

**Project Mid-Term Evaluation**

**“Global Economic Impulse”**

**00129203/00122955**

**Product 2 Draft Report of Mid-Term Evaluation**

**April 11, 2022 - August 01, 2022**

**Region: Latin America and the Caribbean**

**Country: México**

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**Executing Agency: UNDP**

**Implementing Partner: Undersecretariat for Multilateral Affairs and Human Rights**

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The vision and background provided by the United Nations Development Programme (UNDP) of Mexico was a very important contribution, which allowed for an overall understanding of the project's work as a contribution to the country's inclusive development. In terms of details and in-depth analysis of the project's work topics, the contributions of all the interviews with the consultants who carried out studies and consultancies for the achievement of the project's products were very valuable.

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Information on the project or effect		
<b>Title of project or effect</b>	"Global Economic Impulse".	
<b>ATLAS ID</b>	00129203/00122955	
<b>Impact and output of the Country Program</b>	Direct Effect 4. By 2025, the Mexican State has a productive development strategy that promotes associativity, innovation, productivity, and competitiveness, as well as the increase of national content in productive chains with better governance for equality, based on the framework of human rights and with a gender perspective.	
<b>Indicator</b>	4. b. Annual rate of change in the number of jobs (WPs) held by: women over 30 years of age and young people between 15 and 29 years of age (women and men).	
<b>Product(s) Indicative(s) with gender indicator:</b>	Strategy for mainstreaming a gender perspective in the structure and work of the GEI area: GEN3	
<b>Country</b>	Mexico	
<b>Region</b>	Latin America	
<b>PRODOC Signature Date</b>	January 22, 2021	
<b>Project dates</b>	<b>Start</b>	<b>Planned completion</b>
	01/01/2021	12/31/2022
<b>Total committed budget</b>	<b>US\$2,632,062.30 (PRODOC)</b> <b>US\$ 2,174,112.90 (Approved budget 2021)</b> <b>US\$ 1,940.226 (Approved budget 2022)</b>	
<b>Project expenditure at the time of evaluation</b>	<b>US\$2,104,494.62 (Financial execution 2021)</b> <b>US\$ 579,444 (Financial execution 1st quarter 2022)</b>	
<b>Source of funding</b>	Government of Mexico, UNDP	
<b>Implementation Associate</b>	Undersecretariat for Multilateral Affairs and Human Rights (SSMH)	

Evaluation information		
<b>Evaluation Type</b>	Project based	
<b>Stage</b>	Mid-Term	
<b>Period under evaluation</b>	<b>Start</b>	<b>Completion</b>
	01/01/2021	05/31/2022
<b>Evaluators</b>	Hernán A. Reyes González	
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<b>Evaluation dates</b>	<b>Start</b>	<b>Completion</b>
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## ACRONYMS and ABBREVIATIONS

AMEXCID	The Mexican Agency for International Development Cooperation
APR	Annual Project Revision
ATLAS	Enterprise resource planning system used by UNDP to manage projects
AWP	Annual Work Budget for Projects in ATLAS
AWP	Annual Work Plan
CPD	Country Program Document
DGIEG	General Directorate of Global Economic Impulse
DGVOSC	Directorate General of Liaison with Civil Society Organizations
EA	Executing Agency
ENAPROCE	National Survey on Productivity and Competitiveness of Micro, Small and Medium-Sized Enterprises
GET	Global Economic Impulse
IA	Implementing Agency
M&E	Monitoring and Evaluation
METT	Management Effectiveness Measurement Tool
MTR	Mid-Term Report
NIM	National Implementation Mode
PB	Project Board
PCU	Project Coordination Unit
PF	Point of Focus
PIF	Project ID Format
PIMS	UNDP-GEF Project Information Management System
PPR	Project Progress Report
PRODOC	Project Document. Establishes the project cooperation agreement including budget, objectives, goals and timelines.
SDG	Sustainable Development Goals
SMART	Indicators that are Specific, Measurable, Achievable, Realistic and Time-Bound
SMEs	Small and Medium Enterprises
SRE	Ministry of Foreign Affairs
SSMH	Undersecretariat for Multilateral Affairs and Human Rights
TAC	Technical Advisory Committee
TOC	Theory of Change
TOR	Terms of Reference
TT	Tracking Tools
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNSDCF	United Nations Sustainable Development Cooperation Framework
WPs	Work Positions

## Executive Summary

The project called "Global Economic Impulse" has been in operation since January 2021 to date, with a scheduled end in December 2022, in a working partnership between the General Directorate of Global Economic Impulse (DGIEG) belonging to the Ministry of Foreign Affairs (SRE) and the United Nations Development Programme (UNDP) in Mexico.

The project aims to "Strengthen the Undersecretariat for Multilateral Affairs and Human Rights of the Ministry of Foreign Affairs in its functions of Global Economic Impulse", for which the SRE committed throughout the project to contribute with 100% of the budget and UNDP Mexico contributes by providing various support services for the procurement and management of business contracts, consultants and purchases of goods or services.

The Program design has an explicit management modality, responds to the NIM implementation characteristic based on UNDP as responsible party through the provision of implementation support services and member of the Board of Directors, and as implementing partner the General Directorate of Global Economic Impulse (DGIEG).

The purpose of the mid-term evaluation is to obtain an analysis to assess the progress achieved so far and to analyze the feasibility of achieving the expected results at the end of the project, as well as to identify opportunities for improvement and provide recommendations for the participating entities to adopt the adjustments deemed necessary. The main beneficiaries of this evaluation will be the Project Coordination Unit, the Programs Unit and the Undersecretariat for Multilateral Affairs and Human Rights, as it will serve to strengthen the capacities installed therein. The evaluation applied the following analysis criteria, in accordance with the terms of reference and the UNDP Evaluation Guidelines: coherence, efficiency, effectiveness and sustainability of its implementation efforts.

The project starts on January 1, 2021, with an operational closing date planned for December 31, 2022. On June 14, 2021, the internal regulations of the Ministry of Foreign Affairs are approved, and the General Directorate of Global Economic Impulse (DGIEG) is created. The project approach and its products are reintroduced. The project has a total budget declared in the PRODOC of US\$ 2,632,062.30.

The governance body of the project is the Project Board (PB). The Project Board is made up of the agencies that are part of the project: the United Nations Development Program (UNDP), the Mexican Agency for International Development Cooperation (AMEXCID), the Undersecretariat for Multilateral Affairs and Human Rights (SSMH) and the project coordination and is the oversight and decision-making (governance) body that meets at least once a year.

To manage the project, the Project Coordination Unit (PCU) was created, consisting of a team of four people, led by a coordinator, and supported by a specialist, financed by the resources allocated to the project. This team has the strategic leadership of the Head of the Effective Governance and Democracy Unit and the support of the Unit's Associate.

The table below summarizes the project's rating in the relevant areas defined in the United Nations evaluation manuals:

**Project Evaluation Scorecard**

Project Scores	
Criteria	Evaluation
<b>1. Monitoring and Evaluation:</b>	
S&E input design	<b>5 (S) Satisfactory</b>
S&E plan execution	<b>4 (MS) Moderately Satisfactory</b>
Overall S&E quality	<b>4 (MS) Moderately Satisfactory</b>
<b>2. Management of the Implementing Agency and the Implementing Partner:</b>	
Implementing Agency Management (UNDP)	<b>5 (S) Satisfactory</b>
Implementing Partner Management (DGIEG)	<b>6 (HS) Highly Satisfactory</b>
Overall quality of implementation and execution	<b>5 (S) Satisfactory</b>
<b>3. Evaluation of Results:</b>	
Consistency	<b>5 (S) Satisfactory</b>
Effectiveness	<b>6 (HS) Highly Satisfactory</b>
Efficiency	<b>6 (HS) Highly Satisfactory</b>
Overall Rating of Project Results	<b>5 (S) Satisfactory</b>
<b>4. Sustainability:</b>	
General likelihood of sustainability:	<b>3 (ML) Moderately Likely</b>

*Fuente: Own elaboration*

### Summary of Conclusions, Recommendations and Lessons Learned

The project was designed for two years to support the management of bids and acquisitions for the creation and strengthening of what is now the DGIEG. In its beginnings the project had several requests of national interest to address the crisis caused by the COVID 19 Pandemic, however, with a lot of will and effort it has performed well, largely fulfilling its commitments, with some delays typical of administrative tasks and with some minor bureaucratic problems.

To really fulfill the great objective of strengthening the functions of Global Economic Impulse, the project requires not only the hiring and training of personnel and the design of its operating architecture, but also to be able to test the designs of that structure (Procedure Manual, open structure, funding system and the instrument for aligning projects to the SDGs) in operation and improved by practice. This testing, improvement and political and practical validation require time that the project does not currently have. It is impossible to do the above in six months. However, the whole process can be done within two years to finally have a robust DGIEG with proven successes. The real test of the functioning of these mechanisms is through the substantive production of activities and projects for the benefit of exporting companies and investments made in Mexico as a result of the support and facilitation of IEG actions.

The analysis of the project design shows that there are minor deficiencies in the PRODOC at the level of indicators and consistency between the Objective and the Products that should satisfy it, estimating that this design allows a maximum achievement potential of 81%<sup>1</sup>. In spite of the above, the project's achievements to date are valued at 74%<sup>2</sup>. These figures show that the project, despite some problems of delays in its

<sup>1</sup> This is the result of the project design analysis. See point 6.1 Results of the logical analysis of the project structure.

<sup>2</sup> This is the result of the achievement assessment of the project's products. See point 6.5 Efficiency and see annex 6 Synoptic tables of the findings, a) Matrix of evaluation and qualification of the project's achievement.

execution as a result of the COVID 19 pandemic, has managed to achieve 91%<sup>3</sup> of its potential, i.e. it has had a high level of effectiveness and is therefore rated with the maximum grade of 6 (HS) Highly Satisfactory<sup>4</sup>.

Efficiency is rated based on its financial execution, which has quickly recovered, reaching a level of 96.7% despite the delays caused by the Covid 19 emergency, i.e., it was highly efficient. The works have been carried out and the resources are being used within PRODOC's budget. On the other hand, the level of operational execution, that is to say, the achievement of the products reached 74% in a work period of 17 months (January 2021 to May 2022), that is, 71% of the project time therefore, considering efficiency as the rationalization of the use of resources for the achievement of products, it is considered that a high level of efficiency has been achieved by qualifying with a 6 (AS) Highly Satisfactory.

The project has been fulfilling its commitments in a satisfactory way especially in the management of contracts despite some inconveniences due to the change of administrative operator of UNDP international<sup>5</sup> and there are only weaknesses in specifying the following products:

- In Product 2, open structure of the new GEI area that has been generated but has not been able to materialize.
- In Product 8, the funding system designed needs to be given high priority in order to determine alternatives and carry out the pertinent management and policy validations, so as to start a white march to be able to count on the experience that will allow projecting the effective possibilities of financial resources through this channel.
- In Product 7 it is necessary to specify the Manual of procedures to be able to advance definitively in this issue and finalize the Product this year having achieved the quality requirements to formalize it.
- In Product 4, it is also necessary to ensure that the implementation course with a gender perspective, which is part of the important commitments of the project, will be carried out
- The project's scorecard shows generally good grades for a mid-term evaluation, in which the project is still halfway through the process of producing products and showing results and successes.

It is important to highlight that the institutions associated in the implementation of this project are very clear about their expertise and that there is mutual respect at all levels among officials. It is important to continue taking advantage of, strengthening, and communicating this virtuous articulation for the economic development of the country.

**Summary Table of Recommendations**

<b>A</b>	<b>Recommendations to Improve Effectiveness</b>	<b>Responsible</b>
<b>1</b>	Extend the duration of the project until December 2024 so that the white march can be implemented and the results of the DGIEG structure can be tested in order to obtain substantive achievements in GEI projects and actions.	Project Board (Logistical support: Project Coordination)
<b>2</b>	Conduct a workshop that allows: <ul style="list-style-type: none"> <li>• Review the theory of change in its logical sequence from the causes to the expected effects of the project in such a way that it is consistent with the Results Framework.</li> </ul>	

<sup>3</sup> This is the result of the effectiveness rating that shows us what the achievement is taking into consideration the maximum potential allowed by the project design. See point 6.4 Effectiveness Measurement.

<sup>4</sup> The equivalence between percentages and ratings is as follows: 6 Highly Satisfactory (HS) is between 100% and 83%; 5 Satisfactory (S) is between 83% and 67%; 4 Moderately Satisfactory (MS) is between 67% and 50%; 3 Moderately Unsatisfactory (MU) is between 50% and 33%; 2 Unsatisfactory (U) is between 33% and 17%; and 1 Highly Unsatisfactory (HU) is between 17% and 0%.

<sup>5</sup> The management of all the documentation, the recruitment process and administrative reviews of the project that was carried out from UNDP Mexico, at the end of 2021 was carried out by UNDP Malaysia, which has meant that the times of the administrative processes have been delayed much longer, especially in the last months of 2021 and in the first half of 2022.



	<ul style="list-style-type: none"> <li>Improve the project's Results Framework in its current definition of indicators and goals, incorporating the logic of intermediate objectives, grouping by work areas the products to be achieved later. It is also recommended, if the extension of the project is approved, to incorporate as outputs or goals of the products the implementation of white march tests of the main products that were previously defined only up to the design stage (Funding System and Open Structure). It would also be advisable to develop indicators and targets for substantive outputs 6 and 8 in such a way as to be able to link strengthening action with its systems, to achievements and successes measured concretely.</li> </ul>	
<b>B</b>	<b>Recommendations to improve efficiency</b>	<b>Responsible</b>
<b>B.1</b>	Track the degree of personnel turnover and analyze its possible causes in order to have a measure of how much is "natural turnover" and how much is due to emergencies, expansion or closure of operations, etc., in order to have a data base for future decision making.	<b>Project Coordination presents background information to the Project Board.</b>
<b>B.2</b>	It is also recommended to track expenditures associated with infrastructure and/or personnel equipment needs, to have data to make future investment decisions. This data systematization is very important to accompany the open structure that is expected to be implemented in the future.	
<b>B.3</b>	For all these products, it is necessary to design at least a roadmap for their implementation, testing, institutional validation, functional validation and contracting with the input to the substantive products of GEI.	<b>Project Coordination presents background information to the Project Board.</b>
<b>B.4</b>	If scaling up and changing the results framework, it is necessary to redefine indicators and targets for these products that are consistent with this new vision.	
<b>B.5</b>	It is very important that the products that are committed at the design level are achieved during this year, regardless of whether the project extension is approved, since what is needed is time to test them in practice.	
<b>B.6</b>	In the event that it is decided to group intermediate objectives such as, for example, the Strengthening of DGIEG staff training, it is advisable to set goals that involve organizational development and maturity that imply further progress in its institutionalization, such as having an annual training and education plan as an indicator, which implies a diagnosis, goals and indicators in itself, so that at the project level it can be implemented and the degree of annual compliance with this plan can be subsequently verified.	<b>Project Coordination presents background information to the Project Board.</b>
<b>B.7</b>	It is necessary to ensure that training in implementation with a gender perspective is carried out during the year 2022, to be able to incorporate gender indicators in the measurement of substantive actions.	
<b>C</b>	<b>Recommendations to improve sustainability</b>	<b>Responsible</b>
<b>C.1</b>	To develop a plan (operational and financial) to test the viability of products 2, 7 and 8 that includes sufficient time to make improvements and to test whether the designs can effectively support the substantive actions of the project. These products are fundamental pillars of the DGIEG structure, so having such a plan will support the potential design of the extension of the project until December 2024.	<b>Project Coordination presents background information to the Project Board.</b>
<b>C.2</b>	It is recommended to restructure the design of the project reports, so that they provide more and better information on the actions carried out or not carried out according to the Results Framework structure, to ensure that the DGIEG, UNDP and the Project Board can have clear and sufficient information to make decisions or suggest improvements to the achievements and sustainability of the project.	

*Fuente: Own elaboration*

In terms of best practices and lessons learned by product, these are reported in the following table:

**Summary Table of Best Practices and Lessons Learned**

<b>Project objective: Strengthen the Undersecretariat for Multilateral Affairs and Human Rights of the Ministry of Foreign Affairs in its functions of Global Economic Impulse.</b>	
<b>A. Good practices and strategic lessons learned gathered from the interviews</b>	
<b>Good Practice</b>	<b>Description</b>
1. Directly link GEI actions supported by a methodology to ensure that investments promoted by the DGIEG take advantage of the potential for future development in Mexico's territories and do not attract capital that serves only the interests of other countries or very short-term investments (swallow capital)	- The use of the Industrial Territorial Prospective Atlas methodology created jointly by UN-Habitat, UNIDO and the Ministry of Foreign Affairs presents an inclusive and sustainable development perspective, making it possible to guide the attraction of investments to global value chains linked to territorially determined effective potentials that are directly related to regional development strategies and global sustainable development agencies. Therefore, the development brought to Mexico should "leave no one behind".
2. Seek opportunities and promote the attraction of investments where there is already a market and experience of Mexican entrepreneurs and where there are many more opportunities to internationalize Mexico's products and capabilities	- Enhance the work with the California Council to bring Mexican investments there and improve the business climate for Mexican companies through a public-private cooperation alliance that guides entrepreneurs and the work of the IEG in an action for the development of Mexican capital
<b>B. Good practices and operational lessons learned</b>	
<b>Good Practice</b>	<b>Description</b>
1. The implementation of intermediate review mechanisms and technological tools to support the processes have improved the final quality of the products avoiding having to repeat the entire process and ensuring the quality of the products	- Dual review processes in the development of Terms of Reference for both recruitment and procurement. - Review of the correct publication of the Terms of Reference. - Implementation of technological tools to certify electronic signatures, to strengthen procurement and personnel hiring processes.
2. Maintain assertive and effective communication among all parties involved in the project	- The usefulness of staff evaluations has been achieved through constant communication between the project and the DGIEG. - Strengthening the coordination of actions with the operational areas of UNDP Mexico has improved the administrative operation of the project.
3. Good planning and use of management tools has improved project decision making	- Detailed budget analysis has served as input for procurement and recruiting decisions. - A good risk analysis and the creation of mitigation strategies made it possible to move forward with the implementation of the project and take measures to reduce the impact of delays in the implementation of activities, despite the complications caused by the sanitary contingency. - Adjustments in the focus of the substantive products are planned and attended.

*Source: Interviews and IEG project reports*

## 1. Introduction

The purpose of this evaluation is to analyze the achievement of the expected results, its sustainability and the contribution of the "Global Economic Momentum" project, which starts on January 1, 2021, and ends on December 31, 2022.

As stated in the terms of reference of the consultancy, "This project seeks to support the Ministry of Foreign Affairs with the fulfillment of its new functions of Global Economic Impulse, strengthening the capacities of the Undersecretariat for Multilateral Affairs and Human Rights (SSMH), creating the General Directorate of Impulse".

The purpose of the mid-term evaluation (MTR) is to obtain an analysis to assess the progress achieved so far and to analyze the feasibility of achieving the expected results at the end of the project, as well as to identify opportunities for improvement and provide recommendations for the participating entities to adopt the adjustments deemed necessary. The main beneficiaries of this evaluation will be the Project Coordination Unit, the Programs Unit and the Undersecretariat for Multilateral Affairs and Human Rights, as it will serve to strengthen the capacities installed therein. The evaluation applied the following analysis criteria, in accordance with the terms of reference and the UNDP Evaluation Guidelines: coherence, efficiency, effectiveness and sustainability of its implementation efforts.

The mid-term evaluation assessed the project's results against what it was expected to achieve and draws lessons that can improve the achievement and sustainability of the benefits of this project. The MTR report promotes accountability and transparency and assesses the extent of the project's achievements.

This chapter 1 Introduction briefly provides the purpose and objectives of the evaluation and presents the structure of the report.

Chapter 2 provides a description of the intervention so that the users of the report understand and appreciate the advantages of the evaluation methodology and learn about the possible application of the evaluation results. Chapter 3 explains in detail the scope, objectives, and evaluation questions. Chapter 4 describes the approach; the evaluation methodology and the way data collection will be carried out. It also specifies the ethical issues and limitations of the work performed.

Subsequently, Chapter 5 presents the data analysis. The procedures used to analyze the data collected to answer the evaluation questions are described. The strengths and weaknesses of the data analysis and their possible influence on the interpretation of the findings and conclusions are explained. Chapter 6 presents the findings as statements of fact based on data analysis. They are structured around the evaluation criteria (coherence, efficiency, effectiveness, and sustainability) and the evaluation questions so that users of the report can quickly relate what was asked to what was found and how it was assessed. Differences between planned and actual results are explained, as well as factors affecting the achievement of the former. Assumptions or risks in the project or program design that subsequently affected implementation are examined. Findings reflect cross-cutting analyses of issues such as gender equality, women's empowerment, disability, and other cross-cutting issues, as well as unexpected effects.

Chapter 7 presents the conclusions, highlighting the strengths, weaknesses, and effects of the intervention in response to the key evaluation questions. Complementing the above, Chapter 8 provides practical recommendations, mentioning specific users, when possible, in relation to actions to be taken or decisions to be made linked to the findings and conclusions of the evaluation, especially those that give sustainability

to the project's objectives. Finally, Chapter 9 provides a list of Lessons Learned from the project that may be very useful for the design of other similar projects in Mexico or other Latin American countries. As is typical of this type of report, a series of annexes are included to provide the user of the report with complementary data to expand on the basic information contained in the report.

This report structure is expected to fulfill the purposes of the evaluation and satisfy the information needs required in the terms of reference and of the users of this report.

## 2. Description of the intervention.

The GEI project accompanies and strengthens the creation of the General Directorate for Global Economic Impulse (DGIEG), within the Undersecretariat for Multilateral Affairs and Human Rights. The DGIEG oversees designing and coordinating actions for economic and trade promotion abroad, with the attributions and scope of these activities based on Article 38 of the internal regulations of the Ministry of Foreign Affairs<sup>6</sup>. These actions are aimed at boosting the export of Mexican products and attracting Foreign Direct Investment (FDI), and are focused on strategic sectors: mobility, aerospace, agribusiness, life sciences, digital industries, and infrastructure.

