

# United Nations Development Programme

## Project of the Government of Mexico

**Project Number:** MEX/01/G35  
**Title:** Strategic Planning and Design for the Environmental Protection and Sustainable Development of Mexico Green Plan  
**Short Title:** Green Plan  
**Duration:** 1 year (STRM)  
**Starting Date:** March 2002  
**Completion Date:** March 2003  
**Executing Agency:** NEX-Secretariat of Environment and Natural Resources

**Implementing Agency:** Secretariat of Environment and Natural Resources (SEMARNAT)  
**Project Sites:** National

**Primary Target Beneficiaries:** Government (at all three levels)  
**Secondary Target Beneficiaries:** NGOs, local organizations and private sector.  
**DCAS Sector/Sub sector:** (20) Environment; (10) Environment policies, planning and legislation;  
**ACC Sector/Sub sector:** (12) Sector policy and planning.  
**Primary areas of focus:** (3) Promoting environmental and natural resources sustainability;  
 (17) Improvement of data and information on sustainable development.  
**Primary Type of Intervention:** (2) Direct support; (9) Advocacy and strategy oriented.

Summary of GEF and Cost-Sharing Inputs in US\$ as per attached budget	
<b>INPUTS</b>	
1G-GEF STRM	662,800
Co-Financing GoM (in-kind)	640,000
<b>TOTAL</b>	<b>1,292,800</b>

**Brief Description:** This Short Term Response Measure aims at assisting the Federal Administration to design and implement sound environmental policies and actions protecting globally important biodiversity and promoting reduction of GHG emissions levels, articulating them within the context of Mexico's National Development Plan (NDP) for the period 2001-2025. The project will enable the Government of Mexico (GoM) to develop a comprehensive environmental strategy, ministerial sustainable development action plans and a programmatic framework that will facilitate a sound and rapid "liftoff" of the new administration towards sustainable human development.

*Approved and Signed by:*

*Signature:*

*Date:*

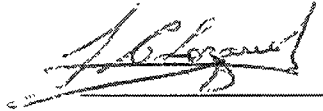
*Name/Title:*

**Secretariat of Environment and  
Natural Resources**



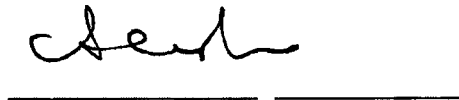
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## Medium Sized Project Document

### 1. IDENTIFIERS

<b>Project Number</b>	MEX/01/G35
<b>Title</b>	<b>Strategic Planning and Design for the Environmental Protection and Sustainable Development of Mexico</b>
<b>Short Title</b>	Green Plan
<b>Duration</b>	1 year (target: 3/2002-3/2003)
<b>Implementing Agency</b>	United Nations Development Programme (UNDP)
<b>Executing Agency</b>	Secretariat of Environment and Natural Resources (SEMARNAT)
<b>Requesting Country</b>	Mexico
<b>Eligibility</b>	Ratified CBD and UNFCCC on March 11, 1993
<b>GEF Focal Area</b>	Climate Change, Biodiversity and International Waters
<b>GEF Programming Framework</b>	Short Term Response Measure (STRM)

### 2. SUMMARY

This proposed Short Term Response Measure, *Strategic Planning and Design for the Environmental Protection and Sustainable Development of Mexico*, aims at assisting the Federal Administration to design and implement sound environmental policies and actions protecting globally important biodiversity and promoting reduction of GHG emissions levels, articulating them within the context of Mexico's National Development Plan (NDP) for the period 2000-2025. The proposed STRM activity will enable the Government of Mexico (GoM) to develop a comprehensive environmental strategy, ministerial sustainable development action plans and a programmatic framework that will facilitate a sound and rapid "liftoff" of the new administration towards sustainable human development. The environment team now at work recognizes that one key element of this NDP will be a solid and forward-looking GEF Programmatic Framework that will assist the GoM's Environment and Natural Resources Secretariat (SEMARNAT) and other collaborating Secretariats to more effectively address international and global environmental issues.

In the long term, the project will help Mexico prevent and mitigate climate change effects; protect globally significant biodiversity, improve the management of both national and international waters and watersheds, and broadly promote sustainable development. In the short term, it will strengthen Mexico's governance mechanisms and processes with specific environmental safeguards and outputs, including improved institutional constructs and sustainable financing arrangements, policies and programs that promote decentralization and environmentally sound regional development, and sustainable land use allocation and management actions. Conservation and sustainable development objectives will also eventually be realized through participatory planning and institutional coordination mechanisms (i.e., "mainstreaming") that promote democracy, stimulate investment and define and adapt public policies, including those

that govern Mexico's participation in international environmental and sustainable development conventions and accords. The Quality Growth Cabinet now being designed and installed by the Administration will be one of the instruments through which many of these actions will be coordinated and implemented.

The STRM activity will be implemented in two phases: 1) strategic environmental planning, and 2) the integration and initial implementation of this environmental strategy cross sectors and as part of Mexico's National Development Plan, and the finalization of a GEF-Mexico Programmatic Framework

### 3. COSTS AND FINANCING (US\$)

<b>GEF</b>	US\$ 652,800
<b>Co-Financing In-kind</b>	US\$ 640,000
<b>Total Project Cost</b>	US\$1,292,800

### 4. GEF FOCAL POINT ENDORSEMENT

**Name:** Ricardo Ochoa      **Position:** Director of International Financial Agencies.  
**Date:** 17 January, 2000    **Organization:** Secretariat of the Treasury & Public Credit

### 5. IMPLEMENTING AGENCY CONTACT

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## **I. PROJECT CONTEXT**

1. Political and institutional contexts: One of the most important and challenging components of the political re-engineering process now underway is environment. The President, during his inaugural speeches on December 1<sup>st</sup>, 2000, announced several specific environmental actions, including: a SEMARNAT environment strategy, an emergency plan to protect the nation's water and forest resources (an official element of Mexico's National Security Program), and major efforts to convert energy and petroleum production into efficient, clean and responsible sectors. Environmental protection was identified as a fundamental underpinning of other key sectors, especially national security, economic growth, agriculture and rural development, energy, health, and education.

2. The President's political platform includes institutional reform in several areas of government, both within and linked to SEMARNAT. Water and forest resources have been declared as national security issues and collectively form the highest-priority theme of the new administration. Changes in the institutional structures and policies for natural resource conservation and management in the forestry, water, and fisheries sectors are underway. Urgently needed institutional reform and modernization are already underway in the power (CFE) and petroleum (PEMEX) organizations. The Agriculture Secretariat (including food, irrigation, livestock, fisheries, production forestry, and rural development) has been given the mandate to move away from subsidies and towards more productive and sustainable practices.

3. Nevertheless, the federal government has significant budget limitations for developing innovative strategies that would result in an integral, long-term planning framework, including the integration of a 25-year Green Plan. In this context, the financial support of the GEF will contribute to strengthening long-term planning efforts and will ensure the full integration of sustainable development criteria in public policy where both national and global environmental concerns will be adequately addressed.

4. With the help of the GEF, SEMARNAT proposes to integrate the Green Plan 2001-2025 and to propel the formation and implementation of sustainable development reform teams and action plans within key federal secretaries. Full and informed social participation in planning efforts at the federal, state, municipal and regional level are a vital component of the strategy. The Green Plan will be carried out with strict adherence to the legal framework of all three levels of government and the results of the planning process will be incorporated into the NDP and the federal government's distinct sector programs.

5. Environment context and threats: Mexico is one of the 12 megadiversity countries of the planet, giving shelter to more than 10% of all species. The factors that allow for its remarkable biodiversity include an heterogeneous topography, a varied climate, and a very rich and complex bio-geographical history. Mexico, with the highest ecosystem diversity in the hemisphere, also hosts some of the highest levels of speciation and endemism in the world. Nevertheless, this natural patrimony is increasingly imperiled by deforestation, unsustainable patterns of natural resource use, over-grazing and slash-and-burn agriculture.

6. The influence Mexico exerts in the global community regarding efforts to stem climate change are important and growing. The reasons for this include a combination of biophysical, political and development factors. Although Mexico's current absolute levels of pollution and greenhouse gas emissions are small relative to Annex 1 countries<sup>1</sup>, current rates of population growth and industrialization will lead to significantly larger emissions levels in the future. These increases will likely be associated with changes in the countries agricultural production and floral and faunal populations, as well as presenting concerns for energy security.

7. Mexico exercises tremendous influence over the world's biosphere by means of its unique and extensive aquatic and marine ecosystems. The Gulf of Mexico, shared between Cuba, Mexico and the U.S., is the second most productive large marine ecosystem in the world, and the Gulf of California is one of the top 7 most productive marine ecosystems globally. The expansive and rich coastal regions of Mexico offer abundant development resources, including some of the richest wetlands (5 Ramsar sites) and a substantial portion of the second largest barrier reef system in the world. However, many aquatic ecosystems face serious problems of deterioration, which contribute to species loss and human health risks. Impacts range from over-exploitation of fisheries and destructive fishing practices, petroleum exploitation, tourism development, deforestation and improper land use upstream. No environmental issue in Mexico is more politically and economically charged than water. The management, or mismanagement, of Mexico's international waters will impact directly at a regional and hemispheric level.

