Darwin Initiative Capability & Capacity Annual Report

To be completed with reference to the "Project Reporting Information Note":
(https://www.darwininitiative.org.uk/resources/information-notes/).

It is expected that this report will be a **maximum of 20 pages** in length, excluding annexes)

Submission Deadline: 30th April 2024

- **Submit to: BCF-Reports@niras.com including your project ref in the subject line**

- **Darwin Initiative Project Information**

Project reference	DARCC038
Project title	Strengthening Mexican civil society leaders in implementing nature-based solutions
Country/ies	México (Northwest and Western regions)
Lead Partner	FONNOR
Project partner(s)	
Darwin Initiative grant value	£199,905.00
Start/end dates of project	Project Start date: 01/05/2023 Project End date: 30/09/2024
Reporting period (e.g. Apr 2023 – Mar 2024) and number (e.g. Annual Report 1, 2, 3)	June 2023 – March 2024, Annual Report 1
Project Leader name	María José ▮▮▮▮▮
Project website/blog/social media	The project does not have a website, only a Learning Management System platform where participant organisations have access to material. Access is restricted at the moment: https://plataforma.fonnor.org/login/?lang=es_mx
Report author(s) and date	María José ▮▮▮▮▮, Ana Victoria ▮▮▮▮▮, Ilse Paulina ▮▮▮▮▮, April **29th 2024**

1.   Project summary

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, the Northwest of Mexico is hardly affected by Climate Change (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).

FONNOR's field of action is in Mexico's Northwest and West, where varied unique ecosystems can be found, which provide environmental services to over 20.9M people. However, the region's ecological balance is vulnerable and faces aggravated consequences due to CC and overexploitation, particularly water stress, extreme warming, and economic losses.

The project "Strengthening Mexican civil society leaders in implementing nature-based solutions (NbS)" aims to strengthen the capabilities and capacities of civil society organisations (CSO) for them to be able to respond to the above social and environmental challenges, in a responsible way thanks to strengthening the planning and execution of NbS initiatives. Thus, through training and exchange of experiences, we will promote the adjustment of initiatives and perspectives for the benefit of the communities in the face of CC and in contributing to sustainable development in the northwest and west of Mexico.

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 play a key role in conserving the region's natural resources, and are important stakeholders in the implementation of NbS. FONNOR's experience strengthening capacities, enables us to confirm that "a particularity of [Mexican] CSOs are the ideals and motivations […] which are not enough to guarantee CSOs' success and continuity, it is important to conjugate motivation and management" (Villar, R; et al. 2020). Elements that narrow CSO strengthening and the impact in development are: incipient institutionality, financial difficulties, shallow innovation, lack of systemic vision, accountability, and monitoring and evaluation (Gómez López, et al. 2019). Strengthening CSOs capacities will contribute to containing the environmental crisis, while providing human well-being and biodiversity benefit. Developing a training program to strengthen institutional and technical capacities, will have a direct impact on the planning and execution of NbS initiatives for the benefit of the regional communities: "Across the global humanitarian and development landscape, a consensus has emerged about the importance of capacity strengthening in contributing to sustainable development" (USAID, 2022).

2.   Project stakeholders/ partners

For the selection of participant organisations FONNOR carried out an open call-for-proposals from July 20 to August 20, 2023. The call was shared via social media and sent via e-mail to possible candidates. In total, FONNOR received 28 applications. Interested organisations were requested to share a project proposal which they wanted to strengthen in terms of SbN and project design.

With the support of a representative from the National Commission for Natural Protected Areas, other civil society organisation, and an expert on SbN, 16 project proposals/organisations were selected based on those that had potential to scale projects to SbN and required more strengthening in terms of project design and organisational development.

Although FONNOR had no formal stated partners for this project, we consider the 16 participant organisations as present and future partners with whom we want to continue possible projects in the future.

3. Project progress

3.1 Progress in carrying out project Activities

Output 1 activities:

During an in-person meeting in November 2023, the organisations received training in system thinking (1.4) as a tool to help organisations evaluate all the stakeholders to consider in their project and foster collaboration, and as a way to innovate their project proposals.

Output 2 activities:

Between June-July 2023 the training process for organisations was designed (activity 2.1) and shared along with the call for proposals (2.2). As described in section 2 of this report, candidate organisations were selected in September. The objective was to select 15 organisations, but 16 organisations were chosen to participate (2.3), since two of them are collaborating on the same SbN initiative. To share the objective and scope of the project's capacity strengthening proposal, a Kick-off webinar was carried out on October 2, 2023 (activity 2.6). In parallel, FONNOR carried out the Institutional Development Index to adjust any training topics (2.4).