The main objective of the project is to strengthen the Undersecretariat for Multilateral Affairs and Human Rights of the Ministry of Foreign Affairs in its functions of international economic promotion. Derived from these functions, the Global Economic Impulse strategy is being developed. The IEG project should help implement the economic promotion strategy and support progress in the fulfillment of Mexico's international economic commitments, assisting in the negotiation and implementation of free trade agreements, trade agreements, participation in economic forums, economic promotion, among others, using Economic Diplomacy as the main tool.

To achieve this, the project contemplates 2 types of activities:

1. **Administration:** The purpose of these activities is the administrative construction, hiring and training of multidisciplinary teams and the acquisition of equipment for the General Directorate of Global Economic Impulse of the Undersecretariat for Multilateral Affairs and Human Rights
2. **Substantive activities:** The objective is to implement 7 useful products to provide the General Directorate of Global Economic Impulse with the capacity to carry out its new functions and collaborate with the implementation of the global economic impulse strategy.

The "Global Economic Impulse" project is implemented by the Undersecretariat for Multilateral Affairs and Human Rights (SSMH), which is the implementing partner. In reference to the provision of support services, the Letter of Agreement, signed by both parties, details the services that the UNDP Country Office will be able to provide and its responsibilities.

The governance body of the project is the Project Board (PB). The Project Board is made up of the agencies that are part of the project: the United Nations Development Programme (UNDP), the Mexican Agency for International Development Cooperation (AMEXCID), the Undersecretariat for Multilateral Affairs and Human Rights (SSMH) and the project coordination and is the oversight and decision-making (governance) body that meets at least once a year. To manage the project, the Project Coordination Unit (PCU) was created, consisting of a team of four people, led by a coordinator, and supported by a specialist, financed by the resources allocated to the project. This team is under the strategic leadership of the Head of the Effective Governance and Democracy Unit and with the support of the Unit's Associate.

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<sup>6</sup> ver: [https://www.dof.gob.mx/nota\\_detalle.php?codigo=5621170&fecha=14/06/2021#gsc.tab=0](https://www.dof.gob.mx/nota_detalle.php?codigo=5621170&fecha=14/06/2021#gsc.tab=0)

The project starts on January 1, 2021, with an operational closing date planned for December 31, 2022. On July 1, 2021, the internal regulations of the Ministry of Foreign Affairs are approved, the General Directorate of Global Economic Impulse (DGIEG) is created and therefore the technical counterpart of the project changes from DGVOSC to DGIEG. The focus of the project and its products are presented again. The project has an approved PRODOC budget of US\$ 2,632,062.30.

The project's theory of change posits that through 10 activities that will deliver 9 outputs divided into 3 axes, Direct Outcome 4 envisioned in the United Nations Sustainable Development Cooperation Framework for the United Mexican States 2020-2025 (UNSDCF) will be achieved: "By 2025, the Mexican State has a productive development strategy that promotes associativity, innovation, productivity and competitiveness, as well as the increase of national content in productive chains with better governance for equality, based on the framework of human rights and with a gender perspective", taking into account in the design of the implementation the strategic line 4. 3 "Strengthening of institutional capacities, promotion of inclusive alliances and South-South cooperation to increase innovation, competitiveness and productivity in productive associations and industrial and agro-industrial MSMEs, with a gender focus, in priority value chains at the national and global level, with emphasis on increasing national content".

The project contributes to achieving the following Sustainable Development Goals (SDGs): SDG 5 achieve gender equality and empower all women and girls; SDG 8 promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all; SDG 9 build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation; SDG 17 partnerships to achieve the SDGs; and SDG 17 partnerships to achieve the objectives.

Specifically, the 3 axes of the theory of change are broken down as follows:

Axis 1: Area formation, structure configuration and personnel training. This axis involves the following Products:

- Product 1: Multidisciplinary teams hired and equipped.
- Product 2: Open structure of the new GEI area generated.
- Product 3: GEI area staff trained in Project Management.
- Product 4: GEI area staff trained to implement gender perspective (part of the gender mainstreaming strategy).

Axis 2: Capacity building to manage and administer national and international strategic projects in accordance with the Sustainable Development Goals. This axis involves the following Products:

- Product 5: Methodology to identify projects aligned to the SDGs developed.
- Product 6: Methodology to align projects to the SDGs developed and piloted.

Axis 3: Global economic planning. This axis involves the following Products:

- Product 7: Institutional development procedures and operations manual created.
- Product 8: Funding system designed.
- Product 9: Follow-up mechanisms designed.

### 3. Scope and objectives of the evaluation.

The evaluation period is from January 1, 2021 (project start) to May 2022, with a national scope. The evaluation covers the key components and activities developed within the project, as established in PRODOC. The focus of the mid-term evaluation covers elements of the project design, the degree of progress of project results and their adaptive management, in terms of UNDP's programming quality principles: coherence,

effectiveness, efficiency and sustainability of each of the outputs envisaged in the project design. The main interviewees are members of the Foreign Affairs Secretariat, the Project Team, consultants who have worked on the elaboration of the outputs, participants of the Project Board and involved UNDP staff.

This evaluation was carried out in accordance with UNDP policies, guidelines, rules, and procedures. Given that this project is halfway through its implementation and is expected to end in December 2022, a mid-term evaluation is required to analyze the results obtained to date, lessons learned and good practices to inform counterparts who serve as strategic partners and beneficiaries of the results of this exercise, thus ensuring accountability and decision making on actions to be taken to achieve the expected results.

The main beneficiaries of this evaluation are the Undersecretariat for Multilateral Affairs and Human Rights, the Programs Unit, and the Project Coordination Unit, as it will serve to reinforce the capacities installed therein. The evaluation applied the following criteria: coherence, efficiency, effectiveness, and sustainability of its implementation efforts.

In this evaluation, it was considered of vital importance to assess the contribution of all project participants in the areas of: management, process facilitators, institutional political support, identification of unintended consequences (both positive and negative), and other aspects that were considered relevant. The evaluation also included an investigation and documentation of lessons learned, and the elaboration of specific recommendations that could be evaluated as opportunities for improvement by the BoP.

The Mid-Term Evaluation focused on the analysis of the project's results-based management and on understanding the execution and context in which the achievements were made, which in turn allowed the formulation of recommendations aimed at improving the achievement of the project's outputs and objective. We analyzed how they were initially planned and how they were executed, reviewing deadlines and amounts, analyzing the effects and progress towards the impact and sustainability of the results, including the contribution to capacity building and the achievement of the proposed benefits and goals.

The overall objective of the evaluation is according to the Terms of Reference: to assess the progress in results to date (direct and indirect, intended, and unintended) of its implementation, as well as the likelihood that the project will achieve its final objectives based on the current design, human resource's structure, strategy implemented, etc. The evaluation followed a participatory approach and provided useful and feasible recommendations to increase the probability of success by the end of the project. In line with standard evaluation practice, the scope of the exercise goes beyond assessing whether UNDP is "doing the right thing" in implementing and managing the project, to a broader assessment of the strategy, based on the available evidence, as implemented and in comparison, to similar approaches implemented by others; is the "right approach" to achieve the higher-level results agreed at the outset of the project"<sup>7</sup>.

The specific objectives <sup>8</sup> of the evaluation according to the terms of reference are as follows:

- *Analyze and evaluate the Project design and its progress.*
- *Analyze the level of progress in the achievement of the expected results of the Project and its adaptive management in the face of the pandemic circumstance and changes in counterparts due to causes exogenous to the Project.*
- *Analyze the efficiency in the use of resources.*

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<sup>7</sup> See page 4 Terms of Reference of this evaluation.

<sup>8</sup> See page 4 Terms of Reference of this evaluation.

- *Analyze the extent to which the Project incorporates in a cross-cutting manner the gender equality perspective, including but not limited to, in the project design, results framework, implementation of activities, as well as in the project management processes.*
- *Document and provide feedback on lessons learned.*
- *Provide recommendations and elements for decision making and necessary amendments and improvements.*

The evaluation also includes an investigation and documentation of lessons learned, and the elaboration of specific recommendations that can be implemented in the future. This work provides evidence to support the accountability of UNDP projects.

#### 4. Evaluation approach and methods.<sup>9</sup>

This evaluation cannot ignore the effects of the pandemic on project implementation, particularly regarding the drastic reduction in physical contact and human interaction. In this regard, background information was gathered on how the execution of the project and its actors were affected, the adaptive measures that were taken and the lessons that can be learned from the experience.

The unit of analysis or object of study of this MTR is the set of actions involved in the "Global Economic Impulse" project.

The evaluation criteria observed are those presented in Table Types of analysis/criteria/aspects evaluated a little further on in this text; however, the emphasis is on the criteria of coherence, efficiency, effectiveness, and sustainability of the UN. For these, an evaluation grid was used, which can be found in Annex 8: Mid-Term Evaluation Rating Scales, which is usually recommended by UN evaluation manuals.

The evaluation methodology considers the Logical Framework to determine the causal links between the interventions that the project supported and to see the progress in achieving the expected results at the national and local level. A vertical and horizontal consistency analysis of the logical framework was carried out, observing its structure of results and outputs, indicators, and goals in order to contextualize the evaluation of the results obtained.

We sought to establish the degree of correspondence with the expected results, for which the Evaluation Criteria Matrix was prepared, as detailed in Annex 2, which is presented sequentially as follows:

- Key evaluation criteria
- Key questions
- Specific sub-questions
- Data sources
- Data collection methods/tools
- Indicators of success (achievement)
- Data analysis methods

In the specific sub-questions, questions are introduced that aim to detect enabling factors<sup>10</sup>, what obstacles occurred in the process, how they were faced, and what lessons are learned from it.

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<sup>9</sup> All aspects of the described methodology need to be fully addressed in the report. Some supports and more detailed technical data are included in the annexes of the report.

<sup>10</sup> The degree of correspondence means "how far the expected results and effects were achieved in accordance with the expected performance indicators".

Five types of analysis were carried out and grouped into three types of criteria (process, outcome, and sustainability) which provided us with the evaluated aspects required by the terms of reference and used in UNDP evaluation reference manuals.

The following table illustrates the relationship between types of analysis, criteria and aspects assessed:

Types of analysis/criteria/aspects evaluated		
Types of analysis	Criteria	Evaluated Aspects
a) Analysis of the improvement process and capacity to generate change (Historical analysis of the project) b) Management analysis: <ul style="list-style-type: none"> <li>• Coordination and adaptive management.</li> <li>• Arrangement/provision and use of inputs.</li> <li>• Management of financial resources</li> <li>• Efficient use of means: information and awareness management</li> <li>• Contribution and involvement of national strategic partners.</li> <li>• Management review of cross-cutting variables (gender, capacities, networks).</li> </ul> c) Achievement Analysis and performance Appraisal <ul style="list-style-type: none"> <li>• Effectiveness</li> <li>• Efficiency</li> <li>• Ownership</li> <li>• Capacity building and Institutional strengthening</li> </ul> d) Project scope survey on effects and impact <ul style="list-style-type: none"> <li>• Sustainability of effects</li> <li>• Impact prospecting</li> </ul> e) Comprehensive analysis	Process	<ul style="list-style-type: none"> <li>• Efficiency</li> <li>• Information and communication management</li> <li>• Adaptive management</li> </ul>
	Result	<ul style="list-style-type: none"> <li>• Effectiveness</li> <li>• Results achieved</li> <li>• Knowledge Management</li> <li>• Gender inclusion</li> <li>• Capacity building</li> <li>• Generation of institutional networks and synergies</li> </ul>
	Sustainability	<ul style="list-style-type: none"> <li>• Internal and external ownership</li> <li>• Progress towards project outcomes</li> <li>• Expected effects and impacts</li> </ul>

Source: Own elaboration

The description of the 5 types of analysis is as follows:

### 1) Analysis of the improvement process and capacity to generate change (historical analysis of the project).

This stage sought to understand the sequence of events involved in the implementation of the project, to understand: its performance, the way it was carried out, its management, the value of its contribution, the level of alignment with national policies and priorities, and the intervention strategy.

Special emphasis was placed on the events that significantly affected the management and implementation of the project and its actors. The capacity to adapt to change and the degree of appropriation and integration with the institutions and different strategic actors linked to the project were also taken into account. This analysis is carried out through a linear monitoring of the project (timeline type).

The set of measures taken during project implementation to improve its coherence and initiate the discussion on the exit strategy was also considered, considering the way in which networks can continue to be generated during the remaining implementation process and the level of alignment with national policies and priorities.

This analysis is particularly important in the context of the pandemic, as it allows to assess what has been achieved in a strategically and operationally complex situation for the interests and objective of the project.



## **2) Project management analysis**

As an essential part of the work, a comprehensive review of the project management to achieve the proposed objectives was carried out, looking at issues of coordination, management and financing, institutional organization and quality of management, provision/provision of inputs. Therefore, a special attention was paid to the management and provision of the resources used.

## **3) Achievement analysis and performance appraisal**

A contrast was made between what was expected in the Results Framework and the progress achieved to date, assessing quantitatively and qualitatively the achievements attained. In this part, based on expert judgment, the performance achieved is rated for each evaluation criterion. Using the assessment and rating of the project's performance level in accordance with the Evaluation Guidelines and the UNDP project evaluation provisions<sup>11</sup>:

Achievements and Lessons Learned are also part of the focus of this analysis which considers the analysis of the improvement process and capacity for change generation Historical Research (first type of analysis noted above).

## **4) Project scope survey on Effects and Impact**

A more in-depth analysis of the design results chain was carried out, observing the potential of the design to determine the extent to which the design effectively allows the achievement of the products and the expected project objective<sup>12</sup>.

## **5) Comprehensive analysis**

The final integration of all the analyses and the results of the interviews made it possible to cross-check the information needed to deliver the evaluative considerations required in:

- Assessment of the management and achievement of the project's products.
- Assessment of sustainability and projection of expected effects of the project products
- Compilation of lessons learned
- Management and continuity recommendations

Therefore, this analysis allows us to deliver a report that comprises two major dimensions of the evaluation:

- a) The diagnosis with the assessment of the project's performance in the context of its design, management, environment, and stakeholders
- b) A series of recommendations and proposals for improvements to the management and Results Framework of the project and its Theory of Change, for the remainder of its implementation time and eventually for an extension of the duration of its work.

## **5. Data analysis.**

The list of information reviewed for the project evaluation can be found in Annex 5: Documents Reviewed, which provided a database of basic information that could be contrasted, validated, and verified with the interviews of key stakeholders related to the project. The 14 people interviewed are detailed in Annex 4

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<sup>11</sup> See Annex 8: Rating scales of the Mid-Term Assessment.

<sup>12</sup> See Annex 6 tables b and c

Interviews Conducted. The interview guidelines were based on a guide of semi-structured questions that can be found in Annex 3: Data Collection Instruments, which in turn is based on the Evaluation Criteria and Questions that are developed in Annex 2: Evaluation Matrix.

Of the total number of interviewees, 71% were men and 29% were women. Both in the DGIEG, UNDP and the GEI project coordination, directly relevant decision making and the level of involvement of women in decision-making positions has been high and no gender discrimination or problems were detected at the leadership level.

The interviews and the handling of the information were carried out under ethical procedures of strict respect for the confidentiality of the interviewee, respecting the ethical guidelines of the United Nations manuals<sup>13</sup>. Each interview or meeting began with a brief introduction by the Evaluator, introducing himself/herself and reminding the participants that the information gathered will be treated anonymously and confidentially and that the interviewee may also avoid answering questions when and if he/she perceives them as possible sources of harm to his/her person or professional profile. In this way, the aim was to reinforce the transparency of the evaluation process and promote a cordial relationship between interviewees and interviewer to generate reliable information.

The evaluation was carried out by a single international evaluator, with a background in economics and extensive experience as an international evaluator in Latin America in the areas of results-based management, business development, environmental issues and with experience in the evaluation of gender projects.

The evaluation activity was carried out through remote interviews with the use of communication technologies such as zoom and meet, which partially replace the interaction dynamics between interviewees and interviewer, sometimes losing the greater perception and details that are achieved in person. The use of communication technologies allowed for a good number of individual interviews, perhaps more than would have been possible through field interviews.

The facilitation of the meetings was made possible thanks to the support of UNDP and the UCP, which worked permanently on the coordination of the agendas. Undoubtedly, the willingness to participate on the part of the people interviewed made it possible to meet the challenge of successfully reaching all those involved.

The findings were subjected to a process of contrast and verification through (i) triangulation of information with stakeholders (confrontation of information with more than one source) (ii) contrast with documentary information and secondary sources on the projects (iii) identify lines of action or places where project actions operate efficiently and effectively to establish benchmarks of strengths and good practices (iv) identification of internal and external difficulties that affected the operation to establish the source of the knots or bottlenecks produced in the operation.

Therefore, the essential working instrument is the analysis of consistency through cross-checking of information, that is, a validation of the findings by cross-checking the information obtained from the accounts of the relevant stakeholders interviewed and the secondary information collected from the documentary information issued by the project and systematized by this evaluation. This "Cross Checking" is a process of information verification using alternative sources that provides validity and quality to the information obtained, because when a finding is detected and ratified by more than one interviewee and the documentary information, the evaluative judgment can be sustained in a well-founded manner and with

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<sup>13</sup> UNEG (2020), *Ethical Guidelines for Evaluation*: <http://www.unevaluation.org/document/detail/2866>

greater certainty, from which the recommendations and assessments of the evaluation are subsequently derived.

## 6. Findings<sup>14</sup>

### 6.1 Results of the logical analysis of the Project structure

In this analysis, the following variables are crossed and analyzed: first, the SMART evaluation of the indicators and respective goals of each product developed in PRODOC is performed. Next, the indicators and goals are qualified in their merit with respect to the objective, considering the following variables: specific, measurable, achievable, realistic, and time (temporality or time frame in which it is measured). Finally, the technical aspects<sup>15</sup> are explained and justify the previous evaluation, and a score is assigned. The result of this evaluation process shows the consistency of the project design between products, indicators and goals, and the consistency between the objective and its products. The union of the two consistency analyses gives us the overall consistency of the project design, with an evaluation of the highest level of achievement expected with the design carried out.

The SMART assessment analysis of consistency in the design of the Objective satisfiers (see annex 6, Matrix b. SMART Evaluation of the Design and Potential of the Project SMART Evaluation of the Outputs, indicators and targets yields an estimated level of achievement of 75%. On the other hand, the analysis of the consistency matrix between the objective and the products that should satisfy it (see annex 6, matrix c) gives us an overall potential consistency of 86%. If we value both analyses with an equal percentage weight, we get the result of a level of consistency of the design of the average of both results of 81%. Therefore, it can be concluded with these analyses that the project presents a level of consistency of its results framework in its design, which would allow a maximum potential return of 81%.

**Project Design Appraisal Table**

<b>Results of the Design Consistency Evaluation GEI project</b>	<b>Result</b>
Potential Performance Consistency SMART Indicators and Product Targets	<b>75%</b>
Potential Performance Consistency Target and its Products	<b>86%</b>
Final Average Evaluation Design	<b>81%</b>

Source: Own elaboration

In other words, the project design presents problems that reduce its estimated achievement capacity to 81% of its goals. This result is Satisfactory for the design, but it undoubtedly implies that it is possible and important to make improvements that allow it to develop the maximum of its capacity with the available resources.

<sup>14</sup> The findings, as well as this section and the results of the project, are the product of the systematization of information, including prior knowledge of the national situation and the analysis that the evaluator carried out based on his theoretical background and the experience for which he was hired. The judgments expressed herein reflect an expert judgment, for which the evaluator is responsible for the statements contained herein. See support in Annex 6 Synoptic tables of the findings, in a) Matrix of Evaluation and qualification of the achievement of the product of the Project.

<sup>15</sup> This means rating the products on how well they meet the objective with respect to the following criteria: relevance, satisfaction of the objective, and density. For each product, the technical criteria that give rise to each rating are specified in the matrix and a score is given. Relevance is understood as the extent to which the achievement of the products is congruent with the project's objective. Satisfaction is understood as the extent to which the products fully or partially achieve the objective. And, by density, the extent to which the Products effectively achieve in depth the project's Objective.

The main problems with the SMART analysis result is that there is a significant level of consistency in 7 of the 9 outputs. However, in 2 of the outputs no indicators or targets were defined, and the SMART assessment is insufficient for them. The greatest weakness in general is that the indicators should be more specific and that some of them, since they depend on studies or manuals, may be affected in that they require more time to comply and achieve the output. It is important to dwell on this last point, as several of the products remain at the design stage, which is insufficient in terms of effective institutional strengthening, since there may be subsequent changes in strategic or political orientation that do not make the design a reality and the effort may be lost. A project designed in just two years leaves no time for some products to move to the implementation stage. This means that, in institutional strengthening projects, especially when you are helping to create institutions, it is convenient to consider projects at least 4 or 5 years, to be able to make your products operational and improve with the activity these new practices or institutional constructions. This should be considered as a lesson learned for future projects and for this project is a basis for recommending its extension in a couple of years approximately.

The analysis of consistency between the objective and its products analyzes to what extent the products as designed and written would allow achieving the proposed objective. The products must achieve the desired objective. The methodology establishes three criteria that are evaluated in terms of the degree to which the products meet the objective: Relevance, Satisfaction of the objective and Density<sup>16</sup>.

The results show that the main problems of the products in satisfying the objective are found in the density criterion, i.e., the extent to which the product effectively manages to contribute in depth to achieving the objective. This is essentially a measure of quality and the major weaknesses detected show that, in at least 3 of the 9 products, the expected quality needs to be better defined (product 3) or it is necessary to require the product to go beyond the design stage (Products 8 and 9)<sup>17</sup>. There are also some minor weaknesses in the objective satisfaction criterion, mainly because the level of satisfaction expected from the product is not made explicit (Product 2) or the level of achievement is not very significant compared to the other products (Product 3). Relevance is rated 100% for all products.