8. Arid and semi-arid conditions predominate in more than 60% of the national territory. Globally important and often endemic *flora* exist in these ecosystems, which have traditionally been under-studied and under-researched. While important advances have been made in decreeing arid protected areas, much remains to be achieved in defining the carrying capacity and sustainable uses of semi-arid and arid ecosystems, and the further identification of biodiversity components in these globally important regions. Many semi-arid ecosystems are under threat from inappropriate land-use such as extensive grazing and massive irrigation, as well as the lack of effective measures for soil containment and watershed management.

9. GEF activity context: Since the Instrument's inception, Mexico has been an active participant in the GEF both as a donor and recipient country. As of September 2000, paid-in contributions to the pilot phase and second replenishment amounted to US\$ 8.35 million, with the remaining commitment of US\$ 2.75 million to be disbursed as scheduled by September 2002. It is expected that Mexico will continue to contribute to the Instrument for the third replenishment during the period 2003-2008.

10. To date Mexico's GEF investments have been primarily in the Biodiversity and Climate Change focal areas<sup>2</sup>. The greatest number of portfolio activities are centered on protected area management and biodiversity conservation, while the larger funding

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<sup>1</sup> Mexico ranks third among developing countries (non-Annex 1) in greenhouse gas emissions; its rate of increase is among the highest in the world. Approximately two-thirds of its emissions come from the energy sector and one third from deforestation and slash and burn agriculture.

<sup>2</sup> A list of GEF projects in Mexico is available on request.

volumes have been in the Climate Change area. Strategic opportunities for increased GEF participation in multi-sector climate change initiatives –including expanded enabling activities, natural disaster prevention and mitigation, sustainable transport, and a wide range of alternate energy projects- should be identified and developed.

11. The international waters portfolio remains largely unexplored with one regional pre-feasibility project on fisheries recently approved and several initiatives currently under development.

12. In the area of land degradation and desertification, Mexico was the first country to ratify the Convention on Desertification, and has recognized in diverse fora that the phenomenon reaches alarming heights in Latin America through deforestation and change in land use. With the help of the GEF, a regional project to design appropriate technical and policy approaches is being carried out in the Cuatro Ciénegas region of Coahuila state, while another regional effort concentrates on soil biodiversity and land degradation in Veracruz and Campeche states. These efforts nevertheless are insufficient to fully address the magnitude of Mexico's land degradation issues, especially sustainable agriculture and watershed stabilization, therefore this is considered to be a promising area for expanded GEF support.

13. Following a difficult execution period of the pilot phase protected areas project in biodiversity, an important stock-taking exercise finalized in the restructuring of the activity and insertion into Mexico's conservation fund and its protected area's trust fund that supports government policy priorities and initiatives. New initiatives include the second phase of the trust fund for protected areas (SINAP II); a sustainable use and conservation project in 3 priority eco-regions; an NGO--executed sustainable use project in the Sierra Gorda Biosphere Reserve; the Mexican component of the Mesoamerican Biological Corridor and Indigenous Community Conservation in Guerrero, Michoacan and Oaxaca. These projects cover a wide range of policy options that will be developed and implemented during the new administration's mandate, providing important opportunities for technical backstopping and adaptive management.

14. The groundwork laid by the previous administration in coordination with the GEF Secretariat and its Implementing Agencies in the development of a GEF-Mexico Programmatic Framework will be incorporated and finalized by the new administration promptly. This proposal for Short-Term Response Measure resources will accelerate the new administration's response time on policy integration and implementation, and will strengthen key elements of the programmatic approach.

## **II. BASELINE COURSE OF ACTION**

15. One of the basic principles of the new Federal Administration is to include environmental criteria in economic and social decision-making processes. To this end, the Ministry of Environment and Natural Resources (SEMARNAT) participates in the three principle Cabinet groupings: Quality Growth, Order and Respect, and Human and Social Development. SEMARNAT's participation in these areas allows environmental efforts to be concentrated and strengthened, supporting the transition to sustainable development. However the limited fiscal resources available during the transition period and the first



year of the Administration<sup>3</sup>, are expected to severely limit the government's ability to plan and integrate efforts.

16. In accordance with the Planning Law, the federal government has begun the task of integrating the National Development Plan 2001-2006. The President's Office coordinates efforts made by federal line ministries and agencies so that each one of them can carry out strategic planning efforts (vision, mission, objectives and strategic indicators and goals). Likewise, a nation-wide public consultation has been carried out utilizing discussion fora, internet consultations and mass mailouts, with the participation of academics, researchers, NGOs, government officials and the private sector. The process of integration of the NDP will conclude prior to June 1<sup>st</sup>, 2001.

17. SEMARNAT has begun preparatory efforts for the integration of the Sector Program for Environment 2001-2006, as well as the development of a strategy aimed at promoting the incorporation of environmental criteria in each of the line ministries and public agencies' sector programs through ministerial sustainable development action plans.

### **III. ALTERNATIVE COURSE OF ACTION**

18. The STRM will specifically reinforce SEMARNAT's immediate strategy to promote sustainable development within each federal secretary and support the design of an articulated and cross-sectoral Green Plan as part of the National Development Plan. With a 25-year timeframe, the NDP (and its environmental component) will catapult planning past the traditional six-year (*sexenio*) presidential term and establish long-term development goals, actions and investments. Currently contemplated GEF investments will be developed and implemented in support of this national integrated framework. The proposed STRM will provide strategic environmental information, concepts and tools for public consultation through GEF-funded stakeholder workshops and the time-consuming iterative process of cross-sector planning that will result in the long-term green plan and sustainable governance promoting both nationally and globally relevant policy frameworks.

19. The activity will be implemented in two nearly parallel phases to take advantage of synergies in the respective development elements 1) strategic environmental planning for the integration and implementation of environmental considerations in the work programs of all GOM line ministries and agencies, together with the finalization of a GEF programmatic framework and 2) integration of a long-term national Green Plan. In the first phase of the project activities related to outcome 1 and 2 (March, 2002 through August, 2002), will be carried out by the SEMARNAT, with expert assistance to successfully perform a participatory planning exercise leading to the development and adoption of cross-sector ministerial sustainable development action plans. Targeted technical studies and assessments held together with results from the cross cutting workshops with multiple national stakeholders will lay the foundation for new environmental policy approaches and associated institutional changes. Important elements identified in the GEF-financed National Biodiversity Strategy and Country

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<sup>3</sup> Due to inherited debt and prior commitment federal funds, the Fox administration may have as much as a 25% reduction in their available budget to work with in FY2001.

Study, and the National Climate Change Action Program will be incorporated into sector programs. The Administration recognizes that international support and global cooperation will be key to incorporate global environmental concerns into national policy and programme approaches to be able to arrest ongoing processes of land degradation, watershed destruction, biodiversity loss and pollution of national and international waters.

20. In the second, overlapping stage (April, 2002 through February 2003), work will begin on the integration of the long-term Green Plan for government, designed to be fully inserted within the context of the NDP. In this second stage, in which new and innovative overall policy solutions are required, strategic interventions will be designed and initiated. As the Sector Environment Packages are designed and adopted, coordination and integration mechanisms will be tested and improved. Lessons learned from this first phase will then be fed into planning and federal assistance programs, and eventually trickle down and help promote sustainable development at the state and municipal level through the Green Plan. The new governance models developed may lead to replication elsewhere in the world, setting a clear and innovative precedent for how to implement mainstreaming processes within distinct line ministries and agencies under the overall guidance of a medium and long term national development plan. This will provide strategic direction to distinct entities with indirect and direct environmental impact both on the national and international level.

### **III.1 DEVELOPMENT AND IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES.**

21. Development objective: Cross-cutting environmental policies established and fully integrated into a long-term national and local planning framework, generating sustainable human development in Mexico in the period 2001-2025.

22. Immediate objective: Environmental governance capabilities within Mexico strengthened over the short term (2000-2006) by means of strategic green development planning, programmed interventions and the internalization of sound environmental management and protection practices in line ministries and agencies. Indicators: A planning, monitoring and evaluation system in operation, which considers a sustainable development label of policy indicators.

23. Outputs: Three primary outputs are expected from this short-term project. Output 1 and 2 with their associated activities will be implemented in phase 1 of this short-term project (03/2002-08/2002) while output 3 and associated activities will be carried out in the months (04/2002-02/2003) of the project. There will also be a process of constant feedback prior to this phase to ensure permanent links to the ongoing National Development Plan work during the first year of the new Government.

**Output 1:** Sustainable development units with associated action plans, integrated and operating within government agencies to incorporate local, national and globally important environmental concerns within a human development perspective.

24. A cross-cutting environmental strategy for the federal government will be developed (with supporting log frame) establishing clear objectives, outcomes and activities with corresponding indicators and a strategy for monitoring and evaluation throughout the government's six-year term. Specifically, environment packages will be developed and operationalized by other line ministries and government agencies.

**Activities:**

- Incorporate an environmental planning group between SEMARNAT and the other involved sectors
- Identify and apply methodologies for the integration of the Sector Environment Packages
- Carry out broad-based, consultative workshops at the federal, state, municipal and regional (such as Watershed Councils) level for the elaboration of specific proposals for the integration of Sector Environment Packages
- Elaborate the final draft for the integration of the SEPs, incorporating the principle environmental challenges and proposed solutions.
- Establish a system for monitoring and evaluation of the SEPs
- Carry out dissemination and public awareness campaigns at the federal, state and municipal level

**Indicators:** The incorporation of environment considerations in action plans.

**Output 2:** A financial programmatic framework for environment providing globally relevant synergies and cross-cutting activities with GEF and other donors designed and negotiated.