During the first in-person meeting, organisations were trained in: monitoring; evaluation; indicator development; as key topics to strengthen their project design and implementation (2.7). Additionally, FONNOR has provided webinars on logical framework and risk assessments, project budget development, strategic finance, fundraising and resource mobilisation, and social and gender perspectives in project design (2.8, 2.9, 2.10).

Output 3 activities:

The official kick off in October (3.2), and the activities have been carried out satisfactorily, from October to date a virtual session was held for initial evaluations using the IUCN NbS self assessment tool (3.3), afterwards in November the first in-person workshop was held where training was provided on: introduction to NbS, types of NbS interventions, opportunities and risks associated to NbS (3.5). As a result of the in-person workshop, the participating CSOs were asked to update their evaluation according to the IUCN self assessment tool. Subsequently, a virtual follow-up session was held to evaluate the progress that CSOs have made in understanding and aligning their projects to NbS (3.6).

3.2 Progress towards project Outputs

Output 1:

Most of the training for this output is still to take place, however, the systems thinking training is necessary for CSO leaders to be change makers and innovate in their projects.

Output 2:

The trainings that have taken place are leading organisations to design more structured proposals, and to acquire tools to aid them with fundraising to carry out their NbS projects and other of their organisations' projects. Many organisations have not had any formal training in some of the topics in the past, and the webinars and workshops we are providing are tailored for these specific group of organisations allowing them to have personalised answers to their questions most of the time. Post-ex-ante knowledge and capacity surveys are to be carried out when the process ends, but satisfaction surveys for gender, logic-framework, budget & finance, and fundraising have shown more than 80% general score, and between 80% and 90% agreed the topics discussed were relevant to their organisations. Post-ex-ante surveys of the in-person meeting also show a 31% and 42% increase in knowledge of project design and indicator design respectively.

Output 3:

As can be seen in the report in annex 1, according to the post surveys more than 70% of those surveyed agreed that the topics discussed in the in-person workshop were relevant to their organisation, also the surveys show that they acquired new knowledge and that the concepts and exercises presented are useful for designing and adhering their projects to the NbS standard. Post-ex-ante survey shows that participant organisations have had an increase of 88% in knowledge, while 69% increased their tools to relate their projects to NbS .

The CSOs had variations in their first and second self-assessment using the IUCN global standard tool for NbS. Taking into account the exit surveys and what was discussed during the face-to-face workshops, it is concluded that some of the CSOs were not clear about what NbS are, so their initial evaluations changed after receiving the training from the NBS expert consultant. From the second evaluation, the CSOs will be able to identify the areas of opportunity that their project has regarding NbS so that they continue to improve, in addition with the training on institutional strengthening (annex 3 and 3.1).

3.3 Progress towards the project Outcome

The original project proposals from the participant organisations lacked structure and an NbS approach that could guarantee a real benefit to local communities. Until this report, CSOs have been strengthening their organisations' capacities to develop their projects' logical frameworks using the UICN tool to assess the incorporation of an NbS approach.

After the end of the project, FONNOR will follow up with at least 10 organisations to monitor if their projects have been financed or are under implementation, and what benefits these are having in their communities.

3.4 Monitoring of assumptions

Assumption 1. Organisations will submit proposals where all the criteria specified in the call are met.
Comments: FONNOR received 28 applications from civil society organisations. From this, two were disqualified: one was not located in the states accepted (Baja California, Baja California Sur, Sonora, Sinaloa, Nayarit, Jalisco or Colima) and the other one was not a civil society organisation but a for profit. From the 26 remaining CSOs, 16 were chosen, one more than expected on our logframe. Two organisations presented a shared project which is why we could select 16.

Assumption 2.   Initiatives are carried out in states with highest extreme and moderate poverty percentages in northwest and western Mexico.
Comments: Initiatives are carried out in Baja California, Baja California Sur, Sonora, Sinaloa, Nayarit and Jalisco,

Assumption 3. Participants will attend all group, one-on-one, virtual and in-person activities.
Comments: There has been a good response from participants in attending the activities. Also communication with the participants has been key during the development of the project. When participants cannot attend the sessions, they communicate this beforehand and after the virtual session, the information is shared with them through FONNOR's virtual learning platform. All participants attended the in-person workshop.

