

# **DIR29CC\1134**

## **Strengthening Mexican civil society leaders in implementing nature-based solutions**

Mexico's Northwest and West varied unique ecosystems provide environmental services to over 20.9M people. However, the region's ecological balance is vulnerable and faces aggravated consequences due to climate change and overexploitation, particularly water stress, extreme warming and economic losses. Complex environmental problems require systemic approaches, such as nature-based solutions, and collaboration of multiple stakeholders, including civil society organisations and local communities. Strengthening these organisations' capacities will contribute to containing the environmental crisis, while providing human well-being and biodiversity benefits.

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## Section 1 - Contact Details

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### PRIMARY APPLICANT DETAILS

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### CONTACT DETAILS

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### CONTACT DETAILS

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## GMS ORGANISATION

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| Type           | Organisation                           |
|----------------|--|
| <b>Name</b>    | FONNOR                                 |
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## Section 2 - Title & Summary

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### Q3. Title:

Strengthening Mexican civil society leaders in implementing nature-based solutions

### Q4a. Is this a resubmission of a previously unsuccessful application?

No

**Please attach a cover letter.**

**Please include a response to any previous feedback in your cover letter.**

- Cover Letter- FONNOR (1)
- 06/11/2022
- 18:01:24
- pdf 260.17 KB

### Q5. Summary

**Please provide a brief summary of your project: the capability and capacity problem/need it is trying to address, its aims, and the key activities you plan on undertaking. Please note that if you are successful, this wording may be used by Defra in communications e.g. as a short description of the project on the website.**

**Please write this summary for a non-technical audience.**

Mexico's Northwest and West varied unique ecosystems provide environmental services to over 20.9M people. However, the region's ecological balance is vulnerable and faces aggravated consequences due to climate change and overexploitation, particularly water stress, extreme warming and economic losses. Complex environmental problems require systemic approaches, such as nature-based solutions, and collaboration of

multiple stakeholders, including civil society organisations and local communities. Strengthening these organisations' capacities will contribute to containing the environmental crisis, while providing human well-being and biodiversity benefits.

## Section 3 - Title, Dates & Budget Summary

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### Q6. Country(ies)

Which eligible country(ies) will your project be working in? Where there are more than 4 countries that your project will be working in, please add more boxes using the selection option below.

|           |             |           |             |
|-----------|-------------|-----------|-------------|
| Country 1 | Mexico      | Country 2 | No Response |
| Country 3 | No Response | Country 4 | No Response |

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Do you require more fields?

No

### Q7. Project dates

|               |                   |                                    |
|---------------|-------------------|------------------------------------|
| Start date:   | End date:         | Duration (e.g. 1 years, 8 months): |
| 01 April 2023 | 30 September 2024 | 1 year, 6 months                   |

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### Q8. Budget summary

| Year:   | 2023/24     | 2024/25    | Total request |
|---------|-------------|------------|---------------|
| Amount: | £114,241.00 | £85,430.00 | £199,671.00   |

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Q9. Proportion of Darwin Initiative budget expected to be expended in eligible countries: % ■

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Q10a. Do you have proposed matched funding arrangements?

Yes

What matched funding arrangements are proposed?

FONNOR is currently implementing three capacity strengthening projects financed by Family Health International/USAID and the David and Lucile Packard Foundation that will provide funding for salaries of two key people involved in this project. These grants will also provide resources for some activities as described in the budget. Capacity strengthening budget from the project "CONNECTA: Connecting Watershed health with sustainable livestock and agroforestry production project" (financed by the Global Environmental Facility, through the World Bank) will match some of the activities described in this project, particularly on security courses and webpage related costs. Additionally, FONNOR's "Provision of hydrological environmental services to Puerto Vallarta through the integrated management of watersheds and aquifers" project is to provide training on Nature-based Solutions, key topic for the present project.

Total matched funding from other projects can be checked in the budget.

## Q10b. Total confirmed & unconfirmed matched funding (£)

£ [REDACTED]

### Q10c. If you have a significant amount of unconfirmed matched funding, please clarify how you will fund the project if you don't manage to secure this?

We submitted a project in August to the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ - German Cooperation Agency) on Nature-based solutions. This is the second phase of the project that was submitted at the request of the GIZ Mexican office. The project has the approval of the Mexican office, but we are awaiting final confirmation and approval from GIZ Headquarters.

## Section 4 - Project need

### Q11. The need that the project is trying to address

**Please describe evidence of the capability and capacity need your project is trying to address with reference to biodiversity conservation and poverty reduction challenges and opportunities.**

**For example, how have you identified the need? Why should the need be addressed or what will be the value to the country? Please cite the evidence you are using to support your assessment of the need (references can be listed in a separate attached PDF document).**

The COVID-19 pandemic has had significant socio-economic costs. The contraction in economic activity in México led to an increase in the poverty rate from 41.9% (51.9 million people) in 2018 to 43.9% in 2020 (55.7 million people). The percentage of people living in extreme poverty increased from 7.0% to 8.5% (increase of 2.1 million people) (Consejo Nacional de Evaluación de la Política de Desarrollo Social, 2021).

Climate change (CC) affects particularly hard poor countries and poor people for several reasons: 1) They rely more on climate sensitive economic activities like agriculture and have weaker capacity to adapt effectively; 2) They are more likely to live in hazard zones and their assets are likely to be damaged in extreme weather events; and 3) they are more susceptible to the pests and diseases that follow heat waves, floods and drought (Hallegatte 2016; Frankhauser and Stern 2016).

In Mexico, climate has changed over the last 70 years becoming warmer and with a more extreme seasonal water balance, as a consequence we face stronger droughts and more intense rainfall. Particularly, Northwest of Mexico is hardly affected by CC since thermal trend indicates that this area warmed faster than the rest of the country; a possible consequence of the extremely fast warming of the northern Pacific Ocean, and the reduction in water availability that increases the consecutive number of hot days (Murray-Tortarolo 2021).

Nature-based Solutions (NbS) are strongly recommended in order to adapt to CC since they contribute to support vital ecosystem services and biodiversity, the creation of jobs, to livelihood resilience and to reducing poverty (UNEP 2019). NbS differs from traditional biodiversity conservation and management approaches because they aim to address broad societal goals such as human wellbeing, including poverty alleviation and socioeconomic development (Seddon et al. 2020); however, misuse of these actions can harm biodiversity, and in consequence endangered the ecosystem functions and human wellness (Seddon et al. 2021).

CSOs have played a key role in conserving the region's natural resources, and therefore play a key role in the implementation of NbS. However, FONNOR's experience has enabled us to confirm that "a particularity of [Mexican] CSOs are the ideals and motivations [...] however, these are not enough to guarantee CSOs' success and continuity, it is important to conjugate motivation and management" (Villar, R; et al. 2020). Some internal elements that narrow CSO strengthening and the impact they can have in Mexico's development are: incipient institutionalization; financial difficulties; shallow innovation; and lack of systemic vision, accountability, and monitoring and evaluation (Gómez López, et al. 2019).

The above is the reason this project will develop a cluster training program to strengthen institutional and technical capacities, as it will have a direct impact on the planning and execution of NbS initiatives for the benefit of the regional communities in the face of CC. “Across the global humanitarian and development landscape, a consensus has emerged about the importance of capacity strengthening in contributing to sustainable development” (USAID, 2022).