25. A US\$ 20-30 million programmatic framework for the environment will be developed and negotiated between the Mexican Government and multi-lateral, bi-lateral and private financial agents, including the GEF, in support of global environmental benefits within the national planning context. Through the adaptive management of the current biodiversity portfolio and strategic interventions in cross-cutting activities, GEF resources would mobilize and leverage other resources for environmental management and globally relevant actions in Mexico.

**Activities:**

- Evaluate and validate existing information on Programmatic Frameworks (PF)
- Incorporation of a logical framework with detailed cost assessments
- Negotiation of a finance plan with interested donors and line ministries
- Carry out a broad-based national consultation on strategy and benefits of a PF
- Elaboration of a final project brief on the Programmatic Framework
- STAP review

**Indicators:** Efficacy-indicators based on financial and environmental benchmarking. Efficiency indicators measuring the cost-efficiency as well as economies of scale and scope, through implementation of programmatic framework.

**Output 3:** Final version of the 2001-2025 national Green Plan integrated within the long term National Development Plan.

26. A long-term environmental planning framework will be developed and implemented within the context of the National Development Plan. The 24-year horizon will allow for the gradual permeation of environmental criteria in all aspects of national, state, municipal and regional planning, and will accelerate Mexico's transition to sustainable development.

Activities:

- Analyze and exchange international experiences on the elaboration and implementation of green plans.
- Establish the strategy needed to elaborate Mexico's Green Plan
- Carry out broad stakeholder meetings to seek consensus and political and financial commitment for the elaboration of the Green Plan to define the overall vision and priorities in environment
- Carry out broad-based dissemination and public awareness campaigns of the strategies and benefits of a Green Plan at the federal, state and municipal level
- Integrate the final draft of the Green Plan, to be adopted by representatives of the diverse sectors
- Establish a monitoring and evaluation system for the Green Plan
- Approve and adhere to Mexico's Green Plan

Indicators: Green plan success indicators reflected into environmental long-term benchmarks of NDP. Number of top-level government officials applying green considerations in their decision making processes.

### **III.2 ELIGIBILITY UNDER THE GEF OPERATIONAL STRATEGY AND EXPECTED IMPACT**

27. Eligibility: The proposed activity is country-driven, and fully congruent with the objectives, principles, and provisions of UNCED and the Conventions on Climate Change, Biological Diversity, and Desertification. The proposed approach focuses on integrated resource management and long-term planning, and will lead to substantial global, as well as domestic, environmental benefits. This STRM request is consistent with the Operational Strategy of the GEF in all four of its focal areas and corresponding operational programs, and is specifically based on the criteria for short-term response measures (likelihood of success, cost effectiveness, degree of threat, vulnerability or urgency, opportunism and demonstration value).

28. Expected impact: The importance of the incorporation of strategic environmental management and protection elements into the new and evolving Mexican governance structure and policy in a timely manner can not be overemphasized. To give a sense of the enormous potential impact of the proposed activity, specific commentary on its likelihood of success, cost effectiveness vs. relative benefits, degree of threat/vulnerability/urgency and opportunism are provided below. In order to increase impact and assure success, specific policy and institutional strengthening actions will be identified for each of the six primary sub-sectors, as well as training, monitoring and evaluation requirements incorporating a series of key indicators for each area of interest that contemplates results in terms of local, national and global priority issues .

29. Complementarity: Strategic planning with the GEF and other donors through the STRM and programmatic approach will provide the appropriate framework for synergies between GEF interventions in biodiversity; linking the enabling activities and their specific policy recommendations more explicitly with the GEF biodiversity portfolio approaches; and promoting adaptive project management. This is consistent with GEF-documented best practices and overall recommendations. The tools and basic framework already exist; the goal is to capitalize on the existing initiatives to provide the highest level of forward momentum and integration possible.

30. Opportunity: The project is designed to fill an urgent and pressing need. It is critical that strategic planning and integration be done now so that the new administration can move forward rapidly in 2001 and the first half of 2002. The Administration has taken quick and decisive steps to place a premium on socially and environmentally sustainable development, by including Environment within the Cabinet's Quality Growth team. However if these steps are not consolidated in the short term, events may overtake the new administration and the opportunity will likely be lost. If sustainability is not built into governance from the outset, it will be later only with great difficulty. Available but scarce GoM resources will be highly leveraged with the addition of GEF STRM resources, providing for a paradigm shift in the business-as-usual scenario for environmental management in Mexico, generating useful experiences for other countries and regions.

#### **IV. PROJECT IMPLEMENTATION ARRANGEMENTS**

31. The Project will be executed by the Government of Mexico, with the support of the UNDP-Mexico Country Office. Overall responsibilities for execution will be vested with SEMARNAT. UNDP will administer and channel the GEF funds in the most efficient and appropriate manner, The project will for all relevant administrative and technical purposes operate in strict coherence with the rules and procedures as stipulated in the Manual for Nationally Executed Projects (2002).

32. SEMARNAT will with the help of the associated coordination structure of this STRM project ensure proper delivery of activities and results as envisioned within the project and the required financial and accounting documentation to guarantee the validity of the expenditures made and to enable renewed requests for funds from UNDP. The project will establish a coordinating unit and complemented with contracted resource people to support with project planning and consensus making. A total of 3-Consultants will be contracted to help arrange the planned workshops, write the technical proposals within the diverse areas of focus. Linked to these results based individual contracts there will also be 6 sub-contracts to establish appropriate focus with regards to the establishment and integration of cross-cutting environmental policies into a long-term national and local planning framework, and the internalization of sound environmental management and protection practices in line ministries and agencies. These contracts paid with GEF funds are complemented by other sources of funding (SEMARNAT), where funds will cover the time of the project coordinator and international consultants from various countries that will contribute towards the achievement of the project objectives.

33. The project coordinator will together with the national project staff ensure that the project progresses on time and produces the expected results. They will work according to work plans and overall strategies agreed in the steering committee for this project, where SEMARNAT and UNDP will be consulted with project coordination on a regular basis (minimum every 3 months) to monitor and evaluate the progress of project implementation in order to identify and resolve any bottlenecks and improve the quality of interventions.

34. As part of the project implementation arrangements, a Steering Committee (SC) will be established with the participation of SEMARNAT, the office of the Representation of the United Nations Development Programme (UNDP) and the project coordinator.

35. The Steering Committee will be responsible for supervising the advances made in implementing the project and the work carried out by the Project Co-ordination Unit (PCU) composed of a Project Co-ordinator, a Project Assistant and an Administrative Assistant (TOR's attached). The Project Co-ordination Unit (PCU) will undertake the project by means of an outsourcing strategy and a group of national consultants who will provide technical support.

36. The project will be implemented in accordance with the work programmes agreed upon with the SC and with associated contributions which, taking into account the financial reports of the PCU, will be reviewed every two months, quarterly reports will also be presented on advances made in reaching the project's predicted results.

37. The PCU will serve as a permanent liaison between the institutions involved in implementing the project's components and the Steering Committee; it will be responsible for preparing the programmes of work, budgets and terms of reference for subcontractors and consultants, as well as keeping the financial statements and records up-to-date and in accordance with UNDP standards. In close co-ordination with UPEP-SEMARNAT and UNDP, the PCU will monitor and evaluate advances in implementing the project, in order to identify and clear any bottlenecks and ensure the quality of any inputs.

## **V. FINANCIAL ARRANGEMENTS**

38. The project's activities will be developed in a one-year period starting in March 2002 and will have a total budget of US\$ 1,292,800 of which GEF's contribution is US\$ 652,800. The national counterpart will be financed by resources provided by the Secretariat of the Environment and Natural Resources (SEMARNAT), as well as contributions in kind from the dependencies involved.

39. The proposed cost-sharing arrangements for the project are outlined as follows (figures in US\$):

	GEF	Co-Financing	Project Total
Coordinating Unit	100,000		
PF Unit	90,000		
International short term Consultants	100,000		100,000
SEMARNAT technical personnel		210,000	210,000
Technical Advisors from other Secretariats		315,000	315,000
National short term Consultants	200,000		200,000
Travel (national and international DSA and tickets)	30,000		30,000
Workshops (Federal, state and local consultations)	67,360	60,000	127,360
Infrastructure support		25,000	25,000
Miscellaneous (publications, phone etc.)	17,800	30,000	47,800
Equipment	47,640		
<b>Total</b>	<b>652,800</b>	<b>640,000</b>	<b>1,292,800</b>

40. Cost effectiveness vs. relative benefits: The basic tools and methodologies to be used have two primary facets: program administration and field implementation. Program administration will focus on re-engineering and results-based management (i.e., a Log Frame giving objectives, results, indicators, etc.). This methodology has been tried and proven in numerous countries and has also proven to be a very useful and cost-effective way to secure long term conservation and sustainable development in Mexico.

41. The strategy to be developed will secure and capitalize upon community and private sector concern for natural resources conservation and environmental protection through decentralized decision-making, combined with an effort to explicitly link the conservation of natural resources and the sustainability of livelihoods. The latter implies that stakeholders at various levels should have strong incentives to support conservation and environmental initiatives. The conservation and sustainable development agenda is huge, and the empowerment and engagement of these other players will leverage additional resources to help develop sustainable financing mechanisms.