Assumption 4. Topic experts are able to collaborate in specific activities when needed.
Comments: It has been possible to collaborate with experts on the topics to be developed in the project such as Nature based Solutions, Systemic thinking, socio-environmental project design tools, development of indicators, monitoring and evaluation, social and gender perspectives and strategic finance and resource mobilisation.

Assumption 5. 30% of participants are women.
Comments: the project has 30 participants, of which 13 are women, representing 43% of participants. (annex 4 and 4.1)

Assumption 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.
Comments: The surveys applied to date demonstrate that organisations have increased their Nature based Solutions knowledge and strengthened their institutional management capacities, as can be seen in annex 1, section 1.

3.5 Achievement of positive impact on biodiversity and poverty reduction

Through the project, participating CSOs are being strengthened in NbS knowledge which will allow them to implement strengthened projects in their localities and contribute to the improvement of communities, positive impact on biodiversity and poverty reduction.

From 16 participating CSOs, we are strengthening an array of diverse projects such as: biodiversity conservation within Natural Protected Áreas (according to Mexican law), conservation of priority species (i.e. marine mammals, green macaw, purple headed parrot, mangrove, sea turtles, among others). It is important to mention that Mexico is one of the few countries in the world where communities live in Natural Protected Areas; therefore conservation in these places has a direct impact on livelihoods.

Some of the projects have more of a social focus, such as sustainable tourism, in which they work together with coastal communities to carry out tourist activities with less impact on the environment, especially an all women group (wives of fishermen).

Likewise, other projects focus on waste management, reducing the impact on the environment and with a social emphasis, helping poor communities to have basic supplies such as clothing, bedding or food purchased from the sale of recyclable and reusable waste.

Specifically regarding poverty reduction, some of the OSC's projects work closely with their local communities' food producing sector, such as fishermen (environmental friendly fishing arts), farmers (regenerative agriculture) and livestock farmers (deforestation-free beef production).

Strengthening these projects will benefit their immediate communities, especially vulnerable social groups such as women, the elderly, farmers, and indigenous communities.

At this point we are not able to provide a specific number of beneficiaries, given that the projects are in development and F   ONNOR is not responsible for implementing the mentioned projects. However, once the projects and logframes are designed, we will consult with the CSOs if they are implementing them and the number of beneficiaries.

4. Project support to the Conventions, Treaties or Agreements

NbS projects designed by the participant organisations cover topics related to biological diversity, migratory species of wild animals (i.e. macaws), wetlands, sustainable tourism, species' conservation, community welfare, natural protected areas establishment, among other topics that when implemented will have an indirect contribution on various biodiversity conventions and treaties. At the end of the project, and once the projects are implemented by the participant organisations more information can be provided on this charter.

5. Gender Equality and Social Inclusion (GESI)

Please quantify the proportion of women on the Project Board[1].	100% There is no Project Board, instead there is a Project Team composed by only women.
Please quantify the proportion of project partners that are led by women, or which have a senior leadership team consisting of at least 50% women[2].	

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[1] A Project Board has overall authority for the project, is accountable for its success or failure, and supports the senior project manager to successfully deliver the project.

[2] Partners that have a formal governance role in the project, and a formal relationship with the project that may involve staff costs and/or budget management responsibilities.

GESI Scale	Description	Put X where you think your project is on the scale
Not yet sensitive	The GESI context may have been considered but the project isn't quite meeting the requirements of a 'sensitive' approach	
Sensitive	The GESI context has been considered and project activities take this into account in their design and implementation. The project addresses basic needs and vulnerabilities of women and marginalised groups and the project will not contribute to or create further inequalities.	
Empowering	The project has all the characteristics of a 'sensitive' approach whilst also increasing equal access to assets, resources and capabilities for women and marginalised groups	X
Transformative	The project has all the characteristics of an 'empowering' approach whilst also addressing unequal power relationships and seeking institutional and societal change	

At FONNOR we recognize that addressing inequality and discrimination, including gender, is crucial for sustainable development; and that gender roles influence the access and control that women and men have over decisions, goods and resources in the work and daily environment.Therefore we have a Gender Equality and No Discrimination Plan and a Policy against sexual and workplace harassment, which we shared with the participants, in addition to including these topics of the strengthening program.

Coupled with FONNOR internal policies, the GESI context was relevant during the design of the training program where gender equality and social inclusion are of utmost importance since plenty of socio-environmental projects work directly with small communities where vulnerable populations, gender problems and poverty problems can be found.

During this year the project had the participation of an expert consultant on the development of social and gender perspectives in the development of socio-environmental projects, as well during the NbS training these topics were addressed as a fundamental part of understanding NbS.