## **Section 5 - Darwin Objectives and Conventions**

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### **Q12. Biodiversity Conventions, Treaties and Agreements**

**Q12a. Your project must support the commitments of one or more of the agreements listed below.**

**Please indicate which agreement(s) will be supported.**

- Convention on Biological Diversity (CBD)
- Convention on the Conservation of Migratory Species of Wild Animals (CMS)
- Ramsar Convention on Wetlands (Ramsar)
- United Nations Framework Convention on Climate Change (UNFCCC)
- Global Goals for Sustainable Development (SDGs)

### **Q12b. National and International Policy Alignment**

**Using evidence where available, please detail how your capability and capacity project will contribute to national policy (including NBSAPs, NDCs, NAP etc.) and in turn international biodiversity and development conventions, treaties and agreements that the country is a signatory of.**

The NbS framework emerged from the Ecosystem Approach, which underpins the Convention on Biological Diversity (CBD) and considers biodiversity conservation and human well-being to be dependent on functioning and resilient natural ecosystems (CBD, 2004). With 168 signatory nations to the CBD, the Ecosystem Approach has helped to shape the current conservation and natural resource management agenda (Cohen-Shacham et al. 2019).

NbS are integrated in multilateral policy processes, such those of the United Nations Framework Convention on Climate Change, CBD, United Nations Environment Assembly and the United Nations Convention to Combat Desertification.

NbS are also included in Mexican NDC as an important element for climate adaptation (Gobierno de México, 2020), additionally The United Nations Development Program in Mexico and the National Commission for Natural Protected Areas positions NbS as an effective method to address CC emergency and outlines actions that must be implement to guarantee continuity of the mitigation and adaptation measures in the country (Proyecto Resiliencia, 2019).

Mexico has a solid institutional framework to face CC and increase resilience: the Special Climate Change Program and the National Climate Change Strategy, framed in the General Climate Change Law. Also, has cross strategic axes linked to mitigation and adaptation actions through ecosystems and productive sectors in various programs (Sector Program for Agriculture and Rural Development, National Water Program, etc.).

Knowledge gaps in adapting to impacts of CC still exist and pose barriers to countries taking necessary adaptation action (UNFCCC, 2021), therefore in Mexico despite the broad institutional framework and cross policies in the country, there are still challenges in the implementation of NbS strategies.

Capability and capacity building in NbS are key and novel initiatives, since proper training will ensure that CSO and the communities understand the national and international implications and benefits of implementing well-developed and successful NbS projects in Mexico.

## **Section 6 - Method, Change Expected, Gender & Exit Strategy**

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### **Q13. Methodology**

**Describe the methods and approach you will use to achieve your intended capability and capacity Outcome and contribute towards your Impact. Provide information on:**

- **How you have reflected on and incorporated evidence and lessons learnt from past and present similar activities and projects in the design of this project.**
- **The specific approach you are using, supported by evidence that it will be effective, and justifying why you expect it will be successful in this context.**
- **How you will undertake the work (activities, materials and methods).**
- **What the main activities will be and where these will take place.**
- **How you will manage the work (governance, roles and responsibilities, project management tools, risks etc.).**
- **What practical elements will be included to embed new capabilities?**

Nature-based Solutions (NbS) are actions to protect, sustainably manage and restore natural or modified ecosystems, which address societal challenges effectively and adaptively, while simultaneously providing human well-being and biodiversity benefits (Cohen-Shacham et al 2019). Well designed NbS can enhance biodiversity, increase carbon storage, reduce extreme temperatures, and control pluvial flood (Epelde et al. 2022, Hanson et al. 2020), but there is also evidence about how misuse of these actions can harm biodiversity, and in consequence endangered the ecosystem functions and human wellness (Seddon et al. 2021).

During 2021 FONNOR financed local NbS projects in Baja California Sur (BCS), Mexico, through a call of proposals. Out of five proposals received, only one was a NbS activity, three were about environmental education, and one was a non-NbS activity. Through this experience we noticed there is a poor understanding of what a NbS is and its implications; and observed that the planning processes of the received proposals could be improved.

Considering the above and lessons learnt from this experience, we designed a project focused on developing the capability and capacity building of Northwest and West Mexico organisations, directly, and community leaders, indirectly, to efficiently deliver effective and successful NbS projects through strengthening institutional management, project management, leadership skills and NbS knowledge. We acknowledge that climate change disproportionately harms women due to their marginalised identities and, at the same time, increases the risk of widening such disparities (Singhal, 2022), furthermore they are usually excluded as beneficiaries when the designing of projects. Due to this, and recognizing that women are a key actor in the appropriation and implementation of NbS, we incorporate a gender equality perspective throughout the development of the project.

For more than 8 years FONNOR has strengthened capacities and built capabilities of more than 50 civil society organizations (CSO), both in institutional as well as technical areas; and trained leadership skills to over 70 environmental leaders. These processes are led through experienced-based group learning, systems approach, and collaborative work. This approach is effective as proven by positive ex-ante and post surveys results of the initiatives, and through an external evaluation that determined that 80% of our benefited CSOs had an increase in their financial management and institutional design.

Regarding the NbS approach, we will use the International Union for Conservation of Nature (IUCN) Global Standard, which enables the translation of the NbS concept into targeted actions for implementation, reinforcing best practice, addressing and correcting shortfalls and enabling interventions to align with internationally accepted NbS principles (IUCN 2020).

Through a call for proposal, 15 CSOs will be selected and benefit from three-weeks (one week every 4 months) of specialised in-person training, virtual workshops for all staff from the CSO, and virtual mentoring to develop successful NbS projects. Two representatives from each organisation will participate in these in-person trainings to guarantee better design, development and management of projects:

- NbS approaches and basic institutional and project management capacities (week 1 in Jalisco and week 2 in BCS).
- Leadership soft-skills for key participants (week 3 in Jalisco).

We will design a digital toolbox (DT) to provide trained CSOs the chance to maintain and improve their learned capabilities and capacities over time. DT will also give an opportunity to anyone interested in NbS in Mexico and other Latin-American countries to have a solid base and guidance for designing a robust project to increase success.

All components of the project will encourage collaboration and peer-to-peer learning on technical and institutional issues, and the leadership component provides the basis for building trust amongst participants, which is necessary for collective

impact. The institutional, project management and leadership capacities strengthened are useful for all types of social impact projects.

Participating organisations should have a NbS ongoing initiative or a project conceptualised idea. The IUCN Global Standard will be used to guide them through a common basis of NbS understanding and provide means to verify that the projects meet the required criteria and indicators. An assessment of the organisation's projects will identify the gaps to work on or whenever their project can be scaled up in order to have a truly NbS intervention, considering SDG, specifically 1, 5, 6, 10, 13, 14, 15 and 17.

Experts on Conservation, NbS and capacity building from FONNOR's team will manage the appropriate implementation of this project, using project management apps. FONNOR's operative team will execute and monitor the project. The operative team will work closely with experts on each field to co-design activities, and in coordinator with them will oversee one-on-one coaching for the organisations.

## **Q14. How will you identify participants?**

**How did/will you identify and select the participants (individuals and organisations) to directly benefit from the capability and capacity building activities? What makes these the most suitable participants? How will you ensure that the selection process is unbiased, fair and transparent?**

FONNOR will carry out an open call for proposals, to be posted for a month in our website, and shared through social media and invitations, this will allow enough time to reach out to all possible interested parties. The call for proposal will also be shared through different capacity building actors, and to the list of government recognised environmental organisations in the Northwest and West regions of Mexico. Additionally, FONNOR has a network of over 50 partner organisations working in the regions who will provide information on possible local organisations that could benefit from this project; and thus, invite them directly to participate in the call for proposals.

