Systematic reviewContent analysisInterview analysis

RELEVANCE CRITERIA					
Key questions	Concrete subquestions	Data sources	Data gathering	Indicators	Data analysis methods
<ul style="list-style-type: none"> 3. To what extent was the project aligned with national development priorities, CPD outputs, CPD results, the UNDP Strategic Plan, and the SDGs? 	<ul style="list-style-type: none"> Which axes, objectives, or goals of said instruments is the project aligned? 	<ul style="list-style-type: none"> National and international instruments National Development Plan Products and Results of the Mexico Program Document (CPD) UNDP Strategic Plan Agenda 2030 PNIPPM rules of operation and call 2020 Guiding documents of the project Development Services Agreement 2019, 2020 and 2021 	<ul style="list-style-type: none"> Documentary research 	<ul style="list-style-type: none"> Qualitative: Substantive level of alignment of the goals, objectives, and ultimate goal (ToC) of the IPPM with the goals or objectives of the national development priorities, the products, and Results of CPD, the UNDP Strategic Plan, and the SDGs. 	<ul style="list-style-type: none"> Systematic review Content analysis
<ul style="list-style-type: none"> 4 To what extent were the lessons learned from the 2019 edition considered in the design of the 2020 edition? 	<ul style="list-style-type: none"> What were the lessons learned? Which ones could be incorporated and which ones could not? How did they help improve the project? 	<ul style="list-style-type: none"> Results of Semi-structured interviews UCP Previous evaluations Other relevant documents mentioned in the interviews 	<ul style="list-style-type: none"> Documentary research Semi-structured interviews 	<ul style="list-style-type: none"> Qualitative: Perceived level of usefulness of the lessons learned from the 2019 edition 	<ul style="list-style-type: none"> Interview analysis Systematic review Data triangulation
<ul style="list-style-type: none"> 5. To what extent were the perspectives of those who could influence the outcomes and those who could contribute with information or other resources to achieve the results considered during the project design process? 	<ul style="list-style-type: none"> Who can influence the effects? Who can contribute and with what resources to the achievement of the results? What participation have they had in the design of the project? What recommendations have they provided? What recommendations and how have they been integrated into the project? 	<ul style="list-style-type: none"> Results of Semi-structured interviews UCP Documentation support Development Services Agreement 2019, 2020 and 2021 	<ul style="list-style-type: none"> Semi-structured interviews 	<ul style="list-style-type: none"> Level of consideration of recommendations 	<ul style="list-style-type: none"> Interview analysis Systematic review Data triangulation

RELEVANCE CRITERIA					
Key questions	Concrete subquestions	Data sources	Data gathering	Indicators	Data analysis methods
<ul style="list-style-type: none"> 6. How can the intervention improve its contribution to gender equality, women's empowerment, and the human rights approach? 	<ul style="list-style-type: none"> Which project mechanisms have weak points, and what are those points? How could they be strengthened? What milestones in political participation focus on gender equality, women's empowerment, and the human rights approach have not yet been considered? 	<ul style="list-style-type: none"> Results of Semi-structured interviews UCP / INE Results of Online survey for CSOs Results of Online survey for BP Results of Focal groups CSOs / BP 	<ul style="list-style-type: none"> Documentary research Semi-structured interviews Online surveys Focal groups 	<ul style="list-style-type: none"> N/A* It is a question more associated with a recommendation than a measurement with indicators. 	<ul style="list-style-type: none"> Systematic review Secondary data analysis Contribution analysis Interview analysis Survey analysis Focus group analysis
<ul style="list-style-type: none"> 7. How has the project adequately responded to the country's political, legal, economic, institutional, emergency, etc., changes? 	<ul style="list-style-type: none"> What political, legal, economic, institutional, and emergency changes have impacted the project activities? How have they been addressed? 	<ul style="list-style-type: none"> PNIPPM 2020 execution report Results of Semi-structured interviews UCP / INE 	<ul style="list-style-type: none"> Documentary research Semi-structured interviews 	<ul style="list-style-type: none"> R_i = yes the number of changes to the problem faced (i) > 0 → R=1 	<ul style="list-style-type: none"> Systematic review Interview analysis
<ul style="list-style-type: none"> 8. What were the project's contributions to the outcomes and outputs of the country program, the SDGs, the UNDP Strategic Plan, and the national development and electoral priorities? 	<ul style="list-style-type: none"> What did the project do to contribute? 	<ul style="list-style-type: none"> National and international instruments Country Program Document SDG UNDP Strategic Plan National Development Plan INE Strategic Plan 2016 - 2026 PNIPPM 2020 execution report 	<ul style="list-style-type: none"> Documentary research 	<ul style="list-style-type: none"> if not R=0 	<ul style="list-style-type: none"> Systematic review Contribution analysis

EFFECTIVENESS CRITERIA					
Key questions	Concrete subquestions	Data sources	Data gathering	Key questions	Concrete subquestions
<ul style="list-style-type: none"> 9. To what extent were the project results achieved? What factors influenced the achievement or failure of the results? 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Development Services Agreement 2019, 2020 and 2021 Results of Semi-structured interviews UCP / INE 	<ul style="list-style-type: none"> Semi-structured interviews 	<ul style="list-style-type: none"> Number of goals expected / number of goals achieved Achievement incidence factors Failure incidence factors 	<ul style="list-style-type: none"> Interview analysis Comparative analysis Data triangulation
<ul style="list-style-type: none"> 10. In which areas does the project have the most outstanding and most minor achievements? Why and what have been the factors of incidence? How can the project build on these achievements or expand on them? How can it overcome the challenges faced? 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> PNIPPM 2020 execution report Results of Semi-structured interviews UCP / INE 	<ul style="list-style-type: none"> Documentary research Semi-structured interviews 	<ul style="list-style-type: none"> Max({logros_área1, logros_área2,...,logros_áreaN}) 	<ul style="list-style-type: none"> Content analysis Systematic review Meta-analysis Interview analysis
<ul style="list-style-type: none"> 11. What are the positive or negative effects generated by the project on the beneficiary CSOs and the PNIPPM? What are the explanations regarding the effects caused by the project? How can challenges be overcome and successful effects scaled up? 	<ul style="list-style-type: none"> What positive changes do CSOs perceive? 	<ul style="list-style-type: none"> Results of Semi-structured interviews CSOs / UCP / INE Results of Online survey for BP Results of Online survey for CSOs Results of Focal groups CSOs / BP 	<ul style="list-style-type: none"> Semi-structured interviews Online surveys Focal groups 	<ul style="list-style-type: none"> Qualitative: traffic lights effects 	<ul style="list-style-type: none"> Interview analysis Survey analysis Focus group analysis
<ul style="list-style-type: none"> 12. To what extent do CSO projects address root causes of gender inequality? 	<ul style="list-style-type: none"> What negative changes do CSOs perceive? 	<ul style="list-style-type: none"> The theoretical framework of the PNIPPM/IPPM Project of each CSOs (objectives)Results of Semi-structured interviews CSOs / UCP / INE Results of Online survey for CSOs 	<ul style="list-style-type: none"> Documentary research Semi-structured interviews Online surveys 	<ul style="list-style-type: none"> Classification of the causes of gender inequality addressed by the CSOs 	<ul style="list-style-type: none"> Comparative analysis Systematic review Análisis entrevistas Survey analysis

EFFECTIVENESS CRITERIA					
Key questions	Concrete subquestions	Data sources	Data gathering	Key questions	Concrete subquestions
<ul style="list-style-type: none"> 13. Has the project contributed to improving the capacities of CSOs to address the root causes of gender inequality? How? What alternatives can contribute to it? What success stories can be taken up or expanded? 	<ul style="list-style-type: none"> What new capacities have the CSOs acquired to address the causes of gender inequality? Could these capacities have been acquired without the project (counterfactual question)? What capabilities did the project offer? 	<ul style="list-style-type: none"> Report of Results of CSOs Results of Online survey for CSOs Results of Online survey for BP Results of Semi-structured interviews UCP / CSOs / INE Results of Focal groups CSOs / BP 	<ul style="list-style-type: none"> Documentary research Semi-structured interviews Online surveys Focal groups 	<ul style="list-style-type: none"> C = Types of capabilities at the end of the project – Types of qualifications before the project • AV = Types of "added value" (skills, conceptual frameworks, methodologies) by the project • Substantive consistency between C and AV 	<ul style="list-style-type: none"> Contribution analysis Survey analysis Interview analysis Systematic review Focus group analysis
<ul style="list-style-type: none"> 14. To what extent has the management of the CSOs been effective in generating the expected results of their projects? What factors influenced? To what extent has the project contributed to this? What alternatives can be implemented? 	<ul style="list-style-type: none"> To what extent did the CSOs achieve their goals? What exactly did the IPPM project do to pay for CSOs to deliver on their projects? Could they have achieved their goals without the help of the project? (counterfactual question) 	<ul style="list-style-type: none"> Report of Results of CSOs Weighting Criteria CSOs Results of Semi-structured interviews UCP / INE / CSOs Results of Online survey for CSOs 	<ul style="list-style-type: none"> Documentary research Semi-structured interviews Online surveys 	<ul style="list-style-type: none"> R = Results obtained from each CSOs / Expected results from each CSOs A = IPPM's declared contribution to the achievement of the Results of the CSOs. • Substantive consistency between R and A 	<ul style="list-style-type: none"> Systematic review Meta-analysis Interview analysis Survey analysis
<ul style="list-style-type: none"> 15. To what extent have CSOs adapted their projects to the 	<ul style="list-style-type: none"> What obstacles did Covid-19 present to the development of the 	<ul style="list-style-type: none"> Results of Semi-structured interviews CSOs / INE / UCP 	<ul style="list-style-type: none"> Semi-structured interviews 	<ul style="list-style-type: none"> Number of changes they have adapted / 	<ul style="list-style-type: none"> Interview analysis Survey analysis