## VI. LEGAL CONTEXT

42. This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Mexico and the Special Fund, then the United Nations Development Programme, signed by the parties on 23rd July 1963. The host country-Implementing Agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating/Executing Agency described in that Agreement. Nothing contained within this document or in contractual documents signed in light of this document, will be interpreted as an explicit

or tacit renouncement of the immunity of jurisdiction, privileges, exceptions or other immunity enjoyed by UNDP in virtue of the Convention of prerogatives and immunities of the United Nations, to which the Government of Mexico is signatory. The Government of Mexico will assume the risks associated with the operations initiated by this project, and will respond to any claims made by third parties against UNDP, their employees or other people delivering project services in their name. This disposition will not apply in the circumstances where UNDP and the Government of Mexico can prove that the complaints and the corresponding responsibilities are consequences of serious neglect or international misconduct on behalf of the people mentioned.

43. The following types of revisions may be made to this Project Document with the signature of the UNDP Resident Representative, provided he or she is assured that the other signatories of the Document have no objections to the proposed changes:

- a) Revisions or additions to any of the annexes of the project document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
- c) Mandatory annual revisions which rephrase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

## **VII. SUSTAINABILITY OF PROJECT RESULTS**

44. Likelihood of success: Mexico has a proven enabling capacity for the execution and assimilation of strategic planning activities. The new Administration has a broad mandate to propel fundamental changes in the business-as-usual scenario. The President and his Quality Growth Cabinet have moved rapidly to set a forward-looking policy framework in place during the first 100 days of government. The GEF STRM resources will leverage this political, human resource and financial capital in a strategic manner during 2001 with the full commitment of the Administration.

45. Significant policy gaps in the prevailing national governance program have been identified by the new Administration, whereby complex development problems need to be addressed within a framework of environmental soundness. Given the receptivity and inclination of the new administration to deal with these issues in a timely and holistic fashion, the likelihood of success of the proposed activity is high. Environment and sustainable development have been assigned utmost priority within the Cabinet's Quality Growth council (Finance, Economy, Social Development, Tourism, Foreign Relations, Environment, Agriculture) and the President has indicated his full support for environmentally sustainable growth. Key elements of the GEF-supported National Biodiversity Strategy, including gap analysis and recommendations for cross-sector policy integration will be incorporated in the planning process.

46. Institutional sustainability: At the highest levels of program development and implementation, it is critical that roles are clearly defined and mechanisms and actions are put into play that strengthen these roles. The federal government supports and



promotes the active participation of the private sector, NGOs, academics, and the social sector as vitally essential to planning processes. Strategic modifications are under way in the environment sector to increase the potential for integrated environmental management, rational resource use and conservation and serious mainstreaming efforts, and it is expected that the programmatic approach with the GEF will be a key catalyst for these efforts. Environmental planning and education, incentives and regulation and natural resource management have been redefined in order to maximize their potential to affect the country's environmental quality. STRM support will be critical to the adaptive management and implementation of this enhanced institutional framework.

47. All the actions expected to result from the strategic planning process stem from fieldwork that incorporates the actual needs of communities and stakeholders, and draws upon a consensus among the various actors. Furthermore, the activities to be proposed will focus on developing local skills so that when projects are finished, the communities and stakeholders have become the owners of the technologies and, in turn become self-financing, a scheme that could therefore be easily replicated in the region. The public consultation process will follow the methodology developed by CONABIO for the integration of the National Biodiversity Strategy.

48. Degree of threat, vulnerability and urgency: Natural resource loss and degradation in Mexico merits special attention. The endangered state of Mexico's environment is fully documented in the CONABIO Biodiversity Country Study, carried out with assistance from the GEF<sup>4</sup>. Important advances were made during the previous Administration, however the overall trend during the past decade has been rapid deterioration. If effective and accelerated action is not taken, irreparable and costly impacts will result. To mention but two striking examples, if the loss and deterioration of water resources and biodiversity in Mexico is not reversed in the next six to ten years the social and economic costs will be overwhelming. The STRM will be used to estimate some of these costs that will later be refined and monitored through the programmatic approach, and to formulate innovative policy and program alternatives to guide private and public sector economic and social actions towards sustainable patterns of use of natural resources in Mexico.

## VIII. MONITORING AND EVALUATION

49. UNDP will monitor project progress through indicators forming part of detailed work plans elaborated in collaboration with the project team. Strict project management goals will be established to complete activities and reach outcomes within the estimated costs and time limits. Close monitoring of payments and performance contracts to selected consultants will contribute to the efficiency of project disbursement and continuous tracking and quarterly financial reporting on project expenditures with the required documentation.

50. Project activities will be regularly evaluated by the project team, SEMARNAT and the Steering Committee. A mandatory end-of-project evaluation will be carried out, and results will be used to adapt other ongoing and planned activities with planning and

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<sup>4</sup> CONABIO, 1998. Diversidad Biológica de México - Estudio de País. pp.341.

capacity-building purposes in Mexico. UNDP will inform GEF of this evaluation, and reports will also be widely disseminated to the public and specialized agencies. Close cooperation with other ongoing GEF initiatives in Mexico will facilitate mutual learning, and strengthen strategic planning and management adaptation. The project will also participate in the GEF Project Implementation Review (PIR) process. The PIR is mandatory for all GEF projects that have been under implementation for at least a year at the time the exercise is conducted. Due to recent changes in reporting requirements by the GEF Secretariat, the APR will serve as the basic document for the PIR. Based on future bilateral discussions between UNDP/GEF and the GEF Secretariat, specific minor additions to the APR may be required to ensure consistency with the GEF's reporting requirements.

## ANNEX A: LOGICAL FRAMEWORK MATRIX

Project strategy	Objectively verifiable indicator	Means of verification	Assumptions
<b>Development objective:</b> Cross-cutting environmental policies established and fully integrated into a long-term national and local planning framework, generating sustainable human development in Mexico in the period 2001-2025.			
<b>Immediate objective 1:</b> Environmental governance capabilities within Mexico strengthened over the short term (2000-2006) by means of strategic green development planning, programmed interventions and the internalization of sound environmental management and protection practices in line ministries and agencies.	A planning, monitoring and evaluation system in operation, which considers a sustainable development label of policy indicators.	Sustainable development indicators catalogue  Policy sustainable impact monitoring database	President's office for coordination of sustainable development policy endowed with the capacity to mainstream sector policies.
<b>Output 1:</b> Sustainable development units with associated action plans, integrated and operating within government agencies to incorporate local, national and globally important environmental concerns within a human development perspective.	The incorporation of environment considerations in action plans.	Action plan documentation and analytical reviews.	Relevant ministries willing to reorient their sector-policies.
<b>Output 2:</b> A financial programmatic framework for environment providing globally relevant synergies and cross-cutting activities with GEF and other donors designed and negotiated.	Efficacy-indicators based on financial and environmental benchmarking  Efficiency indicators measuring the cost-efficiency as well as economies of scale and scope, through implementation of programmatic framework.	Financial and environmental benchmarks, monitoring and evaluation system.  A comparative appraisal	Coordination between stakeholders (UNEP, WB, UNDP, GEF-SEC) reaches necessary consensus.

<p><b>Output 3:</b> Final version of the 2001-2025 national Green Plan integrated within the long term National Development Plan.</p>	<p>Green plan success indicators reflected into environmental long-term benchmarks of NDP.</p> <p>Number of top-level government officials applying green considerations in their decision making processes.</p>	<p>NDP monitoring and evaluation catalogue and system of indicators.</p> <p>Survey considering a significant sample of top-level government officials.</p>	<p>Consensus between stakeholders is guaranteed.</p>
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## ANNEX B: GEF INPUTS

Sbln	Description	Total M/M		Total
<b>010</b>	<b>PERSONNEL</b>			
<b>013</b>	Administrative Support			
013.01	Administrative Assistant (PCU)	12	Net Amount	15,000
			Total	15,000
<b>013.99</b>	Line Total		Net Amount	15,000
			Total	15,000
<b>015</b>	Monitoring and Evaluation			
015.01	Travels		Net Amount	30,000
			Total	30,000
<b>015.99</b>	Line Total		Net Amount	30,000
			Total	30,000
<b>017</b>	National Consultants			
017.01	Project Coordinator (PCU)	12	Net Amount	60,000
			Total	60,000
017.02	Project Assistant (PCU)	12	Net Amount	25,000
			Total	25,000
017.03	Programme Framework Coordinator	12	Net Amount	60,000
			Total	60,000
017.04	Programme Framework Assistant	12	Net Amount	30,000
			Total	30,000
<b>017.99</b>	Line Total		Net Amount	175,000
			Total	175,000
<b>019</b>	<b>PROJECT PERSONNEL TOTAL</b>		Net Amount	220,000
			Total	220,000
<b>020</b>	<b>CONTRACTS</b>			
<b>021</b>	Contract A			
021.01	Sustainable Development Units		Net Amount	60,000
			Total	60,000
021.02	Financial Programming		Net Amount	60,000
			Total	60,000
021.03	Green Plan		Net Amount	80,000
			Total	80,000
021.04	International Short T. Consultants		Net Amount	100,000
			Total	100,000
<b>021.99</b>	Line Total		Net Amount	300,000
			Total	300,000
<b>029</b>	<b>SUBCONTRACTS TOTAL</b>		Net Amount	300,000
			Total	300,000
<b>030</b>	<b>TRAINING</b>			
<b>032</b>	Other Training			
032.01	Workshops		Net Amount	67,360
			Total	67,360
<b>032.99</b>	Line Total		Net Amount	67,360
			Total	67,360
<b>039</b>	<b>TRAINING TOTAL</b>		Net Amount	67,360
			Total	67,360