For the selection of 15 CSOs, FONNOR will convene a Selection Committee composed of representatives of: two organisations with recognised conservation work in the Northwest and West regions; two CSOs with NbS experience from other country regions; two NbS experts; a recognised capacity-building organisation; national environmental government representatives; and two gender and/or environmental safeguards expert.

The main criteria to select a CSO is:

1) NbS initiative idea:

\* Conservation or social action with potential to become an NbS project.

\* An NbS initiative or project run by the organisation.

2) NbS initiative idea is or will be implemented in one of the following states: Baja California, Baja California Sur, Colima, Jalisco, Nayarit, Sinaloa or Sonora.

3) Priority will be given to initiatives in states with highest extreme poverty percentages: Jalisco 3%, Nayarit 3.8%, Sonora 3.5%, and with highest moderate poverty: Jalisco 28.4%, Nayarit 26.6%, Sonora 26.4% (Consejo Nacional de Evaluación de Política de Desarrollo Social, n.d).

4) NbS initiative benefits or will benefit vulnerable populations: women, children, elderly people, ethnic groups, migrants.

5) Priority will be given to organisations with experience in conservation and ecosystem restoration.

## **Q15. Gender equality**

**All applicants must consider whether and how their project will contribute to reducing inequality between persons of different gender. Explain your understanding of gender equality within the context of your project, and how is it reflected in your plans. Please summarise how your capability and capacity project will contribute to reducing gender inequality. Applicants should, at a minimum, ensure proposals will not increase inequality and are encouraged to design interventions that proactively contribute to increased gender equality.**

In FONNOR we comprehend that gender equality is imperative to human rights. We believe in equity for all, regardless of race, gender, income and ability.

We deepened our understanding of the matter by incorporating the gender perspective in various projects alongside a diverse variety of donors such as United Nations Development Programme (UNDP), the Global Environmental Fund (GEF), the Green Climate Fund (GCF), amongst others. These experiences left FONNOR with an installed capacity for gender

mainstreaming and women's equality with our partners and project beneficiaries; and also maintain a continuous process of internalisation and institutionalisation of gender equality, which has led us to develop FONNOR's Gender Equality and Non-discrimination (GE&ND) Plan.

We acknowledge that CC is not "gender neutral", women and girls experience the greatest impacts, which amplifies existing gender inequalities and poses unique threats to their livelihoods, health, and safety (UN Women, 2022). One of the most favoured options for mitigating and adapting to the effects of CC are NbS. Women are crucial when it comes to accelerating the implementation of these solutions, as they deeply rely on the environment to support their livelihoods - hence their motivation to conserve it (Diop, 2021). It is also proved that capacity-building strategies that are paired with NbS projects can strengthen women's roles as decision-makers and experts, especially when it comes to climate adaptation (Bechauf, 2021).

Recognizing the importance of the inclusion of women in the implementation of NbS, for project implementation FONNOR will:

- Consider gender and inclusion criteria for the evaluation of proposals received.
- Integrate gender and safeguards experts in the Committee for Proposal Evaluation.
- Share FONNOR's GE&ND Plan and good practices with beneficiaries.
- Include gender approach in the leadership and NbS workshops.
- Ensure that at least 30% of the beneficiaries will be women.

## **Q16. Change expected**

**Detail what the expected changes to in-country capability and capacity will deliver for both biodiversity and poverty reduction. You should identify what will change and who will benefit a) in the short-term (i.e. during the life of the project) and b) in the long-term (after the project has ended) and the potential to scale the approach.**

**When talking about how people will benefit, please remember to give details of who will benefit, differences in benefits by gender or other layers of diversity within stakeholders, and the number of beneficiaries expected. The number of communities is insufficient detail – number of households should be the largest unit used**

CSO with stronger and adequate capacities make better and stronger projects. The change expected with institutional, individual and technical capacity strengthening initiatives is that organisations and the people that work in them will design and execute more impactful collaborative projects; as their organisations develop resilience and are sustainable to keep contributing to their biodiversity goals.

"Effective local capacity strengthening can propel inclusive economic growth; advance improvements in essential health, food and nutrition, and education services and systems. Local capacity strengthening also can address underlying factors of fragility, bolster local humanitarian response systems, and enhance resilience to shocks and stresses. As a result, effective local capacity strengthening supports countries to prevent, mitigate, and recover from crises" (USAID, 2022).

Hence, in the short-term 15 CSOs and 30 leaders will benefit from the project, with at least ten NbS initiatives with changes in developing more integral permanent projects and an assimilated understanding of a real NbS project. In the long-term, the same actors and at least ten local impoverished communities will embrace and internalise NbS knowledge and experience on conservation, for the benefit of the communities' development and resilience.

Additionally, FONNOR has built a solid capacity strengthening platform with over 50 CSO in Northwest and Western Mexico, that as described in the following "exit strategy", will indirectly benefit from this project in the long term. Furthermore, FONNOR is part of RedFAM, a network of six Mexican regional conservation funds working (of which FONNOR is a member) in other 15 Mexican States with whom the learnings and tools from this project will be shared, and who could replicate similar projects.

## **Q17. Exit Strategy**

**How will the project reach a sustainable point and continue to deliver benefits post-funding?**

**How will the built capability and capacity be maintained in-country? How will the new capability and capacity be replicated to strengthen additional future environmental leaders beyond the project? How will the benefits be scaled? Are there any barriers to scaling and if so, how will these be addressed? How will the materials developed during the project be made more widely accessible during and after the project?**

The project will provide a digital toolbox (DT) that will include key documents and self-assessment tools on project management, soft skills and NbS. DT will provide CSOs with tools to identify project components that need to be included or strengthened to have a truly NbS initiative; and skills that need improvement for better project management and leadership capacities.

Thanks to the DT the strengthened capabilities and capacities would be maintained and improved over time, since trained CSO can access the DT every time they need, and information is going to be updated by FONNOR when necessary to ensure the DT has the most recent available information.

Although the project is located in Northwest and Western Mexico, DT will be available at FONNOR's new website and promoted in our social media, allowing to escalate the benefits of the project, as other CSO and environmental leaders in Mexico, and other Latin-American countries can have access and improve and strengthen their institutional and NbS technical capacities for designing stronger initiatives. Thus, anyone interested in NbS, even if they have no knowledge on the topic, would be able to have a solid base and guidance for designing a robust project, and this will contribute to increased success and contribution to human well-being and biodiversity conservation.

A possible barrier for this post-funding benefit would be that DT is not used. To avoid this, FONNOR will design a dissemination strategy through electronic media and present the DT in events where we can promote it. In addition, FONNOR will share the DT directly with RedFAM and with over 50 CSO and other learning communities with whom FONNOR has built a solid capacity strengthening platform.