EFFECTIVENESS CRITERIA					
Key questions	Concrete subquestions	Data sources	Data gathering	Key questions	Concrete subquestions
context of Covid-19? Has the project contributed to it? What alternatives can be implemented?	activities? How did they solve them? What help from the project did they get for this?	<ul style="list-style-type: none"> Results of Online survey for CSOs Results of Focal group CSOs 	<ul style="list-style-type: none"> Online surveys Focal groups 	Number of restrictions or problems derived from Covid-19 that they have faced	<ul style="list-style-type: none"> Focus group analysis
<ul style="list-style-type: none"> 16. Are the management and execution processes of the IPPM project participatory, and does this participation of men, women, and vulnerable groups contribute to achieving its objectives? 	<ul style="list-style-type: none"> In which management and execution processes is participation invited? What is the level of participation? 	<ul style="list-style-type: none"> PNIPPM Execution Report 2020 Results of Semi-structured interviews UCP / CSOs / INE Results of Online survey for CSOs 	<ul style="list-style-type: none"> Documentary research Semi-structured interviews Online surveys 	<ul style="list-style-type: none"> Level of participation in the management and execution of the project 	<ul style="list-style-type: none"> Interview analysis Survey analysis
<ul style="list-style-type: none"> 17. To what extent has the IPPM project promoted positive changes in gender equality and women's empowerment? Did unintended effects arise for women, men, or vulnerable groups? 	<ul style="list-style-type: none"> What did the project do, and how did this relate to the CSOs' positive outcomes on gender equality and women's empowerment? What are the positive changes in the CSOs? What would have happened without the project? (counterfactual question) 	<ul style="list-style-type: none"> Results of Semi-structured interviews CSOs Results of Online survey for CSOs Results of Online survey for BP Results of Focal groups CSOs / BP 	<ul style="list-style-type: none"> Semi-structured interviews Online surveys Focal groups 	<ul style="list-style-type: none"> Qualitative: positive changes perceived by the CSOs compared to the possible contributions of the activities carried out by the IPPM 	<ul style="list-style-type: none"> Interview analysis Survey analysis Focus group analysis

EFFICIENCY CRITERIA					
Key questions	Concrete subquestions	Data sources	Data gathering	Key questions	Concrete subquestions
<ul style="list-style-type: none"> 18. Were resources (funds, human resources, time, expertise, etc.) strategically allocated to achieve outcomes? 	<ul style="list-style-type: none"> What are the resources distributed by the IPPM, and to whom? 	<ul style="list-style-type: none"> Results of Semi-structured interviews CSOs / INE / UCP Act of results 	<ul style="list-style-type: none"> Documentary research 	<ul style="list-style-type: none"> Resource allocation goals of the strategy planned by the IPPM / the final allocation made 	<ul style="list-style-type: none"> Meta-analysis Interview analysis Survey analysis

EFFICIENCY CRITERIA					
Key questions	Concrete subquestions	Data sources	Data gathering	Key questions	Concrete subquestions
	<ul style="list-style-type: none"> • Did the CSOs receive timely attention to their doubts during the execution? • Did all the training activities were received? • Did they receive timely follow-up? 	<ul style="list-style-type: none"> • Results of Online survey for CSOs 	<ul style="list-style-type: none"> • Semi-structured interviews • Online surveys 		<ul style="list-style-type: none"> • Data triangulation
<ul style="list-style-type: none"> • 19. To what extent were resources used efficiently? 	<ul style="list-style-type: none"> • What is the relationship between the project's inputs and outputs? • input: <ul style="list-style-type: none"> • How much was the financial resource allocated? • How many people were in charge of implementing the project? • What was the time allotted for its implementation? • Outputs: <ul style="list-style-type: none"> • What were the results? • Which resources were scarce, and of which were there enough? 	<ul style="list-style-type: none"> • PNIPPM 2020 execution report (products) • Development Services Agreement 2019, 2020 and 2021 • Results of Semi-structured interviews UCP 	<ul style="list-style-type: none"> • Documentary research • Semi-structured interviews 	<ul style="list-style-type: none"> • Performance index = weighted sum of project goals • $E = \text{Performance index} / \text{Total resources exercised}$ • Internal comparative performance by edition= • $(E_{2020} / E_{2019}) * 100 / E_{2019}$ 	<ul style="list-style-type: none"> • Comparative analysis • Meta-analysis • Comparative performance
<ul style="list-style-type: none"> • 20. Did the M&E systems used by UNDP ensure the effectiveness and efficiency of project management? 	<ul style="list-style-type: none"> • What were the M&E systems used by UNDP? • Who implemented them? • What kind of support did they provide? 	<ul style="list-style-type: none"> • M&E Systems • Results of Semi-structured interviews UCP 	<ul style="list-style-type: none"> • Documentary research • Semi-structured interviews 	<ul style="list-style-type: none"> • Qualitative: Support level of M&E systems towards achieved results. 	<ul style="list-style-type: none"> • Meta-analysis • Systematic review • Interview analysis

EFFICIENCY CRITERIA					
Key questions	Concrete subquestions	Data sources	Data gathering	Key questions	Concrete subquestions
<ul style="list-style-type: none"> 21. To what extent was the IPPM project resilient to the impact of COVID-19? 	<ul style="list-style-type: none"> With what activities did they have problems? How did they solve them? Which ones could not be solved? 	<ul style="list-style-type: none"> Results of Semi-structured interviews UCP / CSOs / INE Results of Online survey for CSOs Results of Online survey for BP 	<ul style="list-style-type: none"> Semi-structured interviews Online surveys 	<ul style="list-style-type: none"> Activities carried out (including those carried out virtually, for example) / planned activities 	<ul style="list-style-type: none"> Survey analysis
<ul style="list-style-type: none"> 22. To what extent did CSOs obtain funds and implement their project activities on time? What success stories were found? What challenges were encountered? 	<ul style="list-style-type: none"> Did the CSOs start their projects on time? If not, what were the reasons? Administrative? Communication? Bureaucratic? At what time did the projects end? Did that time seem pertinent to carrying out the projects? 	<ul style="list-style-type: none"> Results of Semi-structured interviews UCP / CSOs / INE Results of Online survey for CSOs Results of Focal group CSOs 	<ul style="list-style-type: none"> Semi-structured interviews Online surveys Focal groups 	<ul style="list-style-type: none"> Completion period scale of activities. Classification of obstacles starting time 	<ul style="list-style-type: none"> Survey analysis Interview analysis Focus group analysis
<ul style="list-style-type: none"> 23. To what extent did CSOs exert resources to adapt to the Covid-19 context? 	<ul style="list-style-type: none"> In what aspects were expenses related to Covid-19 made? Protection material? Tests? Technological equipment? Communication services? Which others? 	<ul style="list-style-type: none"> Weighting Criteria CSOs Results of Semi-structured interviews UCP / CSOs / INE Results of Online survey for CSOs 	<ul style="list-style-type: none"> Documentary research Semi-structured interviews Online surveys 	<ul style="list-style-type: none"> % of virtual activities/ total activities Classification of expenses incurred by COVID-19 	<ul style="list-style-type: none"> Interview analysis Survey analysis Meta-analysis

SUSTAINABILITY CRITERIA					
Key questions	Concrete subquestions	Data sources	Data gathering	Key questions	Concrete subquestions
<ul style="list-style-type: none"> 24. Are there financial risks that could jeopardize the sustainability of the project's results? 	<ul style="list-style-type: none"> What are the risks? Why do they endanger the sustainability of the Results of the project? What was done to mitigate them? What can be done in the future to mitigate them? 	<ul style="list-style-type: none"> Documentary support Results of Semi-structured interviews UCP / INE 	<ul style="list-style-type: none"> Documentary research Semi-structured interviews 	<ul style="list-style-type: none"> Classification of financial risks 	<ul style="list-style-type: none"> Interview analysis Meta-analysis Systematic review
<ul style="list-style-type: none"> 25. Are there social or political risks that could jeopardize the sustainability of the project's products and results? 	<ul style="list-style-type: none"> What are those risks? Why do they endanger the sustainability of the products and Results of the project? What was done to mitigate them? What can be done in the future to mitigate them? 	<ul style="list-style-type: none"> Results of Semi-structured interviews UCP Results of Online survey for CSOs 	<ul style="list-style-type: none"> Semi-structured interviews Online surveys 	<ul style="list-style-type: none"> Classification of social or political risks 	<ul style="list-style-type: none"> Survey analysis Interview analysis
<ul style="list-style-type: none"> 26. Are there mechanisms, procedures, and policies for the main stakeholders to continue working on the results of gender equality, women's empowerment, rights, and human development? 	<ul style="list-style-type: none"> What are these mechanisms? How could they be better implemented? 	<ul style="list-style-type: none"> Results of Semi-structured interviews UCP / INE / CSOs Results of Online survey for CSOs 	<ul style="list-style-type: none"> Semi-structured interviews Online surveys 	<ul style="list-style-type: none"> Classification of mechanisms and policies 	<ul style="list-style-type: none"> Survey analysis Interview analysis Documentary review Data triangulation
<ul style="list-style-type: none"> 27. What is the risk that the level of ownership of the stakeholders is insufficient for the benefits of the project to be maintained? 	<ul style="list-style-type: none"> What is considered a level of ownership? What is the level of appropriation of the benefits by the CSOs? 	<ul style="list-style-type: none"> Results of Semi-structured interviews UCP / INE / CSOs Results of Online survey for CSOs Results of Online survey for BP Results of Focal group CSOs 	<ul style="list-style-type: none"> Semi-structured interviews Online surveys Focal groups 	<ul style="list-style-type: none"> Qualitative: Insufficient appropriation risk level (high, medium, low) 	<ul style="list-style-type: none"> Survey analysis Interview analysis Data triangulation

SUSTAINABILITY CRITERIA					
Key questions	Concrete subquestions	Data sources	Data gathering	Key questions	Concrete subquestions
	<ul style="list-style-type: none"> What are these risks of insufficiency in the level of appropriation? 				
<ul style="list-style-type: none"> 28. What could be done to strengthen exit strategies and sustainability concerning the products for CSOs and the PNIPPM teams? 	<ul style="list-style-type: none"> What are the IPPM's sustainability and exit strategies? Which ones are considered essential? What sustainability strategies have the PNIPPM adopted from the IPPM? What sustainability strategies have IPPM CSOs adopted? 	<ul style="list-style-type: none"> Results of Semi-structured interviews UCP / INE/ CSOs Results of Online survey for CSOs Results of Focal group CSOs 	<ul style="list-style-type: none"> Semi-structured interviews Online surveys Focal groups 	<ul style="list-style-type: none"> N/A* It is a question more associated with a recommendation than a measurement with indicators. 	<ul style="list-style-type: none"> Survey analysis Interview analysis Focus group analysis
<ul style="list-style-type: none"> 29. To what extent has the project generated permanent and actual changes in CSOs attitudes and behaviors relative to human rights and gender equality? 	<ul style="list-style-type: none"> What are the permanent and actual changes in attitudes and behaviors conducive to human rights and gender equality in CSOs? What were the contributions of the project to these changes? Could these changes have been generated without the project? What extent? (counterfactual question) 	<ul style="list-style-type: none"> Results of Semi-structured interviews UCP / CSOs Results of Online survey for CSOs Results of Online survey for BP Results of Focal groups CSOs / BP 	<ul style="list-style-type: none"> Semi-structured interviews Online surveys Focal groups 	<ul style="list-style-type: none"> Perceived (or measured) changes in the CSOs / perceived contribution of the CSOs regarding the activities carried out by the IPPM 	<ul style="list-style-type: none"> Survey analysis Interview analysis Focus group analysis Contribution analysis Data triangulation
<ul style="list-style-type: none"> 30. To what extent can CSOs be resilient to the changes resulting from the Covid-19 pandemic? What factors influenced their adaptation? To what extent can the level of adaptation positively or negatively affect the 	<ul style="list-style-type: none"> What capacity changes did they adopt? 	<ul style="list-style-type: none"> Results of Online survey for CSOs Results of Focal group CSOs 	<ul style="list-style-type: none"> Online surveys Focal groups 	<ul style="list-style-type: none"> N/A* It is a question more associated with an assumption than with a measurement with indicators. 	<ul style="list-style-type: none"> Interview analysis Focus group analysis

SUSTAINABILITY CRITERIA					
Key questions	Concrete subquestions	Data sources	Data gathering	Key questions	Concrete subquestions
success and sustainability of the projects?					