<b>040</b>	<b>EQUIPMENT</b>		
<b>045</b>	<b>Equipment</b>		
045.01	Equipment	Net Amount	15,000
		Total	15,000
045.03	UNDP operations	Net Amount	32,640
		Total	32,640
<b>045.99</b>	<b>Line Total</b>	Net Amount	47,640
		Total	47,640
<b>049</b>	<b>EQUIPMENT TOTAL</b>	Net Amount	47,640
		Total	47,640
<b>050</b>	<b>MISCELLANEOUS</b>		
<b>052</b>	<b>Reporting Costs</b>		
052.01	Audit	Net Amount	2,800
		Total	2,800
<b>052.99</b>	<b>Line Total</b>	Net Amount	2,800
		Total	2,800
<b>053</b>	<b>Sundries</b>		
053.01	Miscellaneous	Net Amount	15,000
		Total	15,000
<b>053.99</b>	<b>Line Total</b>	Net Amount	15,000
		Total	15,000
<b>059</b>	<b>MISCELLANEOUS TOTAL</b>	Net Amount	17,800
		Total	17,800
<b>099</b>	<b>BUDGET TOTAL</b>	Net Amount	652,800
		Total	652,800

## ANNEX C: GEF BUDGET

United Nations Development Programme  
MEX/01/G35- Green Plan  
Budget " A"

Main Source of Funds: 1G - Global Environment Trust Fund

Executing Agency: SEMARNAT - Secretaria de Medio Ambiente y Recursos Naturales

Sbln	Description	Implementing		Total	2002
<b>010</b>	<b>PERSONNEL</b>				
<b>013</b>	<b>Administrative Support</b>				
013.01	Administrative Assistant (PCU)	SEMARNAT	Net Amount	15,000	15,000
			Total	15,000	15,000
<b>013.99</b>	<b>Line Total</b>	-----	Net Amount	15,000	15,000
			Total	15,000	15,000
<b>015</b>	<b>Monitoring and Evaluation</b>				
015.01	Travels	SEMARNAT	Net Amount	30,000	30,000
			Total	30,000	30,000
<b>015.99</b>	<b>Line Total</b>	-----	Net Amount	30,000	30,000
			Total	30,000	30,000
<b>017</b>	<b>National Consultants</b>				
017.01	Project Coordinator (PCU)	SEMARNAT	Net Amount	60,000	60,000
			Total	60,000	60,000
017.02	Project Assistant (PCU)	SEMARNAT	Net Amount	25,000	25,000
			Total	25,000	25,000
017.03	Programme Framework Coordinator	SEMARNAT	Net Amount	60,000	60,000
			Total	60,000	60,000
017.04	Programme Framework Assistant	SEMARNAT	Net Amount	30,000	30,000
			Total	30,000	30,000
<b>017.99</b>	<b>Line Total</b>	-----	Net Amount	175,000	175,000
			Total	175,000	175,000
<b>019</b>	<b>PROJECT PERSONNEL TOTAL</b>	-----	Net Amount	220,000	220,000
			Total	220,000	220,000
<b>020</b>	<b>CONTRACTS</b>				
<b>021</b>	<b>Contract A</b>				
021.01	Sustainable Development Units	SEMARNAT	Net Amount	60,000	60,000
			Total	60,000	60,000
021.02	Financial Programming	SEMARNAT	Net Amount	60,000	60,000
			Total	60,000	60,000
021.03	Green Plan	SEMARNAT	Net Amount	80,000	80,000
			Total	80,000	80,000
021.04	International Short T. Consultants	SEMARNAT	Net Amount	100,000	100,000
			Total	100,000	100,000
<b>021.99</b>	<b>Line Total</b>	-----	Net Amount	300,000	300,000
			Total	300,000	300,000
<b>029</b>	<b>SUBCONTRACTS TOTAL</b>	-----	Net Amount	300,000	300,000
			Total	300,000	300,000
<b>030</b>	<b>TRAINING</b>				
<b>032</b>	<b>Other Training</b>				
032.01	Workshops	SEMARNAT	Net Amount	67,360	67,360
			Total	67,360	67,360

<b>032.99</b>	Line Total	-----	Net Amount	67,360	67,360
			Total	67,360	67,360
<b>039</b>	TRAINING TOTAL	-----	Net Amount	67,360	67,360
			Total	67,360	67,360
<b>040</b>	EQUIPMENT				
<b>045</b>	Equipment				
045.01	Equipment	SEMARNAT	Net Amount	15,000	15,000
			Total	15,000	15,000
045.03	operations	SEMARNAT	Net Amount	32,640	32,640
			Total	32,640	32,640
<b>045.99</b>	Line Total	-----	Net Amount	47,640	47,640
			Total	47,640	47,640
<b>049</b>	EQUIPMENT TOTAL	-----	Net Amount	47,640	47,640
			Total	47,640	47,640
<b>050</b>	MISCELLANEOUS				
<b>052</b>	Reporting Costs				
052.01	Audit	SEMARNAT	Net Amount	2,800	2,800
			Total	2,800	2,800
<b>052.99</b>	Line Total	-----	Net Amount	2,800	2,800
			Total	2,800	2,800
<b>053</b>	Sundries				
053.01	Miscellaneous	SEMARNAT	Net Amount	15,000	15,000
			Total	15,000	15,000
<b>053.99</b>	Line Total	-----	Net Amount	15,000	15,000
			Total	15,000	15,000
<b>059</b>	MISCELLANEOUS TOTAL	-----	Net Amount	17,800	17,800
			Total	17,800	17,800
<b>099</b>	BUDGET TOTAL	-----	Net Amount	652,800	652,800
			Total	652,800	652,800



**ANNEX D: CO-FINANCING INPUTS IN KIND**

<b>Sbln</b>	<b>Description</b>	<b>Total M/M</b>		<b>Total</b>
<b>010</b>	<b>PERSONNEL</b>			
017.05	SEMARNAT Technical Personnel	12	Net Amount	210,000
			Total	210,000
<b>017.99</b>	<b>Line Total</b>		Net Amount	210,000
			Total	210,000
<b>019</b>	<b>PROJECT PERSONNEL TOTAL</b>		Net Amount	210,000
			Total	210,000
<b>020</b>	<b>CONTRACTS</b>			
<b>021</b>	<b>Contract A</b>			
021.05	Technical Advisors from other Secretariats	12	Net Amount	315,000
			Total	315,000
<b>021.99</b>	<b>Line Total</b>		Net Amount	315,000
			Total	315,000
<b>029</b>	<b>SUBCONTRACTS TOTAL</b>		Net Amount	315,000
			Total	315,000
<b>030</b>	<b>TRAINING</b>			
<b>032</b>	<b>Other Training</b>			
032.02	Workshops		Net Amount	60,000
			Total	60,000
<b>032.99</b>	<b>Line Total</b>		Net Amount	60,000
			Total	60,000
<b>039</b>	<b>TRAINING TOTAL</b>		Net Amount	60,000
			Total	60,000
<b>040</b>	<b>EQUIPMENT</b>			
<b>045</b>	<b>Equipment</b>			
045.02	Equipment		Net Amount	35,000
			Total	35,000
<b>045.99</b>	<b>Line Total</b>		Net Amount	35,000
			Total	35,000
<b>049</b>	<b>EQUIPMENT TOTAL</b>		Net Amount	35,000
			Total	35,000
<b>050</b>	<b>MISCELLANEOUS</b>			
<b>053</b>	<b>Sundries</b>			
053.02	Miscellaneous		Net Amount	20,000
			Total	20,000
<b>053.99</b>	<b>Line Total</b>		Net Amount	20,000
			Total	20,000
<b>059</b>	<b>MISCELLANEOUS TOTAL</b>		Net Amount	20,000
			Total	20,000
<b>099</b>	<b>BUDGET TOTAL</b>		Net Amount	640,000
			Total	640,000

## ANNEX E: CO-FINANCING BUDGET IN KIND

United Nations Development Programme

MEX/01/G35 - Green Plan

Budget " A"

