

TERMS OF REFERENCE (Individual Contractor Agreement)

Title: Project Management Support – Advisor
Project: FSP OP6 Mexico
Duty station: Home Based (with travel to Merida, Mexico)
Section/Unit: NYSC SDC GMS
Contract/Level: ICS-11/IICA-3
Supervisor: Kirk Bayabos, Head of Cluster

1. General Background

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

New York Service Cluster (NYSC) supports the United Nations Secretariat, as well as other New York-based United Nations organizations, bilateral and multilateral partners in the delivery of UNOPS mandate in project management, infrastructure management, and procurement management
Sustainable Development Cluster (SDC) supports diverse partners with their peacebuilding, humanitarian and development operations. It was formed by combining the following portfolios: Grants Management Services (GMS), UN Technology Support Services (UNTSS), Development and Special Initiatives Portfolio (DSIP) It provides Services to partners' programmes that are designed, structured, and managed with a global perspective and primarily serving partners that are headquartered in New York. The SDC has a footprint of approximately 125 countries.

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

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

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

This Terms of Reference (ToR) is set for an International Consultant who will work together with a National ~~Consultant in conducting the Terminal Evaluation (TE)~~ (thereafter referred to as “TE Team”) for the full-sized

project titled Sixth Operational Phase of the GEF Small Grants Programme in Mexico (PIMS#5531) implemented through the United Nations Office for Project Services (UNOPS). The project started in September 2017 and is in its fourth year of implementation. The TE process must follow the guidance outlined in the document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'.

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

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

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

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

2. Purpose and Scope of Assignment

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

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

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

Relevance

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

Effectiveness & Results

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

Efficiency

- Was adaptive management used or needed to ensure efficient resource use?
- Did the project's logical framework and work plan and any changes made to them be used as

management tools during implementation?

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

Coordination

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

Sustainability

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

- Is there potential to scale up or replicate project activities?
- Did the project's Exit Strategy actively promote replication?
- Which areas/arrangements under the project show the strongest potential for lasting long-term results?
- What are the key challenges and obstacles to the sustainability of results of the project initiatives that must be directly and quickly addressed?

Gender equality and women's empowerment

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

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

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

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

3. Monitoring and Progress Controls

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

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

The TE team will review all relevant resources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening

Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

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

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

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

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

If the COVID19 pandemic travel restrictions are still ongoing, then the Terminal Evaluation might be conducted using questionnaires, and virtual interviews, but the evaluation team should be able to revise the approach in consultation with the evaluation manager and the key stakeholders. These changes in approach should be agreed and reflected clearly in the TE Inception Report. The national consultant will have to play an important role in the conduct of the evaluation and will therefore, perform additional responsibilities. The main responsibilities of the national expert which will be further elaborated in the National Consultant ToR.

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

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

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

analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

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

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

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

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

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

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

Findings

i. Project Design/Formulation

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

ii. Project Implementation

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

iii. Project Results

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

Main Findings, Conclusions, Recommendations and Lessons Learned

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

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

Timeframe	Activity
17-23 January 2022	Preparation period for Project Management Support - Advisor (handover of documentation)
24-30 January 2022	Document review and preparation of TE Inception Report
31 January-3 February 2022	Validation of TE Inception Report
31 January-13 February 2022	Stakeholder meetings, interviews, etc.
14-20 February 2022	Wrap-up meeting & presentation of initial findings;
21-27 February 2022	Preparation of draft TE report
28 February - 13 March 2022	Circulation of draft TE report for comments
14-20 March 2022	Preparation and Issuance of Management Response
21-28 March 2022	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report, including the management response.
by 10 April 2022	Expected date of full TE completion