COHERENCE CRITERIA					
Key questions	Concrete subquestions	Data sources	Data gathering	Key questions	Concrete subquestions
<ul style="list-style-type: none"> 31. With what programs, projects, or actions implemented by UNDP Mexico, and in what aspects could the project have complementarity and/or coincidences? In what aspects could the project take up experiences for its strengthening? 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Results of semi-structured interviews UCP / INE 	<ul style="list-style-type: none"> Documentary research Semi-structured interviews 	<ul style="list-style-type: none"> Programs or projects implemented by UNDP Mexico which goals, objectives, or lines of action complement the goals or objectives of the IPPM. 	<ul style="list-style-type: none"> Literature review Systematic review Interview analysis
<ul style="list-style-type: none"> 32. With what programs, projects, or actions implemented at different levels of government could the project have complementarity and/or coincidences? In what aspects could the project take up experiences to strengthen it? 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Documentation that supports the answers of the interviewees 	<ul style="list-style-type: none"> Documentary research Semi-structured interviews 	<ul style="list-style-type: none"> Programs or projects implemented by different levels of government in Mexico which goals, objectives, or lines of action are complementary to the goals or objectives of the IPPM. 	<ul style="list-style-type: none"> Literature review Systematic review Interview analysis

14.2. LIST OF INDIVIDUALS OR GROUPS INTERVIEWED OR CONSULTED

People and organizations interviewed

- 1) *Mónica Eden Wynter, Coordinator of Projects with Electoral Institutions;*
- 2) *Lizbeth Teresa Sánchez, IPPM Project Assistant;*
- 3) *Michel Salinas, Project Manager with Electoral Institutions;*
- 4) *Francisco Javier Morales Camarena, Director of Civic Education and Citizen Participation;*
- 5) *José Alberto Bueno Saldaña Deputy Director of Program Management and Operation;*
- 6) *Rosa María Mora Gutiérrez, Head of Department of Monitoring and Evaluation of Politics in Collaboration with Allies;*
- 7) *Karolina Monika Gilas, President of the CD;*
- 8) *Virginia Luisa Belmontes Acosta, Member of CD;*
- 9) *Colectivo Grépolis A.C.;*
- 10) *Colectivo México Solidario A.C.;*
- 11) *Construyendo Acciones para el Desarrollo y la Igualdad CONADI A.C.;*
- 12) *Espiral por la Vida A.C.;*
- 13) *Iniciativa Tesla A.C.*

Focus groups participants

- *Ciudadanía para la Integración Social A.C.,*
- *Ecos de la Tierra Proyectos Productivos y Medio Ambiente A.C.,*
- *SUPERA Capacitación y Desarrollo A.C.,*
- *Fundación Antiga, A.C.,*
- *Mujeres por la Justicia Social: Atala Apodaca A.C.,*
- *Organización de Mujeres Unidas Siempre por el Aprendizaje, A.C.,*
- *Servicios a la Juventud A.C.,*

Surveyed organizations

- *Agenda Ciudadana por el Desarrollo y la Corresponsabilidad Social A.C.,*
- *Alianza Garantizar a Mujeres y Hombres la Igualdad en el Goce de Todos los Derechos Humanos A.C.,*

- *Anide-Puebla, A.C.,*
- *Arkemetría Social, A.C.,*
- *Café Ciudadano en Defensa de los Derechos Humanos, A.C.,*
- *Centro de Apoyo para el Movimiento Popular de Occidente, A.C.,*
- *Centro de Experimentación para el Desarrollo Comunitario Tzeltal, A.C.,*
- *Centro para el Desarrollo Igualitario y los Derechos Humanos CEDIDH, A.C.,*
- *Ciudadanía para la Integración Social A.C.,*
- *Colectiva Ciudad y Género A.C.,*
- *Colectivo México Solidario A.C.,*
- *Comunicación, Intercambio y Desarrollo Humano en América Latina, Asociación Civil (CIDHAL, A.C.),*
- *Ecos de la Tierra Proyectos Productivos y Medio Ambiente A.C.,*
- *Equidad y Autonomía en Movimiento, A.C.,*
- *Espiral por la Vida, A.C.,*
- *Fundación Antiga, A.C.,*
- *Fundación Liderazgo y Desarrollo para la mujer A.C.,*
- *Fundación Universidad Autónoma de Tlaxcala A.C.,*
- *Fundación XiluXahui. Apoyo al Desarrollo Integral Sustentable A.C.,*
- *Gente Diversa de Baja California, A.C.,*
- *Haaz y Asociados Consultores A.C.,*
- *Hagamos Algo, Asociación para el Desarrollo Integral de Grupos Vulnerables con Perspectiva de Género, A.C.,*
- *Hueyi Tonal S. C.,*
- *Iniciativa Ciudadana y Desarrollo Social INCIDE Social A.C.,*
- *Iniciativa Tesla A.C.,*
- *Jóvenes Articulando Territorios A.C.,*
- *Jóvenes por una Conciencia Colectiva A.C.,*
- *Misión Emerge Agaidés A.C.,*
- *Mujeres por la Justicia Social: Atala Apodaca A.C.,*
- *Organización de Mujeres Unidas Siempre por el Aprendizaje, A.C.,*
- *Pro-Equidad Durango A.C.,*
- *Seguridad Jurídica para Todos A.C.,*
- *Servicio Desarrollo y Paz Huasteca Potosina A.C.,*
- *Servicios a la Juventud A.C.,*

- SUPERA Capacitación y Desarrollo A.C.,
- UBII-FAM A.C.

14.3. LIST OF SUPPORTING DOCUMENTS REVIEWED

Reviewed documentation of the IPPM

Stage 1.- Call and selection of projects

- *Call for Proposals for PNIPPM 2020*
- *The Rules of Operation 2020*
- *Documents of the selection process of the CD 2020*
- *Documents of the registration and validation*

Stage 2.- Implementation of the projects

- *Documents of the strategy of virtual visits*
- *Documents of the CSOs Network*
- *Reports of the platform activities*
- *Documents of the virtual visits*
- *Documents of the induction session*
- *Documents from conversational "Women in governance and democracy"*
- *Documents from the BRIDGE Workshop in civic education, information and, access to the electoral process*
- *Documents of the virtual workshop of CSOs in the digital world*
- *Documents of the BRIDGE Workshop on gender and elections*

Stage 3.- Completion of the projects

- *Documents on the report of successful experiences*

Documents of the systematization of the results of the PNIPPM (files and reports)

- *Project data sheets*
- *PNIPPM Criteria Weighting 2020*

In addition to the following documents:

- *IPPM 2019 Execution Report*
- *IPPM 2020 Execution report*
- *INE Commission Report*
- *Final report of the mid-term evaluation*
- *Development Services Agreement 2019*
- *Amendment of the Development Services Agreement 2020*
- *Amendment of the Development Services Agreement 2021*
- *Documentation of individual projects (official data, project, and initial budget)*
- *Quarterly reports.*

14.4. CALCULATIONS TO DETERMINE THE CONFIDENCE LEVEL AND MARGIN OF ERROR OF THE SAMPLE FOR THE SURVEY OF INDIRECT BENEFICIARIES

In the survey of indirect beneficiaries, the minimum sample size was not pre-defined due to the reasons stated in Section 8.1.3. However, 146 people participated, which, according to the following calculations, has a confidence level of 90% and a margin of error of 6.8%, with a universe of 10,591 people:

The formula was used to estimate the sample size when the standard deviation of the population is not known, according to Martínez, (2012), and it was corroborated with the calculation tools of the online service used to execute the surveys (surveymonkey):

$$n = \frac{Z_{\alpha}^2 N p q}{e^2 (N - 1) + Z_{\alpha}^2 p q}$$

Where

N= is the size of the population or universe.

Z_α = is the assigned confidence level (1.65 for 90%).

e= is the desired sampling error (6.8%).

p= is the proportion of individuals with the study characteristic (usually p=q=0.5).

q= is the proportion of individuals that do not have that characteristic (1-p).

n= is the sample size.

$$n = \frac{1.65^2 * 10,591 * 0.5 * 0.5}{0.068^2 * (10,591 - 1) + 1.65^2 * 0.5 * 0.5}$$

$$n = 145.9$$

* All figures were calculated by rounding to 4 decimal places for greater accuracy.



PLEDGE OF ETHICAL CONDUCT IN EVALUATION

By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.



INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible**.



ACCOUNTABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.



RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access to** the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).



BENEFICENCE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration of risks and benefits** from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm**. I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.