**If necessary, please provide supporting documentation e.g. maps, diagrams, references etc., as a PDF using the File Upload below:**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> <a href="#">Safeguards-environmental, social, gender Operation manual-annex5</a></li> <li><input type="checkbox"/> 04/11/2022</li> <li><input type="checkbox"/> 17:24:15</li> <li><input type="checkbox"/> pdf 1000.69 KB</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> <a href="#">REFERENCES</a></li> <li><input type="checkbox"/> 04/11/2022</li> <li><input type="checkbox"/> 17:22:31</li> <li><input type="checkbox"/> pdf 58.76 KB</li> </ul> |
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## Section 7 - Risk Management

### Q18. Risk Management

**Please outline the 6 key risks to achievement of your Project Outcome and how these risks will be managed and mitigated, referring to the [Risk Guidance](#). This should include at least one Fiduciary, one Safeguarding, and one Delivery Chain Risk.**

**Projects should also draft their initial risk register, using the [Risk Assessment template](#), and be prepared to submit this when requested if they are recommended for funding. Do not attach this to your application.**

| Risk Description   | Impact | Prob.    | Gross Risk | Mitigation  | Residual Risk |
|--|--------|----------|------------|---|---------------|
| <b>Fiduciary (financial)</b><br>International and national events can lead to inflation, thus, having negative effects on the project budget. Additionally, international events can lead to the donor not financing the total budget. | Major  | Possible | Major      | Despite strong global inflation, the Mexican macroeconomy has remained stable, keeping inflation low and allowing for 1.03% GDP growth in the third quarter of 2022. Furthermore, FONNOR has counterpart resources from other projects that help to mitigate this potential risk. | Major         |

|   |          |          |       |   |          |
|---|----------|----------|-------|---|----------|
| <b>Safeguarding</b><br>CSO staff might be harmed during their activities due to gender violence. In 2020, Mexico ranked 2nd place in femicides in Latin America, and second country with the highest total number of environmental defenders killed in the world. | Moderate | Possible | major | FONNOR has robust policies in place to prevent this risk including a Code of Conduct, a Gender Plan and a Redress Mechanism for whistleblowing. FONNOR will ensure that project partners understand the importance of these policies and how they work. | Minor    |
| <b>Delivery Chain</b><br>Organisations drop out from project activities due to the amount of time required for the development of activities.   | Moderate | Unlikely | Rare  | Approximate time invested to be included clearly in the call for proposals. Assure selected organisations understand and are aware of the time required to be invested in the activities through a letter of commitment.                                | Minor    |
| <b>Risk 4</b><br>The current federal administration's lack of interest in environmental issues weakens and undermines the scope of action of CSOs to protect the nation's natural resources.  | Major    | Unlikely | Rare  | FONNOR is committed to strengthening the capacities of CSOs in different areas and the creation of collaborative networks. FONNOR has maintained good relations with subnational governments in the project intervention area.                          | moderate |
| <b>Risk 5</b><br>Insecurity due to organised crime and regular crime in Mexico is a risk to carry out in-person activities.   | major    | Possible | Major | Promote security protocols within FONNOR's staff and participating CSOs. Apply security protocols to all in-person events.  | Moderate |
| <b>Risk 6</b><br>Organisations lack interest and/or time in applying to the call of proposal.   | severe   | Unlikely | Major | Identify at least 15 organisations with interest and history of implementing projects associated with NbS.  | Moderate |

## Section 8 - Implementation Timetable

### Q19. Provide a project implementation timetable that shows the key milestones in project activities

**Provide a project implementation timetable that shows the key milestones in project activities, linking them to your Outputs. Complete the Word template as appropriate to describe the intended workplan for your project.**

[Implementation Timetable Template](#)

**Please add/remove columns to reflect the length of your project. For each activity (add/remove rows as appropriate) indicate the number of months it will last, and fill/shade only the quarters in which an activity will be carried out.**

- IMPLEMENTATION-TIMETABLE-FONNOR
- 04/11/2022
- 19:18:13
- pdf 51.88 KB

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## Section 9 - Monitoring and Evaluation

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### Q20. Monitoring and evaluation (M&E)

**Describe how the progress of the project will be monitored and evaluated, making reference to who is responsible for the project's M&E.**

**Darwin Initiative projects are expected to be adaptive, and you should detail how the monitoring and evaluation will feed into the improved delivery of the project including its management. M&E is expected to be built into the project and not an 'add' on. It is as important to measure for negative impacts as it is for positive impact. Additionally, please indicate an approximate budget and level of effort (person days) to be spent on M&E (see Finance Guidance).**

An external consultant will be hired at the beginning of the project, to reinforce, with FONNOR's Watersheds & Biodiversity and Capacity Strengthening Programs, the necessary tools to be used during project execution and to evaluate necessary changes during the lifetime of the project. The following are some of the tools that FONNOR's staff will use to monitor and that will serve as input for a general self-evaluation at the end of the project:

- Quarterly progress reports
- Ex ante and ex post polls for diverse activities (training, coachings).
- Quick interview calls with participants.
- Expert consultants' reports.
- Organisational self-assessment tool.
- Accomplishment of IUCN Global Standard for Nature-based solutions.
- Other tools recommended by the consultant.

|  |              |
|--|--------------|
| <b>Total project budget for M&amp;E in GBP (this may include Staff and Travel and Subsistence costs)</b> | £ [REDACTED] |
| <b>Percentage of total project budget set aside for M&amp;E</b>  | [REDACTED]   |
| <b>Number of days planned for M&amp;E</b>  | 40           |

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## Section 10 - Indicators of Success

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### Q21. Indicators of success

**Please outline the Outcome and Outputs of the project and how you will show that they have been achieved by using SMART indicators and milestones.**

**See the Monitoring, Evaluation and Learning Guidance for advice on selecting SMART indicators and milestones.**

**Please note that the number of participants in training is not an output, please consider how to measure the success of the training rather than participation in training.**

**In the table below please outline your Outcome and between 1-4 Outputs. Each statement should have between 2-3**

**SMART indicators and end target (figure/state/quality) including how you would evidence achievement – i.e. “Means of Verification”.**

|  | <b>SMART Indicator</b>   | <b>Means of Verification</b>  |
|--|--|---|
| <b>Outcome</b><br>Nature-based Solution (NbS) projects planned by strengthened organisations that will benefit local communities of Northwest and West Mexico.                       | In 12 months at least 10 logical frameworks and associated draft budgets developed for possible NbS projects that will benefit local communities of Northwest and West Mexico. | 10 logical frameworks and draft budgets   |
| <b>Output 1</b><br>Environmental CSO leaders with strengthened solid soft capacities to be change makers in managing innovative nature based solution projects.                      | In 12 months at least 15 CSO report a 50% increase in their leadership abilities and capacities to direct teams. Out of them 30% are women.                                    | Post-ex-ante surveys results showing increases.   |
| <b>Output 2</b><br>Organisations with increased and persistent institutional capacities and capabilities to develop and implement successful conservation projects in the long term. | In 12 months at least 15 organisations have improved capacities and capabilities in project management, fiscal and legal issues, fundraising and gender.                       | Post-ex-ante surveys (increased capacities).<br>Organisational self-assessment tool results.              |
| <b>Output 3</b><br>Organisations with acquired knowledge on Nature-based Solutions (NbS) approaches to apply in their actual projects and develop new ones.                          | In 12 months at 15 organisations increased knowledge on NbS approaches.  | Post-ex-ante surveys.<br>Project evaluations using the IUCN Global Standard for NbS self-assessment tool. |
| <b>Output 4</b><br><i>No Response</i>  | <i>No Response</i>   | <i>No Response</i>  |

**Activities**

**Each activity is numbered according to the Output that it will contribute towards, for example, 1.1, 1.2, 1.3 are contributing to Output 1.**