## 6.2 Theory of Change

PRODOC's strategic orientation for the Results Framework is that by 2025, "the Mexican State has a productive development strategy that promotes associativity, innovation, productivity and competitiveness, as well as the increase of national content in productive chains with better governance for equality, based on the framework of human rights and with a gender perspective". The main objective of the project is to strengthen the Undersecretariat for Multilateral Affairs and Human Rights of the Ministry of Foreign Affairs in its functions of Global Economic Impulse. This is part of the design of the implementation of strategic line 4.3 "Strengthening of institutional capacities, promotion of inclusive alliances and South-South cooperation to increase innovation, competitiveness and productivity in productive associations and industrial and agro-industrial MSMEs, with a gender perspective, in priority value chains at the national and global levels, with emphasis on increasing national content.

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<sup>16</sup> See the complete analysis in Annex 6 matrix c). The definitions of the criteria are a) Relevance: Refers to the extent to which the achievement of the expected results is congruent with the Project Objective; b) Satisfaction: Refers to the extent to which the fulfillment of the results allows the complete or partial achievement of what would be understood as achieved in the Objective and c) Density: Refers to the extent to which the results effectively achieve in depth the achievement of the Objective. Each is measured with values between 0 and 1, which is the maximum and means that it is fully achieved. A justification of the value delivered and an overall analysis per product called "technical analysis" is provided.

<sup>17</sup> See Annex 6 matrix (c)

The general objective of the project is: Installed capacity to implement the economic promotion strategy through economic diplomacy. This objective contributes that "The Ministry of Foreign Affairs has effective capacities to develop economic promotion and investment attraction functions through which Mexico takes advantage of multilateral economic forums and complies with international economic commitments".

To achieve this installed capacity, 8 characteristics are determined that the institutional framework should achieve:

1. Strengthened capacity for international linkages of the Mexican State.
2. Organizational structure of the GEI area, functions and action plan are established.
3. SSMH staff is competent to carry out its functions with a gender perspective.
4. SSMH staff can identify projects aligned with the SDGs.
5. SSMH staff can accompany investors and align projects with the SDGs.
6. Staff can fulfill its mandate and be a crisis response entity.
7. The design of the funding system and its rules of operation are established.
8. The codification of services and intervention mechanisms of the GEI area are in place.

These characteristics in a theory of change are, strictly speaking, intermediate objectives or results, for which products are developed, with indicators and goals that make it possible to achieve them. However, there are many intermediate objectives and some of them should be grouped together so that they have a relative weight that is financially and structurally closer to the objectives:

- It is advisable to group staff competencies into a large intermediate objective that includes all the characteristics related to their development in a comprehensive manner such as the defined characteristics (characteristics 3, 4, 5 and 6), in addition to other competencies that may be reinforced or arise as a necessity from the mandate of GEI activities.
- It is also advisable to group together all the issues related to the creation or institutional scaffolding, understood in this case as those related to the organizational structure, the design of the funding system and the codification of the services and intervention mechanisms of the GEI area (characteristics 2, 7 and 8), the methodology for identifying projects with the SDGs, 7 and 8), the methodology for identifying projects with the SDGs and in the case of characteristic 1 it should be taken into account that it is the substantive part and therefore when the products are built, the proposals for change that will be made by the GEI as such at the service of the state and Mexican society are developed in practice.

If one reviews vertically, there are what are called "Measures to mitigate political, operational and strategic risk". These are 5 measures that effectively represent risks, but which in turn are an explanation (would justify or are the basis) of what I previously called intermediate characteristics or objectives. If this interpretation is correct, they should be written as risks accompanying this framework of objectives and rewritten as causes and problems justifying the intervention.

At the base of the graph, there are 8 of the 9 outputs outlined in the PRODOC to be realized by the project. The gender competency and the project competency in "Development of new staff capacities through training" are linked. Within these 8 basic supports of the change proposal, the main activity of the project is explicitly shown to be the "Hiring of multidisciplinary teams and acquisition of equipment", which is obviously indispensable, but is not justified in the Theory of Change diagram below.

An explanation of the project's Theory of Change can be found in Point II. Strategy, on page 7 of the PRODOC, after the context in which the project is located and the plans to which it contributes: Direct Effect 4 foreseen

in the United Nations Cooperation Framework for Sustainable Development of the United Mexican States 2020-2025 (UNSDCF); CPD and UNDP Strategic Plan 2018-2021), where it is pointed out that:

*“The theory of change shows that through 10 activities that will deliver 9 products divided into 3 axes, the expected effect will be achieved. The activities will be aimed, in the first stage, at the formation of the Global Economic Impulse area within the SSMH, the configuration of its structure and the training of personnel. In a second stage, with the structure defined and equipped, capacities will be generated to manage and administer national and international strategic projects in accordance with the Sustainable Development Goals, while funding and follow-up mechanisms will be designed to comply with the implementation of the Global Economic Impulse strategy. Finally, a communication strategy will be considered to make visible the actions implemented, and results achieved.”*

This explanation is not reflected in the diagram of the Theory of Change presented below. It is very important that there is a consistency of what is proposed or otherwise the sense of the project's action may be lost.

In the narrative, the three axes are presented, and the products contained in each axis are mentioned with a brief explanation/justification of each product. The definition of the axes should be more functional and reflect in a more direct way the need to be covered: Axis 1, for example, points to the conformation of the area, mixing the contracting function with the issues of generation of the organizational structure and training of the staff. Axis 2 includes the linkage to the SDGs through the design of a methodology for detecting projects aligned with the SDGs and the development and piloting of a methodology for aligning projects with the SDGs. The two products are strictly speaking part of a single large theme and are a working tool of the institution that can be part of a work axis to strengthen and provide these tools and others such as the methodology for working with a gender perspective, the procedural and operational manuals for economic promotion and investment attraction issues that are present in axis 3. Axis 3 also includes the funding system, which is essential as part of the structure with which the project will be able to develop, as well as the system for monitoring the project's projects and services.

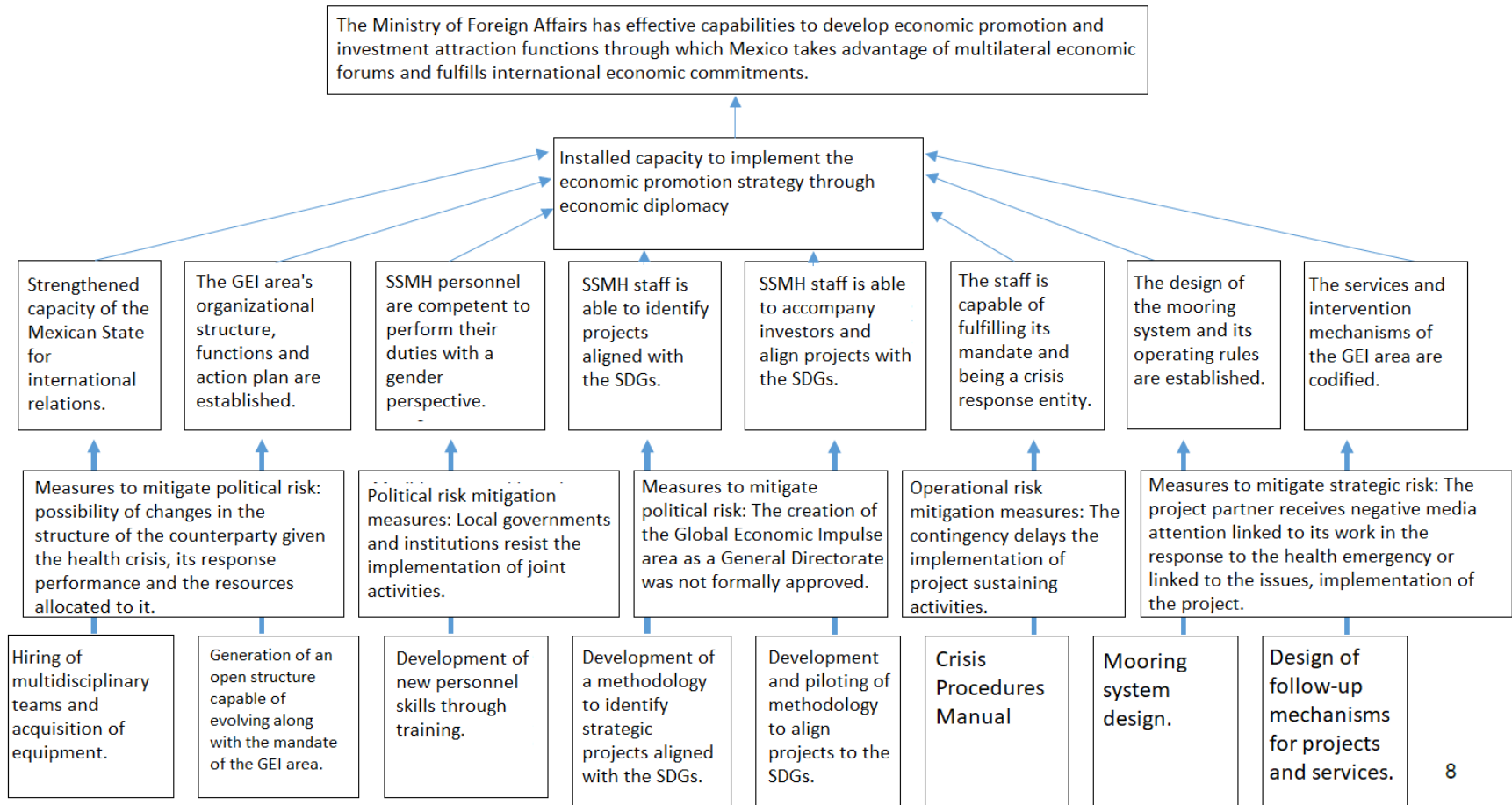
Therefore, it is considered that although the elements of the theory of change are present, it is proposed to improve by means of:

- A diagram that effectively shows what the problem, the proposed solution, and the derivations in terms of overall objectives, intermediate objectives, products and intended results are. Explicit risks and assumptions. This can be used to improve the results matrix.
- To specify more functionally the strategic objectives with the medium- and long-term vision in the Design and operation of the Organizational Structure, strengthening of personnel competencies, Design and operation of Service Provision and a component that should be transformed over time, which is the hiring of personnel to become part of the DGIEG Administration.

The Theory of Change diagram and the objective have been directly linked to the country and UN development vision, framing the products/objectives of the project in that direction, which is visualized in several parts of PRODOC (first 5 paragraphs of point II Strategy and point V Results Framework) and yet it is not reflected in the Theory of Change diagram either.

Below is the diagram of the Theory of Change presented for the project in PRODOC:

### Diagram of Theory of Change presented in PRODOC



### 6.3 Gender Equality and women's empowerment

In the design of PRODOC, the Results Framework is based on outputs, each of which has indicators and targets. Among them, product 4, "IEG personnel trained to implement a gender perspective (part of the gender mainstreaming strategy)", is the only one that can be considered gender sensitive/transformational. It is important to note in this regard that, at the level of axes, much emphasis is placed on the gender perspective. In Axis 1, Training of the area, configuration of the structure and training of personnel, which contains product 4 noted above, it is also very explicit in stating "With this axis, a structure capable of carrying out the economic promotion strategy using Economic Diplomacy, with a gender perspective, is obtained." PRODOC is also very direct in stating that the theory of change has a gender perspective in its design and activities. It is mentioned that all internal formal norms must incorporate gender equality institutionally (from the mission, vision, regulations, procedures, and manuals), partnerships should prefer institutions with a commitment to gender and the distribution of resources should be sought with "a commitment to gender equality". In general, what was mentioned in the PRODOC could be observed in the interviews; however, if we want to ensure that this strategy is being implemented effectively, the design can be improved by adding indicators and goals that can explicitly measure and quantitatively show all the above. A relatively simple way to improve the Results Framework is, as mentioned above, to have objectives that have intermediate level indicators and targets. It can be improved with a direct gender-related objective, or another alternative is to set objectives for each of the 3 axes that incorporate explicit gender targets and indicators, effectively measuring progress in this regard.

On the other hand, in terms of project management and operation, it was found that the personnel interviewed have shown not only sensitivity to gender issues, but also an effort to incorporate the gender perspective in their work. There is clarity and internal consistency and there is a gender policy and a SER work plan that frame the IEG's work. In addition, there is a very precise diagnosis of the issue at the IEG that makes it possible to visualize opportunities for improvement. Therefore, the IEG has been working far beyond what was required by the product with an effective gender mainstreaming strategy promoted by the IEG.

The project's goal is that by the end of the current year 2022, all staff will be trained to implement the gender perspective in their activities and projects. As stated in the analysis of the project's results<sup>18</sup>, the course has not been carried out; however, it is important to note that:

- There is a very adequate program (detailing the methodology and topics to be covered) for the course
- There is a very interesting diagnosis on the topic of gender and the GEI projects, which allows for in-depth work on the topic of gender at the GEI,
- The IEG has been working on an event on women's participation in the global economy and economic promotion.
- There is a document prepared by the SSMH that defines the Feminist Foreign Policy of the Government of Mexico.

The following information on Gender was covered in the project reports:

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<sup>18</sup> See Annex 6, a) Project Achievement Assessment and Rating Matrix, Output 4.



Annual Report	Record of activities related to gender issues
Annual Report 2021 Item 2.3 Results Framework Indicator Reporting	The strategy for the creation of the DGIEG, at first, and its current operation in the area of economic promotion, aligned with national foreign policy, has a gender perspective <sup>19</sup> as a principle; the project also contemplates a gender mainstreaming strategy that considers actions, both in the design of the DGIEG and in its operation, in three ways to ensure that the work is done with a gender perspective: development of rules, construction of networks and distribution of resources.
Annual Report 2021 Item 3. Gender	Taking as a reference the opportunities in the SRE found by the CNDH in its study on equality between Women and Men in Matters of Positions and Salaries in the APF 2017, actions have been taken, the main results of which are as follows: <ul style="list-style-type: none"> <li>• The SRE showed a pyramidal structure in which women's participation was concentrated in positions with lower decision-making levels at the base of the pyramid and their participation fell as the decision-making level increased. In the DGIEG the structure does not have a pyramidal shape, in the highest decision-making level positions (Coordination/specialists) women occupy 41% of the positions, 54% more than what was reported by the SRE in 2017 (27%).</li> <li>• With respect to salaries, the SRE again showed a pyramidal structure. In the DGIEG, the number of women with the highest salaries in the scale represents 31.2% of the total, again breaking the pyramidal trend.</li> </ul>
Report Quarter 1 of 2022 Endpoint: Planning	The project contemplates the realization of a complementary event to the gender perspective course.

Source: Own elaboration

The assessment of the project's achievements in this area is 4 (MS) Moderately satisfactory, mainly due to the fact that the committed course has not yet been developed; however, a sustainability of 3 (ML) is estimated Moderately Likely due to the commitment of the staff and management to the subject and the coherence is rated with a maximum score, i.e. 6 Highly satisfactory due to the fact that the course corresponds to the declared strategic guidelines of the United Nations and the SRE.

## 6.4 Effectiveness Measurement

Effectiveness analysis applied to the project is carried out by contrasting the potential achievement of the project delivered by its design with the assessment of the project's results. In other words, effectiveness is relative to what is possible and not only to the theoretical design made at the beginning of the project.

This analysis of effectiveness is based on the following variables and evaluations <sup>20</sup>: i) Project achievement rating (see Annex 6 table a) Project Objective achievement evaluation and rating matrix); ii) Results of the project design and potential consistency analysis (see Annex 6 table b) Project Design and Potential Evaluation SMART Evaluation of the Project Objective and its Products and table c) Consistency Matrix between the Objective and the Products that should satisfy it.

In carrying out this analysis, the following variables are crossed and analyzed: first, the project's achievements are rated, considering each committed product. For the qualification of the achievements

<sup>19</sup> The Project would have a classification according to the UN gender guidelines of a Gender Marker 2, or GEN 2 since gender is a significant part of the project's objective, key activities and overall work. The rating ranges from 0 (GEN 0) where there is no contribution to gender issues to 3 (GEN 3) in which the project is dedicated to gender issues as a central objective of its change strategy. Thus, the project reaches the maximum gender rating for a project that does not have changing gender inequalities as a central objective. See UNCT Gender Equality Marker Guidance Note: <https://unsdg.un.org/sites/default/files/2019-09/UNCT%20GEM%20UN%20INFO%20final%20draft%20June%202019.pdf>

<sup>20</sup> See Annex 6

a percentage scale of progress achievement is used from 0 to 100% and a scale of 1 to 6, where it is considered: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (I) and 1 Highly Unsatisfactory (HU).

The achievement reached in percentage is contrasted with the potential achievement obtained from the analysis of the design, which is taken as the maximum possible, and in that measure a percentage of effectiveness is obtained of what has been achieved given the potential of the project subject to its design by PRODOC.

The analysis of effectiveness should compare **the effective achievement of the project with its potential achievement, which leads us to the conclusion that in practice the project reached a level of effectiveness slightly higher than 91% because its potential given the design was 81%<sup>21</sup> and the achievement reached was 74%**. It is estimated that it could have had much better achievements if it had had a better project design, ideally in the longer term and with greater rigor in its design, being more explicit in objectives at different levels, specifying indicators and using planning and management tools that allow follow-up and monitoring such as the Logical Framework Matrix for example.

However, the achievement of 91% effectiveness is very commendable, especially if we consider that the project had to devote significant efforts to tasks entrusted by the SRE to meet the needs of COVID-19 required by the country. These tasks meant several months in which project and DGIEG personnel dedicated time to attend to this urgency, however, it has been possible to make progress by recovering part of that time with a lot of commitment and will. It was not possible to estimate the impact of the COVID-19 effort on the project, but it is easy to suppose that it could have been greater than the 9% that is missing to achieve the 100% effectiveness rating.

Analyzing on the other hand the performance for each of the Products. The estimated average achievement is 74%, with important variations in reaching the goals and satisfying the indicators, ranging from achievements of only 50% in the case of products 2 and 8, which are fundamental for the project, to the 100% achievement valued for products 1 and 9, which are no less important than the previous ones, especially the hiring and equipping of multidisciplinary teams.

As can be seen in the Table of Achievements of the project's products, the achievements by Axes do not vary much, reaching 75% for Axes 1 and 2, and 72% for Axis 3. Considering the three axes with the same importance, that is, the same weighting, this would imply that **the Objective to which the three axes contribute, would have a level of achievement of 74%, i.e., it qualifies the achievements at the level of products of this evaluation as Satisfactory.**

**Table of achievement valuation of the Project's products**

Products	Achievement Valuation
<b>Axis 1: Training of the area, configuration of the structure and training of personnel</b>	
Product 1. Multidisciplinary teams hired and equipped.	100%
Product 2. Open structure of the new GEI area generated.	50%
Product 3. GEI area staff trained in Project Management.	83%
Product 4. GEI area staff trained to implement gender perspective (part of the gender mainstreaming strategy).	67%
<b>Sub Total Axis 1</b>	<b>75%</b>

<sup>21</sup> See point 6.1 Results of the logical analysis of the project structure.

<b>Axis 2. Generation of capacities to manage and administer national and international strategic projects in accordance with the SDGs.</b>	
Product 5. Methodology to identify projects aligned to the SDGs developed.	83%
Product 6. Methodology for aligning projects to the SDGs developed and piloted.	67%
<b>Sub Total Axis 2</b>	<b>75%</b>
<b>Axis 3: Global economic planning</b>	
Product 7. Creation of an institutional development procedures and operations manual.	67%
Product 8: Financing system designed.	50%
Product 9: Follow-up mechanisms designed.	100%
<b>Sub Total Axis 3</b>	<b>72%</b>
<b>Total valorization of achievements of evaluative products</b>	<b>74%</b>

Source: Own elaboration

Summarizing, at a global level, the effectiveness reaches a level of achievement of 91% and the measurement by products gives us a level of achievement of 74%. It is considered that there is a high level of achievement and accomplishment framed in the pandemic situation that implied allocating significant efforts to other tasks required by this national emergency.

Therefore, the effectiveness of the project is evaluated with a rating of 6 Highly Satisfactory (HS), based on the comparison of the above analyses and the consideration of COVID's impact.

### 6.5 Efficiency

To measure the use of resources, we consider the financial point of view, where we can see that during the year 2021 there was a budget of US\$ 2,174,112.90 of which US\$ 2,104,494.62 was executed, that is, 96.7% of financial execution. Financial execution was not perfect due to the delay caused by COVID 19 in two consultancies and a planned training. The budget for the year 2022 is US\$ 1,940,225.60 and during the first quarter US\$ 579,444 or almost 30% of the annual budget has been executed. With this simple exercise we can see that in terms of financial execution we have had a very efficient performance.

On the other hand, the level of operational execution, i.e. the achievement of the outputs, reached 74% in a 17-month work period (January 2021 to May 2022), i.e. 71% of the project time, therefore, considering efficiency as the rationalization of the use of resources for the achievement of outputs, it is estimated that a high level of efficiency has been achieved.

**The level of efficiency of the project is evaluated with a rating of 6 Highly Satisfactory (HS),** due to its outstanding financial execution.

### 6.6 Sustainability<sup>22</sup>

For this analysis, the following variables are crossed and analyzed: a) Progress in the implementation of a sustainability strategy and b) actions for monitoring and prevention of social, political, and financial risks of the project's achievements and objectives. An analysis is made for each product, the indicators and the goal established in the PRODOC. Next, the sustainability of the project is rated. The sustainability rating

<sup>22</sup> The detailed analysis can be found in Annex 6 Synoptic Tables of the Findings, see a) Matrix of evaluation and qualification of the Project achievement (penultimate column).

uses a scale of 1 to 4, where the maximum is 4 (Likely), followed by 3 (Somewhat Likely), 2 (Somewhat Unlikely) and finally 1 (Unlikely).

The set of subtotals (per axis) and total scores are summed and averaged. A uniform weighting is used for each project Axis.