The results were positive since the CSOs considered it important to have tools that allow them to address these issues so that the application of their projects is more efficient.

6. Monitoring and evaluation

Through structured surveys, organisations have expressed that the activities are strengthening their capacities, and, hence, those of the organisations. NbS is based on the idea of multi sectorial collaboration, and on the fact that if they do not have a benefit on communities then they are not a solution. Hence, this is providing the tools for these organisations to comply with the outcome.

Organisations must have a strong logic-framework that incorporates gender perspective and nature-based solutions to know the project is on its way to be successful. Additionally, organisations must experience changes that will lead them to adapt or adopt processes that help them seek better, coherent and long-term funding allowing them to build strong institutional pillars to be sustainable. FONNOR will be incorporating stories from these organisations as a quantitative success indicator.

Since there is no partner organisation, FONNOR has overseen M&E work.

7. Lessons learnt

The implementation of the project has been a great learning experience for both the technical team and the administrative team.

We consider that one of the reasons why the project has been successful is that CSOs chosen actually are in need of strengthening, which can be demonstrated in the percentage of attendance of participants in both virtual and in-person workshops. Additionally, other members of the CSOs have been included during the virtual sessions. It is important to mention that the organisations involved in the training are also sharing information between them and making contacts that might be creating the basis for a future collaborative network of CSO working on NbS.

On the technical side, we have identified areas for improvement within the planning, such as using the indicator guide as a basis for choosing project indicators.

Regarding the administrative area of the budget, we better identified the claim mechanisms and this will allow us to better schedule activities in the future, i.e. the kickoff date.

At the moment it is not contemplated to make another change request, but we are open to the comments and observations made to this report so that, if necessary, the requested adjustments may be made.

As an opportunity for improvement for NIRAS, we identified that communication with the technical team is not fluid, since we have seeked guidance on two occasions via email regarding the Core Indicators to improve our logframe and meet the requirements, however we have not received a response.

8. Actions taken in response to previous reviews (if applicable)

This is the first year that the project receives funding from the Darwin Initiative, so we do not have feedback from a previous annual report.

However, when the project was funded, we received feedback for the logframe, where it was observed that the indicators could be SMART-er. The feedback received will be used to strengthen the project in the future.

9. Risk Management

During the last 12 months the project identified risks that had not been previously considered. Although the risks did not represent greater severity, they were a priority.

Two change requests were requested, the first due to the fact that the organisation received additional funding which led to a budget readjustment, also the logframe was improved since new indicators were developed and the timeframe was adjusted given that the planned start date was in april of 2023 but the project was approved in march 2023. The second change request was made due to the good management of the resource, so approval was requested for the readjustment of the budget and underspend resource, these changes will consolidate the achievement of the outputs and outcome.

The project has not undergone significant adaptations to achieve the outcome. The only changes made were the rescheduling of some activities to fit the start date and duration of the project.

10. Sustainability and legacy

FONNOR has a Program dedicated to strengthening the capacity of key conservation actors in the Northwest and West regions of Mexico. FONNOR can keep track of the most committed organisations of this project and support them in the future through other capacity building initiatives that we implement. Furthermore, the organisations that are able to strengthen their institutional capacities can be invited to participate in future open-call for proposals from FONNOR that offer funding.

11. Darwin Initiative identity

FONNOR has made a significant effort to inform and make visible that the project is carried out thanks to financing from the UK government and the Darwin Initiative.

The Darwin Initiative logo has been prominently placed on all project materials, including:

Project information at FONNOR's website: https://www.fonnor.org/fortalecimiento-de-capacidades/

Project Facebook profile: FONNOR AC

Project reports and presentations: Available on the project virtual learning platform.

The project "Strengthening Mexican civil society leaders in the implementation of nature-based solutions" is recognized as a distinct project with clear identity, since it's not part of a larger project. For participants to appropriate the project and feel part of a community, we added the name RESPONSA.