- 1.1 Training program design
- 1.2 Individual diagnosis on: Personal Development and conflict resolution profile
- 1.3 1st in-person training on personal leadership skills: personal development and emotional intelligence, conflict resolution and negotiation, team building and collaboration for greater impact, networking for social causes
- 1.4 Webinar on systemic thinking for collaboration in conservation
- 1.5 Webinar on creativity and innovation for environmental projects
- 2.1 Design the call for training process
- 2.2 Dissemination of the call for training among organisations in western and northwestern Mexico
- 2.3 Candidate organisations evaluation and participants selection
- 2.4 Organisational diagnosis of organisations to determine capacity strengthening main needs
- 2.5 Training program design in association with output 3
- 2.6 Kickoff virtual session in association with output 3
- 2.7 1st in-person workshop on in association with output 3: socio-environmental project design tools, development of indicators, monitoring and evaluation of projects
- 2.8 Webinar on risk assessment matrix
- 2.9 Webinar on social and gender perspectives in project design and implementation

- 2.10 2nd in-person workshop in association with output 3: business Social Canvas, strategic finance including budget development, fundraising and resource mobilisation
- 2.11 Webinars on: fiscal and legal issues according to Mexican Law necessary for a CSO's sustainability, fundraising specifics, and security for CSOs
- 2.12 One-on-one mentoring follow up virtual sessions
- 2.13 Logical frameworks presentations and training experiences exchange in association with output 3
- 2.14 Post-ex-ante survey
- 3.1 Training program design in association with output 2
- 3.2 Kickoff virtual session in association with output 2
- 3.3 Virtual workshop for initial project evaluations using the IUCN Global Standard for NbS self-assessment tool
- 3.4 One-on-one mentoring follow up virtual sessions
- 3.5 1st in-person workshop in association with output 2: introduction to NbS, types of NbS interventions, opportunities and risks associated to NbS
- 3.6 Groupal follow up virtual session
- 3.7 2nd in-person workshop in association with output 2: NbS for solving major societal challenges: livelihoods, climate change, food security, water security, disaster management, and human health
- 3.8 Virtual workshop for final project evaluations using the IUCN Global Standard for NbS self-assessment tool
- 3.9 Logical frameworks of NbS projects presentations and training experiences exchange in association with output 2
- 3.10 Network-building between organisations to develop future NBS projects with greater scope and impact
- 3.11 Post-ex-ante survey
- 3.12 Toolbox design in association with output 1 and 2 for self-assessment of: NbS, project design tools, systemic thinking, strategic finance.

### **Important Assumptions:**

**Please describe up to 6 key assumptions that, if held true, will enable you to deliver your Outputs and Outcome.**

1. Organisations will submit proposals where all the criteria specified in the call are met.
2. Initiatives are carried out in states with highest extreme and moderate poverty percentages in northwest and western Mexico.
3. Participants will attend all groupal, one-on-one, virtual and in-person activities.
4. Topic experts are able to collaborate in specific activities when needed.
5. 30% of participants are women.
6. Post-ex-ante surveys demonstrate that at least 80% of the organisations strengthened their institutional management capacities, leadership skills and Nature-based Solutions knowledge.

## **Section 11 - Budget and Funding**

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### **Q22. Budget**

**Please complete the appropriate Excel spreadsheet, which provides the Budget for this application. Some of the questions earlier and below refer to the information in this spreadsheet.**

**Note that there are different templates for projects requesting under £100,000 and over £100,000. Please refer to the [Finance Guidance](#) for more information.**

- [Budget form for projects under £100,000](#)
- [Budget form for projects over £100,000](#)

**Please ensure you include any co-financing figures in the Budget spreadsheet to clarify the full budget required to deliver this project.**

**NB: Please state all costs by financial year (1 April to 31 March) and in GBP. The Darwin Initiative cannot agree any increase in grants once awarded.**

**Please upload the Lead Partner's accounts (or other financial evidence – see Finance Guidance) at the certification page at the end of the application form.**

- 
- BCF-Budget-over-100k-MASTER-FONNOR
  - 07/11/2022
  - 17:30:45
  - xlsx 442.01 KB

## **Q23. Funding**

**Q23a. Is this a new initiative or does it build on existing work (delivered by anyone and funded through any source)?**

- New Initiative

**Please provide details:**

FONNOR has successfully run an institutional capacity strengthening program for over 8 years, funded in different moments by The David and Lucile Packard Foundation, The Walton Family Foundation, Marisla Foundation and Sandler Foundation. However, the program has only been open to organisations that are beneficiaries to these specific donors. This project allows us to strengthen the same group of organisations, and also include new ones with less organisational development.

Last year we operated a NbS project in Los Cabos, Baja California Sur, financed by The GIZ. While executing this project we realised the need to increase knowledge about NbS, so lessons learned provided us the base to design this proposal. We consider this project as an opportunity to increase CSO technical capacities and understanding of NbS, while strengthening their organisational and leadership skills, since these three components are key in order to successfully manage projects that will benefit biodiversity and human well-being successfully.

**Q23b. Are you aware of any current or future plans for similar work to the proposed project?**

- Yes

**Please give details explaining similarities and differences, and explaining how your work will be additional and what attempts have been/will be made to co-operate with and learn lessons from such work for mutual benefits.**

At FONNOR we recognize that in Mexico there are numerous efforts by other organisations (Fundación Merced, Alternativas y Capacidades, Fortaleessa, amongst others) dedicated to the institutional and organisational strengthening of civil society. However, we consider that our added value is our leadership and environmental conservation approach which has allowed us to grant strengthening in technical matters, and promote collaboration between environmental CSOs.

Regarding efforts similar to ours, we highlight the work carried out by Sureste Sostenible A.C., a fellow environmental fund, member of RedFAM that seeks the sustainability of ecosystems. This CSO has a capacity strengthening program that helps environmental organisations in the Southeast region of Mexico to increase their effectiveness and develop cooperative networks, much like FONNOR in the Northwest and West regions.

In the past, we have collaborated with Sureste Sostenible and are currently developing a project with them that would deepen CSO's technical knowledge on blue carbon to incorporate and improve current and future projects and strengthen internal capacities and capabilities.

## **Q24. Capital items**

**If you plan to purchase capital items with Darwin funding, please indicate what you anticipate will happen to the items following project end. If you are requesting more than 10% capital costs, please provide your justification here.**

We are requesting a laptop for one of the project leaders to guarantee adequate implementation and monitoring of the project. As well as having an adequate equipment for virtual sessions. When the project is over, the laptop will remain with FONNOR's staff.

## Q25. Value for Money

**Please demonstrate why your project is good value for money in terms of impact and cost-effectiveness of each pound spend (economy, efficiency, effectiveness and equity). Please make sure you read the guidance documents, before answering this question.**

This project will be innovative in the regions we propose, and as mentioned before NbS initiatives have an impact on the social, economical and environmental welfare of the communities where they are implemented.

FONNOR will guarantee the efficiency, effectiveness and equity of the resources spend based on:

FONNOR's Operation Manual. Based on the experience with other international donors, the Manual underlines our procurement rules for purchases and hiring of consultants. It states that every contract should meet an economy and efficiency criteria, and procure quality of the work done. According to the amount of each contract or purchase we require to follow a strict process where call for proposals might need to be open and according to amounts we might need to receive a minimum of three proposals.