KARLA JOANA LÓPEZ NAVA 19/ENE/2022 (Signature and Date)



ANEXO A
Términos de Referencia (TORS)
Consultoría individual

Fecha: Septiembre 2021

Descripción de la Consultoría:	Servicios de consultoría para la evaluación final del proyecto de “Impulso a la Participación Política de las Mujeres”
Duración estimada:	12 semanas
Fecha de inicio:	Octubre 2021
Fecha de Término:	Diciembre 2021
Número y Título del Proyecto:	00116504 Impulso a la participación política de las Mujeres en México
Objetivo:	Realizar una evaluación del proyecto IPPM en la edición 2020 del Programa Nacional de Impulso a la Participación Política de Mujeres a través de Organizaciones de la Sociedad Civil (PNIPPM) con la finalidad de analizar la implementación y resultados del proyecto en términos de pertinencia, coherencia, eficacia, eficiencia y sostenibilidad, que puedan dar cuenta del avance de los logros obtenidos, extraer lecciones aprendidas y recomendaciones, así como contribuir a la toma de decisiones estratégicas para el fortalecimiento del IPPM en sus siguientes ciclos.
Nombre del Supervisor:	Unidad de Monitoreo y Evaluación y Unidad de Gobernanza Efectiva y Democracia de PNUD
Descripción de Viajes:	No aplica
Lugar de trabajo:	A distancia
Forma de Pago:	Cuatro pagos contra entrega y validación de los productos
Dedicación:	Parcial

1. ANTECEDENTES

Durante más de dos décadas, el Programa de las Naciones Unidas para el Desarrollo (PNUD) ha cooperado y apoyado a las instituciones electorales en México. En cada elección federal entre 1994 y 2018, así como en tres procesos intermedios (1997, 2003 y 2008), el PNUD ha colaborado con las autoridades electorales mexicanas en la provisión de asistencia técnica y financiera a grupos

PNUD México

Montes Urales N°440, Lomas de Chapultepec, Ciudad de México, C.P.11000 | Tel: (5255) 4000 9700 | Fax: (5255) 5255 0095 www.mx.undp.org | Facebook: PNUDMexico | Twitter: @pnud_mexico



nacionales de observación electoral. Este proyecto se creó para apoyar a las organizaciones de la sociedad civil (OSC) que dan seguimiento a los comicios, bajo la premisa de que su labor mejora la credibilidad y la transparencia de las instituciones y procedimientos electorales.

Adicionalmente, desde 2008, el INE ha financiado proyectos de la sociedad civil en el marco del Programa Nacional de Impulso a la Participación Política de Mujeres a través de Organizaciones de la Sociedad Civil (PNIPPM). El objetivo de este programa es impulsar la igualdad sustantiva y la eliminación de brechas de género por medio del apoyo a proyectos operados por OSC que promuevan la incidencia ciudadana en el espacio público y contribuyan a la construcción de una democracia paritaria. Después de nueve ciclos y un número creciente de proyectos financiados cada año, el INE ha identificado como áreas de oportunidad fortalecer sus capacidades para potenciar el impacto de los proyectos y solidificar su seguimiento.

Así, mediante el proyecto “Impulso a la participación política de Mujeres”, el PNUD propone una estrategia centrada en fortalecer a los proyectos financiados para aportar elementos que fomenten el alcance de resultados en el mediano y largo plazo. La estrategia se sustenta en dos pilares, una oferta de formación para las organizaciones participantes con la posibilidad de adecuarse a las necesidades detectadas y un seguimiento cercano a la implementación de los proyectos que permita ajustes oportunos para lograr los objetivos.

El propósito de esta consultoría es realizar de forma independiente una evaluación de gestión y resultados del proyecto IPPM que acompañó a la edición de 2020 del PNIPPM que pueda dar cuenta del avance de los logros obtenidos, extraer lecciones aprendidas y obtener recomendaciones, así como proveer información para la toma de decisiones estratégicas para el fortalecimiento del proyecto en sus siguientes ciclos. Los resultados de esta evaluación deberán ser de utilidad tanto para el PNUD, como para el INE, en sus respectivos campos de actuación en la materia, así como para fortalecer al IPPM y consecuentemente, al propio PNIPPM.

2. PRODUCTOS ESPERADOS, RESPONSABILIDADES Y DESCRIPCION DE ACTIVIDADES

RESPONSABILIDADES

ITEM	RESPONSABILIDAD
1	Reunión preliminar de la evaluación.
2	Informe de arranque de la evaluación (Inception report).
3	Reunión de presentación de avances y retroalimentación, con el Proyecto y las personas responsables de la evaluación.
4	Borrador del informe de evaluación.
5	Rastro de Auditoría y Solución de Controversias.
6	Entrega del informe de la evaluación.

PNUD México

Montes Urales N°440, Lomas de Chapultepec, Ciudad de México, C.P.11000 | Tel: (5255) 4000 9700 | Fax: (5255) 5255 0095 www.mx.undp.org | Facebook: PNUDMexico | Twitter: @pnud_mexico

DESCRIPCION DE ACTIVIDADES

ITEM	ACTIVIDAD	PRODUCTO	CALENDARIO	% PAGO
1	Reunión preliminar de la evaluación.	1.1 Minuta de la reunión detallada con las observaciones y/o comentarios por parte del PNUD. 1.2 Plan de trabajo detallado con cronograma. 1.3 Carta de confidencialidad firmada. 1.4 Mapa preliminar de actores a involucrar en la evaluación. 1.5 Matriz de evaluación (Anexo3) aprobada con preguntas por criterio.	Semana 1	10
2	Informe de arranque de la evaluación (Inception report).	Informe de arranque (Inception report) que debe estar apegado a las Directrices de Evaluación del PNUD (Anexo 1) (entre 10 y 15 páginas). Este informe debe incluir la estructura y el contenido descrito en la sección 5 de estos TdR. Asimismo, debe incluir un programa de trabajo detallado, describir la metodología, las actividades y los entregables.	Semana 2	20
3	Reunión de presentación de avances y retroalimentación, con el Proyecto y las personas responsables de la evaluación.	Minuta de la reunión. Retroalimentación sobre los criterios de calidad y contenidos del borrador del informe de evaluación.	Semana 6	0
4	Borrador del informe de evaluación.	Documento borrador (entre 40 y 60 páginas) aprobado por PNUD del informe de evaluación. El Proyecto y las personas responsables de la evaluación deberán examinar el borrador para asegurar que éste cumple los criterios de calidad exigidos en los Lineamientos de Evaluación del PNUD .	Semana 8	30
5	Rastro de Auditoría y Solución de Controversias.	La persona evaluadora responderá a las aclaraciones y comentarios sobre el borrador del informe a través del	Semana 10	0

PNUD México

		documento de rastro de auditoría de la evaluación (Anexo4).		
6	Entrega del informe de la evaluación.	Informe final de evaluación en español y en inglés que deberá incluir como mínimo todos los elementos descritos en las Directrices de Evaluación del PNUD (Anexo 1), así como también: 4.1 Anexos, bases de datos siempre conservando el anonimato de las personas encuestadas.	Semana 12	40
TOTAL				100

3. REQUERIMIENTOS DE EXPERIENCIA Y CALIFICACIONES.

De la Propuesta Técnica	
1	Propuesta técnica deberá presentar una propuesta metodológica adecuada para la evaluación que se solicita. Debe ser clara y reflejar entendimiento de los objetivos de la consultoría, de estos términos de referencia y de las Directrices de Evaluación del PNUD(Anexo 1). Debe detallar los alcances, herramientas e instrumentos que el oferente propone utilizar para realizar la evaluación. Debe demostrar que el o la consultor/a tiene experiencia suficiente y conocimiento en la evaluación de proyectos similares.
De la formación	
1	Licenciatura en Ciencias Sociales de preferencia relaciones internacionales, ciencia política, economía, administración o afines a las actividades y conocimientos requeridos para esta evaluación. Comprobable en CV.
De la experiencia profesional	
1	Experiencia mínima de dos años comprobables en CV en evaluación de proyectos afines al proyecto a evaluar
Del envío de evidencia	
1	Presenta al menos dos informes de evaluaciones en español y en inglés.
De la independencia	
1	No ha tenido participación previa en la planeación, formulación y/o ejecución de este proyecto. No ha participado en consultorías del proyecto diferentes a evaluación ni participará en licitaciones o consultorías futuras relacionadas con el proyecto y no tiene conflicto de interés.
De la entrevista	
1	Entrevista. La persona evaluada responde correctamente al menos tres de las preguntas realizadas por el personal del comité, demostrando tener los conocimientos y experiencia para llevar a cabo la evaluación.

PNUD México

Montes Urales N°440, Lomas de Chapultepec, Ciudad de México, C.P.11000 | Tel: (5255) 4000 9700 | Fax: (5255) 5255 0095 www.mx.undp.org | Facebook: PNUDMexico | Twitter: @pnud_mexico

4. EVALUACIÓN DE PROPUESTAS

Los consultores individuales serán evaluados basados en el siguiente criterio:

Análisis acumulativo: Se adjudicará el contrato a aquel Consultor que obtenga la mejor combinación técnico-económica. Donde la oferta técnica equivale al 70% y la económica el 30% de la calificación total. Cabe señalar que serán susceptibles de análisis económico únicamente aquellas propuestas que obtengan al menos el 70% de los puntos técnicos disponibles (700/1000).

ITEM	CRITERIOS DE EVALUACION	PUNTAJE
De la Propuesta Técnica		
1	Propuesta técnica deberá presentar una propuesta metodológica adecuada para la evaluación que se solicita. Debe ser clara y reflejar entendimiento de los objetivos de la consultoría, de estos términos de referencia y de las Directrices de Evaluación del PNUD (Anexo 1). Debe detallar los alcances, herramientas e instrumentos que el oferente propone utilizar para realizar la evaluación. Debe demostrar que el o la consultor/a tiene experiencia suficiente y conocimiento en la evaluación de proyectos similares. A) No cumple con el requisito mínimo: 0 puntos B) Cumple con los elementos, pero no están lo suficientemente desarrollados: 210 puntos C) Cumple con todos los elementos y están lo suficientemente desarrollados: 300 puntos	300
De la formación		
1	Licenciatura en Ciencias Sociales de preferencia relaciones internacionales, ciencia política, economía, administración o afines a las actividades y conocimientos requeridos para esta evaluación. Comprobable en CV. A) No cumple con el requisito mínimo: 0 puntos B) Cuenta con licenciatura en ciencias sociales: 140 puntos C) Cuenta con grado de estudios en ciencias sociales superior a licenciatura: 200 puntos	200
De la experiencia profesional		
1	Experiencia mínima de dos años comprobables en CV en evaluación de proyectos afines al proyecto a evaluar A) No cumple con el requisito mínimo: 0 puntos B) Cuenta con al menos dos años de experiencia comprobable en los rubros señalados: 105 puntos C) Cuenta con tres o más años de experiencia comprobable en los rubros señalados: 150 puntos	150
Del envío de evidencia		
1	Presenta al menos dos informes de evaluaciones en español y en inglés. A) No cumple con el requisito mínimo: 0 puntos	100