12. Safeguarding

Has your Safeguarding Policy been updated in the past 12 months?		Yes
Have any concerns been reported in the past 12 months		No
Does your project have a Safeguarding focal point?	No	
Has the focal point attended any formal training in the last 12 months?	No	
What proportion (and number) of project staff have received formal training on Safeguarding?		Past: 16% Planned: 30%
Has there been any lessons learnt or challenges on Safeguarding in the past 12 months? Please ensure no sensitive data is included within responses. No		
Please describe any community sensitisation that has taken place over the past 12 months; include topics covered and number of participants. Twenty-seven participants attended the Webinar on social and gender perspectives on February 22, 2024.		
Have there been any concerns around Health, Safety and Security of your project over the past year? If yes, please outline how this was resolved. No		

13.   Project expenditure

▪   Table 1: Project expenditure <u>during the reporting period</u> (1 April 2023 – 31 March 2024)

Project spend (indicative) since last Annual Report	2023/24 Grant (£)	2023/24 Total Darwin Initiative Costs (£)	Variance %	Comments (please explain significant variances)
Staff costs (see below)				
Consultancy costs				The variation in consultancy expenditure is due to the fact that FONNOR's alliances allowed the hiring of expert consultants at affordable costs, resulting in savings in consultancy project spend.
Overhead Costs				
Travel and subsistence				
Operating Costs				
Capital items (see below)				
Others (see below)				
TOTAL	**£97,242.00**	**£94,630.06**		

The amount for 2023/24 grant corresponds to the current budget agreed by Defra from a financial Change Request. The CR was submitted to re-budget the underspent costs and contribute to further strengthening the capabilities and capacities of civil society leaders' participants. Therefore, consolidating the expected Outputs and Outcome.

Project mobilised or matched funding during the reporting period (1 April 2023 – 31 March 2024)

	Secured to date	Expected by end of project	Sources
Matched funding leveraged by the partners to deliver the project (£)			Organisation: Fundación Gonzalo Río Arronte, Fondo Mexicano para la conservación de la Naturaleza, Governors' Climate and Forests Task Force, David and Lucile Packard Foundation, Family Health International (PHI360)/USAID, U.S. Fish and Wildlife Service
Total additional finance mobilised for new activities occurring outside of the project, building on evidence, best practices and the project (£)			United Nations Development Program - Mexico for the design and maintenance of a Learning Management system.

14.   Other comments on progress not covered elsewhere

It is important to mention that this report presents the results for 9 months, corresponding from July 2023 to March 2024, this is because the project had a delay in its start since the first disbursement was received in May, which delayed the design of the training program and the

activities kick off with the CSOs, this also results in a heavier workload for the participants and for the project implementation staff.

15. **OPTIONAL: Outstanding achievements or progress of your project so far (300-400 words maximum). This section may be used for publicity purposes.**

I agree for the Biodiversity Challenge Funds to edit and use the following for various promotional purposes.

File Type (Image / Video / Graphic)	File Name or File Location	Caption including description, country and credit	Social media accounts and websites to be tagged (leave blank if none)	Consent of subjects received (delete as necessary)
Image	1.In-person workshop November 2023	Participants creating a network, in-person workshop, november 2023	www.fonnor.org Facebook: Fonnor AC X: @FonnorAC Instagram: fonnor.ac	Yes
Image	2.In-person workshop November 2023	Participants creating a network, in-person workshop, november 2023	www.fonnor.org Facebook: Fonnor AC X: @FonnorAC Instagram: fonnor.ac	Yes / No
Image	3.In-person workshop November 2023	Participants in team work, in-person workshop, november 2023	www.fonnor.org Facebook: Fonnor AC X: @FonnorAC Instagram: fonnor.ac	Yes
Image	4.In-person workshop November 2023	Participants in team work, in-person workshop, november 2023	www.fonnor.org Facebook: Fonnor AC X: @FonnorAC Instagram: fonnor.ac	Yes
Image	4.In-person workshop November 2023	Group picture of all participants from 16 CSO, in person workshop, November 2023.	www.fonnor.org Facebook: Fonnor AC X: @FonnorAC Instagram: fonnor.ac	Yes

- **Annex 1: Report of progress and achievements against Indicators of Success for Financial Year 2023-2024**

Project summary	SMART Indicators	Progress and Achievements April 2023 - March 2024	Actions required/planned for next period
Outcome Nature-based Solution (NbS) projects planned by strengthened organisations that will benefit local communities of Northwest and West Mexico	0.1 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 0.2 at least 30% of the beneficiaries of this project will be women.	In 6 months, 15 CSO have received training on NbS and have strengthened their institutional capabilities and capacities, allowing them to develop logical frameworks	Strengthen capacities regarding budgeting, fiscal and legal issues so the CSO can complete their logical frameworks and associated budget
Output 1. Environmental CSO leaders with strengthened solid soft capacities to be change makers in managing innovative Nature-based Solution projects.	1.1- In 12 months at least 15 CSO leaders report a 50% increase in their leadership abilities and capacities to direct teams. 1.2- In 12 months at least 15 CSO leaders will be trained in 6 different soft capacities.	1 virtual training on systems thinking.	
Activity 1.1 1.1 Training program design		Completed. FONNOR worked on the design of the capacity training program on Nature based Solutions (NbS), institutional development and leadership. Annex 1 section 1.	No further action needed.
Activity 1.2 Individual diagnosis on: Personal Development and conflict resolution profile			
Activity 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			
Activity 1.4 Webinar on systemic thinking for collaboration in conservation		Completed. On December 1st the topic was presented during the first in person workshop by a consultant expert in social and gender perspective (Annex 1).	No further action needed.
Activity 1.5 Webinar on creativity and innovation for environmental projects		Webinar programmed for May 2nd	
Activity 1.6 One-on-one feedback session for 15 participants.			