Our procedures are aligned with the standards created by the Mexican Network of Environmental Funds (RedFAM), based on the standards for environmental funds of the Conservation Finance Alliance

Travel expenses are provided according to Mexican tax Law, therefore there are maximums per diem for lodging, meals and local transpore. Hence, this allows for a better control of budget, and to avoid misuse of expenses.

## Section 12 - Safeguarding and Ethics

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### Q26. Safeguarding

**Projects funded through the Darwin Initiative must fully protect vulnerable people all of the time, wherever they work. In order to provide assurance of this, projects are required to have appropriate safeguarding policies in place.**

**Please confirm the Lead Partner has the following policies in place and that these can be available on request:**

**Please upload the Lead Partner's Safeguarding Policy as a PDF on the certification page.**

|  |           |
|--|-----------|
| <b>We have a safeguarding policy, which includes a statement of our commitment to safeguarding and a zero tolerance statement on bullying, harassment and sexual exploitation and abuse</b>  | Checked   |
| <b>We have attached a copy of our safeguarding policy to this application (file upload on certification page)</b>  | Checked   |
| <b>We keep a detailed register of safeguarding issues raised and how they were dealt with</b>  | Checked   |
| <b>We have clear investigation and disciplinary procedures to use when allegations and complaints are made, and have clear processes in place for when a disclosure is made</b>  | Checked   |
| <b>We share our safeguarding policy with all partners</b>  | Unchecked |
| <b>We have a whistle-blowing policy which protects whistle blowers from reprisals and includes clear processes for dealing with concerns raised</b>  | Checked   |
| <b>We have a Code of Conduct for staff and volunteers that sets out clear expectations of behaviours - inside and outside the work place - and make clear what will happen in the event of non-compliance or breach of these standards</b> | Checked   |

**Please outline how you will implement your safeguarding policies in practice and ensure that all partners apply the**

**same standards as the Lead Partner. If any of the responses are “no”, please indicate how it is being addressed.**

FONNOR's Environmental, Social and Gender Standards are established in our Operations Manual. We have a Code of Conduct and a Grievance Redress Mechanism. FONNOR will share these policies with project partners and make sure everyone complies. In other projects, we have advised our partners on gender budgeting to ensure the alignment of their activities with our gender standards. FONNOR has conducted due diligence with UNDP, the GCF, the GEF and other donors. We have been trained by them in safeguards policies, which has allowed us to strengthen ourselves institutionally on the subject and transfer these capacities to our partners.

## Section 13 - FCDO Notifications

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### Q27. FCDO Notifications

**Please state whether there are sensitivities that the Foreign Commonwealth and Development Office will need to be aware of should they want to publicise the project’s success in the Darwin Initiative in any country.**

No

**Please indicate whether you have contacted FCDO Embassy or High Commission to discuss the project and attach details of any advice you have received from them.**

No

**If no, why not?**

We contacted the FCDO Embassy in Mexico (Carla.Juarez@fcdo.gov.uk) on September 29 via e-mail, letting them know we were going to send a proposal. We did not receive any response.

## Section 14 - Project Staff

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### Q28. Project staff

**Please identify the core staff (identified in the budget), their role and what % of their time they will be working on the project.**

**Please provide 1-page CVs or job description, further information on who is considered core staff can be found in the Finance Guidance.**

| Name (First name, Surname)        | Role   | % time on project | 1 page CV or job description attached? |
|-----------------------------------|--|-------------------|--|
| Maria Jose Mesen Arias            | Project Leader   | 30                | Checked                                |
| Blanca Idalia Gonzalez Garza      | Project Leader in Nature-based Solutions                 | 30                | Checked                                |
| Clara Maria de Alba de la Peña    | Project support in capacity and capability strengthening | 20                | Checked                                |
| Karla Nathalie Villavicencio Cota | Project administration and support in logistics          | 40                | Checked                                |

**Do you require more fields?**

No

Please provide 1 page CVs (or job description if yet to be recruited) for the project staff listed above as a combined PDF.

Ensure the file is named clearly, consistent with the named individual and role above.

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CLARA MARIA DE ALBA  
 06/11/2022  
 18:05:27  
 pdf 41.21 KB

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KARLA NATHALIE VILLAVICENCIO  
 04/11/2022  
 19:09:47  
 pdf 223.26 KB

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MARIA JOSE MESEN ~~AS~~  
 04/11/2022  
 19:09:40  
 pdf 99.07 KB

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BLANCA IDALIA GONZALEZ GARZA  
 04/11/2022  
 19:09:21  
 pdf 178.7 KB

Have you attached all project staff CVs?

Yes

## Section 15 - Project Partners

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### Q29. Project Partners

Please list all the Project Partners (including the Lead Partner) – i.e. the partner who will administer the grant and coordinate the delivery of the project), clearly setting out their roles and responsibilities in the project and the extent of their engagement so far and planned.

This section should demonstrate the capability and capacity of the Project Partners to successfully deliver the project. Please provide Letters of Support for all project partners or explain why this has not been included.

**Lead Partner name:** FONNOR, A.C.

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**Website address:** [www.fonnor.org](http://www.fonnor.org)

**Why is this organisation the Lead Partner, and what value to they bring to the project? (including roles, responsibilities and capabilities and capacity):**

through 9 years FONNOR has implemented a series of approaches and methodologies to strengthen the institutional and technical capacities and capabilities of socio-environmental civil organisations.

Our strengthening proposals are based mainly on logical framework and theory of change methodology. We are convinced that the processes we provide, support organisations and the people who form them to develop and refine skills, strategies, systems and structures that allow them to achieve their conservation objectives in the medium and long term. We believe that sharing ideas and knowledge is crucial to have results that benefit everyone in the long term, we instigate collaborative work in all of our projects.

The experience FONNOR has achieved over these years, through the execution of more than 25 projects, allows us to demonstrate that we have the technical, administrative and logistical capacities to implement projects with satisfactory results. We have implemented actions for conservation and restoration throughout Northwest and Western Mexico. Concerning Nbs, we have channelled resources and supervised the implementation of NbS projects in Baja California Sur with the support of international cooperation agencies.

For this initiative FONNOR will be responsible for the design, implementation and administration of the resources.

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**International/In-country Partner**  In-country

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**Allocated budget (proportion or value):** ██████████

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**Represented on the Project Board (or other management structure)**  Yes

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**Have you included a Letter of Support from this partner?**  Yes

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**Do you have partners involved in the Project?**

No

**Please provide a combined PDF of all letters of support.**

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- [Letter-of-support\\_FMCN](#)
- 07/11/2022
- 16:41:44
- pdf 164.39 KB

## **Section 16 - Lead Partner Capability and Capacity**

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Q30. Lead Partner Capability and Capacity

**Has your organisation been awarded Darwin Initiative, Darwin Plus or Illegal Wildlife Trade Challenge Fund funding before (for the purposes of this question, being a partner does not count)?**

No

**If no, please provide the below information on the lead partner.**

**What year was your organisation established/ incorporated/ registered?** 01 January 2013

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**What is the legal status of your organisation?**  NGO

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**How is your organisation currently funded?** We receive funding from national foundations, international foundations, governments and cooperation agencies.

---

**Describe briefly the aims, activities and achievements of your organisation. Large organisations please note that this should describe your unit or department.**

**Aims** Enable and align efforts for the conservation and sustainable use of biodiversity in Northwest and West Mexico, through financing of projects, providing technical support for initiatives, and capacity building of other socio-environmental civil organizations.