Main Source of Funds: 1G - Global Environment Trust Fund

Executing Agency: SEMARNAT - Secretaria de Medio Ambiente y Recursos Naturales

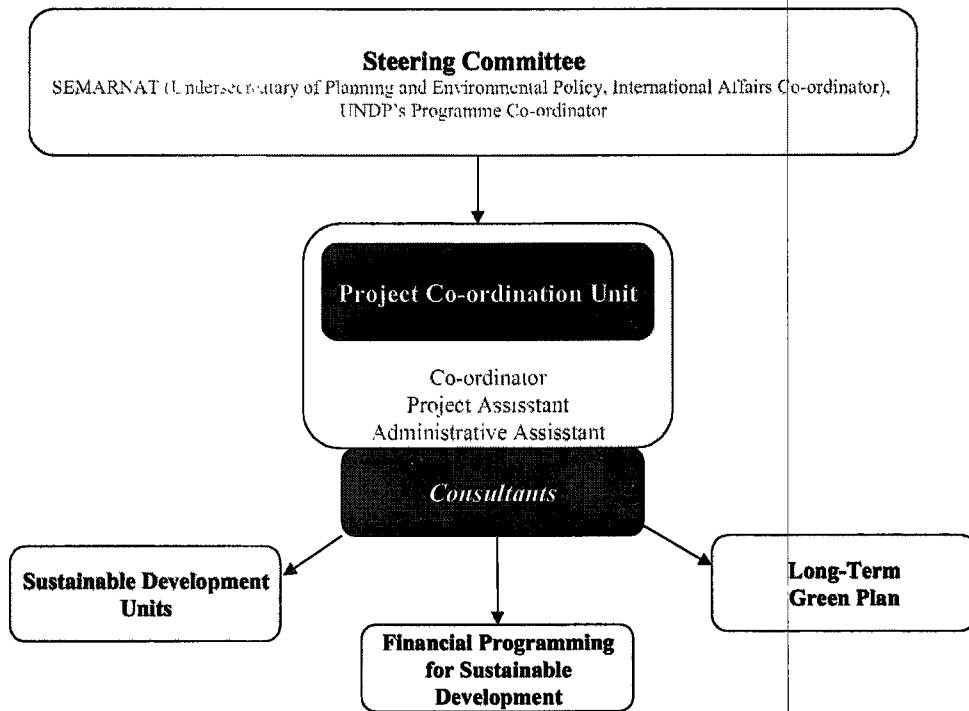
Sbln	Description	Implementing		Total	2002
<b>010</b>	<b>PERSONNEL</b>				
017.05	SEMARNAT Technical Personnel	SEMARNAT		210,000	210,000
<b>017.99</b>	Line Total	-----	Net Amount	210,000	210,000
			Total	210,000	210,000
<b>019</b>	<b>PROJECT PERSONNEL TOTAL</b>	-----	Net Amount	210,000	210,000
			Total	210,000	210,000
<b>020</b>	<b>CONTRACTS</b>				
<b>021</b>	<b>Contract A</b>				
021.05	Technical Adviroors from other Secretariats	SEMARNAT	Net Amount	315,000	315,000
			Total	315,000	315,000
<b>021.99</b>	Line Total	-----	Net Amount	315,000	315,000
			Total	315,000	315,000
<b>029</b>	<b>SUBCONTRACTS TOTAL</b>	-----	Net Amount	315,000	315,000
			Total	315,000	315,000
<b>030</b>	<b>TRAINING</b>				
<b>032</b>	<b>Other Training</b>				
032.02	Workshops	SEMARNAT	Net Amount	60,000	60,000
			Total	60,000	60,000
<b>032.99</b>	Line Total	-----	Net Amount	60,000	60,000
			Total	60,000	60,000
<b>039</b>	<b>TRAINING TOTAL</b>	-----	Net Amount	60,000	60,000
			Total	60,000	60,000
<b>040</b>	<b>EQUIPMENT</b>				
<b>045</b>	<b>Equipment</b>				
045.02	Equipment	SEMARNAT	Net Amount	35,000	35,000
			Total	35,000	35,000
<b>045.99</b>	Line Total	-----	Net Amount	35,000	35,000
			Total	35,000	35,000
<b>049</b>	<b>EQUIPMENT TOTAL</b>	-----	Net Amount	35,000	35,000
			Total	35,000	35,000
<b>050</b>	<b>MISCELLANEOUS</b>				
<b>053</b>	<b>Sundries</b>				
053.02	Miscellaneous	SEMARNAT	Net Amount	20,000	20,000
			Total	20,000	20,000
<b>053.99</b>	Line Total	-----	Net Amount	20,000	20,000
			Total	20,000	20,000
<b>059</b>	<b>MISCELLANEOUS TOTAL</b>	-----	Net Amount	20,000	20,000
			Total	20,000	20,000
<b>099</b>	<b>BUDGET TOTAL</b>	-----	Net Amount	640,000	640,000
			Total	640,000	640,000

**ANNEX F: WORK PROGRAM**

**WORK PROGRAM**

	<b>Month</b>											
<b>Outcome</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>SDU</b>												
<b>FPSD</b>												
<b>GP</b>												

## ANNEX G: PROJECT STRUCTURE



## **ANNEX H: TERMS OF REFERENCE FOR PROJECT PERSONNEL**

### *PROJECT CO-ORDINATOR*

#### **General**

The Project Co-ordinator will be responsible for managing the project's activities, liaison with the Project Steering Committee (SC), the Secretariat of Foreign Affairs and the GEF Focal Point in Mexico. He/she will organize and supervise the work of the Project Assistant and the Administrative Assistant, as well as the consultants contracted for specific tasks: Sustainable Development Units, Programming Framework and Green Plan.

#### **Tasks and Responsibilities**

1. Act as the project's representative on the SC and guarantee that the Committee's instructions are carried out.
2. Supervise and co-ordinate the project to ensure its results are in accordance with the Project Document and the rules and procedures established in the UNDP Project Operations Manual.
3. Assume primary responsibility for management, budgets, planning and general monitoring of the project.
4. Finalize the Terms of Reference for personnel, advertise posts and co-ordinate personnel recruitment.
5. Review the project's periodic work, travel and financial plans.
6. Supervise the preparation of bimonthly financial reports, bimonthly progress reports and the Annual Project Report (APR) and the Project Implementation Review (PIR) and guarantee its timely presentation to the Project's Executive Committee.
7. Disseminate reports on the project and respond to ad hoc questions from all those involved.
8. Negotiate planning meetings with the different dependencies participating in the process of project formulation, in order to reach the necessary consensus.
9. Engage in exchange of information activities with government dependencies, academic institutions, private institutions and NGO's, in order to collaborate in strengthening the inter-institutional co-ordination needed to make the project a success.

#### **Professional Requirements**

- Graduate and postgraduate degrees in the field of social or applied biological sciences or similar, with further training in environmental management or sustainable development and/or with at least 7-10 years of professional experience.
- In the absence of a postgraduate degree, proven work experience with government dependencies, with the private sector or with international technical co-operation agencies.
- Experience in designing, evaluating and implementing environmental projects.
- Decision-making experience with policy-operational committees or co-ordination entities.
- Knowledge of government, federal and state structures and of government policies, as well as national and international environmental legislation. Preferably, knowledge of the organizational, operational and normative structure of the United Nations Development Programme (UNDP), as well as the Operational Strategy of the Global Environment Facility (GEF).
- Proven successful leadership capacity.
- Experience in directing and supervising multi-disciplinary plans where different actors and authorities intervene. The experience required includes organization, implementation, project execution follow-up, and evaluation of progress and results.

- Capacity to establish and maintain working relations with governmental officials, researchers and professionals.
- Command of English and excellent knowledge of Spanish (drafting and spelling). Must also demonstrate capacity to analyze and draft reports, technical documents and declarations clearly and concisely. Must be competent in using word processing and/or informatics equipment.

## *PROJECT ASSISTANT*

### **General**

The Project Assistant will support the activities of the General Co-ordinator, to whom he/she will report directly.

### **Tasks and Responsibilities**

1. Provide technical and administrative support to the Project Co-ordination Unit.
2. Supervise the work of subcontractors on behalf of the General Co-ordinator, keeping a strict control on quality.
3. Assist in recruiting personnel, including the conclusion of the Terms of Reference and advertising vacant posts.
4. Prepare quarterly and annual progress reports.
5. Supervise the purchase and maintenance of equipment for the project and develop an infrastructure.
6. Assist the General Co-ordinator, whenever necessary, to solve implementation problems.
7. Assist the Co-ordinator to manage, prepare budgets, plan and, in general, to monitor the project.
8. Collaborate in formulating the project's periodic work, travel and financial plans.
9. Participate in preparing bimonthly financial reports, bimonthly progress reports and the Annual Project Report (APR).
10. Disseminate reports on the project and respond to ad hoc questions from all those involved.
11. Implement and supervise information dissemination mechanisms.
12. Design logistics for workshops held on project design methodologies, creation and development of proposals and negotiate the participation of experts from the Implementing Agencies and from GEF.

### **Professional Requirements**

- Degree in social or environmental sciences and 3-5 years of experience in the design, evaluation and implementation of environmental projects.
- Knowledge of governmental, federal and state structures and of government policies, as well as of national and international environmental legislation. Preferably, knowledge of organisational, operational and normative structure of the United Nations Development Programme (UNDP), as well as the Operational Strategy of the Global Environment Facility (GEF).
- Experience in managing projects and administering work teams.
- Experience in co-ordination work on projects with responsibility for supervising personnel and controlling budgets. Capacity to establish and maintain working relations with government officials, researchers and professionals.
- Command of English and excellent knowledge of Spanish (drafting and spelling). Must also demonstrate capacity to analyse and draft reports, technical documents and declarations clearly and concisely. Must be competent in using word processing and/or informatics equipment.

## *ADMINISTRATIVE ASSISTANT*

### **General**

As far as administration is concerned, the project will operate under the national execution modality, by means of direct payments, in accordance with the mechanisms established in the National Project Execution Management Manual of UNDP, with SEMARNAT as its executing agency. The Project Assistant will support the activities of the General Co-ordinator to whom he/she will report directly.

### **Tasks and Responsibilities**

1. Carry out activities in accordance with the Project Document and the rules and procedures established in the Project National Execution Management Manual of UNDP.
2. Collaborate in managing, preparing budgets, planning and, in general, monitoring the project.
3. Participate in preparing Terms of Reference for personnel, advertising posts and co-ordinating personnel recruitment.
4. Formulate the project's periodic work, travel and financial plans.
5. Act as liaison between the project and government dependencies, academic institutions, private institutions and NGO's, endeavouring to maintain the efficient inter-institutional co-ordination necessary if the project is to succeed.
6. Update and process pertinent information on all the proposals and ideas concerning the project presented to the Unit.
7. Prepare bimonthly financial reports, bimonthly progress reports and the Annual Project Report (APR).
8. Make the necessary arrangements to contract and pay consultants, negotiate inputs and undertake other operational activities for the proper performance of the project's activities.
9. Prepare budget revisions, activity and financial reports on the project, and do whatever else is necessary for the project to be audited.
10. Check that the PCU personnel have the necessary equipment and infrastructure for the proper performance of their duties.