TE DELIVERABLES

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

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

Guidelines.¹

Payment Schedule

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

Criteria for issuing the final payment of 40%

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

4. Qualifications and Experience

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

a. Education

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

b. Work Experience









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

c. Languages

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

¹ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

c. Key Competencies

	<p>Develops and implements sustainable business strategies, thinks long term and externally in order to positively shape the organization. Anticipates and perceives the impact and implications of future decisions and activities on other parts of the organization.</p>
	<p>Treats all individuals with respect; responds sensitively to differences and encourages others to do the same. Upholds organizational and ethical norms. Maintains high standards of trustworthiness. Role model for diversity and inclusion.</p>
	<p>Acts as a positive role model contributing to the team spirit. Collaborates and supports the development of others. For people managers only: Acts as positive leadership role model, motivates, directs and inspires others to succeed, utilising appropriate leadership styles</p>
	<p>Demonstrates understanding of the impact of own role on all partners and always puts the end beneficiary first. Builds and maintains strong external relationships and is a competent partner for others (if relevant to the role).</p>
	<p>Efficiently establishes an appropriate course of action for self and/or others to accomplish a goal. Actions lead to total task accomplishment through concern for quality in all areas. Sees opportunities and takes the initiative to act on them. Understands that responsible use of resources maximizes our impact on our beneficiaries.</p>
	<p>Open to change and flexible in a fast paced environment. Effectively adapts own approach to suit changing circumstances or requirements. Reflects on experiences and modifies own behaviour. Performance is consistent, even under pressure. Always pursues continuous improvements.</p>
	<p>Evaluates data and courses of action to reach logical, pragmatic decisions. Takes an unbiased, rational approach with calculated risks. Applies innovation and creativity to problem-solving.</p>
	<p>Expresses ideas or facts in a clear, concise and open manner. Communication indicates a consideration for the feelings and needs of others. Actively listens and proactively shares knowledge. Handles conflict effectively, by overcoming differences of opinion and finding common ground.</p>



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Project Authority (Name/Title): Kirk Bayabos Head of Cluster	Contract holder (Name/Title): Giacomo Morelli
<i>Kirk Bayabos</i> Signature	Signature
<i>14 JAN 2022</i> Date	<i>Giacomo Morelli</i> Date: 12.01.2022

Annex A: project results framework

<p>This project will contribute to the following Sustainable Development Goals:</p> <p>SDG 1 (No poverty); SDG 2 (Zero hunger); SDG 5: (Gender equality); SDG 7 (Affordable and clean energy); SDG 8 (Decent work and economic growth); SDG 10 (Reduce inequalities); SDG 12 (Responsible production and consumption); SDG 13 (Climate action); SDG 14 (Life below water); and SDG 15 (Life on land); SDG 17 (Partnerships).</p>
<p>This project will contribute to the following country outcome (UNDAF/CPD, RPD, GPD):</p> <p>By 2025, the Mexican State implements policies, strategies, and programmes that allow moving towards a green economy that promotes the mitigation of climate change and the strengthening of the institutional framework, taking into consideration energy efficiency, promotion of clean and renewable energy, production, consumption, transportation, cities, and sustainable agriculture, with a focus on health, human rights, gender, interculturality, life cycle, and territory.</p>

	Objective and Outcome Indicators (no more than 20)	Baseline	Mid-term Target	End of Project Target
Project Objective: To strengthen socio-ecological and economic resilience in seven (7) landscapes and seascapes in Mexico —(1) Agroforestry Landscape of Chiapas and Tabasco, (2) Coastal Seascape of the Yucatan Peninsula, (3) Grijalva-Usumacinta Lower Basin Landscape, (4) Sustainable Forestry Landscape of Campeche, Quintana Roo, and Yucatan, (5) Forest and Milpa Landscape of Campeche, Quintana Roo, and Yucatan, (6) Oaxaca Mountains Landscape, (7) Mixteca Arid Landscape—through	<u>Mandatory Indicator 1 (GEF-7 Core Indicator 11):</u> Number of direct project beneficiaries disaggregated by gender (individuals)	There were 2,095 (910 women; 1,185 men) direct beneficiaries during GEF-6.	2,000 beneficiaries of which 50% are women	4,000 beneficiaries of which 50% are women
	<u>Mandatory Indicator 2:</u> Number of indirect project beneficiaries disaggregated by gender (individuals)	There were 8,380 (3,640 women; 4,740 men) indirect beneficiaries during GEF-6.	8,000 indirect beneficiaries of which 50% are women	16,000 indirect beneficiaries of which 50% are women
	<u>Mandatory Indicator 3 (GEF-7 Core Indicator 3):</u> Area of land restored (hectares)	1,449 hectares restored during GEF-6.	1,250 hectares of land restored	2,500 hectares of land restored
	<u>Mandatory Indicator 4 (GEF-7 Core Indicator 4):</u> Area of landscapes under improved practices (hectares; excluding protected areas)	133,000 hectares under improved practices during GEF-6.	50,000 hectares under improved practices	100,000 hectares under improved practices