Output 2. Organisations with increased and persistent institutional capacities and capabilities to develop and implement successful conservation projects in the long term.	2.1- In 12 months at least 15 organisations have improved capacities and capabilities in project management, fiscal and legal issues, fundraising and gender. 2.2- In 7 months at least 15 organisations will be diagnosed in terms of organisational' processes effectiveness and project & programme effectiveness.	From the kickoff session in October up to March, the following activities have been carried out: 2 in-person workshops, 5 virtual sessions. For all of these, surveys have been carried out, where the CSOs claim to have increased their knowledge on fundraising, logical-framework, system-thinking, monitoring and evaluation, gender perspective, budget planning. Evidence provided in section 3.2.	
Activity 2.1. Design the call for training process		Completed. FONNOR worked on the design of the call for the capacity training program on Nature based Solutions (NbS), institutional development and leadership. (Annex 2)	No further action needed.
Activity 2.2. Dissemination of the call for training among organisations in western and northwestern Mexico.		Completed. we carried out an open call for proposals which was shared through different social-media channels. The call for proposal was open from July 28th to August 20, 2023. (Annex 1)	No further action needed.
Activity 2.3 Candidate organisations evaluation and participants selection		Completed. FONNOR received 28 applications from civil society organisations. A selection committee was established, selecting 16 CSO to participate in the project (Annex 1).	No further action needed.
Activity 2.4 Organisational diagnosis (Institutional Effectiveness Index) of organisations to determine capacity strengthening main needs to adjust training topics.		During the kick off virtual session, the participating organisations were informed about the IEI, They were provided with the tool to carry out the organisational diagnosis (Annex 1)	Diagnosis to be processed for sharing.
Activity 2.5 Training program design in association with output 3		Completed. FONNOR worked on the design of the capacity training program on Nature based Solutions (NbS), institutional development and leadership. Annex 1 section 1.	No further action needed.
Activity 2.6 Kickoff virtual session in association with output 3		On October 3rd, FONNOR carried out the Kick off virtual session (Annex 1)	No further action needed.
Activity 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		The first in person workshop was held in Guadalajara, Jalisco from November 27 to December 1st (Annex 1)	No further action needed.

Activity 2.8 Webinar on risk assessment matrix		The risk assessment matrix topic was included in the in person workshop on monitoring and evaluation, and in the logical framework virtual training.	Ensure CSOs include a risk assessment matrix in their proposals.
Activity 2.9 Webinar on social and gender perspectives in project design and implementation		Completed. On February 22, the webinar was presented by a consultant expert in social and gender perspective.	No further action needed.
Activity 2.10 2nd in-person workshop in association with output 3: business Social Canvas, strategic finance including budget development, fundraising and resource mobilisation		Workshop planned for July 2024 (Annex 1)	The topics proposed for the second in person workshop were taught during the fist one, therefore activity 1.2 and 1.3 topics will be addressed in the 2nd in person workshop in July
Activity 2.11 Webinars on: fiscal and legal issues according to Mexican Law necessary for a CSO's sustainability, fundraising specifics, and security for CSOs		Webinar programmed for June 6th	Send questionnaire to CSO to know the topics that need more training on.
Activity 2.12 One-on-one feedback mentoring follow up virtual sessions		One on one mentoring will be carried out by a consultant who is an expert in Strategic finance	The mentoring will be programmed by the consultant.
Activity 2.13 Logical frameworks presentations and training experiences exchange in association with output 3		Workshop planned for July 2024	The CSOs will receive instructions prior to the in-person workshop.
Activity 2.14 Post-ex-ante knowledge and capacity survey		Post-ex-ante knowledge and capacity surveys have been implemented for virtual and in-person workshop sessions.	Surveys will be applied for the virtual and in-person workshop planned for year 2.
Output 3. Organisations with acquired knowledge on Nature-based Solutions (NbS) approaches to apply in their actual projects and develop new ones	_3.1- In 12 months at least 15 organisations increased knowledge on NbS approaches._ _3.2- In 12 months at least 15 organisations will design an adequate NbS intervention adhering to the IUCN Global Standard for NbS._	From the kickoff session in October up to March, the following activities have been carried out regarding NbS topics: 2 virtual sessions, an in-person workshop and one-on-one mentoring, For all of these surveys have been carried out, where the CSOs claim to have increased their knowledge on NbS, evidence is provided in section and have improved adhering their projects to the IUCN Global Standars for NbS. Evidence provided in section 3.2.	
Activity 3.1 Training program design in association with output 2		Completed. FONNOR worked on the design of the call for the capacity training program on Nature based Solutions (NbS), institutional development and leadership. (Annex 2	No further action needed.
Activity 3.2 Kickoff virtual session in association with output 2		Completed. On October 3rd , FONNOR carried out the Kick off virtual session (Annex 1)	No further action needed.
Activity 3.3 Virtual workshop for initial project evaluations using the IUCN Global Standard for NbS self-assessment tool		Completed. On October 19th, the webinar was presented by a consultant expert in NbS, the CSO were taught about the IUCN	No further action needed.