PNUD México

Montes Urales N°440, Lomas de Chapultepec, Ciudad de México, C.P.11000 | Tel: (5255) 4000 9700 | Fax: (5255) 5255 0095 www.mx.undp.org | Facebook: PNUDMexico | Twitter: @pnud_mexico



	B) Presenta al menos dos informes de evaluaciones en español e inglés: 70 puntos C) Presenta tres o más informes de evaluaciones en español e inglés: 100 puntos	
De la independencia		
1	No ha tenido participación previa en la planeación, formulación y/o ejecución de este proyecto. No ha participado en consultorías del proyecto diferentes a evaluación ni participará en licitaciones o consultorías futuras relacionadas con el proyecto y no tiene conflicto de interés. A) No cumple con el requisito mínimo: 0 puntos C) Cumple con este requisito: 100 puntos	100
De la entrevista		
1	Entrevista. La persona evaluada responde correctamente al menos tres de las preguntas realizadas por el personal del comité, demostrando tener los conocimientos y experiencia para llevar a cabo la evaluación. A) No cumple con el requisito mínimo: 0 puntos B) Responde correctamente al menos tres preguntas: 105 puntos C) Responde correctamente a todas las preguntas: 150 puntos	150
TOTAL PUNTAJE		1000

PNUD México

Montes Urales N°440, Lomas de Chapultepec, Ciudad de México, C.P.11000 | Tel: (5255) 4000 9700 | Fax: (5255) 5255 0095 www.mx.undp.org | Facebook: PNUDMexico | Twitter: @pnud_mexico



**ANEXO B
CARTA DEL OFERENTE AL PNUD
CONFIRMANDO INTERÉS Y DISPONIBILIDAD
PARA LA ASIGNACIÓN DE CONTRATISTA INDIVIDUAL (CI)**

Fecha **1 de octubre de 2021**

Representante Residente
Programa de las Naciones Unidas para el Desarrollo
Calle Montes Urales 440,
Lomas de Chapultepec III, 11000, CDMX

Estimado señor/señora:

Por la presente declaro que:

- a) He leído, entendido y acepto los términos de referencia que describen las funciones y responsabilidades de **PCI-095-2021** en el marco de **Impulso a la participación política de las Mujeres en México**;
- b) También he leído, entendido y acepto las Condiciones Generales del PNUD para la contratación de servicios de contratistas individuales;
- c) Por la presente propongo mis servicios y confirmo mi interés en realizar la asignación a través de la presentación de mi CV o Formulario de Antecedentes Personales (P11), que he firmado debidamente y que adjunto como Anexo 1
- d) En cumplimiento con los requisitos de los Términos de Referencia, por la presente confirmo que me encuentro disponible durante la totalidad del período de la asignación, y que ejecutaré los servicios de la manera descrita en mi propuesta técnica, la cual adjunto como Anexo 3
- e) Propongo realizar los servicios basado en la siguiente tarifa:
 - ☐ Suma de Gasto Global (lump Sum): *[indique el monto en palabras y números, indicando la moneda]* La propuesta económica deberá especificar la suma de gasto global, y términos

PNUD México

Montes Urales N°440, Lomas de Chapultepec, Ciudad de México, C.P.11000 | Tel: (5255) 4000 9700 | Fax: (5255) 5255 0095 www.mx.undp.org | Facebook: PNUDMexico | Twitter: @pnud_mexico



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

- f) Para efectos de la evaluación, se adjunta como Anexo 2 el desglose del monto de la suma global fija mencionada anteriormente;
- g) Reconozco que el pago de las cantidades antes mencionadas se realizará con base a la entrega de mis productos dentro del plazo especificado en los Términos de Referencia, los cuales estarán sujetos a la revisión del PNUD, la aceptación de los mismos, así como de conformidad con los procedimientos para la certificación de los pagos;
- h) Esta oferta será válida por un período total de 90 días después de la fecha límite de presentación;
- i) Confirmo que no tengo parentesco en primer grado (madre, padre, hijo, hija, cónyuge/ pareja, hermano o hermana) con nadie actualmente contratado o empleado por alguna oficina o agencia de la ONU
- j) Si fuese seleccionado para la asignación, procederé a;

- ☐ Firmar un Contrato Individual con PNUD;
- ☐ Solicitar a mi empleador *[indicar nombre de la compañía/organización/institución]* que firme con el PNUD, por mí y en nombre mío, un Acuerdo de Préstamo Reembolsable (RLA por sus siglas en inglés). La persona de contacto y los detalles de mi empleador para este propósito son los siguientes:

- k) Confirmo que *[marcar todas las que apliquen]*:

- ☐ Al momento de esta aplicación, no tengo ningún Contrato Individual vigente, o cualquier otra forma de compromiso con cualquier Unidad de Negocio del PNUD;
- ☐ Actualmente estoy comprometido con el PNUD y/u otras entidades por el siguiente trabajo:

PNUD México

Asignación	Tipo de Contrato	Unidad de Negocio del PNUD / Nombre de Institución / Compañía	Duración del Contrato	Monto del Contrato



De igual manera, estoy esperando resultado de la convocatoria del/los siguiente(s) trabajo(s) para PNUD y/u otras entidades para las cuales he presentado una propuesta:

Asignación	Tipo de Contrato	Nombre de Institución / Compañía	Duración del Contrato	Monto del Contrato

- l) Comprendo perfectamente y reconozco que el PNUD no está obligado a aceptar esta propuesta; también comprendo y acepto que deberé asumir todos los costos asociados con su preparación y presentación, y que el PNUD en ningún caso será responsable por dichos costos, independientemente del efecto del proceso de selección.
- m) **Si usted es un ex-funcionario de las Naciones Unidas que se ha separado recientemente de la Organización, por favor agregue esta sección a su carta:** Confirmando que he cumplido con la interrupción mínima de servicio requerida antes que pueda ser elegible para un Contrato Individual.
- n) Asimismo, comprendo perfectamente que, de ser incorporado como Contratista Individual, no tengo ninguna expectativa ni derechos en lo absoluto a ser reinstalado o recontratado como un funcionario de las Naciones Unidas.

Nombre completo y Firma:

Fecha:

PNUD México

Montes Urales N°440, Lomas de Chapultepec, Ciudad de México, C.P.11000 | Tel: (5255) 4000 9700 | Fax: (5255) 5255 0095 www.mx.undp.org | Facebook: PNUDMexico | Twitter: @pnud_mexico

Anexos

- ☐ CV ó Formulario P11 firmado
- ☐ Desglose de los costos que respaldan el Monto Total Todo Incluido de acuerdo al formulario correspondiente.
- ☐ Breve Descripción del Enfoque de Trabajo (De ser requerido en los Términos de Referencia)

**DESGLOSE DE LOS COSTOS
QUE RESPALDAN LA PROPUESTA FINANCIERA TODO- INCLUIDO**

A. Desglose de costos por Componentes:

Componentes	Costo por Unidad	Cantidad	Precio Total para la duración del Contrato
I. Costos de Personal			
Honorarios Profesionales			
Seguros de Vida			
Seguros Médicos			
Comunicaciones			
Transporte Terrestre			
Otros (favor especificar)			
II. Gastos de Viaje para incorporarse al lugar de destino			
Tarifas de boletos aéreos, ida y vuelta, desde y hacia los lugares de destino			
Gastos de estadía			
Seguro de Viaje			
Gastos Terminales			
Otros (favor especificar)			
III. Viajes Oficiales			
Tarifas de boletos aéreos, ida y vuelta			
Gastos de estadía			
Seguros de Viaje			
Gastos terminales			
Otros (favor especificar)			

PNUD México



B. Desglose de costos por Entregables *:

Entregables <i>[enumérelas de conformidad con los Términos de Referencia]</i>	Porcentaje del Monto Total (Peso para el pago)	Monto
Entregable		
Entregable		
....		
Total	100%	USD

*Bases para los tramos de pago



ANEXO C
CONTRATO PARA LOS SERVICIOS DE CONTRATISTA INDIVIDUAL

No [CONTRATO]

El presente contrato celebrado el día **[FECHA_INICIO_LETRAS]** entre el Programa de Naciones Unidas para el Desarrollo (en adelante denominado el “PNUD”) y **[NOMBRE]** (en adelante denominado “el Contratista Individual”) cuya dirección es **[DIRECCION]**, **[CIUDAD]**, **[ESTADO]**, **C.P. [CODIGOPOSTAL]**, Correo electrónico: **[EMAIL]** Teléfono: **[TELEFONO]**.

VISTO que el PNUD desea contratar los servicios del Contratista Individual bajo los términos y condiciones establecidas a continuación, y; CONSIDERANDO que el Contratista Individual se encuentra preparado y dispuesto a aceptar este Contrato con el PNUD, conforme dichos términos y dichas condiciones,

A CONTINUACIÓN, las Partes acuerdan por el presente, lo siguiente:

1. Características de los servicios

El Contratista Individual deberá prestar los servicios de **[CARGO]** como se describen en los Términos de Referencia, los cuales son parte integral de este Contrato y el cual se adjunta como (Anexo 1 en el siguiente Lugar(es) de Destino: **A distancia**

2. Duración

El presente Contrato Individual comenzará el **[FECHA_INICIO_LETRAS]**, y vencerá una vez que se cumpla satisfactoriamente con los servicios descritos en los Términos de Referencia mencionados arriba, pero no más tarde del **[FECHA_FIN_LETRAS]** a menos que sea rescindido previamente conforme a los términos del presente Contrato. El presente Contrato se encuentra sujeto a las Condiciones Generales de Contratos para Contratistas Individuales que se encuentran disponible en la página web del PNUD (<http://www.undp.org/procurement>) y que se incorporan al presente como *Anexo II*.

3. Consideraciones

Como plena consideración por los servicios prestados por el Contratista Individual en virtud de los términos del presente Contrato, en los que se incluye, a no ser que se ha especificado de otra manera, el viaje hasta y desde el Lugar(es) de Destino; el PNUD deberá pagar al Contratista Individual una cantidad total de **[MONEDA] \$[MONTOTOTAL] ([MONTOTOTAL_LETRAS])** de conformidad con la tabla descrita a continuación ¹. Los pagos al Contratista serán hechos por el PNUD (a) previa presentación de una factura fiscal presentada por el Contratista con todos los rubros a pagar correctamente detallados y (b) una certificación del PNUD que los servicios relacionados con cada uno de los productos

¹ Para pagos que no están basados a una suma global por productos, se debe indicar el número máximo de días/horas/unidades trabajados así como cualquier otro pago(viaje, per diem) y el correspondiente honorario en la tabla de Productos Entregables de arriba



entregables han sido alcanzados, si fuese el caso, antes o en la fecha establecida del cronograma que se especifican a continuación, y/o en cada fase.