**Summary Table of Sustainability Assessment Matrix of the Products and Project Axes**

Products	Sustainability Valuation
<b>Axis 1: Training of the area, configuration of the structure and training of personnel</b>	
Product 1. Multidisciplinary teams hired and equipped.	75%
Product 2. Open structure of the new GEI area generated.	50%
Product 3. GEI area staff trained in Project Management.	75%
Product 4. GEI area staff trained to implement gender perspective (part of the gender mainstreaming strategy).	75%
<b>Sub Total Axis 1</b>	<b>69%</b>
<b>Axis 2. Generation of capacities to manage and administer national and international strategic projects in accordance with the SDGs.</b>	
Product 5. Methodology to identify projects aligned to the SDGs developed.	75%
Product 6. Methodology for aligning projects to the SDGs developed and piloted.	50%
<b>Sub Total Axis 2</b>	<b>63%</b>
<b>Axis 3: Global economic planning</b>	
Product 7. Creation of an institutional development procedures and operations manual.	75%
Product 8: Financing system designed.	50%
Product 9: Follow-up mechanisms designed.	100%
<b>Sub Total Axis 3</b>	<b>75%</b>
<b>Total valorization of achievements of Evaluative Products</b>	<b>69%</b>

*Source: Own elaboration*

In Products 2, 6 and 8 there is a weakness in their sustainability. In the case of products 2 and 8 there is no way to measure the achievement because the expected level is not clear and can lead to varying degrees of depth in the achievement, not being able to determine the expected degree of sustainability over time, moreover there are no indicators or goals with which to contract the degrees of achievement reached and the existing sustainability gap. In the case of product 6, its great weakness lies in the fact that the indicator explicitly requests the use of the methodology, and this implies testing its proper functioning and surely making corrections to it, which is difficult to do in the short remaining time of the project.

Annex 6 in the sustainability column briefly justifies the assessment made for all the project's products.

**The percentage rating of the overall sustainability of the Objective through the average evaluation of the sustainability of the axes and their products is 69%. This implies that in general the sustainability of the project is considered with a 3 moderately likely (ML), i.e., it has elements that give permanence to the fulfillment of the objectives, but its sustainability cannot yet be assured.**

## 6.7 Consistency

This criterion takes into consideration the relationship with the context (external coherence), i.e., analyzing the compatibility of the project with other interventions in the country, sector or institution and

the relationship within the project (internal coherence), determining whether in its management process the products are reflecting progress with the context in which it is located.

### External consistency

PRODOC's Theory of Change incorporates the relationship with national priorities and UNDP priorities for the achievement of the SDGs in the country. As a project to strengthen public institutions within the framework of its development strategy, the project presents a direct external coherence, and its products also propose aligning activities and projects with the SDGs and incorporating the gender perspective in all its functions, which is also aligned with UNDP priorities. The Results Framework again reinforces external coherence by making explicit in its vertical presentation that it is under outcome 4 of the UNSDCF 2020-2025 Results Framework, which in turn has its corresponding Outcome Indicator 4.b "Annual rate of change in the number of jobs (WPs) filled by: women over 30 years old and young people between 15 and 29 years old (women and men)". Finally, the Applicable Output of the UNDP Strategic Plan is noted: "2. *Strengthen effective, inclusive, and accountable governance*".

In other words, the project is in line with the UNDP initiative, national priorities and targeting women and vulnerable groups. UNDP's support to this initiative is very important since it promotes the achievement of the SDGs and the gender approach in economic promotion activities and especially in international trade, in which there are usually no considerations, analysis and much less management practices that take them into account.

**Therefore, in terms of external coherence, the project is assessed as having a highly satisfactory (HS) definition, i.e., a 6.**

### Internal Consistency<sup>23</sup>

For this analysis, the achievements are reviewed and analyzed again for each Product, its definition and the indicators and the goal established in the PRODOC relevant to the coherence with respect to the project.

**Summary Table of Coherence Assessment Matrix of the Products and Project Axes**

Products	Coherence Valuation
<b>Axis 1: Training of the area, configuration of the structure and training of personnel</b>	
Product 1. Multidisciplinary teams hired and equipped.	100%
Product 2. Open structure of the new GEI area generated.	33%
Product 3. GEI area staff trained in Project Management.	67%
Product 4. GEI area staff trained to implement gender perspective (part of the gender mainstreaming strategy).	100%
<b>Sub Total Axis 1</b>	<b>75%</b>
<b>Axis 2. Generation of capacities to manage and administer national and international strategic projects in accordance with the SDGs.</b>	
Product 5. Methodology to identify projects aligned to the SDGs developed.	67%
Product 6. Methodology for aligning projects to the SDGs developed and piloted.	83%
<b>Sub Total Axis 2</b>	<b>75%</b>

<sup>23</sup> The analysis in detail can be found in Annex 6 Synoptic Tables of the Findings, see a) Matrix of evaluation and qualification of achievement in the variable coherence (last column)

Axis 3: Global economic planning	
Product 7: Creation of an institutional development procedures and operations manual.	67%
Product 8: Financing system designed.	33%
Product 9: Follow-up mechanisms designed.	100%
<b>Sub Total Axis 3</b>	<b>67%</b>
<b>Total valorization of achievements of evaluative products</b>	<b>72%</b>

Source: Own elaboration

Regarding internal coherence, the products are evaluated with 72%, which means that they are in the range of satisfactory (S) for the achievement of the objective.

Therefore, in Coherence we have an external coherence rated as Highly Satisfactory (HS) which means a 6 and in Internal coherence we have a rating of Satisfactory (S) which means a 5. This means that the overall coherence must be rated as Satisfactory (S) since the final rating cannot be higher than one of its parts.

## 6.8 Assumptions and Risks

In the evaluation of the occurrence of the identified risks, a scale of 1 to 4 is used, where the maximum is 4 (Probably exceeded the risk), followed by 3 (Somewhat likely to exceed the identified risk), then it is 2 (Somewhat unlikely to exceed the identified risk) and finally 1 (Unlikely to exceed the identified risk).

**Table of assumptions and assessed risks**

OBJECTIVE	Assumptions and risks PRODOC	Management response and prevention measures	MTE Value
Strengthen the Undersecretariat for Multilateral Affairs and Human Rights of the Ministry of Foreign Affairs in its functions of Global Economic Impulse.	<b>Political</b>		
	<ul style="list-style-type: none"> <li>Changes in the structure of the counterpart given the health crisis, its response performance and the resources allocated to it.</li> </ul>	<ul style="list-style-type: none"> <li>Develop activity alternatives for work plan</li> </ul>	<ul style="list-style-type: none"> <li>Although it is true that there were some delays and there was indeed a problem, it was possible to manage most of the committed activities and progress has continued to be made. At least during the first quarter of this year 2022 we have been able to recover the execution</li> </ul>
	<ul style="list-style-type: none"> <li>Local governments and institutions resist the implementation of joint activities.</li> </ul>	<ul style="list-style-type: none"> <li>Persistent contacts with local economic development ministries</li> </ul>	<ul style="list-style-type: none"> <li>No problems with local governments and institutions were reported.</li> </ul>
	<ul style="list-style-type: none"> <li>The creation of the Global Economic Impulse area as a General Directorate is not formally approved.</li> </ul>	<ul style="list-style-type: none"> <li>Consider in the implementation strategy a perspective that does not contemplate the creation of a General Directorate as a fundamental objective of the project</li> </ul>	<ul style="list-style-type: none"> <li>This risk did not happen.</li> </ul>
	<b>Operational</b>		
	<ul style="list-style-type: none"> <li>Contingency delays implementation of substantive project activities.</li> </ul>	<ul style="list-style-type: none"> <li>Constant adaptation of the work plan according to the development of the pandemic. Constant</li> </ul>	<ul style="list-style-type: none"> <li>During the year 2021 there were actual problems that could be overcome based on the commitment and effort of the DGIEG team and staff. The</li> </ul>

		communication with the counterpart.	year 2022 is already working almost normally, at least without having to take care of the urgency of acquiring implements to face COVID 19.
	<b>Strategic</b>		
	<ul style="list-style-type: none"> <li>The counterpart receives negative media attention linked to its work in responding to the health emergency or implementing the project.</li> </ul>	<ul style="list-style-type: none"> <li>A Timely and transparent accompaniment in the execution of activities</li> </ul>	<ul style="list-style-type: none"> <li>It did not happen, and the issue would have been overcome</li> </ul>

Source: Own elaboration

It is assessed that the political risk, operational risk and strategic risk have been adequately managed, overcome and would not affect the works significantly in the future; therefore, the overall risk is rated 4 (probably exceeded).

## 6.9 Monitoring and Evaluation

PRODOC describes the components of the Monitoring and Evaluation (M&E) plan which are summarized as:

- **Track progress in achieving results:** Collect and analyze data on progress against the results indicators in the Results and Resources Framework to assess the progress of the project in relation to the achievement of the agreed products. It is noted that information should be collected on a semi-annual basis.
- **Monitoring and Risk Management:** Identify specific risks that may compromise the achievement of expected results. Identify and monitor risk management measures through a risk register. This includes monitoring measures and plans that may have been required under the UNDP Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy for managing financial risk. It is noted that information is to be collected on a semi-annual basis.
- **Learning:** Knowledge, good practices and lessons learned from other projects and implementing partners will be captured through the construction of a logbook on a regular basis and integrated into this project. At least once a year.
- **Annual Project Quality Assurance:** The quality of the project will be assessed against UNDP quality standards to identify strengths and weaknesses and inform management to support decision making to facilitate relevant improvements. Annual Review.
- **Review and make course corrections:** Internal review of data and evidence from all monitoring actions to ensure informed decision making. At least once a year.
- **Project Report:** An annual project report that includes progress and results data, an updated quality rating and risk register, and a report at the end of the project should be submitted to the Board of Directors.
- **Project Review (Board of Directors):** The Project Board should hold at least one meeting per year and periodically review performance and revise the Multi-Year Work Plan. an assessment of its performance. In the final year it should collect lessons learned and analyze opportunities for scaling up and socializing project results.

In its annexes, PRODOC provides a Project Quality Report in its design and appraisal stage, which shows graphically and directly how the project meets the evaluation criteria of the United Nations evaluation



manuals, with an outline of questions and answer options to evaluate the design. Specifically, it contains a Management section (items 11, 12 and 13) that assesses the project's Results Framework, governance and risk mitigation plans. The Results Framework is rated a 2, i.e. *"The selection of project products and activities is at an appropriate level. The products are accompanied by specific, measurable, achievable, realistic and time-bound (SMART) results-oriented indicators, but baselines, targets and data sources may not be fully specified. Little use of indicators focused on target groups, disaggregated by sex, as appropriate (all should be true)."* Provided as evidence *"The project has a robust results framework, the products consider SMART indicators for evaluation and are results oriented. For more clarity see section V Results Framework."* It is considered in this evaluation that this analysis should have been explicit that not all products had indicators and targets and that the SMART analysis could be improved. Regarding the other two points (Governance and risk management and mitigation plans), the assessment agrees with the evaluation.

PRODOC also includes in its annex 2, a social and environmental diagnostic report, part B of which refers to the identification and management of social and environmental risks. The analysis identifies a risk *"Risk 1: the project could reproduce situations of discrimination against women based on their gender, especially in access to opportunities and benefits, if the staff of the new Global Economic Impulse area does not act in accordance with the training provided and established guidelines"*. This is rated as low impact (2 out of a ranking of 1 to 5, the maximum) with minimal likelihood (1 out of a ranking of 1 to 5, the maximum) and low significance (low, moderate, and high categories). It is noted as a comment *that "The risk can be mitigated in time by applying continuous evaluation methods in training and by observing the link with the personnel's environment"*. This evaluation considers that the classifications made are indeed correct, the project has a strong orientation and a staff committed to the gender issue, however, indicators and targets could have been included in the Results Framework to precisely measure the contribution to the gender issue and how committed the institution is to incorporating methodologies and concrete practices in favor of gender equity and women's empowerment.

PRODOC contemplates two evaluations within the Evaluation Plan: Mid-term evaluation at the end of the first year and a final evaluation at the end of the second year at the close of the project.

The project has complied with the submission of quarterly reports (four in 2021 and one to date in 2022) and has submitted the annual report for 2021. In these documents it is possible to follow up on the overall project commitments, but there is no detailed description of what has happened with each output according to the results framework. Quality assurance systems are also applicable to reporting for decision making (in this case to the Project Board). It is not recommended that annual reports be of the type: the indicator was or was not met and do not analyze the characteristics of the partially or fully achieved output. Annual reports are very weak in their information. Although it is required: Information on goal programmed and goal achieved; activities planned and carried out, budget allocated and executed. It is important that those in charge of the reports explain better and reflect on what they are doing, otherwise the quality of the information is very low and only allows decisions to be made in the short term. There is no information on cross-cutting issues or special and sensitive issues of each project.

The quality assurance system has the Annual Operating Plans (AOP) for the years 2021 and 2022, the quarterly and annual reports and, additionally, a General Statement of Expenditures is issued by the project team. In other words, there is a planning and management control that allows the DGIEG and UNDP (and therefore the Project Board) to monitor the operational and strategic progress of the project, comparing planning versus operation, allowing adjustments to be made as deemed necessary, also considering quality aspects and social and environmental safeguards.



The overall quality of the M&E is rated 4, Moderately Satisfactory (MS), which is derived from a good M&E input design rated 5, i.e., Satisfactory, and from an M&E Plan Execution rated 4 Moderately Satisfactory (MS), as more emphasis should be placed on providing quality information for decision making.

#### 6.10 Execution of the implementation

Roles and responsibilities are very clear and specific in the PRODOC and its annexes. Execution, as shown in the results, is progressing satisfactorily with the urgent need to complete Products 2, 7 and 8 during the remaining time of the Project. The open structure (Product 2) and the funding system (Product 8) have only reached the design stage, so it is expected that they can be achieved during the remaining time of the project. The open structure (Product 2) has been working with some complications because the consulting firm that was hired has not adequately delivered what was required. The evaluation of all the parties interviewed indicates that the quality of the products delivered by the consultant has been very poor. However, it is considered that experience has been gained and that progress has been made in spite of everything and the product can be obtained within the project timeframe. It is important to point out that the failures in the delivery of this product have meant a serious setback to the activities not only of the project, but also of the DGIEG, since they involved a great deal of time to correct documents delivered by the consultant. There is an internal diagnosis by some interviewees, that there were failures in the selection of the consultant that would have saved all these problems.

In the case of product 7 (Procedures and Operations Manual), there are internal procedures that will serve as the basis for the implementation of this product and a concrete practical experience; however, it was expected to have the Manual by 2021 (and the goal was that 100% of the operations to be implemented would be using the procedures in the manual by 2021), which to date has not yet been achieved. It is possible to achieve this output by 2022 but, although it is based on DGIEG's internal practice and procedures.

The management of the project team has developed adequately, complying with the requirements of the PRODOC and following the guidelines of the DGIEG and the support of UNDP. There has been a strong capacity to manage contracts and procurement, which is the main operational mandate of the project team, and this has been done satisfactorily even though there was no procurement plan, and that support was also provided for COVID 19 work.

Regarding project procedures and their relationship with UNDP procedures, in January 2022, the UN international administration changed the guidelines and information processing to a centralized unit in Malaysia. The latter has caused delays in response times and obviously time problems in adjusting to the new regulations. Regarding the working relationship and support with UNDP Mexico, it is reported that there has always been great support and response to the needs, but it would have been important that they had initially provided an induction outline of their procedures so as not to waste time in trial and error.

Regarding the strategic management of the project, it has been up to the Project Board, but especially to the DGIEG, to deliver the strategic guidelines to the project team. This work has been carried out in a very close manner, clearly defining needs, and guiding the actions to be taken. The partner in the implementation is the SSMH, who through the DGIEG, as the main stakeholder and beneficiary, has an important role in the management of the project, which has been carried out with great dedication. From the interviews it emerged that it was important to have a higher level of communication with UNDP and

to work together to face the problems, however, this space should be given at this strategic level precisely at the Project Board. In a project of only 2 years and with the obligation of only holding an Annual Project Meeting, these spaces are not available.

The Management of the Implementing Agency (UNDP) is therefore evaluated with a 5 (S) Satisfactory. In the Management of the Implementing Partner, it is evaluated with a 6 (AS) Highly Satisfactory and finally in the overall Quality of implementation and execution it is evaluated collectively with a 5 (S) Satisfactory.

## 7. Conclusions

The project called "Global Economic Impulse" has been running since January 2020 to date, with a scheduled end date of December 2022, in a working partnership between the General Directorate of Global Economic Impulse (DGIEG) belonging to the Ministry of Foreign Affairs (SRE) and the United Nations Development Programme (UNDP) in Mexico.

The project aims to "Strengthen the Undersecretariat for Multilateral Affairs and Human Rights of the Ministry of Foreign Affairs in its functions of Global Economic Impulse", for which SER committed throughout the project to contribute 100% of the budget and UNDP Mexico contributes by providing various support services for the acquisition and management of business contracts, consultants and purchases of goods or services.

The project was designed for two years to support the management of bidding and procurement management for the creation and strengthening of what is currently the DGIEG. At the beginning the project had several requests of national interest to address the crisis caused by the COVID 19 Pandemic, however, with a lot of will and effort it has performed well, largely fulfilling its commitments, with some delays typical of administrative tasks and with some minor bureaucratic problems.

To really fulfill the great objective of strengthening the functions of Global Economic Impulse, the project requires not only the hiring and training of personnel and the design of its operating architecture, but also to be able to test the designs of that structure (Procedure Manual, open structure, funding system and the instrument for aligning projects to the SDGs) in operation and improved by practice. This testing, improvement and political and practical validation require time that the project does not currently have. It is impossible to do the above in six months. However, the whole process can be done in a two-year time frame that will allow to finally have a robust DGIEG with proven successes. The real test of the functioning of these mechanisms is through the substantive production of activities and projects for the benefit of exporting companies and investments made in Mexico because of the support and facilitation of GEI actions.

The design evaluation shows that there are minor deficiencies in PRODOC in terms of indicators and consistency between the Objective and the Products that should satisfy it, estimating that this design allows for a maximum achievement potential of 81%. Despite the above, the project's achievements to date are valued at 74%. These figures show that the project, despite some problems of delays in its execution due to the COVID 19 pandemic, has managed to reach 91% of its potential, that is, it has had a high level of effectiveness and therefore is rated with the maximum grade of 6 (AS) Highly Satisfactory. However, it is necessary to improve the theory of change in its logical sequence showing from the causes to the expected effects of the project to better serve the improvement of the Results Framework<sup>24</sup>.

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<sup>24</sup> See analysis and suggestions in point 6.2 Theory of Change

Consequently, it would also be important to consider improving the project's Results Framework in its current definition of indicators and incorporating the logic of intermediate objectives, grouping the outputs to be achieved by work areas and defining indicators and targets for all of them.

Efficiency is estimated at 79%, i.e., it was sufficiently efficient, highlighting that its financial execution has been recovering and reaching planned levels.

The project has been fulfilling its commitments satisfactorily, especially in contract management, despite some inconveniences due to the change of the international UNDP administrative operator, and there are still weaknesses in the following products:

- In Product 2, open structure of the new GEI area that has been generated but has not been able to materialize.
- In Product 8, the funding system designed needs to be given high priority to determine alternatives and carry out the pertinent management and policy validations, to start a white march to be able to have the experience that will allow projecting the effective possibilities of financial resources through this channel.
- In Product 7, it is necessary to specify the Manual of Procedures to be able to advance definitively in this issue and finalize the product this year having achieved the quality requirements to formalize it.
- In Product 4, it is also necessary to ensure that the implementation course with a gender perspective, which is part of the important commitments of the project, will be carried out. Once this training is completed, progress could be made in the incorporation of gender indicators to show how the DGIEG and the project have incorporated the gender perspective in the substantive actions.

The project's scorecard shows us generally good grades for what means a mid-term evaluation, in which it is still halfway to concrete products and show results and successes.

It is important to highlight that the institutions associated in the implementation of this project are very clear about their expertise and that there is mutual respect at all levels among officials, which is important to continue taking advantage of, strengthening, and communicating more about this virtuous articulation for the economic development of the country.

## 8. Recommendations.

### a) Recommendations to improve Effectiveness

**Recommendation 1:** Extend the duration of the project until December 2024 so that the white march can be implemented and the results of the DGIEG structure can be tested in order to obtain substantive achievements in GEI projects and actions.

**Recommendation 2:** Conduct a workshop that will allow for:

- Review the theory of change in its logical sequence from the causes to the expected effects of the project in such a way that it is consistent with the Results Framework.
- Improve the project's Results Framework in its current definition of indicators and incorporating the logic of intermediate objectives, grouping by work areas the products to be achieved later. It is also recommended, if the extension of the project is approved, to incorporate as products or goals of the products the realization of white march tests of the main products that were

previously defined only up to the design stage (Funding System and open structure). It would also be advisable to develop indicators and targets for substantive outputs 6 and 8 in such a way as to be able to link strengthening action with its systems to concretely measured achievements and successes.

**Responsibility: Project Board**

**Logistical support: Project Coordination**

**b) Recommendations to improve efficiency:**

**Recommendation 1:** Follow up on the degree of personnel turnover and analyze its possible causes to have a measure of how much is "natural turnover" and how much is due to emergencies, expansion or closure of operations, etc., in order to have data for future decision making.

**Recommendation 2:** It is also recommended to track expenditures associated with infrastructure and/or personnel equipment needs, to have data for future investment decisions. This systematization of data is very important to accompany an open structure that is expected to be implemented in the future.

**Recommendation 3:** For all these products, it is necessary to design at least a roadmap for their implementation, testing, institutional validation, and functional validation to be able to contrast it with the contribution to the substantive products of GEI.

**Recommendation 4:** If the results framework is expanded and changed, it is necessary to redefine indicators and targets for these products that are consistent with this new vision.

**Recommendation 5:** Make a closure plan to ensure that the products that are committed to at the design level are achieved during this year, regardless of whether the project deadline extension is approved, since what is needed is time to test them in practice.

**Recommendation 6:** In the event that it is decided to group intermediate objectives such as, for example, the Strengthening of DGIEG staff education and training, it is advisable to set goals that involve organizational development and maturity that imply further progress in their institutionalization, such as having an annual training and education plan as an indicator, which implies a diagnosis, goals and indicators in themselves, so that at the project level the degree of annual compliance with this plan can be implemented and subsequently verified.