---

**Activities** FONNOR manages resources from national and international funds, creates synergies to promote conservation and sustainable management of natural resources, channels funds to implement projects, strengthens the institutional and leadership capacities of socio-environmental civil organizations, and strengthens the operation of natural protected areas in Northwest and West Mexico.

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**Achievements** FONNOR has strengthened the capacities of over 50CSOs and fostered collaboration to enhance their impacts, financed NbS projects in BCS, created scientific instruments for integrated watershed management, worked with organisations/producers in Western Mexico to promote sustainable livestock and agroforestry, implemented conservation actions protecting key species and natural protected areas.

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**Provide detail of 3 contracts/projects held by the Lead Partner that demonstrate your credibility as an organisation and provide track record relevant to the project proposed.**

**These contracts/awards should have been held in the last 5 years and be of a similar size to the grant requested in your application.**

**Contract/Project 1 Title** Institutional and Leadership Capacity Building Program for Civil Society Organisations in Northwestern Mexico

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**Contract Value/Project budget (include currency)** [REDACTED] MXN (Mexican Pesos)

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**Duration (e.g. 2 years 3 months)** 6 years

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**Role of organisation in project** FONNOR designed and facilitated a diverse array of learning processes on multiple subjects on organisational and institutional strengthening of CSO's, including leadership training for decision makers and systems for internal collaboration within each CSO. We also generated opportunities for collaboration among the entire Northwestern Mexico environmental conservation community.

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|  |  |
|--|--|
| <b>Duration (e.g. 2 years, 3 months)</b>                                 | 6 years  |
| <b>Role of organisation in project</b>                                   | Our role is to implement the complete project in the field, ensuring the participation of local actors.  |
| <b>Brief summary of the aims, objectives and outcomes of the project</b> | In order to ensure the provision of hydrological environmental services (water) for Puerto Vallarta through integrated watershed and aquifers management, this project has six components: 1) The conservation of priority sites, 2) the restoration of degraded sites, 3) adding efforts to the ordering and planning processes in the region, 4) strengthening the capacities of local actors and 5) innovating in financing mechanisms. All framed in a 6) monitoring protocol. |
| <b>Client/independent reference contact details (Name, e-mail)</b>       | Donor: Fundación Gonzalo Río Arronte, I.A.P.<br>Angélica Quevedo   [REDACTED]  |

**Have you provided the requested signed audited/independently examined accounts (or other financial evidence - see Finance Guidance)?**

**If yes, please upload these on the certification page. Note that this is not required from Government Agencies.**

Yes

## Section 17 - Certification

### Q30. Certification

**On behalf of the**

Trustees

**of**

FONNOR

**I apply for a grant of**

£199,671.00

**I certify that, to the best of our knowledge and belief, the statements made by us in this application are true and the information provided is correct. I am aware that this application form will form the basis of the project schedule should this application be successful.**

**(This form should be signed by an individual authorised by the applicant institution to submit applications and sign contracts on their behalf.)**

- **I have enclosed CVs for key project personnel, a cover letter, letters of support, a budget, Safeguarding Policy and project implementation timetable**
- **Our last two sets of signed audited/independently verified accounts and annual report (or other financial evidence – see Finance Guidance) are also enclosed.**

Checked

|  |   |
|--|---|
| <b>Name</b>                                  | Paola Bauche Petersen   |
| <b>Position in the organisation</b>          | Executive Director  |
| <b>Signature (please upload e-signature)</b> | <input type="checkbox"/> <a href="#">Paola-Bauche-signature</a><br><input type="checkbox"/> 04/11/2022<br><input type="checkbox"/> 19:55:34<br><input type="checkbox"/> pdf 27.1 KB |
| <b>Date</b>                                  | 07 November 2022  |

**Please attach the requested signed audited/independently examined accounts or other financial evidence (see Finance Guidance)**

- [Report of independent auditors](#)
- 06/11/2022
- 18:04:13
- pdf 3.71 MB

- [Report of independent auditors 2021](#)
- 06/11/2022
- 18:04:13
- pdf 3.42 MB

- [Results os the audit](#)
- 06/11/2022
- 18:04:09
- pdf 2.25 MB

- [Results os the audit 2021](#)
- 06/11/2022
- 18:04:06
- pdf 1.89 MB

**Please upload the Lead Partner's Safeguarding Policy as a PDF**

- [Safeguards-environmental, social, gender Operation manual-annex5](#)
- 04/11/2022
- 19:42:30
- pdf 1000.69 KB

## Section 18 - Submission Checklist

### Checklist for submission

|   | <b>Check</b> |
|---|--------------|
| <b>I have read the Guidance, including the “Darwin Initiative Guidance”, “Monitoring Evaluation and Learning Guidance”, “Risk Management Guidance”, and “Finance Guidance”.</b> | Checked      |
| <b>I have read, and can meet, the current Terms and Conditions for this fund.</b>   | Checked      |
| <b>I have provided actual start and end dates for the project.</b>  | Checked      |
| <b>I have provided my budget based on UK government financial years i.e. 1 April – 31 March and in GBP.</b>   | Checked      |
| <b>I have checked that our budget is complete, correctly adds up and I have included the correct final total at the start of the application.</b>                               | Checked      |

|   |         |
|---|---------|
| <b>The application been signed by a suitably authorised individual (clear electronic or scanned signatures are acceptable).</b>   | Checked |
| <b>I have attached the below documents to my application:</b>   | Checked |
| <ul style="list-style-type: none"> <li>• <b>My budget (which meets the requirements above)</b></li> </ul>   |         |
| <ul style="list-style-type: none"> <li>• <b>My completed implementation timetable as a PDF using the template provided</b></li> </ul>   | Checked |
| <ul style="list-style-type: none"> <li>• <b>I have included a 1 page CV or job description for all the Project Staff identified at Question 28, including the Project Leader, or provided an explanation of why not.</b></li> </ul>             | Checked |
| <ul style="list-style-type: none"> <li>• <b>A letter of support from the Lead Partner and partner(s) identified at Question 29, or an explanation of why not.</b></li> </ul>  | Checked |
| <ul style="list-style-type: none"> <li>• <b>I have included a cover letter from the Lead Partner, outlining how any feedback received 1 has been addressed where relevant.</b></li> </ul>   | Checked |
| <ul style="list-style-type: none"> <li>• <b>I have included a copy of the Lead Partner's safeguarding policy, which covers the criteria listed in Question 26.</b></li> </ul>   | Checked |
| <ul style="list-style-type: none"> <li>• <b>I have included a signed copy of the last 2 annual report and accounts for the Lead Partner (or other financial evidence – see Finance Guidance), or provided an explanation if not.</b></li> </ul> | Checked |
| <b>(If copying and pasting into Flexi-Grant) I have checked that all my responses have been successfully copied into the online application form.</b>   | Checked |
| <b>I have been in contact with the FCDO in the project country/ies and have included any evidence of this. If not, I have provided an explanation of why not.</b>   | Checked |
| <b>I have checked the Darwin Initiative website immediately prior to submission to ensure there are no late updates.</b>  | Checked |
| <b>I have read and understood the Privacy Notice on the Darwin Initiative website.</b>  | Checked |

### **We would like to keep in touch!**

**Please check this box if you would be happy for the lead applicant (Flexi-Grant Account Holder) and project leader (if different) to be added to our mailing list. Through our mailing list we share updates on upcoming and current application rounds under the Darwin Initiative and our sister grant scheme, the IWT Challenge Fund. We also provide occasional updates on other UK Government activities related to biodiversity conservation and share our quarterly project newsletter. You are free to unsubscribe at any time.**

Checked

### **Data protection and use of personal data**

Information supplied in the application form, including personal data, will be used by Defra as set out in the **Privacy Notice**, available from the [Forms and Guidance Portal](#).