community-based activities contributing to global environmental benefits and sustainable development.	<u>Mandatory Indicator 5 (GEF-7 Core Indicator 5):</u> Area of marine habitat under improved practices to benefit biodiversity (hectares; excluding protected areas)	0 hectares during GEF-6.	3,000 hectares under improved practices to benefit biodiversity (excluding protected areas)	6,000 hectares under improved practices to benefit biodiversity (excluding protected areas)
	<u>Mandatory Indicator 6:</u> Greenhouse Gas Emissions Mitigated (metric tons of carbon dioxide equivalent)	5,798,500 tCO ₂ e of emissions avoided in the AFOLU sector during GEF-6.	7,000 tCO ₂ e mitigated	15,000 tCO ₂ e mitigated
Project component 1 Resilient landscapes for sustainable development and global environmental protection				
Outcome 1.1. Coastal and terrestrial biocultural areas and their associated ecosystem services within seven targeted landscapes and seascapes are enhanced through	<u>Project Specific Indicator 7:</u> Number of communities Implementing small-scale projects that promote sustainable management in marine-coastal ecosystems	7 communities during GEF-6.	5 communities	11 communities

community conservation and restoration.	<u>Project Specific Indicator 8:</u> Number of communities with projects that benefit connectivity and biodiversity, and promote inclusive conservation (with participation of women, youth, indigenous peoples and/or other vulnerable groups)	13 communities during GEF-6.	2 communities	5 communities
	<u>Project Specific Indicator 9:</u> Number of sub-basins with improved community participation and implementation of demonstrative solutions to improve water quality.	0 during GEF-6.	1 sub-basin with improved community participation and implementation of demonstrative solutions to improve water quality	3 sub-basins with improved community participation and implementation of demonstrative solutions to improve water quality
Outputs to achieve Outcome 1.1	Output 1.1.1. Community level small grant projects in the selected landscapes and seascapes that improve connectivity, support innovation in biodiversity conservation and optimization of ecosystem services (including no-take zones to promote sustainable fisheries; agrobiodiversity conservation; support to traditional medicine; improved cooperative management of underwater ecosystems; wetland and reef restoration; establishment of new community conservation areas and territories and promotion of inclusive conservation).			

Outcome 1.2. The sustainability of production systems in the target landscapes is strengthened through integrated agroecological and sustainable forestry practices in biocultural landscapes and seascapes.	<u>Project Specific Indicator 10:</u> Number of households (disaggregated by female-led or male-led) adopting responsible and sustainable fishing or tourism practices in marine-coastal areas	Not measured during GEF-6.	250 households (disaggregated by female-led or male-led).	500 households (disaggregated by female-led or male-led).
	<u>Project Specific Indicator 11:</u> Number of households (disaggregated by female-led or male-led) adopting sustainable production or responsible tourism practices in terrestrial areas	Not measured during GEF-6.	1,250 households (disaggregated by female-led or male-led).	2,500 households (disaggregated by female-led or male-led).
	<u>Project Specific Indicator 12:</u> Percentage of community projects that target access to and management of natural resources by women, youth, indigenous peoples and/or other vulnerable groups	30% of community projects during GEF-6.	20% of community projects	40% of community projects

	<u>Project Specific Indicator 13:</u> Percentage of community projects led by women that improve women's participation in leadership and decision making and/or target socio-economic benefits and services for them	30% of community projects during GEF-6.	15% of community projects	30% of community projects
Outputs to achieve Outcome 1.2	Output 1.2.1. Targeted community projects and alliances enhancing the sustainability and resilience of production systems, including silvopastoral and agroforestry systems, agroecological practices, sustainable forest management, and responsible fisheries and tourism.			
Outcome 1.3. Increased adoption (development, demonstration, and financing) of renewable and energy-efficient technologies at the community level.	<u>Project Specific Indicator 14:</u> Number of community projects implementing renewable and energy-efficient technologies (with at least 40% of the projects with women's participation)	4 community projects implementing renewable and energy-efficient technologies during GEF-6.	7 community projects implementing renewable and energy-efficient technologies, with at least 40% of the projects with women's participation (2.5 MW increase in installed renewable energies and energy-saving technologies)	15 community projects implementing renewable and energy-efficient technologies, with at least 40% of the projects with women's participation (5 MW increase in installed renewable energies and energy saving technologies)
Outputs to achieve Outcome 1.3	Output 1.3.1. Targeted community projects implementing renewable and energy-efficient technologies in each landscape, including solar and wind energy applications, micro-hydro power generation systems, biodigestors, efficient biomass use and wood stoves.			