### **Professional Requirements**

- Graduate degree in social or environmental sciences and 3-5 years of experience in the design, evaluation and implementation of environmental projects.
- Knowledge of government, federal and state structures and government policies, as well as national and international environmental legislation. Preferably, knowledge of organisational, operational and normative structure of the United Nations Development Programme (UNDP), as well as the Operational Strategy of the Global Environment Facility (GEF).
- Experience in administering financial resources, preparing and managing budgets and keeping accounting records of operations.
- Experience in administering material resources (purchases, tenders, estimates) and personnel (hiring, basic labour laws).
- Capacity to establish and maintain work relations with government officials, researchers and professionals.
- Command of English and excellent knowledge of Spanish (drafting and spelling). Must also demonstrate capacity to analyse and draft reports, technical documents and declarations clearly and concisely. Must be competent in using word processing and/or informatics equipment.



## *INTERNATIONAL SHORT-TERM CONSULTANTS*

### **General**

To achieve the project's objectives, international consultants will be subcontracted to carry out specific tasks on the different products to be developed.

These specialists will be contracted for short periods (maximum 15 days) and will report directly to the Project Co-ordinator (PCU).

Their honoraria will be subject to the salary scale in force for international consultants with service contracts, and to prior certification, by the General Co-ordinator, that their performance has been satisfactory.

Approved transport and per diem costs will be covered by the project.

### **Functions**

1. Apply their experience to benefit the project, beginning with suggesting lines of action, best practices and/or alternatives to develop the products assigned to them.
2. In order to obtain the information required to design and undertake specific tasks, hold whatever meetings may be necessary with the actors involved at all levels.
3. Integrate all the reports of activities carried out, as well as clear methodologies to obtain the results mentioned in the Project Document.
4. Collaborate in establishing a monitoring and evaluation system of the activities corresponding to the product in question.

### **Professional Requirements**

- Postgraduate studies in areas relevant to the project (social or environmental sciences), and a minimum of 5 years of experience in the design, evaluation and implementation of environmental projects.
- Experience in managing government environmental programmes.
- Experience in relations with international institutions and/or government entities and, preferably, labour experience with UNDP or GEF.
- Capacity to establish and maintain working relations with government officials, researchers and professionals..
- Command of English. Capacity to analyse and draft reports, technical documents and declarations clearly and concisely. Must be competent in using word processing and/or informatics equipment.

## *PROGRAMMATIC FRAMEWORK CO-ORDINATOR*

### **General**

As part of the study on Financial Programming for Sustainable Development, a Programmatic Framework will be developed on conservation and sustainable development in Mexico, which will include globally important synergies and transversal activities with GEF and other donors.

The selected consultant should work in co-ordination with the Financial Programming Consultant and the General Co-ordinator of the PCU.

### **Tasks and Responsibilities**

1. Evaluate and authenticate existing information on the Programmatic Framework.
2. Define and instrument campaigns on dissemination and public awareness at the three levels of government about the progress made on the Programmatic Framework.
3. Co-ordinate regional workshops to disseminate and reach a consensus on the strategies and benefits of the Environmental Programmatic Framework.
4. Prepare the final document of the Programmatic Framework, taking into account the public consultations and the comments made by STAP.

### **Expected Deliverables**

- Information strategy and public participation to prepare the Programmatic Framework.
- Reports on the regional workshops held on the benefits of the Programmatic Framework.
- Final Programmatic Framework project document.

### **Professional Requirements**

- Graduate and postgraduate degrees in the field of social or applied biological sciences or similar, and/or at least 7-10 years of professional experience with government dependencies, the private sector and with international technical co-operation agencies.
- Experience in formulating or evaluating public policies.
- Experience in the design, evaluation and implementation of environmental projects.
- Knowledge of government, federal and state structures and of government policies, as well as of national and international environmental legislation. Preferably, knowledge of the organisational, operational and normative structure of the United Nations Development Programme (UNDP), as well as the Operational Strategy of the Global Environment Facility (GEF).
- Command of English and excellent knowledge of Spanish (drafting and spelling). Similarly, must demonstrate capacity to analyse and draft reports, technical documents and declarations clearly and concisely. Must be competent in using word processing and/or informatics equipment.

## *PROGRAMMATIC FRAMEWORK ASSISTANT*

### **General**

The selected consultant will work under the supervision of the Programmatic Framework Co-ordinator and in co-ordination with the project's Administrative Assistant.

### **Tasks and Responsibilities**

1. Make arrangements to contract and pay consultants, negotiate inputs and other operational activities for the proper performance of the activities of the consultants assigned to the Programmatic Framework product.
2. Prepare the logistics for the dissemination and preparation of the PF workshops.
3. Evaluate bids and present proposals in accordance with the budget resources for the preparation of information dissemination campaigns.
4. Engage in exchange of information activities with government dependencies, academic institutions, private institutions and NGO's, in order to collaborate in strengthening the institutional co-ordination needed to benefit the Programming Framework product.
5. Co-ordinate and execute the activities to convene meetings and organise the work programme, as well as follow-up on meetings and agreements, inherent in the process of formulating the Programmatic Framework.

### **Expected Deliverables**

- Monthly reports on the study's budget
- Minutes of the meetings held with actors involved in the project
- Terms of reference for the PF workshops
- Global report on administrative arrangements for audits

### **Professional Requirements**

- Degree in social, biological or similar sciences and/or proven work experience with government dependencies, the private sector and international technical co-operation agencies.
- Knowledge of the UNDP administrative rules established in its National Execution Projects Management Manual.
- Experience in administering financial resources, preparing and managing budgets and keeping an accounting record of operations.
- Experience in administering material resources (purchases, tenders, estimates) and personnel (contracts, basic labour laws).
- Familiarity with Mexican legislation and regulations concerning fiscal, labour and accounting matters.
- Experience in using computers and software such as: Word, Excel, Powerpoint, Project.

## **ANNEX I: SPECIFICATIONS FOR SUB-CONTRACTS**

**Title:** Sustainable Development Units

### **Background**

Through the National Programme for Environment and Natural Resources, SEMARNAT has initiated a comprehensive legal reform that concentrates on reinforcing the process of mainstreaming of the environment in all sectors, strengthening environmental governance instruments, promotion of integrated watershed management, valuation of environmental goods and services and increased decentralisation of environmental management.

A long-term, 25-year planning framework for environmental management is also under development. This planning framework will be fully inserted into the National Development Plan 2000-2006 and will constitute the principal axis of the Environment Program within the NDP.

GOM has requested the support of the GEF to assist in the implementation of a long-term environmental strategy, the development of federal-level sustainable development action plans in line ministries and the design and negotiation of a comprehensive programmatic framework in support of globally relevant policy and project interventions. It is expected that this approach will help Mexico in its transition towards sustainable development with positive impacts in its capacity to meet its goals under the conventions.

### **Objectives and Scope of the Study**

The study will identify opportunities for cross-sector environmental mainstreaming in the national planning framework and design a prototype sustainable development unit in one (or more) Cabinet-level ministries.

Diverse studies have been carried out on the environmental sector in Mexico, including World Bank project preparation documents, GEF evaluations, environmental sector reports from the World Bank and diverse bilateral agencies, and the 1997 OECD environmental performance evaluation. These documents will be provided to the consultant(s) to ensure continuity and to identify synergies with previous efforts.

A cross-cutting environmental strategy for the federal government will be developed (with supporting log frame) establishing clear objectives, outcomes and activities with corresponding indicators and a strategy for monitoring and evaluation throughout the government's six-year term. Specifically, environment packages will be developed and operationalized by other line ministries and government agencies.

### **Activities:**

- Incorporate an environmental planning group between SEMARNAT and the other involved sectors
- Identify and apply methodologies for the integration of the Sector Environment Packages
- Carry out broad-based, consultative workshops at the federal, state, municipal and regional (such as Watershed Councils) level for the elaboration of specific proposals for the integration of Sector Environment Packages

- Elaborate the final draft for the integration of the SEPs, incorporating the principle environmental challenges and proposed solutions.
- Establish a system for monitoring and evaluation of the SEPs
- Carry out dissemination and public awareness campaigns at the federal, state and municipal level

### **Expected Deliverables**

- A general report on the opportunities under the existing institutional and legal framework to implement cross-sector mainstreaming in policy integration and execution. The report would describe the methodology used to evaluate the sector, and would provide a full analysis of the proposed institutional arrangements.
- A specific proposal for the establishment of an environmental mainstreaming unit in one (or several) federal ministries.
- A report on stakeholder consultations

### **Implementation**

The study will be carried out from March 2002 to September 2002 by a qualified individual consultant or by a consultant group. The consultant(s) will be appointed by a Project Steering Committee formed by SEMARNAT and International Affairs Co-ordinator, and UNDP's Programme Co-ordinator.

The consultant(s) will carry out consultations with identified stakeholders including, but not limited to, high-level federal decision-makers in the Executive branch, representatives of World Bank, UNDP, UNEP, ECLAC and OECD, and relevant members of academia.