This **Privacy Notice must be provided to all individuals** whose personal data is supplied in the application form. Some information may be used when publicising the Darwin Initiative including project details (usually title, lead partner, project leader, location, and total grant value).

**Project Title: Strengthening Mexican civil society leaders in implementing nature-based solutions**

|                 | Activity  | No. of months | Year 1 (23/24) |    |    |    | Year 2 (24/25) |    |    |    |
|-----------------|---|---------------|----------------|----|----|----|----------------|----|----|----|
|                 |   |               | Q1             | Q2 | Q3 | Q4 | Q1             | Q2 | Q3 | Q4 |
| <b>Output 1</b> | <b>Environmental CSO leaders with strengthened solid soft capacities to be change makers in managing innovative nature based solution projects.</b>   |               |                |    |    |    |                |    |    |    |
| 1.1             | Training program design.  | 2             | X              |    |    |    |                |    |    |    |
| 1.2             | Individual diagnosis on: Personal Development and conflict resolution profile.  | 1             |                |    |    | X  |                |    |    |    |
| 1.3             | 1st In-person training on personal leadership skills: personal development and emotional intelligence, conflict resolution and negotiation, team building and collaboration for greater impact, networking for social causes. | 1             |                |    |    |    |                | X  |    |    |
| 1.4             | Webinar on systemic thinking for collaboration in conservation.   | 1             |                |    |    |    |                |    | X  |    |
| 1.5             | Webinar on creativity and innovation for environmental projects.  | 1             |                |    |    |    |                |    | X  |    |
| <b>Output 2</b> | <b>Organisations with increased and persistent institutional capacities and capabilities to develop and implement successful conservation projects in the long term.</b>  |               |                |    |    |    |                |    |    |    |
| 2.1             | Design the call for training process.   | 1             | X              |    |    |    |                |    |    |    |

**Project Title: Strengthening Mexican civil society leaders in implementing nature-based solutions**

|      | Activity   | No. of months | Year 1 (23/24) |    |    |    | Year 2 (24/25) |    |    |    |
|------|--|---------------|----------------|----|----|----|----------------|----|----|----|
|      |  |               | Q1             | Q2 | Q3 | Q4 | Q1             | Q2 | Q3 | Q4 |
| 2.2  | Dissemination of the call for training among organisations in western and northwestern Mexico.   | 1             | X              |    |    |    |                |    |    |    |
| 2.3  | Candidate organisations evaluation and participants selection.   | 1             | X              |    |    |    |                |    |    |    |
| 2.4  | Organisational diagnosis of organisations to determine capacity strengthening main needs.  | 1             |                | X  |    |    |                |    |    |    |
| 2.5  | Training program design in association with output 3.  | 2             | X              | X  |    |    |                | x  |    |    |
| 2.6  | Kickoff virtual session in association with output 3.  | 1             |                | X  |    |    |                |    |    |    |
| 2.7  | 1st in-person workshop in association with output 3: socio-environmental project design tools, development of indicators, monitoring and evaluation of projects.   | 1             |                | X  |    |    |                |    |    |    |
| 2.8  | Webinar on risk assessment matrix.   | 1             |                |    | X  |    |                |    |    |    |
| 2.9  | Webinar on social and gender perspectives in project design and implementation.  | 1             |                |    | X  |    |                |    |    |    |
| 2.10 | 2nd in-person workshop in association with output 3: business Social Canvas, strategic finance including budget development, fundraising and resource mobilisation | 1             |                |    |    | X  |                |    |    |    |
| 2.11 | Webinars on: fiscal and legal issues according to Mexican Law necessary for a CSO's sustainability, fundraising specifics  | 1             |                |    |    |    | X              |    |    |    |

**Project Title: Strengthening Mexican civil society leaders in implementing nature-based solutions**

|          | Activity   | No. of months | Year 1 (23/24) |    |    |    | Year 2 (24/25) |    |    |    |
|----------|--|---------------|----------------|----|----|----|----------------|----|----|----|
|          |  |               | Q1             | Q2 | Q3 | Q4 | Q1             | Q2 | Q3 | Q4 |
| 2.12     | One-on-one mentoring follow up virtual sessions.   | 15            |                |    | X  | X  | x              | x  | x  |    |
| 2.13     | Logical frameworks presentations and training experiences exchange in association with output 3.   | 1             |                |    |    |    |                |    | x  |    |
| 2.14     | Post-ex-ante survey.   |               |                | X  |    |    |                |    | x  |    |
| Output 3 | <b>Organisations with acquired knowledge on Nature-based Solutions (NbS) approaches to apply in their actual projects and develop new ones.</b>  |               |                |    |    |    |                |    |    |    |
| 3.1      | Training program design in association with output 2.  | 2             | X              | X  |    |    |                |    |    |    |
| 3.2      | Kickoff virtual session in association with output 2.  | 1             |                | X  |    |    |                |    |    |    |
| 3.3      | Virtual workshop for initial project evaluations using the IUCN Global Standard for NbS self-assessment tool.                                    | 1             |                | X  |    |    |                |    |    |    |
| 3.4      | One-on-one mentoring follow up virtual sessions.   | 15            |                |    | X  | X  | X              | X  | X  |    |
| 3.5      | 1st In-person workshop in association with output 2: introduction to NbS, types of NbS interventions, opportunities and risks associated to NbS. | 1             |                | X  |    |    |                |    |    |    |
| 3.6      | Groupal follow up virtual session.   | 1             |                |    |    |    | X              |    |    |    |

**Project Title: Strengthening Mexican civil society leaders in implementing nature-based solutions**

|      | Activity   | No. of months | Year 1 (23/24) |    |    |    | Year 2 (24/25) |    |    |    |
|------|--|---------------|----------------|----|----|----|----------------|----|----|----|
|      |  |               | Q1             | Q2 | Q3 | Q4 | Q1             | Q2 | Q3 | Q4 |
| 3.7  | 2nd in-person workshop in association with output 2: NbS for solving major societal challenges: livelihoods, climate change, food security, water security, disaster management, and human health. | 1             |                |    |    | X  |                |    |    |    |
| 3.8  | Virtual workshop for final project evaluations using the IUCN Global Standard for NbS self-assessment tool.  | 1             |                |    |    |    |                | X  |    |    |
| 3.9  | Logical frameworks of NbS projects presentations and training experiences exchange in association with output 2.   | 1             |                |    |    |    |                |    | X  |    |
| 3.10 | Network-building between organisations to develop future NBS projects with greater scope and impact.   | 1             |                |    |    |    |                |    | X  |    |
| 3.11 | Post-ex-ante survey.   | 1             |                | X  |    |    |                |    | X  |    |
| 3.12 | Toolbox design in association with output 1 and 2 for self-assessment of: NbS, project design tools, systemic thinking, strategic finance, fiscal and legal, project evaluations.                  | 9             |                |    |    |    | X              | X  | X  | X  |