	Global Standard the self-assessment tool. (Annex 1)	
Activity 3.4 Five one-on-one feedback mentoring follow up virtual sessions	One on one mentoring will be carried out by a consultant who is an expert in Nature based Solutions.	The mentoring will be carried out from March-through June.
Activity 3.5 1st in-person workshop in association with output 2: introduction to NbS, types of NbS interventions, opportunities and risks associated to NbS	Completed. The first in person workshop was held in Guadalajara, Jalisco from November 27 to December 1st, in which we had the participation of and expert consultant in NbS. (Annex 1)	No further action needed.
Activity 3.6 Group follow up virtual session	Completed. On March 7th, a follow up virtual group session was presented by a consultant expert in NbS.	No further action needed.
Activity 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	Workshop planned for July 2024	The topics proposed for the second in person workshop were taught during the fist one, therefore activities 3.9 and 3.10 will be addressed in the 2nd in person workshop in July
Activity 3.8 Virtual workshop for final project evaluations using the IUCN Global Standard for NbS self-assessment tool	Webinar programmed for June 20th	The CSOs will receive instructions prior to the session.
Activity 3.9 Logical frameworks of NbS projects presentations and training experiences exchange in association with output 2	Activity programmed for the 2nd in person workshop in July	The CSOs will receive instructions prior to the session.
Activity 3.10 Network-building between organisations to develop future NBS projects with greater scope and impact	Activity programmed for the 2nd in person workshop in July	FONNOR will oversee the logistics for the venue, transportation, lodging and consultants.
Activity 3.11 Post-ex-ante knowledge and capacity survey	Post-ex-ante knowledge and capacity surveys have been implemented for virtual and in-person workshop sessions.	Surveys will be applied for the virtual and in-person workshop planned for year 2.
Activity 3.12 Toolbox design in association with output 1 and 2 for self-assessment of: NbS, project design tools, systemic thinking, strategic finance.		

- **Annex 2: Project's full current Indicators of Success as presented in the application form (unless changes have been agreed)**

Project summary	SMART Indicators	Means of verification
Outcome: Nature-based Solution (NbS) projects planned by strengthened organisations that will benefit local communities of Northwest and West Mexico	0.1 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, and 0.2 at least 30% of the beneficiaries of this project will be women	Key result 0.1: 10 completed logical frameworks and draft budgets. Performance indicators (goal): • Number of completed logical framework steps (8) • Number of completed project budget (8) Key result B: Promotion of gender inequality reduction Performance indicators (goal): • 0.2.1- Number of actions carried out to promote inclusion of women in the project (5) • 0.2.2- Number of trainings on gender issues (1)
Output 1 Environmental CSO leaders with strengthened solid soft capacities to be change makers in managing innovative Nature-based Solution projects	1.1- In 12 months at least 15 CSO leaders report a 50% increase in their leadership abilities and capacities to direct teams. 1.2- In 12 months at least 15 CSO leaders will be trained in 6 different soft capacities.	Key result 1: Post-ex-ante surveys results showing increases. Performance indicators (goal): • Number of post-then knowledge and capacity surveys (1) • Number of satisfaction surveys (3) Key result 2: CSO leaders strengthen soft capacities. Performance indicator (goal): • 1.2.1- Number of strengthened soft capacities (6) • 1.2.2- Number of feedback sessions with participants (15)
Output 2 Organisations with increased and persistent institutional capacities and capabilities to develop and implement successful conservation projects in the long term	2.1- In 12 months at least 15 organisations have improved capacities and capabilities in project management, fiscal and legal issues, fundraising and gender. 2.2- In 7 months at least 15 organisations will be diagnosed in terms of organisational' processes effectiveness and project & programme effectiveness.	Key result 2.1: Post-ex-ante surveys results showing increases. Performance indicators (goal): • 2.1.1- Number of satisfaction surveys (7) • 2.1.2- Number of post-ex-ante knowledge and capacity surveys (1) • 2.1.3- Number of strengthened technical capacities (8) • 2.1.4- Number of feedback sessions with 15 organisations (1)