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

Outcome 2.1. Second-tier organizations and multi-stakeholder governance platforms strengthened/in place for improved governance of target landscapes and seascapes for effective participatory decision making to enhance socio-ecological landscape resilience and improve inclusion of vulnerable sectors.	<u>Project Specific Indicator 15:</u> Number of adaptive and participatory land/seascape management strategies developed.	5 strategies during GEF-6.	2 new strategies	2 new strategies
	<u>Project Specific Indicator 16:</u> Number of communities targeted and informed through dissemination activities (workshops, infographics, or videos) promoting the adoption of landscape strategies and collaboration between organized community groups and communities within the landscapes	0 during GEF-6.	25 communities targeted and informed through dissemination activities (workshops, infographics, or videos) promoting the adoption of landscape strategies and collaboration within the landscapes	50 communities targeted and informed through dissemination activities (workshops, infographics, or videos) promoting the adoption of landscape strategies and collaboration within the landscapes

	<p><u>Project specific indicator 17:</u></p> <p>Number of second-tier organizations or alliances formed and/or consolidated that implement strategic initiatives to upscale successful SGP project experiences (at a sub-regional or regional scale), and favor dialogue for the implementation of more inclusive public policies</p>	3 second-tier organizations or alliances formed and/or consolidated during GEF-6.	3 second-tier organizations or alliances formed and/or consolidated	7 second-tier organizations or alliances formed and/or consolidated (at least one to address gender mainstreaming, one dedicated to community-based communications and another one to risk management)
	<p><u>Project Specific Indicator 18:</u></p> <p>Number of initiatives to exchange experiences between networks to promote innovation (local, regional and/or international), including exchanges between women</p>	0 during GEF-6.	4 initiatives to exchange experiences between networks (at least 1 to share women experiences)	10 initiatives to exchange experiences between networks (at least 3 to share women experiences)

Outputs to achieve Outcome 2.1	<p>Output 2.1.1. Two additional landscape strategies developed, and the five strategies developed during GEF-6 disseminated and revised participatorily.</p> <p>Output 2.1.2. Second-tier organizations and community networks implement strategic initiatives to upscale successful SGP project experiences and practices, including community-CSO-government policy dialogues (for example, Beekeepers Alliance, Ecotourism Alliance, Native Seed Guardians Alliance, and Forestry Alliance).</p> <p>Output 2.1.3. Knowledge from community project innovations shared through communities of practice (for example, renewable energy, agroecology, sustainable forestry, and fisheries) and regional South-South exchanges with Latin American and Caribbean countries.</p>			
Outcome 2.2. The resilience of local communities in key landscapes and seascapes is strengthened by adding value and connecting to markets through sustainable value chains, and improving the financial sustainability of existing projects.	<p><u>Project Specific Indicator 19:</u></p> <p>Number of community associations/second-tier organizations that improve participation in various links within sustainable value chains (including community associations with 50% female membership)</p>	<p>20 community associations/second-tier organizations that improved their links to sustainable value chains during GEF-6.</p>	<p>6 community associations/second-tier organizations that improve their links to sustainable value chains (including at least 2 community associations with 50% female membership)</p>	<p>15 community associations/second-tier organizations that improve their links to sustainable value chains (including at least 5 community associations with 50% female membership)</p>
	<p><u>Project Specific Indicator 20:</u></p> <p>Number of communities with projects that access fair and sustainable financial options that improve the financial resilience of their livelihoods.</p>	<p>3 communities with projects that improve their financial resilience during GEF-6.</p>	<p>5 communities with projects that improve their financial resilience</p>	<p>10 communities with projects that improve their financial resilience</p>



**Outputs to
achieve
Outcome 2.2**

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

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