**Recommendation 7:** It is very important to ensure that training in implementation with a gender perspective is carried out during the year 2022, so that gender indicators can be incorporated into the measurements of substantive actions.

**Responsibility: Project Coordination presents background information to the Project Board.**

**c) Recommendations to improve sustainability**

**Recommendation 1:** Develop a plan (operational and financial) to test the viability of products 2 and 8 that includes sufficient time to make improvements and to test whether the designs can effectively support the substantive actions of the project. These products are fundamental pillars of the DGIEG

structure, so having such a plan will support the potential design of the extension of the project until December 2024.

**Recommendation 2:** It is recommended to restructure the design of the project reports, so that they provide more and better information on the actions taken or not taken according to the Results Framework structure, to ensure that the DGIEG, UNDP and the Project Board can have clear and sufficient information to make decisions or suggest improvements to the achievements and sustainability of the project.

**Responsibility: Project Coordination presents background information to the Project Board.**

## 9. Good Practices and Lessons Learned.

### A. Best practices and strategic lessons learned gathered from the interviews

**Good Practice 1:** Directly link GEI actions supported by a methodology to ensure that investments promoted by the DGIEG take advantage of the potential for future development in Mexico's territories and do not attract capital that serves only the interests of other countries or very short-term investments (swallow capital).

**Description:** The use of the Industrial Territorial Prospective Atlas methodology created jointly by UN-Habitat, UNIDO and the Ministry of Foreign Affairs present an inclusive and sustainable development perspective, allowing to guide the attraction of investments to global value chains linked to territorially determined effective potentials that are directly related to regional development strategies and global sustainable development agencies. Therefore, the development brought to Mexico should "leave no one behind".

**Good Practice 2:** Seek opportunities and promote the attraction of investments where there is already a market and experience of Mexican entrepreneurs and where there are many more opportunities to internationalize Mexico's products and capabilities.

**Description:** Enhance the work with the California Council to bring Mexican investments there and improve the business climate for Mexican companies through a public-private cooperation alliance that guides entrepreneurs and the work of the IEG in an action for the development of Mexican capital.

### B. Good practices and operational lessons learned presented in project reports: 2021 annual report and 2022 first quarter report:

**Good Practice 1:** The implementation of intermediate review mechanisms and technological tools to support the processes have improved the final quality of the products, avoiding the need to repeat the entire process, and ensuring the quality of the products.

**Description:**

- Dual review processes in the development of Terms of Reference for both recruitment and procurement,
- Review of the correct publication of the Terms of Reference,

- Implementation of technological tools to certify electronic signatures, to strengthen procurement and personnel hiring processes.

**Good Practice 2:** Maintain assertive and effective communication among all parties involved in the project.

**Description:**

- The usefulness of the personnel evaluations has been achieved through constant communication between the project and the DGIEG.
- Strengthening the coordination of actions with the operational areas of UNDP Mexico has improved the administrative operation of the project.

**Good Practice 3:** Good planning and use of management tools has improved project decision making.

**Description:**

- Conducting a detailed budget analysis has served as input for procurement and recruitment decisions.
- A good risk analysis and the creation of mitigation strategies made it possible to move forward with project implementation and take measures to reduce the impact of delays in the implementation of activities, despite the complications caused by the sanitary contingency.
- Adjustments to the focus of the substantive products are planned and addressed.

## Annexes

### Annex 1 Evaluation Terms of Reference

Programa de las Naciones Unidas para el Desarrollo



#### INDIVIDUAL CONSULTANT PROCUREMENT NOTICE PCI-002-2022

FECHA: 17 de enero de 2022

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**País: México**

**Descripción de la consultoría:** "Servicios de consultoría para la evaluación de medio término del Proyecto "Impulso Económico Global""

**Nombre del proyecto:** 00122955 Impulso Económico Global

**Duración de la consultoría/servicio (si aplica):** 3 meses

La propuesta deberá ser enviada a vía correo electrónico [licitaciones@undp.org](mailto:licitaciones@undp.org) antes de las 23:59 horas del día 31 de enero de 2022

Cualquier duda respecto de la presente convocatoria deberá ser enviada al correo electrónico anteriormente mencionados a más tardar el 24 de enero de 2022. Las respuestas o modificaciones se publicarán en la página Web del PNUD a más tardar el 26 de enero de 2022, incluida una explicación, sin identificar la fuente de la solicitud, a todos los consultores

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## 1 - ANTECEDENTES

### 1. ANTECEDENTES Y CONTEXTO

Por acuerdo presidencial, el 3 de mayo de 2019 se publicaron en el Diario Oficial de la Federación las nuevas actividades de promoción del comercio exterior y de atracción de inversión extranjera directa que deberá llevar a cabo la Secretaría de Relaciones Exteriores (SRE) a partir de la extinción de ProMéxico. Derivado de dichas funciones, se desarrolla la estrategia de Impulso Económico Global que tiene como objetivo: unificar los mensajes y proveer una plataforma coordinada y efectiva de operaciones, tanto en el interior como en el exterior, utilizando la Diplomacia Económica como la columna vertebral de la promoción económica de México en el exterior.

Este proyecto busca apoyar a la Secretaría de Relaciones Exteriores con el cumplimiento de sus nuevas funciones de Impulso Económico Global, reforzando las capacidades de la Subsecretaría para Asuntos Multilaterales y Derechos Humanos (SSMH), creando la Dirección General de Impulso

## Programa de las Naciones Unidas para el Desarrollo



## Económico Global (DGIEG).

El proyecto está precedido de un esfuerzo de colaboración en la modalidad de Engagement Facility (EF) entre el PNUD México y la SRE a través de la SSMH. De este antecedente se obtienen conocimientos sustantivos sobre la relación y aportaciones que tendrá el proyecto a los Objetivos de Desarrollo Sostenible (ODS), específicamente a los siguientes: ODS 5 lograr la igualdad de género y empoderar a todas las mujeres y las niñas; ODS 8 promover el crecimiento económico sostenido, inclusivo y sostenible, el empleo pleno y productivo y el trabajo decente para todos; ODS 9 construir infraestructuras resilientes, promover la industrialización inclusiva y sostenible y fomentar la innovación; ODS 17 alianzas para lograr los objetivos.

Además, dada la naturaleza del proyecto y la estrategia de implementación que se ha diseñado teniendo en cuenta la teoría del cambio prevista en el Marco de Cooperación de las Naciones Unidas para el Desarrollo Sostenible de los Estados Unidos Mexicanos 2020-2025 (UNSDCF) (Anexo 3); este proyecto tendrá efecto en el área de trabajo 2 “Prosperidad e Innovación”, específicamente el Efecto Directo 4 “Al 2025, el Estado mexicano cuenta con una estrategia de desarrollo productivo que promueve la asociatividad, la innovación, la productividad y la competitividad, así como el incremento de contenido nacional en los encadenamientos productivos con mejor gobernanza para la igualdad, basada en el marco de los derechos humanos y con perspectiva de género”, teniendo en cuenta en el diseño de la implementación la línea estratégica 4.3 “Fortalecimiento de capacidades institucionales, promoción de alianzas inclusivas y Cooperación Sur-Sur para aumentar la innovación, la competitividad y la productividad en asociaciones productivas y MIPYMES industriales y agroindustriales, con enfoque de género, en cadenas de valor prioritarias a nivel nacional y global, con énfasis en el incremento del contenido nacional”. Los aportes al cumplimiento del indicador 4.b Tasa de variación anual en el número de puestos de trabajo (PT) ocupados por: mujeres mayores de 30 años y jóvenes entre 15 a 29 años (mujeres y hombres).

Teniendo en cuenta el Plan Estratégico del PNUD 2018-2021, el proyecto responde al área de trabajo: “Acelerar las transformaciones estructurales para el desarrollo sostenible” e implementará una estrategia que tenga en cuenta la solución emblemática 2: fortalecer la gobernanza eficaz, inclusiva y responsable, mediante el fortalecimiento de las capacidades del Estado mexicano en el escenario internacional.

Con respecto al Documento del Programa para México (CPD) 2021-2025 (Anexo 4), el proyecto proveerá asesoría técnica para fortalecer la capacidad institucional para integrar la Agenda 2030 en los planes, presupuestos y políticas de desarrollo que combaten las desigualdades y la pobreza multidimensional.

La teoría del cambio del proyecto estipula que mediante 10 actividades que entregarán 9 productos divididos en 3 ejes se consiga el Efecto Directo 4 previsto en el Marco de Cooperación. Las actividades

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estarán encaminadas, en un primer momento, a la formación del área de Impulso Económico Global dentro de la SSMH, la configuración de su estructura y la capacitación del personal. En un segundo momento, ya con la estructura definida y equipada, se generarán capacidades para manejar y administrar proyectos estratégicos nacionales e internacionales en concordancia con los Objetivos de Desarrollo Sostenible; mientras se diseñan mecanismos de fondeo y seguimiento para cumplir con la implementación de la estrategia de Impulso Económico Global. Por último, se considera una estrategia de comunicación para visibilizar las acciones implementadas y resultados alcanzados.

El Documento de Proyecto (PRODOC), que contiene la descripción del Proyecto, desafíos de desarrollo, estrategia, productos, teoría de cambio, marco de resultados, plan de trabajo, resultados esperados y alianzas, se puede consultar en el Anexo 1.

La contingencia sanitaria es un aspecto relevante para tomar en cuenta para la evaluación del proyecto. Como respuesta al escenario generado por la pandemia de COVID-19, la Subsecretaría para Asuntos Multilaterales y Derechos Humanos, promover en la Implementación del proyecto, adquirió responsabilidades críticas para responder a sus efectos. Ambas circunstancias obligaron al proyecto a hacer ajustes en la implementación, especialmente en los tiempos planeados.

## 2. PROPÓSITO DE LA EVALUACIÓN

La presente consultoría tiene como finalidad realizar la evaluación de medio término del Proyecto requerida en el PRODOC; misma que debe ser independiente, como lo establecen los Lineamientos de PNUD para las evaluaciones. Por ello, se contratará a una persona consultora externa para asegurar la independencia de la evaluación. El PNUD acompañará el proceso para salvaguardar la independencia de la evaluación y la aplicación efectiva de la normativa del PNUD y de los estándares de calidad esperados en una evaluación, conforme a lo señalado en las guías y lineamientos emitidos por la Oficina Independiente de Evaluación del PNUD, incluidas aquellas provisiones para la realización de evaluación durante la pandemia por COVID19 (Anexo 2). La Unidad Coordinadora del Proyecto apoyará con la logística de la evaluación y pondrá a disposición de la persona evaluadora toda la información documental necesaria.

El propósito de la evaluación de medio término es obtener un análisis para valorar los avances conseguidos hasta el momento y analizar la viabilidad de alcanzar los resultados esperados al final del Proyecto así como detectar oportunidades de mejora y contar con recomendaciones para realizar ajustes que resulten necesarios. Los principales beneficiarios de esta evaluación serán la Unidad Coordinadora de Proyecto, la Unidad de Programas y la Subsecretaría para Asuntos Multilaterales y Derechos Humanos pues servirá para reforzar las capacidades que se instalan en ella.

Se espera que la persona consultora efectúe recomendaciones que coadyuven a mejorar la implementación del Proyecto, su eficiencia y eficacia respecto a los resultados esperados, y el

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cumplimiento de sus objetivos. Los productos de esta evaluación permitirán mejorar el diseño de futuros proyectos en la misma área.

### 3. ALCANCE Y OBJETIVOS DE LA EVALUACIÓN

La evaluación deberá cubrir componentes y actividades clave que se desarrollan en el seno del proyecto, establecidas en el PRODOC (Anexo 1). El enfoque de la evaluación de medio término abarcará elementos del diseño del proyecto y grado de avance de resultados del Proyecto y su manejo adaptativo, en términos de los principios de calidad de programación de PNUD: eficacia, eficiencia, coherencia y sostenibilidad de cada uno de los productos previstos en el diseño del proyecto.

La evaluación valorará el avance en los resultados hasta la fecha (directos e indirectos, intencionados o no) de su implementación, así como la probabilidad de que el proyecto alcance sus objetivos finales sobre la base del diseño actual, la estructura de recursos humanos, la estrategia implementada, etc. Se espera que la evaluación siga un enfoque prospectivo y brinde recomendaciones útiles y viables para aumentar la probabilidad de éxito para el final del proyecto. En consonancia con la práctica estándar de evaluación, el alcance del ejercicio va más allá de evaluar si el PNUD está "haciendo lo correcto" en la ejecución y gestión del proyecto, por lo que se espera una valoración más amplia de que si la estrategia, basada en la evidencia disponible, tal como se implementó y en comparación con enfoques similares implementados por otros; es el "enfoque correcto" para lograr los resultados de mayor nivel acordados al inicio del proyecto.

La evaluación deberá cumplir, como mínimo, con los siguientes objetivos:

- Analizar y evaluar el diseño del Proyecto y sus avances.
- Analizar el nivel de avance en la consecución de los resultados esperados del Proyecto y su manejo adaptativo ante la circunstancia de pandemia y ante cambios en contrapartes por causas exógenas al Proyecto.
- Analizar la eficiencia en el ejercicio de los recursos.
- Analizar en qué medida el Proyecto incorpora de manera transversal la perspectiva de igualdad de género, de manera enunciativa más no limitativa, en el diseño del proyecto, marco de resultados, implementación de las actividades, así como en los procesos de gestión del proyecto.
- Documentar, retroalimentar las lecciones aprendidas.
- Proporcionar recomendaciones y elementos para la toma de decisiones y la realización de enmiendas y mejoras necesarias.

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#### 4. CRITERIOS DE EVALUACIÓN Y PREGUNTAS CLAVE

Cada criterio de evaluación utilizado deberá implementar un sistema de valoración con rangos asignados como se detalla a continuación:

Criterio de evaluación y rangos asignados:

**Eficacia:** es una medición del grado en el proyecto ha logrado los resultados esperados (productos y efectos) y el grado en el que se ha avanzado para alcanzar esos productos y efectos.

- **Altamente satisfactoria (AS):** El Proyecto no tuvo deficiencias en el logro de sus objetivos/resultados
- **Satisfactoria (S):** Sólo hubo deficiencias menores
- **Moderadamente Satisfactoria (MS):** Hubo deficiencias moderadas
- **Moderadamente Insatisfactoria (MI)** el Proyecto tuvo deficiencias significativas
- **Insatisfactoria (I):** El Proyecto tuvo deficiencias importantes en el logro de sus objetivos
- **Altamente Insatisfactoria (AI):** El Proyecto tuvo deficiencias severas

**Eficiencia:** mide si los insumos o recursos (como los fondos, la experiencia y el tiempo) han sido convertidos en resultados de forma apropiada y económica para lograr los resultados planteados.

- **Altamente satisfactoria (AS):** El Proyecto ha sido muy eficiente en cuanto a la administración de recursos, financieros y humanos, y existe una sana relación costo/beneficio, y se han ejecutado los recursos en debida forma y tiempo.
- **Satisfactoria (S):** Hubo deficiencias menores.
- **Moderadamente Satisfactoria (MS):** Hubo deficiencias moderadas
- **Moderadamente Insatisfactoria (MI)** el Proyecto tuvo deficiencias significativas
- **Insatisfactoria (I):** El Proyecto tuvo deficiencias importantes en la administración de los recursos, financieros y humanos.
- **Altamente Insatisfactoria (AI):** El Proyecto tuvo deficiencias severas

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**Sostenibilidad:** mide el grado en el que los beneficios de las iniciativas permanecen una vez que ha terminado la intervención del PNUD. Implica valorar en qué medida se dan las condiciones sociales, económicas, políticas, institucionales y otras relevantes, y, con base en esa evaluación hacer proyecciones sobre la capacidad nacional para mantener, manejar y asegurar los resultados de desarrollo en el futuro.

- Probable (P): Riesgos insignificantes para la sostenibilidad
- Moderadamente probable (MP): riesgos moderados
- Moderadamente improbable (MI): riesgos significativos
- Improbable (I): riesgos graves

**Coherencia:** Se refiere a la compatibilidad de la intervención con otras intervenciones en un país, sector o institución. La medida en que otras intervenciones (en particular las políticas) apoyan o debilitan la intervención y viceversa. Incluye coherencia interna y coherencia externa: la coherencia interna aborda las sinergias e interrelaciones entre la intervención y otras intervenciones realizadas por la misma institución o gobierno, así como la coherencia de la intervención con las normas y estándares internacionales relevantes a los que se adhiere esa institución o gobierno. La coherencia externa considera la sinergia del proyecto con las intervenciones de otros actores en el mismo contexto. Esto incluye complementariedad, armonización y coordinación con otros, y la medida en que el proyecto está agregando valor al tiempo que evita la duplicación de esfuerzos.

- Altamente satisfactoria (AS): el Proyecto muestra coherencia total tanto interna como externa
- Satisfactoria (S): el Proyecto muestra coherencia total en uno de los elementos y parcial en el otro.
- Moderadamente Satisfactoria (MS): El Proyecto muestra coherencia parcial tanto interna como externamente.
- Moderadamente Insatisfactoria (MI) El Proyecto muestra coherencia total solamente en uno de los dos elementos
- Insatisfactoria (I): El Proyecto no muestra coherencia parcial solamente en uno de los dos elementos.
- Altamente Insatisfactoria (AI): El Proyecto no muestra coherencia ni total ni parcial en ninguno de los dos sentidos.

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El impacto como criterio no se utilizará en esta evaluación. Los resultados del impacto, o cambios en las vidas de las personas y las condiciones de desarrollo a nivel mundial, regional y nacional- se consideran fuera del alcance de esta evaluación.

Es importante que la persona consultora se familiarice con el contexto de los objetivos del Proyecto y actores que lo integran y que tenga conocimiento de la Agenda 2030 y los Objetivos del Desarrollo Sostenible (ODS), en particular el ODS 17.

De manera enunciativa, más no limitativa, las preguntas que deberán responderse para evaluar el proyecto son:

**Criterio: Eficiencia**

¿En qué medida los componentes del Proyecto, así como sus otras características (actividades realizadas, elección de socios para la implementación, estructura de la unidad coordinadora, mecanismos de implementación, alcance, presupuesto, procesos administrativos, uso de recursos) permiten el alcance de los objetivos?

¿En qué medida se cuidaron los elementos de contratación que permitieran acceder a costos competitivos para los componentes del Proyecto?

¿Qué retos/oportunidades ha implicado la pandemia de la COVID-19 a la ejecución del Proyecto?

¿Han sido eficientes y adecuados los procesos de gobernanza del Proyecto o requieren ajustes?

¿Han sido utilizados como herramientas de gestión durante la implementación del Proyecto el marco lógico, los planes de trabajo o cualquier cambio realizado a estos? ¿Qué tan eficiente ha sido el manejo adaptativo del Proyecto para enfrentar los retos de este?

**Criterio: Eficacia**

¿Hasta qué punto se han alcanzado o logrado avances en los resultados esperados del Proyecto y sus componentes? ¿Bajo el actual ritmo de avance cual es la factibilidad de alcanzar los resultados esperados en la fecha de cierre esperada para el Proyecto?

¿Hasta qué punto se han logrado avance en la implementación de la estrategia de transversalización de género considerada en la Estrategia de Implementación del Documento de Proyecto?

**Criterio: Sostenibilidad**

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¿De qué manera las lecciones derivadas del manejo adaptativo fueron compartidas e internalizadas por los socios implementadores?

¿Qué acciones se requieren para garantizar la continuidad a las actividades durante el resto de la vida del Proyecto y más allá de su finalización?

¿Hasta qué punto los sistemas de monitoreo proporcionaron a la administración una corriente de datos que le permitió aprender y ajustar la implementación en consecuencia?

¿Hasta qué punto se ha desarrollado o implementado una estrategia de sostenibilidad, incluyendo el desarrollo de la capacidad de las principales partes interesadas nacionales?

¿En qué medida hay riesgos financieros, institucionales, socioeconómicos o políticos para sostener los resultados del Proyecto a largo plazo?

¿Qué prácticas de sistematización de experiencias se están llevando a cabo y cuáles podrían implementarse?

¿Existen estrategias y experiencias desarrolladas por el Proyecto que tengan potencial de replicación?

**Criterio: Coherencia**

¿En qué medida se ha logrado el objetivo general del Proyecto de contribuir al fortalecimiento de la estrategia del Estado mexicano para el desarrollo productivo, competitividad y el contenido nacional en los encadenamientos productivos con mejor gobernanza para la igualdad, basada en el marco de los derechos humanos y con perspectiva de género?

¿Cómo promovió el Proyecto los enfoques transversales de igualdad de género, derechos humanos y el desarrollo humano en la entrega de productos?

¿Existen otras iniciativas en el SNU que persigan los mismos objetivos o que complementen los resultados de este proyecto?

La persona evaluadora debe incluir preguntas adicionales que, bajo su criterio, apoyen a obtener más información para lograr una evaluación robusta y precisa del Proyecto, adecuadas de acuerdo con la metodología que propondrá para la evaluación.

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## 5. METODOLOGÍA

La evaluación será llevada a cabo por una persona evaluadora independiente y contará principalmente con insumos del PNUD y de sus socios implementadores; utilizando la matriz de evaluación para clarificar la planeación y metodología a utilizar (Anexo 7). Las evidencias obtenidas y utilizadas para evaluar los resultados generadas con el apoyo del PNUD deben ser trianguladas a partir de una variedad de fuentes, incluyendo datos verificables sobre el logro de los indicadores, informes existentes, evaluaciones previas o de proyectos similares, documentos técnicos, entrevistas a las partes interesadas, y encuestas.

La evaluación también debería adoptar una metodología que pueda dar una respuesta fiable y válida a las preguntas y el alcance de la evaluación. En consulta con el personal de PNUD, la persona evaluadora deberá elaborar los métodos más apropiados, objetivos y factibles para abordar los objetivos y el propósito de la evaluación. Se espera que la evaluación tenga en cuenta tanto los enfoques cualitativos como los cuantitativos y, por lo tanto, abarcará una serie de métodos, entre ellos:

- Revisión de los documentos pertinentes, incluyendo el PRODOC, los informes trimestrales, Plan de M&E, estudios relacionados con el contexto y la situación del país y cualquier otro documento relevante.