[CALENDARIO]

Si viajes imprevistos fuera del Lugar(es) de Destino son requeridos por el PNUD, y bajo acuerdo previo por escrito; dicho viaje deberá ser sufragado por el PNUD y el Contratista Individual recibirá un *per diem* que no exceda la tarifa de subsistencia diaria

Cuando dos monedas se encuentran involucradas, el tipo de cambio que se utilice será el de Naciones Unidas y que se encuentre vigente el día que PNUD le solicite a su banco que efectúe el pago (s).

4. Derechos y Obligaciones del Contratista Individual

Los derechos y deberes del Contratista Individual se limitan estrictamente a los términos y condiciones del presente Contrato, incluyendo sus Anexos. Por consiguiente, el Contratista Individual no tendrá derecho a recibir ningún beneficio, pago, subsidio, indemnización o derecho, a excepción a lo que se dispone expresamente en el presente Contrato. El Contratista Individual se responsabiliza por reclamos de terceros que surjan de actos u omisiones por parte del Contratista Individual en el curso de su desempeño del presente Contrato; y bajo ninguna circunstancia deberá tomarse al PNUD como responsable de dichos reclamos de terceros.

El Contratista Individual ha presentado un Certificado de buena salud y de confirmación de inmunización.

5. Beneficiarios

El Contratista Individual [no] designa a [persona beneficiaria][BENEFICIARIO] [con domicilio en][DIRECCIONBENEFICIARIO][telef][TELEFONOBENEFICIARIO][como beneficiario] beneficiario de cualquier suma adeudada en virtud del presente Contrato en caso de fallecimiento del Contratista Individual mientras presta los servicios del presente. Esto incluye el pago de cualquier servicio incurrido de seguro de responsabilidad civil atribuibles a la ejecución de servicios al PNUD.

EN FE DE LO CUAL, las Partes mencionadas otorgan el presente Contrato.

En virtud de la firma del presente, yo, el Contratista Individual conozco y acuerdo haber leído y aceptado los términos del presente Contrato, incluyendo las Condiciones Generales de Contratos para Contratistas Individuales disponible en el sitio web del PNUD (<http://www.undp.org/procurement>) y adjunto como Anexo II que forman parte integral del presente Contrato; y del cual he leído y comprendido y acordado a cumplir conforme a los estándares de conducta establecidos en el boletín del Secretario General ST/SGB/2003/13 del 9 de Octubre de 2003, titulado “Medidas Especiales para Proteger contra la Explotación y el Abuso Sexual” y el ST/SGB/2002/9 del 18 de Junio de 2002, titulado

PNUD México

Montes Urales N°440, Lomas de Chapultepec, Ciudad de México, C.P.11000 | Tel: (5255) 4000 9700 | Fax: (5255) 5255 0095 www.mx.undp.org | Facebook: PNUDMexico | Twitter: @pnud_mexico



“Estatuto relativo a la Condición y a los Derechos y Deberes básicos de los Funcionarios que no forman parte del personal de la Secretaría y de los Expertos en Misión”.

FUNCIONARIO AUTORIZADO:
Programa de las Naciones Unidas
para el Desarrollo
Representante Residente

CONTRATISTA INDIVIDUAL:
[NOMBRE]

Firma: _____

Firma: _____

Fecha: [FECHA_INICIO]

Fecha: [FECHA_INICIO]

ANEXO I

TÉRMINOS DE REFERENCIA

PNUD México

Montes Urales N°440, Lomas de Chapultepec, Ciudad de México, C.P.11000 | Tel: (5255) 4000 9700 | Fax: (5255) 5255 0095 www.mx.undp.org | Facebook: PNUDMexico | Twitter: @pnud_mexico



ANEXO II CONDICIONES GENERALES

1. CONDICIÓN JURÍDICA

Se considerará que el Contratista Individual tiene la condición jurídica de un contratista independiente con respecto al Programa de las Naciones Unidas para el Desarrollo (PNUD), y no será considerado bajo ningún concepto, como “miembro del personal” del PNUD, en virtud del Reglamento del Personal de la ONU, o como “funcionario” del PNUD, en virtud de la Convención de Privilegios e Inmunidades de las Naciones Unidas, adoptada por la Asamblea General de las Naciones Unidas el 13 de Febrero de 1946. Del mismo modo, ninguna disposición dentro del presente Contrato o con relación al mismo establecerá la relación de empleado y empleador, mandante y agente, entre el PNUD y el Contratista Individual. Los funcionarios, representantes, empleados o subcontratistas del PNUD y del Contratista Individual, si hubiere, no se considerarán bajo ningún concepto como empleados o agentes del otro, y el PNUD y el Contratista Individual serán los únicos responsables de todo reclamo que pudiese surgir de la contratación de dichas personas o entidades o con relación a la misma.

2. ESTÁNDARES DE CONDUCTA

En General: El Contratista Individual no solicitará ni aceptará instrucciones de ninguna autoridad externa al PNUD en relación con el desempeño de sus obligaciones conforme a las disposiciones del presente Contrato. En caso de que cualquier autoridad externa al PNUD buscara imponer cualquier instrucción sobre el presente Contrato, con respecto al desempeño del Contratista Individual en virtud del presente Contrato, el mismo deberá notificar de inmediato al PNUD y brindar toda asistencia razonable requerida por el PNUD. El Contratista Individual evitará cualquier acción que pudiera afectar de manera adversa al PNUD y llevará a cabo los servicios comprometidos bajo este Contrato velando en todo momento por los intereses del PNUD. El Contratista Individual garantiza que ningún funcionario, representante, empleado o agente del PNUD ha recibido o recibirá ningún beneficio directo o indirecto como consecuencia del presente Contrato o de su adjudicación por parte del Contratista. El Contratista Individual deberá cumplir con toda ley, decreto, norma y reglamento a los cuales se encuentre sujeto el presente Contrato. Asimismo, en el desempeño de sus obligaciones, el Contratista Individual deberá cumplir con los estándares de conducta establecidos en el Boletín del Secretario General ST/SGB/2002/9 del 18 de Junio de 2002, titulado “Estatuto relativo a la Condición y a los Derechos y Deberes básicos de los Funcionarios que no forman parte del personal de la Secretaría y de los Expertos en Misión”. El Contratista Individual deberá cumplir con todas las Normas de Seguridad emitidas por el PNUD. El incumplimiento de dichas normas de seguridad constituye los fundamentos para la rescisión del Contrato individual por causa justificada.

Prohibición de Explotación y Abuso Sexual: En el desempeño del presente Contrato, el Contratista Individual deberá cumplir con los estándares de conducta establecidos en el boletín del Secretario General ST/SGB/2003/13 del 9 de Octubre de 2003, titulado “Medidas Especiales para Proteger contra la Explotación y el Abuso Sexual”. Específicamente, el Contratista Individual no se involucrará en conducta alguna que pueda constituir la explotación o el abuso sexual, como se define en el boletín.

PNUD México



El Contratista Individual reconoce y acuerda que el incumplimiento de cualquier disposición del presente Contrato constituye un incumplimiento de una cláusula esencial del mismo y, junto con otros derechos jurídicos o soluciones jurídicas disponibles para cualquier persona, se considerará como fundamento para la rescisión del presente Contrato. Asimismo, ninguna disposición establecida en el presente limitará el derecho del PNUD de referir cualquier incumplimiento de los estándares de conducta antemencionados a las autoridades nacionales pertinentes para tomar la debida acción judicial.

3. DERECHOS INTELECTUALES, PATENTES Y OTROS DERECHOS DE PROPIEDAD

El derecho al equipamiento y los suministros que pudieran ser proporcionados por el PNUD al Contratista Individual para el desempeño de cualquier obligación en virtud del presente Contrato deberá permanecer con el PNUD y dicho equipamiento deberá devolverse al PNUD al finalizar el presente Contrato o cuando ya no sea necesario para el Contratista Individual. Dicho equipamiento, al momento de devolverlo al PNUD, deberá estar en las mismas condiciones que cuando fue entregado al Contratista Individual, sujeto al deterioro normal. El Contratista Individual será responsable de compensar al PNUD por el equipo dañado o estropeado independientemente del deterioro normal del mismo

El PNUD tendrá derecho a toda propiedad intelectual y otros derechos de propiedad incluyendo pero no limitándose a ello: patentes, derechos de autor y marcas registradas, con relación a productos, procesos, inventos, ideas, conocimientos técnicos, documentos y otros materiales que el Contratista Individual haya preparado o recolectado en consecuencia o durante la ejecución del presente Contrato, y el Contratista Individual reconoce y acuerda que dichos productos, documentos y otros materiales constituyen trabajos llevados a cabo en virtud de la contratación del PNUD. Sin embargo, en caso de que dicha propiedad intelectual u otros derechos de propiedad consistan en cualquier propiedad intelectual o derecho de propiedad del Contratista Individual: (i) que existían previamente al desempeño del Contratista Individual de sus obligaciones en virtud del presente Contrato, o (ii) que el Contratista Individual pudiera desarrollar o adquirir, o pudiera haber desarrollado o adquirido, independientemente del desempeño de sus obligaciones en virtud del presente Contrato, el PNUD no reclamará ni deberá reclamar interés de propiedad alguna sobre la misma, y el Contratista Individual concederá al PNUD una licencia perpetua para utilizar dicha propiedad intelectual u otro derecho de propiedad únicamente para el propósito y para los requisitos del presente Contrato. A solicitud del PNUD, el Contratista Individual deberá seguir todos los pasos necesarios, legalizar todos los documentos necesarios y generalmente deberá garantizar los derechos de propiedad y transferirlos al PNUD, de acuerdo con los requisitos de la ley aplicable y del presente Contrato.

Sujeto a las disposiciones que anteceden, todo mapa, dibujo, fotografía, mosaico, plano, informe, cálculo, recomendación, documento y toda información compilada o recibida por el Contratista Individual en virtud del presente Contrato será de propiedad del PNUD; y deberá encontrarse a disposición del PNUD para su uso o inspección en momentos y lugares razonables y deberá ser considerada como confidencial y entregada únicamente a funcionarios autorizados del PNUD al concluir los trabajos previstos en virtud del presente Contrato.