| | | Key result 2.2: Institutional Effectiveness Index (IEI) results per organisation.

Performance indicators (goal):

- 2.2.1- Number of IEI chart results per organisation (15)
- 2.2.2- Number of IEI chart results in terms of project & programme effectiveness. (15)
- 2.2.3- Number of IEI chart results in terms of organisational processes effectiveness. (15) |
|---|---|---|
| **Output 3**

Organisations with acquired knowledge on Nature-based Solutions (NbS) approaches to apply in their actual projects and develop new ones. | 3.1- In 12 months at least 15 organisations increased knowledge on NbS approaches.

3.2- In 12 months at least 15 organisations will design an adequate NbS intervention adhering to the IUCN Global Standard for NbS. | Key result 3.1: Post-ex-ante surveys results showing increases

Performance indicators (goal):

- 3.1.1- Number of satisfactory surveys (2)
- 3.1.2- Number of post-ex-ante knowledge and capacity surveys (1)
- 3.1.3- Number of NbS topics covered (10)
- 3.1.4- Number of feedback sessions with 15 participants (5)

Key result 3.2: Project evaluations results using the IUCN Global Standard for NbS self-assessment tool showing increase.

Performance indicators (goal):

- 3.2.1- Number of interventions qualified as "adequate" by the IUCN Global Standard self-assessment tool at the end of the project (at least 10) |

Activities (each activity is numbered according to the output that it will contribute towards, for example 1.1, 1.2 and 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

1.6 One-on-one feedback session for 15 participants.

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 (Institutional Effectiveness Index) of organisations to determine capacity strengthening main needs to adjust training topics.

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 feedback mentoring follow up virtual sessions.

2.13 Logical frameworks presentations and training experiences exchange in association with output 3

2.14 Post-ex-ante knowledge and capacity 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 Five   one-on-one feedback 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 knowledge and capacity 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

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.

●

▪ ## Annex 3: Standard indicators

▪ ### Table 1   Project Standard Indicators

DI Indicator number	Name of indicator	Units	Disaggregation	Year 1 Total	Year 2 Total	Total to date	Total planned during the project
DI-A01	Number of people in eligible countries who have completed structured and relevant training	People	Men	18		18	18
DI-A01	Number of people in eligible countries who have completed structured and relevant training	People	Women	30		30	30
DI-A03	Number of local civil society organisations with improved capability and capacity	Number of organisations	Civil society organisations	16		16	16
DI-C13	Number of webinars	Number	Number of Webinars	7		8	13
DI-C13	Number of webinars attendees	Number	Men	18		18	18
DI-C13	Number of webinars attendees	Number	Women	30		30	30

▪ ### Table 2   Publications

Title	Type (e.g. journals, best practice manual, blog post, online videos, podcasts, CDs)	Detail (authors, year)	Gender of Lead Author	Nationality of Lead Author	Publishers (name, city)	Available from (e.g. weblink or publisher if not available online)

- **Checklist for submission**

	Check
Different reporting templates have different questions, and it is important you use the correct one. Have you checked you have used the **correct template** (checking fund, type of report (i.e. Annual or Final), and year) and **deleted the blue guidance text** before submission?	X
Is the report less than 10MB? If so, please email to BCF-Reports@niras.com putting the project number in the Subject line.	
Is your report more than 10MB? If so, please discuss with BCF-Reports@niras.com about the best way to deliver the report, putting the project number in the Subject line.	
Have you included means of verification? You should not submit every project document, but the main outputs and a selection of the others would strengthen the report.	X
If you are submitting photos for publicity purposes, do these meet the outlined requirements (see section 15)?	X
Have you involved your partners in preparation of the report and named the main contributors	N/A
Have you completed the Project Expenditure table fully?	X
Do not include claim forms or other communications with this report.	