- Discusiones con el personal del Proyecto.

- Entrevistas y discusiones de grupos focales con socios implementadores, potenciales beneficiarios de las actividades, actores clave e interesados:

- 1) Personas servidoras públicas de la Subsecretaría para Asuntos Multilaterales y Derechos Humanos.

- 2) Oficial de unidad o representante de PNUD, Representante de la SSMH, coordinador del proyecto.

- 3) Personas servidoras públicas de la Secretaría de Relaciones Exteriores.

- Reuniones de consulta y presentación de informe.

- Se debe considerar un enfoque de Teoría del Cambio (TOC) para determinar los vínculos causales entre las intervenciones que el PNUD ha apoyado y los progresos alcanzados, en el logro de los resultados esperados a nivel nacional y local.

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Dadas las restricciones de movilidad y las limitaciones para realizar reuniones presenciales, debido a la pandemia de la COVID-19, la persona evaluadora deberá desarrollar una metodología que prevea la realización de la evaluación de forma virtual, incluyendo el uso de instrumentos de entrevista a distancia y exámenes documentales ampliados, análisis de datos, encuestas y cuestionarios de evaluación.

Esto debe estar detallado en el informe inicial y contar con la aprobación de las personas coordinadoras de la evaluación. Si la totalidad o parte de la evaluación debe llevarse a cabo en formato virtual, deberá tenerse en cuenta la disponibilidad, posibilidad o voluntad de las partes interesadas de realizar la entrevista en remoto.

Asimismo, el acceso a internet o a un ordenador podría suponer un problema, ya que contrapartes gubernamentales y nacionales podrían estar trabajando desde casa. Estas limitaciones deben quedar reflejadas en el informe de evaluación.

### 6. RESPONSABILIDADES y ÉTICA EN LA EVALUACIÓN,

#### Responsabilidades

1. La persona evaluadora que resulte seleccionada tendrá una reunión preliminar con el personal del PNUD, en la cual se le comunicarán las expectativas de la evaluación y se resolverá cualquier inquietud. Asimismo, se le proporcionarán los documentos marco adicionales del Proyecto, previa suscripción de una carta de confidencialidad, y se discutirán aspectos generales de la evaluación de medio término. También, la persona evaluadora elaborará una minuta de la reunión preliminar.

2. Informe inicial de la evaluación. La persona evaluadora que resulte seleccionada deberá preparar un informe inicial que detalle la comprensión sobre lo que se evaluará y por qué, mostrando cómo cada pregunta de la evaluación será contestada y por qué medio: los métodos, las fuentes de información y los procedimientos de recolección de datos propuestos. El informe inicial deberá proponer un calendario de labores, actividades y entregables. Además, este informe inicial ofrece al PNUD y a la persona evaluadora una oportunidad para comprobar que ambos entienden de la misma manera la evaluación y clarificar cualquier malentendido desde el principio. Asimismo, la DGIEG, tendrá la oportunidad de realizar una retroalimentación al informe inicial.

La persona evaluadora estará en permanente comunicación con la Unidad de Monitoreo y Evaluación del PNUD, para las solicitudes de información y retroalimentación de los productos a entregar.

3. El personal de PNUD deberá examinar los productos de la evaluación para asegurar que cumplen los criterios de calidad exigidos (los cuales se encuentran en los Lineamientos de Evaluación del PNUD).

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Los comentarios, las preguntas, las sugerencias y las solicitudes de aclaraciones sobre el borrador del informe de evaluación serán recogidos por las personas responsables de la evaluación en un documento de "Rastro de Auditoría" de la evaluación, y no directamente en el borrador del informe, la persona evaluadora deberá dar respuesta a las preguntas y comentarios en este formato y hacer los ajustes correspondientes en el informe de la evaluación.

En caso de que se descubran errores factuales o enfoques malinterpretados, se deberá proporcionar la documentación necesaria para justificar los comentarios y las solicitudes.

4. La persona evaluadora responderá a los comentarios a través del documento de rastro de auditoría (Audit Trail) de la evaluación. Si existen discrepancias en torno a los hallazgos, deben documentarse a través del rastro de auditoría de la evaluación y se debe intentar lograr un consenso. Si el PNUD sigue sin estar de acuerdo con los hallazgos, las conclusiones y las recomendaciones del informe de evaluación, esto debe indicarse de una manera clara en la respuesta de la administración (Management Response), con razones que justifiquen esta discrepancia.

El rastro de auditoría de la evaluación no forma parte del informe de evaluación y no es un documento público, pero constituye una parte del proceso de finalización del informe de evaluación. El rastro de auditoría de la evaluación no se debe incluir en el informe final ni se debe cargar en el ERC.

5. Informe final de la evaluación, que deberá contener la evaluación para cada uno de los productos y actividades de ambos componentes, de conformidad con lo establecido en el PRODOC del Proyecto.

### Ética en la evaluación

La persona evaluadora debe salvaguardar los derechos y la confidencialidad de los proveedores de información, los entrevistados y las partes interesadas a través de medidas que garanticen el cumplimiento de los códigos legales y otros códigos relevantes que rigen la recopilación de datos y la presentación de informes sobre datos. La persona evaluadora también debe garantizar la seguridad de la información recopilada antes y después de la evaluación y los protocolos para garantizar el anonimato y la confidencialidad de las fuentes de información.

El conocimiento de la información y los datos recopilados en el proceso de evaluación deben ser utilizados únicamente para la evaluación y no para otros usos. Por lo anterior, la persona evaluadora firmará una carta de confidencialidad antes de que se le sea compartido cualquier documento o información del proyecto.

Asimismo, las evaluaciones deben de realizarse con estricto apego a lo estipulado en los Documentos Guía del Grupo de Evaluadores de las Naciones Unidas "Lineamientos de Ética para la Evaluación" (Anexo 5) e "Integrando los Derechos Humanos y Perspectiva de Género en la Evaluación". (Anexo 6)

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y la persona evaluadora deberá firmar el documento "Pledge of Commitment to Ethical Conduct in Evaluation" (Anexo 8).

La persona evaluadora no podrá haber participado en la preparación, formulación y/o ejecución del proyecto (incluyendo la redacción del Documento del Proyecto). Los consultores tampoco podrán tener participaciones futuras en ninguna actividad del proyecto incluyendo consultorías independientes no relacionadas con evaluación. Además, la persona evaluadora deberá declarar cualquier potencial conflicto de interés que pudiera existir tanto a PNUD como a los actores clave. En caso de que algún conflicto de interés surgiera durante el desarrollo de la evaluación, las personas responsables de la evaluación someterán a consulta de los actores clave la pertinencia de continuar con la evaluación.

De conformidad con el reglamento financiero del PNUD, si la oficina en el país o la persona evaluadora determinan que un entregable o servicio no se puede finalizar de forma satisfactoria debido al impacto de la COVID19 y las limitaciones para la evaluación, no se pagará dicho entregable o servicio. En un caso así, se podría considerar un pago parcial si la persona evaluadora ha invertido tiempo en el entregable, pero no ha podido terminarlo por circunstancias que escapan a su control.

### DOCUMENTOS A INCLUIR EN LA PRESENTACIÓN DE LA OFERTA:

Las personas evaluadoras interesadas en participar en la presente convocatoria deberán presentar los siguientes documentos/información:

#### 1. Propuesta:

(i) Las razones que lo colocan como el mejor candidato/candidata para cumplir con éxito los servicios solicitados.

(ii) Proveer una breve descripción de la metodología o actividades que planea realizar para cumplir con éxito la consultoría.

#### 2. Propuesta Económica

3. CV personal, donde incluya la experiencia en proyectos similares y al menos 3 referencias.

4. Declaración de Independencia en la que manifieste no haber 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.

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**PROPUESTA ECONÓMICA**

**Suma de Gasto Global (lump Sum):**

La propuesta económica deberá especificar la suma de gasto global, y términos de pago con 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).

**EVALUACIÓN**

Las personas evaluadoras se evaluarán basados en el siguiente criterio:

**Análisis acumulativo:** Se adjudicará el contrato al oferente 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).

**SE PRESENTAN LOS SIGUIENTES ANEXOS:**

Anexo 1. PRODOC

Anexo 2. Directrices de Evaluación

Anexo 3. Marco de Cooperación 2020-2025 México

Anexo 4. Documento del Programa para México 2021-2025

Anexo 5. Lineamientos de Ética para la Evaluación

Anexo 6. Integrando los Derechos Humanos y Perspectiva de Género en la Evaluación

Anexo 7. Plantilla matriz de evaluación

Anexo 8. Pledge of Commitment to Ethical Conduct in Evaluation

Anexo 9. Plantilla de Rastro de Auditoria de la evaluación

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**2 - PRODUCTOS ESPERADOS, RESPONSABILIDADES Y DESCRIPCION DEL TRABAJO ANALITICO PRPUESTO**

ITEM	RESPONSABILIDAD
1	Reunión preliminar de evaluación de medio término.
2	Informe inicial 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 final de la evaluación de medio término

Para información más detallada, favor de referirse al Anexo 1

**3. REQUERIMIENTOS DE EXPERIENCIA Y CALIFICACIONES.**

De la Propuesta Técnica	
1	Propuesta técnica en la que se detalla una metodología adecuada y óptima a usar para la evaluación de medio término. La propuesta técnica deberá reflejar claridad y entendimiento de los objetivos de la consultoría, así como los alcances y la metodología que utilizará para desarrollar la evaluación de medio término. Su redacción debe ser concisa.
De la persona evaluadora	
1	Grado académico. Licenciatura en ciencias sociales, económicas, administración o afines a las actividades y conocimientos requeridos para la evaluación independiente de medio término.
2	Experiencia. Experiencia mínima de tres años comprobable en CV evaluando proyectos de temáticas afines al Proyecto a evaluar: desarrollo económico, cooperación internacional, desarrollo social, etc.
3	Evidencia. Envío de al menos dos muestras de informes de evaluación de trabajos previos (en inglés y en español) en donde se verifique que la persona oferente fue la evaluadora principal.
5	Entrevista. La persona evaluadora 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.

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### 4. DOCUMENTOS A INCLUIR EN LA PRESENTACIÓN DE LA OFERTA.

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

1. Propuesta:

(i) Las razones que lo colocan como el mejor candidato para cumplir con éxito los servicios solicitados.

(ii) Proveer una breve descripción de la metodología o actividades que planea realizar para cumplir con éxito la consultoría.

2. Propuesta Económica

3. CV personal, donde incluya la experiencia en proyectos similares y a menos 3 referencias.

### 5. PROPUESTA ECONOMICA

Suma de Gasto Global (lump Sum):

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

### 6. EVALUACIÓN

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).

**Propuesta técnica (70%)**

- De la Propuesta Técnica
- De la persona evaluadora

**Propuesta financiera (30%)**

- Se calculará como la relación entre precio de la propuesta y el precio más bajo de todas las propuestas que haya recibido el PNUD

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ITEM	CRITERIOS DE EVALUACION	PUNTAJE
<b>De la Propuesta Técnica</b>		
1	Propuesta técnica en la que se detalla una metodología adecuada y óptima a usar para la evaluación de medio término. La propuesta técnica deberá reflejar claridad y entendimiento de los objetivos de la consultoría, así como los alcances y la metodología que utilizará para desarrollar la evaluación de medio término. Su redacción debe ser concisa. A) No cumple con el requisito mínimo: 0 puntos B) El oferente refleja entendimiento sobre los objetivos de la evaluación independiente de medio término y presenta una propuesta técnica que define la metodología, pero no es suficientemente clara.: 210 puntos C) El oferente refleja entendimiento sobre los objetivos de la evaluación independiente de medio término y presenta una propuesta técnica que define la metodología de manera clara y congruente.: 300 puntos	300
<b>De la persona evaluadora</b>		
1	Grado académico. Licenciatura en ciencias sociales, económicas, administración o afines a las actividades y conocimientos requeridos para la evaluación independiente de medio término. A) No cumple con el requisito mínimo: 0 puntos B) Cuenta con el grado académico.: 105 puntos C) Estudios superiores al grado académico solicitado en áreas afines.: 150 puntos	150
2	Experiencia. Experiencia mínima de tres años comprobable en CV evaluando proyectos de temáticas afines al Proyecto a evaluar: desarrollo económico, cooperación internacional, desarrollo social, etc. A) No cumple con el requisito mínimo: 0 puntos B) Cuenta con tres años de experiencia comprobable en los rubros señalados.: 140 puntos C) Cuenta con cuatro años o más de experiencia comprobable en el punto anterior y/o además de manera específica en proyectos de temáticas afines al Proyecto a evaluar (Asociatividad, innovación, productividad, competitividad, incremento de contenido nacional en encadenamientos productivos con mejor gobernanza para la igualdad, basada en el marco de los derechos humanos y con perspectiva de género, vinculación económica global, diplomacia económica): 200 puntos	200
3	Evidencia. Envío de al menos dos muestras de informes de evaluación de trabajos previos (en inglés y en español) en donde se verifique que la persona oferente fue la evaluadora principal. A) No cumple con el requisito mínimo: 0 puntos B) Envío de al menos dos muestras de trabajos de informes previos.: 140 puntos C) Envío de tres o más muestras de trabajos de informes previos.: 200 puntos	200
5	Entrevista. La persona evaluadora responde correctamente al menos tres de las preguntas realizadas por el personal del comité, demostrando tener los	150

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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	
<b>TOTAL PUNTAJE</b>	<b>1000</b>

**ANEXOS**

ANEXO I- TERMINOS DE REFERENCIA (TOR)

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

ANEXO III- FORMATO DE CONTRATO IC CON CONDICIONES GENERALES PARA LA CONTRATACION DE CONSULTORES INDIVIDUALES

Anexos.rar

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## Annex 2 Evaluation Matrix

Questions	Specific sub-questions	Sources	Data collection methods or tools	Indicators <sup>25</sup>	Method for data analysis
<b>Coherence: To what extent is the project internally and externally harmonious? To what extent do the project objectives correspond with DGIEG's expectations, with other interventions or public policies, the country's needs, global priorities and UNDP policies?</b>					
What is the level of alignment of the project to national policies and priorities and country needs since its formulation to date?	At what level has the formulation and execution of the project been aligned with the national policies and priorities of the SRE and the country?	<ul style="list-style-type: none"> <li>• Strategic Plan Government of Mexico 2019- 2024.</li> <li>• Stakeholders involved in each specific product</li> <li>• R Representatives of SSMH and SRE</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Review of substantive documents</li> </ul>	<ul style="list-style-type: none"> <li>• Consistency of project objectives and products with national policies and priorities and the country's needs</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Information triangulation</li> </ul>
What is the level of alignment of the project to UNDP's global priorities and policies?	How do the project and the products that support it correspond to UNDP's global priorities and policies?	<ul style="list-style-type: none"> <li>• Project Document</li> <li>• United Nations Cooperation Framework for the Sustainable Development of Mexico 2020-2025</li> <li>• UNDP - Mexico Country Programme Document (CDP 2021-2025)</li> <li>• UNDP Representatives</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Review of substantive documents</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP global priorities and policies</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Information triangulation</li> </ul>
In what way does the "theory of change" implicit in the project propose with solidity and realism the possibility of	How does the hypothesis implicit in the project's "Theory of Change" effectively contribute to the country's development through its actions, resources and	<ul style="list-style-type: none"> <li>• UNDP - Mexico Country Programme Document (CDP 2021-2025)</li> <li>• PRODOC</li> <li>• Project reports</li> <li>• Project Board records</li> <li>• Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Review of substantive documents</li> </ul>	<ul style="list-style-type: none"> <li>• Project expected results</li> <li>• Barriers and problems identified in the project.</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of the "logic model" and the results chain, in terms of the causal relationship between inputs, activities,</li> </ul>

<sup>25</sup> The indicators verify their achievement in terms of the degree to which they are reached in their level of consistency, progress in relation to the expected achievement in PRODOC, overcoming barriers, etc., on the United Nations rating scale ranging from Highly Satisfactory (6) to Highly Unsatisfactory (1) as used to measure effectiveness and efficiency. See Item 6.2 above Achievement Analysis and Performance Appraisal.



Questions	Specific sub-questions	Sources	Data collection methods or tools	Indicators <sup>25</sup>	Method for data analysis
solving fundamental problems of the GEI and its contribution to the country's development?	established methodologies?	<ul style="list-style-type: none"> <li>Representatives of SSMH, DGIEG and UNDP</li> </ul>			<p>products, results (specific objectives) and expected impacts (development objectives)</p> <ul style="list-style-type: none"> <li>Analysis of the project implementation approach and methodology.</li> <li>Document analysis</li> <li>Information triangulation</li> </ul>
What is the level of clarity, internal consistency and realism of the project's Results Framework and its design (formulation.)?	<p><b>General question</b> Does the sequence of objectives, indicators, and targets at the different levels of the project meet the criteria of realism, clarity, and internal coherence?</p> <p><b>Specific Questions.</b> How valid were the indicators, hypotheses or assumptions and risks established in the PRODOC? How realistic was the logic of results chaining established in PRODOC?</p>	<ul style="list-style-type: none"> <li>PRODOC</li> <li>Project reports</li> <li>Project Board records</li> <li>Project stakeholders</li> <li>Representatives of SSMH, DGIEG and UNDP</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with key stakeholders</li> <li>Review of substantive documents</li> </ul>	<ul style="list-style-type: none"> <li>Inputs, activities, products, outcomes (specific objectives) and expected impacts (development objectives)</li> <li>Goals, indicators, assumptions, and risk factors.</li> <li>Logic of results chaining</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of the realism demonstrated in the project and its internal coherence</li> <li>Analysis of the validity of indicators, hypotheses or assumptions and risks.</li> <li>Analysis of the vertical logic: analysis of the project's contribution to the satisfaction of PRODOC</li> </ul>

Questions	Specific sub-questions	Sources	Data collection methods or tools	Indicators <sup>25</sup>	Method for data analysis
	<p>How relevant and valid in terms of quality were the indicators, goals and expected outcomes of PRODOC?</p> <p>To what extent is the existence of baseline data and access to information satisfied through the means and sources of verification?</p>				<p>indicators and objectives.</p> <ul style="list-style-type: none"> <li>• Analysis of the horizontal logic: through the verification of the consistency and quality of the indicators, existence of baseline data and access to information through the means and sources of verification.</li> <li>• Review of the expected goals and scopes.</li> <li>• Document analysis</li> <li>• Information triangulation</li> </ul>
To what extent has the project's overall objective of contributing to the strengthening of the Mexican State's strategy for productive development, competitiveness	What is the level of ownership or integration with other public stakeholders in the results and benefits of the project?	<ul style="list-style-type: none"> <li>• Project files or reports</li> <li>• Project stakeholders</li> <li>• Other actors of relevant institutions that articulate or can articulate with GEI</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Review of substantive documents</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder awareness of project results</li> <li>• Perspective of key stakeholders related to the institutionalization of project results through their</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Information triangulation</li> </ul>

Questions	Specific sub-questions	Sources	Data collection methods or tools	Indicators <sup>25</sup>	Method for data analysis
and national content in productive linkages with improved governance for equality, based on the human rights framework and with a gender perspective, been achieved?				incorporation into the strategic processes of their institutions. • Expectations to complement inter-institutional actions and policies	
How did the project promote cross-cutting approaches to gender equality, rights, and human development in the delivery of products?	Was the modality designed for the inclusion of gender and human rights in project planning and results management adequate?	<ul style="list-style-type: none"> <li>• Annual reports</li> <li>• Monitoring Matrices</li> <li>• Project stakeholders</li> <li>• M&amp;E reports</li> <li>• Representatives from SSMH, DGIEG and UNDP</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Interviews with consultants involved in product development</li> <li>• Review of substantive documents</li> </ul>	<ul style="list-style-type: none"> <li>• Detection of plans, indicators, actions, and management with a gender perspective in the design and execution of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Document análisis</li> <li>• Information triangulation</li> </ul>
Are there other initiatives in the United Nations System (UNS) that pursue the same objectives or complement the results of this project?	How do the project's coordination, management and financing initiatives complement other UNS projects that promote the strengthening of the DGIEG and the Foreign Affairs Secretariat?	<ul style="list-style-type: none"> <li>• Project files or reports</li> <li>• Project stakeholders</li> <li>• Other actors of relevant institutions that articulate or can articulate with GEI</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Review of substantive documents</li> </ul>	<ul style="list-style-type: none"> <li>• Detection of projects, actions and steps related or complementary to the design and execution of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Information triangulation</li> </ul>

Questions	Specific sub-questions	Sources	Data collection methods or tools	Indicators <sup>25</sup>	Method for data analysis
<b>Effectiveness: To what extent did the project achieve its intended results and were its specific objectives achieved or expected to be achieved?</b>					
<p>To what extent have the expected results of the project and its components been achieved?</p> <p>At the current rate of progress, what is the feasibility of achieving the expected results by the expected closing date of the project?</p>	<p><b>Main Question.</b> To what extent were the results (Products) achieved and how do they contribute to the achievement of the project objectives?</p> <p><b>Secondary Questions.</b> Are the products being achieved in a timely manner and in a logical sequence? With what quality are the products being delivered? To what extent are the achieved products contributing to the intended outcomes? In what way are the results achieved limited as an effect caused by the project design? What is the likelihood of achieving the specific objectives? Is the design vertically and horizontally consistent?</p>	<ul style="list-style-type: none"> <li>• Project documents</li> <li>• Project file and reports</li> <li>• Project stakeholders</li> <li>• Representatives of SSMH, DGIEG and UNDP</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Interviews with consultants involved in product development</li> <li>• Review of substantive documents</li> </ul>	<ul style="list-style-type: none"> <li>• Results achieved, expected or unanticipated.</li> <li>• Timing and logical sequence of the products</li> <li>• Quality of products</li> <li>• User expectations for wider acceptance and dissemination of results</li> </ul>	<ul style="list-style-type: none"> <li>• Description and analysis of results achieved - in terms of quantity, quality and timeliness.</li> <li>• Consistency analysis of the results obtained in relation to PRODOC goals and indicators.</li> <li>• Consistency analysis of the results obtained and the limitations of the design</li> <li>• Analysis of consistency of results and likelihood of achieving specific objectives</li> <li>• SMART Indicator Analysis</li> <li>• Document Analysis</li> <li>• Triangulation of information</li> </ul>
To what extent has progress been made in the	What evidence is there of the inclusion of gender and human rights in the	<ul style="list-style-type: none"> <li>• Annual Reports</li> <li>• Monitoring matrices</li> <li>• Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Detection of plans, indicators,</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Information triangulation</li> </ul>