4. NATURALEZA CONFIDENCIAL DE LOS DOCUMENTOS Y DE LA INFORMACIÓN.

PNUD México

Montes Urales N°440, Lomas de Chapultepec, Ciudad de México, C.P.11000 | Tel: (5255) 4000 9700 | Fax: (5255) 5255 0095 www.mx.undp.org | Facebook: PNUDMexico | Twitter: @pnud_mexico



La información considerada de propiedad del PNUD o del Contratista Individual y que es entregada o revelada por una de las Partes (“Revelador”) a la otra Parte (“Receptor”) durante el cumplimiento del presente Contrato, y que es designada como confidencial (“Información”), deberá permanecer en confidencia de dicha Parte y ser manejada de la siguiente manera: el Receptor de dicha información deberá llevar a cabo la misma discreción y el mismo cuidado para evitar la revelación, publicación o divulgación de la Información del Revelador, como lo haría con información similar de su propiedad que no desea revelar, publicar o divulgar; y el Receptor podrá utilizar la Información del Revelador únicamente para el propósito para el cual le fue revelada la información. El Receptor podrá revelar Información confidencial a cualquier otra parte mediante previo acuerdo por escrito con el Revelador así como con los empleados, funcionarios, representantes y agentes del Receptor que tienen necesidad de conocer dicha Información para cumplir con las obligaciones del Contrato. El Contratista Individual podrá revelar Información al grado requerido por ley, siempre que se encuentre sujeto y sin excepción alguna a los Privilegios e Inmunidades del PNUD. El Contratista Individual notificará al PNUD con suficiente antelación, cualquier solicitud para revelar Información de manera tal que le permita al PNUD un tiempo razonable para tomar medidas de protección o cualquier otra acción adecuada previa a dicha revelación. El PNUD podrá revelar la Información al grado requerido de conformidad a la Carta de las Naciones Unidas, a las resoluciones o reglamentos de la Asamblea General o los otros organismos que gobierna, o a las normas promulgadas por el Secretario General. El Receptor no se encuentra impedido de revelar la Información obtenida por un tercero sin restricciones; revelada por un Revelador a un tercero sin obligación de confidencialidad; que el Receptor conoce de antemano; o que ha sido desarrollada por el Receptor de manera completamente independiente a cualquier Información que le haya sido revelada en virtud del presente Contrato. Las obligaciones y restricciones de confidencialidad mencionadas se encontrarán vigentes durante la duración del Contrato, incluyendo cualquier extensión del mismo; y, a menos que se disponga de otro modo en el Contrato, permanecerán vigentes una vez rescindido el Contrato.

5. SEGURO MÉDICO Y DE VIAJE Y SEGURO POR FALLECIMIENTO, ACCIDENTE O ENFERMEDAD

En caso de que el PNUD requiera que el Contratista Individual viaje más allá de la distancia habitual de la residencia del mismo, y bajo previo acuerdo por escrito, dicho viaje será cubierto por el PNUD. Dicho viaje será en categoría económica cuando sea realizado por avión.

El PNUD podrá requerir que el Contratista Individual presente un Certificado de Buena Salud emitido por un médico autorizado antes de comenzar con el trabajo en cualquiera de las oficinas o predios del PNUD o antes de comprometerse para cualquier viaje requerido por el PNUD o con relación al desempeño del presente Contrato. El Contratista Individual deberá brindar dicho Certificado de Buena Salud lo antes posible una vez se le haya requerido, y antes de comprometerse para cualquier viaje, y el Contratista Individual garantiza la veracidad de dicho Certificado, incluyendo pero no limitándose a ello, la confirmación de que el Contratista Individual ha sido completamente informado sobre los requisitos de inoculación para el país o los países a los cuales el viaje sea autorizado.

En caso de fallecimiento, accidente o enfermedad del Contratista Individual atribuible al desempeño de servicios en nombre del PNUD en virtud de los términos del presente Contrato mientras que el

PNUD México



Contratista Individual se encuentra viajando a expensas del PNUD o desempeñando cualquier servicio en virtud del presente Contrato en cualquier oficina o predio del PNUD, el Contratista Individual o sus empleados, tendrán derecho a indemnización, equivalente a aquella brindada en virtud de la póliza de seguros del PNUD, disponible bajo petición.

6. PROHIBICIÓN PARA CEDER; MODIFICACIONES

El Contratista no podrá ceder, transferir, dar en prenda o enajenar el presente Contrato, en todo o en parte, ni sus derechos, títulos u obligaciones en virtud del mismo, salvo que contara con el consentimiento escrito previo del PNUD, y cualquier intento de lo antedicho será anulado e invalidado. Los términos y condiciones de cualquier trámite adicional, licencias u otras formas de consentimiento con respecto a cualquier bien o servicio a ser brindado en virtud del presente Contrato no será válido ni vigente contra el PNUD ni constituirá de modo alguno un Contrato para el PNUD, a menos que dicho trámite, licencia u otros formatos de Contratos son el sujeto de un trámite válido por escrito realizado por el PNUD. Ninguna modificación o cambio del presente Contrato será considerado válido o vigente contra el PNUD a menos que sea dispuesto mediante enmienda válida por escrito al presente Contrato firmada por el Contratista Individual y un funcionario autorizado o una autoridad reconocida del PNUD para contratar.

7. SUBCONTRATACIÓN

En el caso en que el Contratista Individual requiriera de los servicios de subcontratistas para desempeñar cualquier obligación en virtud del presente Contrato, el Contratista Individual deberá obtener la aprobación previa por escrito del PNUD para todos los subcontratistas.

El PNUD podrá, a su discreción, rechazar cualquier subcontratista propuesto o exigir su remoción sin justificación alguna y dicho rechazo no dará derecho al Contratista Individual de reclamar ningún retraso en el desempeño o de mencionar excusas para el incumplimiento de cualquiera de sus obligaciones en virtud del presente Contrato. El Contratista Individual será el único responsable de todos los servicios y obligaciones prestados/as por sus subcontratistas. Los términos de todos los subcontratos estarán sujetos y deberán ajustarse a las disposiciones del presente Contrato.

8. UTILIZACIÓN DEL NOMBRE, EMBLEMA O SELLO OFICIAL DE LAS NACIONES UNIDAS

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

9. INDEMNIZACIÓN

El Contratista indemnizará, defenderá y mantendrá indemne a su costa al PNUD, a sus funcionarios, agentes y empleados contra todos los juicios, reclamos, demandas y responsabilidades de toda

PNUD México

Montes Urales N°440, Lomas de Chapultepec, Ciudad de México, C.P.11000 | Tel: (5255) 4000 9700 | Fax: (5255) 5255 0095 www.mx.undp.org | Facebook: PNUDMexico | Twitter: @pnud_mexico



naturaleza o especie, incluidos todos los costos y gastos por litigios, honorarios de abogados, pagos y daños de liquidación, basándose o que surjan de o con relación a: (a) alegatos o reclamos sobre el uso por parte del PNUD de cualquier artículo patentado, material protegido por derechos de autor o por otros bienes o servicios brindados para el PNUD para su uso en virtud de los términos del presente Contrato, en todo o en parte, en conjunto o por separado, constituye una infracción de cualquier patente, derechos de autor, derechos de marca u otros derechos intelectuales de terceros; o (b) cualquier acto u omisión del Contratista Individual o de cualquier subcontratista o de cualquier persona empleada directa o indirectamente por los mismos para la ejecución del presente Contrato, que pudiera derivar en responsabilidad jurídica de cualquier parte ajena al presente Contrato, incluyendo pero no limitándose a ello, reclamos y responsabilidades que se vinculen con indemnizaciones por accidentes de trabajo de los empleados.

10. SEGUROS

El Contratista Individual deberá pagar al PNUD de inmediato por toda pérdida, destrucción o daño a la propiedad del PNUD causada por el Contratista Individual o por cualquier subcontratista, o por cualquier persona empleada en forma directa o indirecta por los mismos para la ejecución del presente Contrato. El Contratista Individual es el único responsable de tomar y mantener un seguro apropiado requerido para cumplir con todas sus obligaciones en virtud del presente Contrato. Asimismo, el Contratista Individual será el responsable de tomar a su costo, todo seguro de vida, salud o cualesquiera otros seguros que considere apropiados para cubrir el período durante el cual el Contratista Individual deberá prestar sus servicios en virtud del presente Contrato. El Contratista Individual reconoce y acuerda que ninguno de los arreglos de contratación de seguros que el Contratista Individual pudiera realizar, serán interpretados como una limitación de la responsabilidad del mismo que pudiera surgir en virtud del presente Contrato o con relación al mismo.

11. EMBARGO PREVENTIVO Y DERECHO DE GARANTÍA REAL

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

12. FUERZA MAYOR; OTRAS MODIFICACIONES EN LAS CONDICIONES.

En el caso de cualquier evento de fuerza mayor y tan pronto como sea posible a partir de que el mismo haya tenido lugar, el Contratista Individual comunicará este hecho por escrito con todos los detalles correspondientes al PNUD así como de cualquier cambio que tuviera lugar si el Contratista Individual no pudiera, por este motivo, en todo o en parte, llevar a cabo sus obligaciones ni cumplir con sus responsabilidades bajo el presente Contrato. El Contratista Individual también notificará al PNUD sobre

PNUD México

Montes Urales N°440, Lomas de Chapultepec, Ciudad de México, C.P.11000 | Tel: (5255) 4000 9700 | Fax: (5255) 5255 0095 www.mx.undp.org | Facebook: PNUDMexico | Twitter: @pnud_mexico



cualquier otra modificación en las condiciones o sobre la aparición de cualquier acontecimiento que interfiriera o amenazara interferir con la ejecución del presente Contrato. El Contratista Individual deberá presentar también un estado de cuenta al PNUD sobre los gastos estimados que seguramente serán incurridos durante el cambio de condiciones o el acontecimiento, no más de quince (15) días a partir de la notificación de fuerza mayor o de otras modificaciones en las condiciones u otro acontecimiento. Al recibir la notificación requerida bajo esta cláusula, el PNUD tomará las acciones que, a su criterio, considere convenientes o necesarias bajo las circunstancias dadas, incluyendo la aprobación de una extensión de tiempo razonable a favor del Contratista Individual para que el mismo pueda llevar a cabo sus obligaciones bajo el presente Contrato.