Questions	Specific sub-questions	Sources	Data collection methods or tools	Indicators <sup>25</sup>	Method for data analysis
implementation of the gender mainstreaming strategy considered in the Implementation Strategy of the Project Document?	products, activities, and results management of the project?	<ul style="list-style-type: none"> <li>M&amp;E reports</li> <li>Representatives of SSMH, DGIEG and UNDP</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with consultants involved in product development</li> <li>Review of substantive documents</li> </ul>	actions and management with a gender perspective in the design and execution of the project	
<b>Efficiency: How was the project executed, including the overall efficiency and management of available resources and did they contribute to the project?</b>					
To what extent do the components of the project, as well as its other characteristics (activities carried out, implementation partners, structure of the coordinating unit, implementation mechanisms, scope, budget, administrative processes, use of resources) enable the achievement of the objectives?	<p>How did the executing institution contribute to the achievement of the results?</p> <p>Did the project governance structure (Project Board, Project Coordinator and Team) allow for an efficient execution of the project?</p> <p>Were the project governance processes efficient and adequate or do they require adjustments?</p>	<ul style="list-style-type: none"> <li>PRODOC</li> <li>Project archiving and reporting (Annual, semi-annual, POAs, CDR, Project Board records and follow-up, audit reports, etc.)</li> <li>Project stakeholders</li> <li>Project Board</li> <li>Representatives of SSMH, DGIEG and UNDP</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with key stakeholders</li> <li>Review of substantive documents</li> <li>Interviews with representatives of relevant activities</li> <li>Review of substantive documents</li> </ul>	<ul style="list-style-type: none"> <li>Adaptive management</li> <li>Results framework</li> <li>Focus</li> <li>Methodology</li> <li>Commitment of stakeholders and partners</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of the contribution and involvement of the components of the project structure</li> <li>Document Analysis</li> <li>Triangulation of information</li> </ul>
Has the logical framework, work plans or any changes made to	How did the project management contribute to the efficiency of the	<ul style="list-style-type: none"> <li>Project file and reports</li> <li>Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Interviews with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Quality, realism and focus of work plans</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of the project's results-based management</li> </ul>

Questions	Specific sub-questions	Sources	Data collection methods or tools	Indicators <sup>25</sup>	Method for data analysis
<p>them been used as management tools during project implementation?</p> <p>How efficient has the adaptive management of the project been in meeting the project's challenges?</p>	<p>achievement of the results?</p> <p>To what extent was care taken to ensure procurement elements that would allow access to competitive costs for project components?</p> <p>What challenges/opportunities has the COVID-19 pandemic brought to project implementation?</p>		<ul style="list-style-type: none"> <li>• Interviews with representatives of relevant activities</li> <li>• Interviews with consultants involved in product development</li> <li>• Review of substantive documents</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring and feedback loop for management and operational improvement</li> <li>• Corrective actions to improve the level of performance</li> <li>• Quality of day-to-day management: planning and execution of operational tasks</li> <li>• Management of financial resources</li> <li>• Availability/provision of inputs at planned time and cost</li> <li>• Efficient use of planning tools for project management</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of performance, causes and consequences of delays and any corrective action taken</li> <li>• Document Analysis</li> <li>• Monitoring of project products</li> <li>• Triangulation of information</li> </ul>
<b>Sustainability: To what extent can the activities, products and results of the project be maintained and ensure their permanence and development in the future?</b>					
How were lessons from adaptive management shared and	Is there a sustainability strategy? Is the strategy implemented internally	<ul style="list-style-type: none"> <li>• Project file and reports (Annual, semi-annual, POAs, CDRs, Project Board</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Follow-up of procedures for management</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of Strategies and Project documents</li> </ul>

Questions	Specific sub-questions	Sources	Data collection methods or tools	Indicators <sup>25</sup>	Method for data analysis
internalized by implementing partners?	and externally at the different relevant levels? Did the monitoring systems provide management with a data stream that allowed it to learn and adjust implementation accordingly?	minutes and follow-up, audit reports) <ul style="list-style-type: none"> <li>• Project stakeholders</li> <li>• Project Board</li> <li>• Representatives of SSMH, DGIEG and UNDP</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with representatives of relevant activities</li> <li>• Interviews with consultants involved in product development</li> <li>• Review of substantive documents</li> </ul>	and operational improvement <ul style="list-style-type: none"> <li>• Corrective actions to improve the relationship with the implementing partner and related institutions</li> </ul>	from design to the present day <ul style="list-style-type: none"> <li>• Document Analysis</li> <li>• Triangulation of information</li> </ul>
What actions are required to ensure continuity of activities throughout the life of the project and beyond its completion?	To what extent has a sustainability strategy been developed or implemented, including capacity building of key national stakeholders?	<ul style="list-style-type: none"> <li>• Project file and reports</li> <li>• Project stakeholders</li> <li>• Project Board</li> <li>• Representatives of SSMH, DGIEG and UNDP</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Interviews with representatives of relevant activities</li> <li>• Review of substantive documents</li> </ul>	<ul style="list-style-type: none"> <li>• Quality, realism and focus of work plans</li> <li>• Monitoring of internal information for management improvement</li> <li>• Corrective actions to improve the level of performance</li> <li>• Management quality: operational planning and execution</li> <li>• Use of planning tools for project management</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of project activities related to sustainability and projection of project impact.</li> <li>• Document Analysis</li> <li>• Triangulation of information</li> </ul>

Questions	Specific sub-questions	Sources	Data collection methods or tools	Indicators <sup>25</sup>	Method for data analysis
To what extent are there financial, institutional, socioeconomic, or political risks to sustaining project results over the long term?	<p>Have the social, political and financial risks of the project been assessed?</p> <p>Have these risks been monitored and preventive actions outlined?</p>	<ul style="list-style-type: none"> <li>• PRODOC</li> <li>• Project file and reports</li> <li>• Project stakeholders</li> <li>• Project Board</li> <li>• Representatives of SSMH, DGIEG and UNDP</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Interviews with representatives of relevant activities</li> <li>• Review of substantive documents</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporation of preventive or mitigation actions in the project.</li> <li>• Monitoring of actions and presentation of information for decision making to the Project Board.</li> </ul>	<ul style="list-style-type: none"> <li>• Risk analysis</li> <li>• Document analysis</li> <li>• Information triangulation</li> </ul>
What practices of systematization of experiences are being carried out and which could be implemented?	<p>Are experiences, lessons learned, and good practices linked to the project systematized?</p> <p>Are there strategies and experiences developed by the project that have potential for replication?</p>	<ul style="list-style-type: none"> <li>• Project file and reports</li> <li>• Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with key stakeholders</li> <li>• Interviews with representatives of relevant activities</li> <li>• Review of substantive documents</li> </ul>	<ul style="list-style-type: none"> <li>• Quantity and quality of evidence of systematization and internal or external dissemination of experiences or best practices</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of project activities related to the systematization of experiences.</li> <li>• Document Analysis</li> <li>• Triangulation of information</li> </ul>



## Annex 3 Data collection tools



*Al servicio  
de las personas  
y las naciones*

### Project Mid-Term Evaluation "Global Economic Impulse".

**General Objective:** Gather direct information and conduct interviews with those directly or indirectly involved or related to the GEI project in accordance with the schedule and methodology approved in the Project's Mid-Term Evaluation Initiation Report.

**Specific Objectives:**

- To complement documentary information with internet interviews with actors involved in the GEI project activities, to detect details that may explain the results, problems and opportunities for improvement.
- Understand with the direct stakeholders, their problems and achievements, the conditions that surrounded them and explore with them the possible changes and potential improvements that can be made to deepen, broaden, or improve the work that is currently being carried out.

**Methodology:** Conducting online interviews, based on a semi-structured questionnaire.

The following questions are a frame of reference for the interview, but it does not mean that all of them will be asked in the same order:

### Stakeholders' Questionnaire

#### Project Strategy

1. How was the project linked to the priorities and interests of the SRE and the country?
2. How did the project and the products that support it correspond to UNDP's global priorities and policies?
3. How the hypothesis implicit in the project's "Theory of Change" is effectively a contribution to the country's development through its actions, resources and established methodologies?
4. How valid were the indicators, hypotheses or assumptions and risks established in PRODOC?
5. Was the modality designed for the inclusion of gender and human rights in the planning and management of the project's results adequate?

#### Progress in achieving results

1. To what extent were the results (Products) achieved and how do they contribute to the achievement of the project's objectives?
2. Are the products being achieved on time and in a logical sequence?
3. What is the quality of the products being produced?
4. To what extent are the outputs being achieved contributing to the planned results?

5. How are the outputs being achieved limited by project design problems?
6. What is the likelihood of achieving the goals for the specific products?

### **Project execution y Adaptive management**

1. Did the governance structure of the project (Project Board, Project Coordinator and Team) allow for efficient project execution?
2. Have the project governance processes been efficient and adequate, or do they require adjustments?
3. How did the project management contribute to the efficient achievement of results?
4. What challenges/opportunities has the COVID-19 pandemic brought to project implementation?

### **Sustainability**

1. Is there a sustainability strategy?
2. Did the monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?
3. Has the social, political, and financial risk to the project been assessed?
4. Have these risks been monitored, and preventive actions delineated?
5. Are the experiences, lessons learned, and good practices related to the project systematized?
6. Are there strategies and experiences developed by the project that have potential for replication?
7. In your opinion, what would you recommend strengthening the project's results and its sustainability?

## Annex 4 Interviews carried out

#	Position	Institution	Date
1	Project Coordinator Project Assistant	GEI-UNDP GEI-UNDP	April 20, 2022
2	Assistant Project Coordinator of the General Directorate of Global Economic Impulse	SRE	April 21, 2022
3	Project Coordinator	GEI-UNDP	May 9, 2022
4	Design Structure and Positions	External consultant	May 10, 2022
5	Project Assistant	GEI-UNDP	May 11, 2022
6	Design Product 9 Services DGIEG	External consultant	May 11, 2022
7	Multilateral Policy Coordinator	SRE	May 13, 2022
8	Monitoring and Evaluation	SRE	May 13, 2022
9	Project Management Course	Universidad del Valle	May 12, 2022
10	AMEXCID-UNDP Cooperation Program Coordinator	SRE	May 17, 2022
11	General Director of Global Economic Impulse	DGEIG	May 20, 2022
12	Deputy Coordinator of the Directorate General of Global Economic Impulse	SRE	May 31, 2022
13	Trade Specialist	SRE	June 01, 2022
14	Coordination of Consulting and Dissemination	SRE	June 02, 2022
15	Specialist of Attention to Bilateral Issues in Europe and North America	SRE	June 02, 2022
16	Strategic Planning, Monitoring and Evaluation Specialist.	UNDP	June 3, 2022

Total Interviews GEI Evaluation		
Gender	Amount	%
Male	10	71
Female	04	29
<b>Total</b>	<b>14</b>	<b>100</b>

## Anexo 5 Reviewed Documents

- Evaluation Guidelines, Independent Evaluation Office, IEO, UNDP
- Project Document (PRODOC) GEI
- Guide to Integrating Human Rights and Gender in Evaluation, UNEG, March 2011
- UN Cooperation Framework 2020-2025 Mexico
- UNDP Program Document for Mexico 2021-2025
- UNDP Mexico (2021) Equalization of SC scales to NPSA (MONTHLY Remuneration)
- UNDP Mexico, Terms of Reference (TOR) Mid Term Evaluation GEI
- GEI project (2021) GEI project Chronology and Milestones
- GEI project (2021) Quarterly Reports Q1, Q2, Q3, Q3 and Q4
- GEI project (2021) GEI project (2021) Annual Operating Plan 2021
- GEI project (2022) Contracts completed 2021 - 2022
- GEI project (2022) General Statement of Expenditures to March 2022
- GEI project (2022) Annual Report 2021
- GEI project (2022) Product Report 2021 GEI project (2022) Product 2 Report: Internal Processes Manual, Human Resources Processes Manual, Integration of Deliverable 2
- GEI Project (2022) Report Product 3: Module 1 Assistance, Module 2 Assistance, Invoices Project Management Training, Module 1 and Module 2 Appraisals, Performance Report Strategy and Performance Report Planning
- GEI project (2022) Product 4 Report: GEI gender training with SSMH objectives, Women in GEI project proposal, GEI project gender sheet, SRE project sheet and Mexican Standard NMX R 025 SCFI 2015, The Feminist Foreign Policy of the Government of Mexico.
- GEI Project (2022) Report Product 5: Work Plan
- GEI project (2022) Report Product 6: Work proposal for Product 6: Development and piloting of methodology to align projects to the SDGs, Considerations to use the methodology used by Banobras in the sustainability sheets for the diagnostic phase of product 6. "Development and piloting of methodology to align projects to the Sustainable Development Goals"
- GEI project (2022) Product Report 8: Technical Note on GEI Funding System, GEI Services Catalog, Brief description of GEI Services
- GEI Project (2022) Report Product 9: Final delivery of consultancy Product 9: "Design of mechanisms for monitoring and codification of services of the General Directorate of Global Economic Impulse"
- GEI project (2022) Quarterly Report 1
- GEI Project (2022) Annual Operating Plan 2022
- SRE, UNIDO, UN-Habitat (2021) Territorial-industrial prospective atlas for investment attraction
- UNEG, Ethical Guidelines for Evaluation

## Annex 6 Summary tables of findings

## a) Matriz de evaluación y calificación del logro del Proyecto

Expected impact as established in the Results framework of the United Nations Sustainable Development Cooperation Framework for the United Mexican States 2020-2025 (UNSDCF)						
Direct Effect 4. By 2025, the Mexican State has a productive development strategy that promotes associativity, innovation, productivity, and competitiveness, as well as the increase of national content in productive chains with better governance for equality, based on the framework of human rights and with a gender perspective						
Impact Indicators as established in the Results framework of the United Nations Sustainable Development Cooperation Framework for the United Mexican States 2020-2025 (UNSDCF)						
4.b. Annual rate of change in the number of jobs (WPs) held by: women over 30 years of age and young people between 15 and 29 years of age (women and men)						
Applicable Product(s) of the UNDP Strategic Plan: 2. Strengthening effective, inclusive and accountable governance						
Project objective: Strengthen the Undersecretariat for Multilateral Affairs and Human Rights of the Ministry of Foreign Affairs in its functions of Global Economic Impulse.						
Axis 1: Training of the area, configuration of the structure and training of personnel						
Products	PRODOC Indicators	Goal		Valuation of Achievements by TE <sup>26</sup>	Sustainability <sup>27</sup>	Consistency <sup>28</sup>
		2021	2022			
Product 1. Multidisciplinary teams hired and equipped.	1.1 Percentage of vacancies filled to complete the organizational structure GEI area organizational structure	95%	100%	<b>6 (HS) Highly Satisfactory.</b> During the year 2021, the planned personnel were hired, meeting the goal, and during the year 2022, the progress to the first quarter is in accordance with the requirements, hiring 3 people. During 2021 and 2022 the acquisitions planned for the operation of the DGEIG in each year (Software) were made.	<b>3 (ML) Moderately Likely</b> There is a significant turnover in the personnel hired, as approximately 16 people were hired during the project period and are no longer working at the DGIEG. This generates instability and the need to continue investing in the product. This degree of staff turnover in a recently created unit is justifiable, but it also affects sustainability.	<b>6 (HS) Highly Satisfactory</b> The availability of personnel and resources necessary for the operation of the DGIEG is essential to strengthen the SSMH in its GEI functions. The actions carried out by the DGIEG show that staff members are contributing to the implementation of strategies and activities to attract investment and internationalize products.
Product 2. Open structure of the new GEI area generated.	There is no explicit indicator	There is no goal	There is no explicit goal, but it should be the total achievement	<b>3 (MU) Moderately Unsatisfactory</b> The interviews show that there is a concept and ideas in this regard, but there is no concrete form, especially because this concept is closely linked to the product 8 Funding system designed, which has not yet been implemented. It	<b>2 (MU) Moderately Unlikely</b> It is necessary to have a back-up model and test its operation to improve it and adapt it to institutional needs and possibilities. It is necessary to make progress on this issue to achieve the definitions that will allow this idea to be	<b>2 (S) Unsatisfactory</b> The achievement of this product is considered very relevant since it provides the flexibility required by the DGEIG to fulfill its purpose. This is highlighted in the PRODOC and in the interviews, therefore, to the extent

<sup>26</sup> Ratings assigned with the 6-point scale of assessment of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HU).

<sup>27</sup> Scale from 1 to 4 where the maximum is 4 Likely (P), then comes 3 Moderately Likely (MP), 2 Moderately Improbable (MI) and finally 1 Unlikely (I).

<sup>28</sup> Ratings assigned with the 6-point scale for internal and external consistency: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HU).

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			ent of the product.	is possible to achieve between now and the end of the year, but there is not enough time to see how the model works	operationalized. The time remaining for the project (6 months) is too short to achieve this.	that there are no significant advances that allow the achievement of this structure, its evaluation is unsatisfactory with respect to the coherence of the project
Product 3. GEI staff trained in Project Management.	3.1 Personnel pass the course with a minimum of 80% success rate..	60%	100%	<p><b>5 (S) Satisfactory</b></p> <p>The course given by the Universidad del Valle de México was held during the month of January and was attended by 15 employees. The evaluation of the professor is quite good regarding the learning and practice (exercises focused on the GEI). The evaluation of the interviewees for this evaluation is that the theory was very interesting and could be useful, but they would have liked it to be more directly applied to their work.) The average grade was 92% which could be an indicator of achievement exceeding the minimum expected.</p> <p>As 5 months have passed and several of the attendees have found the course "impractical" it is a sign that although the goal has been met, it cannot be graded with the maximum grade.</p>	<p><b>3 (ML) Moderately Likely</b></p> <p>The subject of the course is very important for the GEI, however, the activities carried out by the staff are very diverse and it is not clear that the content was sufficiently practical to meet the needs of the different tasks of the GEI staff.</p>	<p><b>4 (MS) Moderately Satisfactory</b></p> <p>The course is a complement to the internal training activities of GEI personnel, i.e., it is one more activity that cannot be compared in importance with the other products. This product was not well rated by the attendees interviewed, so its contribution is only moderately valued.</p>
Product 4. IEG staff trained to GEI area staff trained to implement gender perspective (part of the gender mainstreaming strategy).	4.1 Personnel must pass the course with a minimum of 80% of achievement.	60%	100%	<p><b>4 (MS) Moderately Satisfactory</b></p> <p>While it is true that the course has not been carried out, it is very positive that:</p> <ul style="list-style-type: none"> <li>• there is a very adequate program for the realization of the course</li> <li>• There is a very interesting diagnosis of the gender issue and the GEI's projects that allows us to work deeply on the gender issue in the GEI.</li> <li>• The GEI has been working on an event on women's participation in the global economy and economic promotion.</li> </ul>	<p><b>3 (ML) Moderately Likely</b></p> <p>The staff interviewed have shown not only a sensitivity to gender issues, but also an effort to incorporate the gender perspective in their work. Surely the training topics will be very well used by GEI staff, and they will be able to better apply the gender perspective in their work. It is not rated higher since the course has not yet taken place.</p>	<p><b>6 (HS) Highly Satisfactory</b></p> <p>There is clarity and internal consistency and there is a gender policy and a work plan for the SER that frame the GEI's work. In addition, the GEI has a very precise diagnosis of the issue, which allows it to visualize opportunities for improvement.</p>

				<ul style="list-style-type: none"> <li>A document prepared by the SSMH defines the Feminist Foreign Policy of the Government of Mexico.</li> </ul> <p>Therefore, we have been working far beyond what was required by the product with an effective gender mainstreaming strategy promoted by the GEI.</p>		
<b>Eje 2. Generation of capacities to manage and administer national and international strategic projects in accordance with the Sustainable Development Goals..</b>						
Products	PRODOC Indicators	Goal		Achievement rating by MTR	Sustainability	Consistency
		2021	2022			
Product 5. Methodology for Identify projects aligned to the SDGs developed.	5.1 Number of projects aligned with the SDGs identified using the methodology developed.	NA	100%	<b>5 (S) Satisfactory</b> The methodology development and piloting plan is in place and is expected to be completed by the end of August 2022.	<b>3 (ML) Moderately Likely</b> The identification methodology may be tested if it is appropriate.	<b>4 (MS) Moderately Satisfactory</b> It is estimated that the projects are generally working with the SDG criteria and should be aligned with the Results framework of the United Nations Sustainable Development Cooperation Framework for the United Mexican States 2020-2025 (UNSDCF) therefore once the work of identifying the alignment with the SDGs is done this rating will immediately show the internal consistency of the results with the SDGs.
Product 6. Methodology for aligning projects to the SDGs developed and piloted.	6.1 Number of projects aligned to the SDGs using the methodology.	NA	100%	<b>4(MS) Moderately Satisfactory</b> The indicator requires the application of the methodology, which means a testing and adjustment process that may imply delays and delays in being able to comply with it during the remainder of the year.	<b>2 (MU) Moderately Unlikely</b> Given that the project has only 6 months of operation left as defined in PRODOC. It is unlikely that it will be possible to apply the methodology to adjust projects that require improvements to align with the SDGs. If the project is extended, it is likely to be highly sustainable.	<b>5 (S) Satisfactory</b> This product must be consistent with the overall alignment of the project, however, to the extent that it is not met it cannot be rated with the maximum score.
<b>Axis 3: Global economic planning</b>						
Products	PRODOC Indicators	Goal		Achievement rating by MTR	Sustainability	Consistency
		2021	2022			
Product 7. Institutional development procedures and	7.1 Number of liaison operations with Mexico's Representations Abroad carried out	100%	NA	<b>4 (MS) Moderately Satisfactory</b> The catalog of services has been prepared and is currently undergoing technical improvements and adaptation to the internal reality. This is an input	<b>3 (ML) Moderately Likely</b> Although it is true that there is still no such manual, there are internal procedures, strong ideas that are followed by the staff, and a high degree	<b>4 (MS) Moderately Satisfactory</b> Internal consistency is detected in the interviews, however, if the level of operations increases, it is necessary to

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operations manual created.	in accordance with the manual.			for the Procedures Manual, in addition to a series of internal procedures and internal work guidelines that would allow the preparation of the Manual. For the formal preparation of the Manual itself, its preparation has not yet been contracted. There has been a very important internal discussion process that has allowed progress to be made in the area of rescuing best practices; however, this product is not yet available. There are established internal criteria and we proceed in this way with a high degree of consistency.	of commitment to the principles that guide the GEI's work and that are disseminated to the GEI's representations abroad.	have this Procedures and Operations Manual in formalized operation.
Product 8. Designed mooring system.	There is no explicit indicator	There is no goal	There is no explicit goal however the goal is a viable funding system for the GEI.	<b>3 (MU) Moderately Unsatisfactory</b> The system has not been implemented; however, in the interviews conducted, everyone expressed their concern to address this issue as a matter of urgency and priority. There is a great awareness of how strategic this product is, especially at the level of the GEI authorities. If it were not for the evident willingness to address this issue as a priority, the rating would be highly unsatisfactory.	<b>2 (ML) Moderately Unlikely</b> The feasibility rating cannot be higher because there is not yet a concrete design that could be tested for feasibility.	<b>2 (U) Unsatisfactory</b> As in the case of Product 2, the achievement of this product is considered highly relevant for the medium and long-term sustainability of the DGEIG and to fulfill its purpose. Urgency is required for the project to have the internal coherence it needs.
Product 9. Mechanisms for Mechanisms designed.	9.1 Number of monitoring mechanisms ready to be implemented.	<b>100%</b>	<b>NA</b>	<b>6 (HS) Highly Satisfactory.</b> The consultancy was completed in early 2022 and meets the internal requirements requested. The document is detailed and complete.	<b>4 (L) Likely.</b> It is estimated that if the project implements its own functions and those delegated by the DGEIG, sustainability is assured.	<b>6 (HS) Highly Satisfactory.</b> The guidelines provided in the consultancy document were approved by the DGEIG as they comply well with its ToR.



**Summary of the results of the evaluation of the evaluation and qualification matrix of the Objective, the axes, and their Products**

Evaluative Products	Percentage of Achievement Value	Percentage of Sustainability Valuation	Coherence Valuation
<b>Axis 1: Training of the area, configuration of the structure and training of personnel</b>			
Indicator 1	100%	75%	100%
Indicator 2	50%	50%	33%
Indicator 3	83%	75%	67%
Indicator 4	67%	75%	100%
<b>Sub Total Axis 1</b>	<b>75%</b>	<b>69%</b>	<b>75%</b>
<b>Axis 2. Generation of capacities to manage and administer national and international strategic projects in accordance with the SDGs.</b>			
Product 5	83%	75%	67%
Product 6	67%	50%	83%
<b>Sub Total Axis 2</b>	<b>75%</b>	<b>63%</b>	<b>75%</b>
<b>Axis 3: Global economic planning</b>			
Product 7	67%	75%	67%
Product 8	50%	50%	33%
Product 9	100%	100%	100%
<b>Sub Total Axis 3</b>	<b>72%</b>	<b>75%</b>	<b>67%</b>
<b>Total, Valorization of achievements of Evaluative Products</b>	<b>74%</b>	<b>69%</b>	<b>72%</b>

As can be seen from the summary table of the project's objective rating, the percentage of evaluation product achievement is 75% for Axis 1, 75% for Axis 2 and 72% for Axis 3, respectively. If we consider that the three axes have the same importance, that is, the same weighting, this will imply that the objective to which the three axes contribute would have a 74% achievement level, which means that this evaluation would be rated as Satisfactory.

In turn, the percentage of assessment of the sustainability of the Evaluative Products is 69%, 63% and 75% respectively for Axis 1, Axis 2, and Axis 3, leaving finally an average for the satisfaction of the objective by its Products of 74%. This implies that in general the project is considered somewhat likely, although its sustainability cannot yet be assured.

Regarding coherence, it is considered that Axis 1 has 75%, Axis 2 achieves 75% and, on the other hand, SP 3 obtains the lowest score of only 67%, which places it at the limit of moderately satisfactory. The weighted score for the Objective gives 72% achievement, which is equivalent to satisfactory (S).

## b) Project Design and Potential Assessment SMART Assessment of the Objective and its Products

To evaluate consistency in design, given that there are no committed intermediate level objectives, all the indicators of the products and their goals are taken into consideration and a first consistency evaluation of the level of consistency they must achieve the expected product is performed using the SMART technique, achieving the following results:

Project objective: Strengthen the Undersecretariat for Multilateral Affairs and Human Rights of the Ministry of Foreign Affairs in its functions of Global Economic Impulse.								
Products - Indicators - GEI Goals			SMART Assessment: List of Indicators and Targets for each Product					
Product	PRODOC Indicator	PRODOC Goal	Specific	Measurable	Achievable	Realist	Time-bound	Technical Result
<b>Product 1.</b> Multidisciplinary teams hired and equipped.	1.1 Percentage of vacancies filled to complete the organizational structure of the IEG area	<b>100%</b>	Specific.  <b>1 point</b>	100% measurable according to the needs of the institution. <b>1 point</b>	Technically, the following needs have been identified. <b>1 point</b>	Given the salary structure offered it is possible to. <b>1 point</b>	Time can be planned. <b>1 point</b>	Technically concrete and measurable. <b>5 points</b>
<b>Product 2.</b> Open structure of the new GEI area generated.	There is no explicit indicator	There is no explicit goal, but it should be the total achievement of the product.	No description of the indicator or target.  <b>0 point</b>	Not measurable without an indicator, but satisfaction with the product could be measured ex-post by DGIEG management. <b>0.5 points</b>	There is no clarity on the most efficient technical solution, which makes it difficult to measure whether it can be achieved. <b>0,3 points</b>	Since it is based on a theoretical proposal that is partly being carried out with the project, there is a certain type of "baseline" that can provide a basis for reality. <b>0.5 points</b>	There is a lack of definitions to measure whether this can be achieved within the timeframe of the project. <b>0.5 points</b>	Significant weakness because there are no explicit indicators and targets. <b>1.8 points</b>
<b>Product 3.</b> GEI area staff trained in Project Management.	3.1 Personnel must pass the course with a minimum of 80% of achievement.	<b>100%</b>	There is no measure of depth of PM training, but the topic and for whom is defined. <b>0.5 points</b>	Several characteristics are measurable (Number of people and course) <b>0.7 points</b>	Technically feasible. <b>1 point</b>	Given the specifications, it is feasible. <b>1 point</b>	In time it is achievable without problems (there are qualified suppliers). <b>1 point</b>	Indicator with the weakness of the definition of the expected depth level. <b>4.2 points</b>
<b>Product 4.</b> GEI area personnel trained to implement	4.1 Personnel must pass the course with a minimum of 80% of achievement.	<b>100%</b>	The topic is defined, who receives it and in a	It is quite measurable due to the requested characteristics and	Technically it is possible given the knowledge	There are no technical problems for its realization.	Perfectly adjustable. <b>1 point</b>	Technically possible and concrete.

Project objective: Strengthen the Undersecretariat for Multilateral Affairs and Human Rights of the Ministry of Foreign Affairs in its functions of Global Economic Impulse.								
Products - Indicators - GEI Goals			SMART Assessment: List of Indicators and Targets for each Product					
Product	PRODOC Indicator	PRODOC Goal	Specific	Measurable	Achievable	Realist	Time-bound	Technical Result
Implement gender perspective (part of the gender mainstreaming gender mainstreaming strategy).			certain way the expected depth is specified. <b>0,8 points</b>	DGIEG's own definitions. <b>0.9 points</b>	and interest in the subject. <b>1 point</b>	<b>1 point</b>		<b>4.7 points</b>
Product 5. Methodology to identify projects aligned to the SDGs developed.	5.1 Number of projects aligned with the SDGs identified using the methodology developed.	<b>100%</b>	The indicator satisfies the product and has the definition of the universe to be reached (projects aligned to SDGs) <b>1 point</b>	Perfectly measurable given the assumption that the methodology is created. <b>1 point</b>	There may be a limitation in achieving this since it depends on the creation of the methodology. <b>0.8 points</b>	The creation of the methodology should not be technically complex, and the GEI projects should be fairly aligned so there should be no complications. <b>1 point</b>	Time should not be a problem for the achievement of this indicator. <b>0.7 points</b>	The Methodology for identifying projects aligned to the SDGs should not be complex to perform and is of great importance for the project. <b>4.5 points</b>
Product 6. Methodology for aligning projects to the SDGs developed and piloted.	6.1 Number of projects aligned to the SDGs using the methodology.	<b>100%</b>	The indicator satisfies the product and has the definition of the universe to be reached (projects aligned to SDGs) <b>1 point</b>	Perfectly measurable given the assumption that the methodology is created. <b>1 point</b>	There may be a limitation in achieving this since it depends on the creation of the methodology. <b>0.8 points</b>	The indicator implies the application of a methodology that has not yet been designed, which may cause problems in its application in special projects. <b>0.8 points</b>	The methodology is not yet designed and may take significant time to implement beyond the project timeframe. <b>0.5 points</b>	The application of a methodology that has not yet been created may involve setbacks in execution time. <b>4.1 points</b>
Product 7. Institutional development procedures and operations manual created.	7.1 Number of liaison operations with Mexico's Representations Abroad carried out in accordance with the manual.	<b>100% (up to 2021)</b>	The product to be covered by the Procedures Manual is clearly defined. <b>1 point</b>	The units of measurement are the bonding operations according to the Manual, so it is perfectly measurable. <b>1 point</b>	The indicator is achievable to the extent that the Procedures Manual is in place, therefore, it depends on a	The indicator is clear, but the goal may be demanding to make it so that during the first year of implementation (2022) all projects must have	Temporarily, the indicator is very dependent on having the Manual approved	The indicator and goal depend on the creation and validation of the Procedures Manual.

Project objective: Strengthen the Undersecretariat for Multilateral Affairs and Human Rights of the Ministry of Foreign Affairs in its functions of Global Economic Impulse.								
Products - Indicators - GEI Goals			SMART Assessment: List of Indicators and Targets for each Product					
Product	PRODOC Indicator	PRODOC Goal	Specific	Measurable	Achievable	Realist	Time-bound	Technical Result
					lot of important work to be done. <b>0.8 points</b>	all their operations according to the manual which may also require refinements. <b>0.8 points</b>	and functioning, which is difficult in the timeframe of the project. <b>0.5 points</b>	<b>4.1 points</b>
Product 8. Designed mooring system.	There is no explicit indicator	There is no explicit goal however the goal is a viable funding system for the GEI.	There is no description of the indicator or goal. <b>0 point</b>	Not measurable without an indicator, but satisfaction with the product could be measured ex-post by DGIEG. <b>0.5 points</b>	There is no clarity on the most efficient technical solution, which makes it difficult to measure whether it can be achieved. <b>0.3 points</b>	Since it is based on a technical proposal that must be tested and validated in practice, it is difficult to measure how realistic it can be. The great need for this product means that a solution must necessarily be achieved. <b>0.5 points</b>	There is a lack of definitions to measure whether this can be achieved within the timeframe of the project. <b>0.5 points</b>	Significant weakness because there are no explicit indicators and goals. <b>1.8 points</b>
Product 9. Follow-up mechanisms designed.	9.1 Number of monitoring mechanisms ready to be implemented.	<b>100%</b>	Measurement of the product assumes application to all relevant DGIEG operations, although this is not explicit. <b>0.8 points</b>	It is measurable in the understanding that it refers to all relevant operations, which should be defined as such. <b>0.8 points</b>	The product requirement is only the design and not the implementation. Technically it should be 100% feasible. <b>1 point</b>	Operations are in progress. This product should be coordinated with the realization of product 7 (Operations Manual). <b>0.8 points</b>	The work on the design of the monitoring mechanisms should be accomplished within the timeframe of the project. <b>1 point</b>	There are minor inaccuracies to make it 100% SMART. <b>4.4 points</b>
<b>Points</b>			<b>6.1</b>	<b>7.4</b>	<b>7.0</b>	<b>7.4</b>	<b>6.7</b>	<b>29.1</b>
<b>% of Potential Achievement Target</b>			<b>68%</b>	<b>82%</b>	<b>78%</b>	<b>82%</b>	<b>74%</b>	<b>75%</b>

The above Matrix shows the relationship of consistency between the Products and their indicators and targets set to satisfy the Objective. Since there are no explicit intermediate objectives, all the products were taken with the same level of importance. In this case, given that what was intended to be measured was the consistency of the indicators and their respective targets in their design, the SMART tool was used. The result of the application is that there is an important level of consistency in 7 of the 9 products. Only in 2 of the products no indicators or targets were defined, and the SMART assessment is insufficient for them. The main weakness in general is that the indicators should be more specific and that some of them depend on the completion of studies or manuals, which may be affected in that they require more time to be able to comply and achieve the product.

**The consistency of the products with their indicators and goals averages 75%, therefore, it can be said with this measurement that the project presents a level of consistency according to the SMART criteria, sufficient that it can be improved without problems by creating indicators and goals for two of its products and can reach excellence with small precisions.**

## c) Consistency Matrix between the Objective and the Products that must satisfy it

Evaluación Consistencia: Objetivo y Productos					
Objective	Products	Relevance <sup>29</sup>	Satisfy objective <sup>30</sup>	Density <sup>31</sup>	Technical Analysis
Strengthen the Undersecretariat for Multilateral Affairs and Human Rights of the Ministry of Foreign Affairs in its functions of Global Economic Impulse.	<b>Product 1: Multidisciplinary teams hired and equipped.</b>	Having a contracted team dedicated to the tasks entrusted to the DGIEG is necessary to deliver the services mandated by the Undersecretariat for Multilateral Affairs and Human Rights. <b>1 point.</b>	The achievement of this product contributes to the strengthening of GEI's functions and is complementary to the activities that give meaning to the DGIEG. <b>1 point</b>	The concept of "equipped" provides us with a request that the personnel have the physical infrastructure and the necessary instruments to perform their assigned function. There is no mention of the qualification or expertise of the components of the team, only a reference to their being multidisciplinary. <b>0.7 points</b>	The Product is absolutely necessary in order to meet the objective and enables the achievement of the other products of the project. <b>2.7 points</b>
	<b>Product 2: Open structure of the new GEI area generated.</b>	Having an organizational structure that is adaptable to the requirements of the country and of the companies in their internal investment and export needs can contribute to carry out pro-cyclical or counter-cyclical activities of the national and global economic activity to take advantage of them for the country. <b>1 point</b>	It is not clear the level of satisfaction of Product 2 in the sense of how effectively it will contribute to the efficiency in achieving the objective. <b>0.5 points</b>	No quality requirements have been defined for Product 2, only that it can be flexible. It would be advisable to advance in the explicit definition of what is intended to advance in requirements that effectively strengthen the functions of the SER. <b>0.7 points</b>	It is considered very necessary, but in order to improve consistency it is necessary to better explain the characteristics of the Open Structure to be achieved, which would contribute to the achievement of the objective. <b>2.2 points</b>
	<b>Product 3. GEI personnel trained in Project Management.</b>	The DGEIG works on a project basis, therefore, it is pertinent that the staff be trained in project management by a recognized project management technician. <b>1 point</b>	The contribution to the achievement of the objective is estimated to be quite small, bearing in mind that the training needs and skills of GEI personnel are multiple. <b>0.3 points</b>	There are no specifications or characteristics to determine the expected quality or the expected level of depth of the training. <b>0.3 points</b>	There is a need to be more ambitious in ensuring staff reinforcement with a plan to improve training and delivery of skills required for GEI functions. <b>1.6 points</b>
	<b>Product 4. GEI staff trained to implement a gender</b>	GEI activities are gender-sensitive, therefore, this training is relevant. <b>1 point</b>	Directly contributes to the objective and gives a specific meaning to the objective.	The Product explicitly states that gender training must be used to implement the gender	The product is necessary and consistent with the objective.

<sup>29</sup> **Relevance:** Refers to the extent to which the achievement of the expected results is congruent with the Project Objective.

<sup>30</sup> **Satisfaction:** Refers to the extent to which the fulfillment of the results allows the complete or partial achievement of what would be understood as achieved in the Objective.

<sup>31</sup> **Density:** Refers to the extent to which the results actually achieve the Objective in depth.

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	perspective (part of the GEI strategy). perspective (part of the gender mainstreaming strategy)		<b>1 point</b>	perspective in its actions. This requirement means that the training must be very practical and adapted to the direct needs of the staff. <b>1 point</b>	<b>3 points</b>
	<b>Product 5. Methodology for Identify projects aligned to the SDGs developed.</b>	Given that the objective is explicitly framed to contribute to the SDGs, having a methodology to identify the alignment of projects to the SDGs is very relevant. <b>1 point</b>	Contribute to the goal by guiding staff action by identifying projects that are consistent with the SDGs. <b>1 point</b>	The product clearly specifies what is being sought and would allow detecting whether it is aligned with the SDGs. However, it does not provide guidelines for action in this regard. <b>0.8 points</b>	The product allows to detect whether the projects are oriented to the SDGs that are part of the Guiding Framework of the goal. <b>2.8 points</b>
	<b>Product 6. Methodology for aligning projects to SDGs developed and piloted.</b>	This methodology makes it possible to verify whether the DGIEG's actions are consistent with a key strategic orientation of its mandate. It is therefore fully relevant <b>1 point</b>	It helps to meet the objective by providing an instrument that ensures the quality of its actions. <b>1 point</b>	The objective to be delivered by the instrument is directly requested: <i>methodology for project alignment to SDGs developed and piloted.</i> <b>1 point</b>	Absolutely consistent with the objective. <b>3.0 points</b>
	<b>Product 7. Institutional development procedures and operations manual created.</b>	The provision of a Procedures Manual makes it possible to formalize the activities carried out, to account for them and, in turn, to increase actions, coverage and projects with greater certainty that they are all aligned with the objectives, principles and mandate given to the DGIEG. It is necessary and pertinent. <b>1 point</b>	It provides unity and strengthens the transparency of the activities, thus contributing directly to the objective. <b>1 point</b>	Substantially contributes to the objective of strengthening GEI's actions by institutionalizing its activities. <b>1 point</b>	It is very necessary and consistent with the objective. <b>3.0 points</b>
	<b>Product 8. Designed mooring system.</b>	Financial resources that allow for autonomy and even increase coverage and the projects to be carried out are essential for GEI actions to be viable and achieve the desired impact. <b>1 point</b>	It is the essential support so that the objective can be achieved and provide sustainability over time to the actions and projects carried out. <b>1 point</b>	Obviously, given that the project was designed for only 2 years, the product could not be more than the design of the system. However, if it is not validated in practice and by the national authorities, the contribution is insufficient. <b>0.5 points</b>	The product is consistent, but to be functional to the objective it needs to be not only designed, but also validated and, if possible, implemented. <b>2.5 points</b>
	<b>Product 9. Mechanisms for Monitoring designed.</b>	This is a supporting action of any organization and is relevant. <b>1 point</b>	It is an input to the objective to ensure alignment and also to be able to carry out improvement actions.	As in the case of product 8, it is vitally important that they are validated and implemented in	The product is consistent, but to be functional to the objective it needs to be not



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			<b>1 point</b>	order to advance in the achievement of objective 8. <b>0.5 points</b>	only designed, but also validated and, if possible, implemented. <b>2.5 points</b>
		<b>9.0</b>	<b>7.8</b>	<b>6.5</b>	<b>23.3</b>
<b>Consistency: Objective - Products</b>		<b>100 %</b>	<b>87 %</b>	<b>72 %</b>	<b>Global Consistency 86%</b>

The above matrix shows that the level of consistency of the design between the Objective and the Products that must satisfy it is sufficient, representing an 86% probability of success.

## Anexo 7 Commitment to ethical conduct in the evaluation, signed.



### ETHICAL GUIDELINES FOR EVALUATION

## PLEDGE OF ETHICAL CONDUCT IN EVALUATION



**UNEG**  
United Nations Evaluation Group

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.

Hernán Reyes

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(Signature and Date)

## Anexo 8: MTR Evaluation Rating Scales

Evaluation Rating Scales			
Coherence Ratings	Effectiveness	Efficiency Ratings	Sustainability Ratings
6: Highly satisfactory (AS): The project shows total coherence, both internal and external.	6: Highly Satisfactory (HS): exceeds expectations and/or no shortcomings	6: Highly Satisfactory (HS): exceeds expectations and/or no shortcomings	4: Likely (L): negligible risks to sustainability
5: Satisfactory (S): The project shows partial coherence, both internally and externally.	5: Satisfactory (S): meets expectations and/or no or minor shortcomings	5: Satisfactory (S): meets expectations and/or no or minor shortcomings	3: Moderately Likely (ML): moderate risks to sustainability
4: Moderately satisfactory (MS): There were moderate deficiencies.	4: Moderately Satisfactory (MS): meets expectations and/or some shortcomings	4: Moderately Satisfactory (MS): meets expectations and/or some shortcomings	2: Moderately Unlikely (MU): significant risks to sustainability
3: Moderately unsatisfactory (MI): The project shows total coherence in only one of the elements.	3: Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings	3: Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings	1: Unlikely (U): severe risks to sustainability
2: Unsatisfactory (I): The project shows partial coherence in only one of the two elements.	2: Unsatisfactory (U): substantially below expectations and/or major shortcomings	2: Unsatisfactory (U): substantially below expectations and/or major shortcomings	
1: Highly unsatisfactory (IA): The project does not show total or partial coherence in either direction.	1: Highly Unsatisfactory (HU): severe shortcomings	1: Highly Unsatisfactory (HU): severe shortcomings	