En caso de que el Contratista Individual no pudiera cumplir con las obligaciones contraídas bajo el presente Contrato, ya sea parcialmente o en su totalidad, en razón del evento de fuerza mayor ocurrido, el PNUD tendrá el derecho de suspender o rescindir el presente Contrato en los mismos términos y condiciones previstos en el Artículo titulado “Rescisión”, salvo que el período de preaviso será de cinco (5) días en lugar de cualquier otro período de notificación. En cualquier caso, el PNUD tendrá derecho a considerar al Contratista Individual como permanentemente incapaz de prestar sus obligaciones en virtud del presente Contrato en caso de que el Contratista Individual sufriera un período de suspensión en exceso de treinta (30) días.

Fuerza mayor, tal como se la entiende en esta cláusula, significa actos fortuitos, de guerra (declarada o no) invasión, revolución, insurrección u otros actos de naturaleza o fuerza similar, siempre que dichos actos surjan por causas ajenas al control, falta o negligencia del Contratista Individual. El Contratista Individual reconoce y acuerda que, con respecto a cualquier obligación en virtud del presente Contrato que el mismo deberá desempeñar en o para cualquier área en la cual el PNUD se vea comprometido, o se prepare para comprometerse, o para romper el compromiso con cualquier operación de paz, humanitaria o similar, cualquier demora o incumplimiento de dichas obligaciones que surjan o que se relacionen con condiciones extremas dentro de dichas áreas o cualquier incidente de disturbio civil que ocurra en dichas áreas, no se considerarán como tal, casos de fuerza mayor, en virtud del presente Contrato.

13. RESCISIÓN

Cualquiera de las partes podrá rescindir el presente Contrato, en su totalidad o parcialmente, notificando a la otra parte por escrito. El período de notificación será de cinco (5) días para contratos con una duración menor a dos (2) meses; y catorce (14) días para contratos con mayor duración. La iniciación de un procedimiento arbitral o de conciliación según la cláusula que se indica más abajo, no se considerará como “justificación”, ni en sí misma una rescisión del presente Contrato.

El PNUD podrá sin perjuicio de ningún otro derecho o recurso al que pudiera tener lugar, rescindir el presente Contrato en caso de que: (a) el Contratista Individual fuera declarado en quiebra o sujeto a liquidación judicial o fuera declarado insolvente, o si el Contratista Individual solicitara una moratoria sobre cualquier obligación de pago o reembolso, o solicitara ser declarado insolvente; (b) se le concediera al Contratista Individual una moratoria o se le declarara insolvente; el Contratista Individual cediera sus derechos a uno o más de sus acreedores; (c) se nombrara a algún Beneficiario a causa de la insolvencia del Contratista Individual, (d) el Contratista Individual ofrezca una liquidación en lugar de

PNUD México



quiebra o sindicatura; o (e) el PNUD determine en forma razonable que el Contratista Individual se encuentra sujeto a un cambio materialmente adverso en su condición financiera que amenaza con dañar o afectar en forma sustancial la habilidad del Contratista Individual para desempeñar cualesquiera de sus obligaciones en virtud del presente Contrato.

En caso de cualquier rescisión del Contrato, mediante recibo de notificación de rescisión por parte del PNUD, el Contratista Individual deberá, excepto a como pudiera ser ordenado por el PNUD en dicha notificación de rescisión o por escrito: (a) tomar de inmediato los pasos para cumplir con el desempeño de cualquier obligación en virtud del presente Contrato de manera puntual y ordenada, y al realizarlo, reducir los gastos al mínimo; (b) abstenerse de llevar a cabo cualquier compromiso futuro o adicional en virtud del presente Contrato a partir de y luego de la fecha de recepción de dicha notificación; (c) entregar al PNUD en virtud del presente Contrato, todo plano, dibujo, toda información y cualquier otra propiedad completados/as en su totalidad o parcialmente; (d) desempeñar por completo el trabajo no terminado; y (e) llevar a cabo toda otra acción que pudiera ser necesaria, o que el PNUD pudiera ordenar por escrito, para la protección y preservación de cualquier propiedad, ya sea tangible o intangible, con relación al presente Contrato que se encuentre en posesión del Contratista Individual y sobre el cual el PNUD tiene o pudiera tener un interés.

En caso de cualquier tipo de rescisión del presente Contrato, el PNUD únicamente tendrá la obligación de pagar al Contratista Individual una indemnización en forma prorrateada por no más del monto real del trabajo brindado a satisfacción del PNUD de acuerdo con los requisitos del presente Contrato. Los gastos adicionales incurridos por el PNUD que resulten de la rescisión del Contrato por parte del Contratista Individual podrán ser retenidos a causa de cualquier suma que el PNUD le deba al Contratista Individual.

14. NO-EXCLUSIVIDAD

El PNUD no tendrá obligación o limitación alguna con respecto a su derecho de obtener bienes del mismo tipo, calidad y cantidad, o de obtener cualquier servicio del tipo descrito en el presente Contrato, de cualquier fuente en cualquier momento.

15. EXENCIÓN IMPOSITIVA

El Artículo II, sección 7 de la Convención sobre Privilegios e Inmunidades de las Naciones Unidas dispone, entre otras cosas, que las Naciones Unidas, incluidos sus órganos subsidiarios, quedarán exentos del pago de todos los impuestos directos, salvo las tasas por servicios públicos; además se exime a las Naciones Unidas de pagar los derechos aduaneros e impuestos similares en relación con los artículos importados o exportados para uso oficial. Si alguna autoridad de gobierno se negase a reconocer la exención impositiva de las Naciones Unidas en relación con dichos impuestos, derechos o cargos, el Contratista Individual consultará de inmediato al PNUD a fin de determinar un procedimiento que resulte aceptable para ambas partes. El PNUD no tendrá responsabilidad alguna por concepto de impuestos, derechos u otros cargos similares a ser pagados por el Contratista Individual con respecto a cualquier monto pagado al Contratista Individual en virtud del presente Contrato, y el Contratista

PNUD México

Montes Urales N°440, Lomas de Chapultepec, Ciudad de México, C.P.11000 | Tel: (5255) 4000 9700 | Fax: (5255) 5255 0095 www.mx.undp.org | Facebook: PNUDMexico | Twitter: @pnud_mexico



Individual reconoce que el PNUD no emitirá ningún estado de ingresos al Contratista Individual con respecto a cualesquiera de los pagos mencionados.

16. AUDITORIA E INVESTIGACIÓN

Cada factura pagada por el PNUD será objeto de una auditoría post pago realizada por auditores, tanto internos como externos del PNUD o por otros agentes autorizados o calificados del PNUD en cualquier momento durante la vigencia del Contrato y por un período de dos (2) años siguientes a la expiración del Contrato o previa terminación del mismo. El PNUD tendrá derecho a un reembolso por parte del Contratista Individual por los montos que según las auditorías fueron pagados por el PNUD a otros rubros que no están conforme a los términos y condiciones del Contrato.

El Contratista Individual reconoce y acepta que, de vez en cuando, el PNUD podrá llevar a cabo investigaciones relacionadas con cualquier aspecto del Contrato o al otorgamiento mismo sobre las obligaciones desempeñadas bajo el Contrato, y las operaciones del Contratista Individual generalmente en relación con el desarrollo del Contrato... El derecho del PNUD para llevar a cabo una investigación y la obligación del Contratista Individual de cumplir con dicha investigación no se extinguirán por la expiración del Contrato o previa terminación del mismo. El Contratista Individual deberá proveer su plena y oportuna cooperación con las inspecciones, auditorías posteriores a los pagos o investigaciones. Dicha cooperación incluirá, pero no se limita a la obligación del Contratista Individual de poner a disposición su personal y la documentación pertinente para tales fines en tiempos razonables y en condiciones razonables y de conceder acceso al PNUD a las instalaciones del Contratista Individual en momentos razonables y condiciones razonables en relación con este acceso al personal del Contratista Individual y a la documentación pertinente. El Contratista Individual exigirá a sus agentes, incluyendo, pero no limitándose a ello, sus abogados, contadores u otros asesores, cooperar razonablemente con las inspecciones, auditorías posteriores a los pagos o investigaciones llevadas a cabo por el PNUD .

17. RESOLUCIÓN DE CONFLICTOS

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

Arbitraje: A menos que las disputas, controversias o reclamos que surgieran entre las Partes con relación al presente Contrato, o con el incumplimiento, rescisión o invalidez del mismo, se resolvieran amigablemente de acuerdo con lo estipulado anteriormente, dicha disputa, controversia o reclamo podrá ser presentada por cualquiera de las Partes para la iniciación de un proceso de arbitraje según el Reglamento de Arbitraje de la CNUDMI vigente en ese momento. Las decisiones del tribunal arbitral estarán basadas en principios generales de Derecho Comercial Internacional. Para todo interrogatorio en busca de evidencia, el tribunal arbitral deberá guiarse por el Reglamento Suplementario que Gobierna la Presentación y Recepción de la Evidencia en Arbitraje Comercial Internacional de la

PNUD México

Montes Urales N°440, Lomas de Chapultepec, Ciudad de México, C.P.11000 | Tel: (5255) 4000 9700 | Fax: (5255) 5255 0095 www.mx.undp.org | Facebook: PNUDMexico | Twitter: @pnud_mexico



Asociación Internacional de Abogados, edición 28 de Mayo de 1983. El tribunal arbitral tendrá el derecho de ordenar la devolución o destrucción de los bienes o de cualquier propiedad, ya sea tangible o intangible, o de cualquier información confidencial brindada en virtud del presente Contrato, u ordenar la rescisión del Contrato, u ordenar que se tome cualquier otra medida preventiva con respecto a los bienes, servicios o cualquier otra propiedad, ya sea tangible o intangible, o de cualquier información confidencial brindada en virtud del presente Contrato, en forma adecuada, y de conformidad con la autoridad del tribunal arbitral según lo dispuesto en el Artículo 26 (“Medidas Provisionales de Protección”) y el Artículo 32 (“Forma y Efecto de la Adjudicación”) del Reglamento de Arbitraje de la CNUDMI. El tribunal arbitral no tendrá autoridad para determinar sanciones punitivas. Asimismo, a menos que se exprese de otro modo en el Contrato, el tribunal arbitral no tendrá autoridad alguna para adjudicar intereses que excedan la tasa LIBOR vigente al momento, y cualquier interés deberá ser interés simple únicamente. Las Partes estarán obligadas por el fallo arbitral resultante del citado proceso de arbitraje a modo de resolución final para toda controversia, reclamo o disputa.

18. PRIVILEGIOS E INMUNIDADES

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