### **Professional Requirements**

The consultant(s) will have an academic background in the social sciences, and at least 10 years of experience in public policy formulation or evaluation. Experience in fields such as institutional dynamics, process engineering and environmental mainstreaming will be given special consideration.

## **Title: Financial Programming for Sustainable Development**

### **Background**

The Mexican Constitution defines the natural resource base, including soils, waters, flora and fauna, as property of the nation. This provides the basis for the legal framework in Mexico on natural resource use and conservation. The decree that created SEMARNAT, published on November 30, 2000, and its charter, published on June 4, 2001, establish that SEMARNAT will work together with the Finance Ministry to determine the general criteria on the design and use of fiscal and financial tools to promote sustainable use and environmental protection.

Through its sector plan, SEMARNAT is promoting the revaluation of budget outlays for environmental policies as one of the principal tools required to meet the objectives of the country's sustainable development. The establishment of new priorities in the public sector budget for environment will be accompanied by a reorganisation of the federal government designed to improve environmental performance and to achieve a higher level of social participation in environmental affairs. Therefore, a new financial model is required that would identify synergies amongst the priority programmes in relevant sectors (notably environment, energy, petroleum and agriculture) and would promote the convergence of the many different sources of financing for the environment in long-term, shared goals as discussed in the sector programme.

### **Objectives and Scope of the Study**

The principal objective of the study is to support SEMARNAT's International Affairs Office to systematize, prioritize and apply existing and additional funding sources towards sustainable development goals, in support of Mexico's international commitments.

The study will entail the carrying out of stakeholder consultations with a wide range of actors in the governmental, non-governmental, multi and bilateral, social and academic sectors.

### **Specific areas and issues**

SEMARNAT's main focus is on priority-setting for the scarce budgetary and extra-budgetary funding available for environmental goals with both national and global benefits.

The consultant(s) should specifically analyse and make recommendations on the following issues:

#### *National*

Evaluate the existing portfolio of financial co-operation (bilateral, multilateral and technical assistance) in light of the identified long-term priorities.

Identify geographic and thematic synergies in the existing project portfolio.

### *Environmental management*

Identify the impact of the current portfolio of projects with external financing on the identified priorities of the administration, especially of a cross-sector nature.

Assess the effectiveness of current indicators used measure the environmental performance of the portfolio of projects on a programmatic level

Design the basic framework for a management system useful for establishing linkages between eligibility factors of co-operation agencies and national priorities.

### *Social participation*

Facilitate the discussion of the role of international funding with identified stakeholders from the government and non-government sectors, including small holders and the private sector.

Design an integrated (technical, financial y policy-level) dissemination strategy on sector priorities directed to potential financial agents.

### *Global*

Identify mechanisms to maximise scarce grant resources dedicated to fulfilment of the commitments inherent to the Rio Summit framework.

### **Expected Deliverables**

- The consultant will be responsible for the following:
- Incorporation of a logical framework with detailed cost assessments
- Negotiation of a finance plan with interested donors and line ministries
- Carry out a broad-based national consultation on strategy and benefits of a PF
- Elaboration of a final project brief on the Programmatic Framework, taking into account the stakeholder consultations and the results of a STAP review.
- An initial evaluation of the state of development assistance in Mexico in its institutional and operational aspects
- A proposed methodology for stakeholder consultations
- Evaluate and validate existing information on Programmatic Frameworks (PF)
- A proposed framework for an integrated, programmatic approach to globally relevant environmental projects in Mexico
- A final draft version of the proposed programmatic framework

### **Implementation**

The study will be carried out from March 2002 to September 2002 by a qualified individual consultant or by a consultant group. The consultant(s) will be appointed by a Project Steering Committee formed by SEMARNAT and International Affairs Co-ordinator, and UNDP's Programme Co-ordinator.

The consultant(s) will carry out consultations with identified stakeholders including, but not limited to, high-level federal decision-makers in the Executive branch, representatives of World Bank, UNDP, UNEP, ECLAC and OECD, members of the donor community, members of local and international NGOs, and relevant members of academia. It is likely

that the consultant will participate in high-level discussions and negotiations between the Mexican government and multilateral organisations.

**Professional Requirements**

The consultant(s) will have an academic background in the social sciences, and at least 10 years of experience in public policy formulation, public sector finance, development economics or similar field. Specialised experience in biodiversity conservation programs, international finance or development economics.



## **Title:** A long-term Green Plan

### **Background**

Through the National Programme for Environment and Natural Resources, SEMARNAT has initiated a comprehensive legal reform that concentrates on reinforcing the process of mainstreaming of the environment in all sectors, strengthening environmental governance instruments, promotion of integrated watershed management, valuation of environmental goods and services and increased decentralisation of environmental management.

GOM has requested the support of the GEF to assist in the implementation of a long-term environmental strategy (Green Plan), the development of federal-level sustainable development action plans in line ministries and the design and negotiation of a comprehensive programmatic framework in support of globally relevant policy and project interventions. It is expected that this approach will help Mexico in its transition towards sustainable development with positive impacts in its capacity to meet its goals under the conventions.

The proposed Green Plan will constitute the principal axis of the Environment Program within the national development plan. As experiences are generated from Output 1 on the mainstreaming of the environment, lessons learned will be incorporated into the Green Plan framework and translated into specific policies and planning instruments at all three levels of government.

### **Objectives and Scope of the Study**

This study will assist the Government of Mexico to identify opportunities for cross-sector environmental mainstreaming in the national planning framework and design long term Green Plan for environmental management.

### **Expected Deliverables**

- Analyze and exchange international experiences on the elaboration and implementation of green plans.
- Establish the strategy needed to elaborate Mexico's Green Plan
- Carry out broad stakeholder meetings to seek consensus and political and financial commitment for the elaboration of the Green Plan to define the overall vision and priorities in environment
- Carry out broad-based dissemination and public awareness campaigns of the strategies and benefits of a Green Plan at the federal, state and municipal level
- Integrate the final draft of the Green Plan, to be adopted by representatives of the diverse sectors
- Establish a monitoring and evaluation system for the Green Plan

### **Implementation**

The study will be carried out from April 2002 to March 2003 by a qualified individual consultant or by a consultant group. The consultant(s) will be appointed by a Project Steering Committee formed by SEMARNAT, and International Affairs Co-ordinator, and UNDP's Programme Co-ordinator.

**Professional Requirements**

The consultant(s) will have an academic background in the social sciences, and at least 10 years of experience in public policy formulation or evaluation. Experience in fields such as institutional dynamics, process engineering and environmental mainstreaming will be given special consideration.

## **ANNEX J: AGREEMENT BETWEEN UNDP AND THE GOVERNMENT FOR THE PROVISION OF SUPPORT SERVICES**

1. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly.
3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:
  - (a) Identification and/or recruitment of project and programme personnel;
  - (b) Identification and facilitation of training activities;
  - (c) Procurement of goods and services; and
4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.
5. The relevant provisions of the agreement between the Special Fund and the Government of Mexico, signed on the 23<sup>rd</sup> of February 1961, including the provisions on liability and privileges and immunities, shall apply to the delivery of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.
6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.
7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.
8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

## **ANNEX K: DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES**

1. Reference is made to consultations between SEMARNAT, the institution designated by the Government of Mexico and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project MEX/01/G31 Strategic Planning and Design for the Environmental Protection and Sustainable Development of Mexico.

2. In accordance with the provisions of the letter of agreement and the project document, the UNDP country office shall provide support services for the Project as described below.

3. For a description of the support services to be provided see table below. With regards to the schedule for the provision of the support services see the work plan of the project document for reference on implementation plan.

4. The total agreed costs of the support services are 32,640 USD for the project duration 2002-2003 (5% flat fee), as budgeted within the GEF input budget in the project document. Note that this amount covers exclusively the support costs directly related to executing the GEF allocated project budget. Any additional funds administrated by UNDP and/or where UNDP delivers execution support services beyond their basic obligations, a mutual agreement must be reached between UNDP and the funding agency on the support service fee to be charged by UNDP.

5. UNDP will be reimbursed according to a preliminary agreed schedule of project implementation. This schedule of compensations can be adjusted if any changes are made to implementation speed and intensity of delivery of execution support services as these are described in this standard annex of agreement.

6. Table – Areas where UNDP may provide Support Services:

1. Recruitment of project staff
2. Assist supervision of project staff work
3. Assist recruitment of consultancies (short and long term)
4. Assist supervision of consultancy work
5. Project Co-ordination
6. Financial Management and Accountability:
7. Technical Reporting
8. Monitoring and evaluation
9. Training/ workshop
10. Awareness
11. Equipment
12. Office premises

7. Functions and responsibilities:

a) **UNDP, within the norms for nationally executed projects :**

Revise staff terms of reference, search for staff candidates (advertisement, website, rosters), interviews of candidates together with SEMARNAT representative, preparation of short lists together with recommendations

Revise the invitation to compete for consultancy contracts (advertisement, website, rosters) together with SEMARNAT representative of candidates and the preparation of invitations to bid for the sub-contracts, final evaluations of offers submitted under the guidance of pre established rating systems, with the purpose to present a short list for final decisions.

Prepare and sign on behalf of the executing agency, the project contracts according to the terms of reference agreed

Advise in the administration of the staff, consultancy and equipment contracts, to ensure the fulfillment of the terms of each contract

Coordinate jointly with SEMARNAT on a regular basis ( monthly and according to performance delivery), assist follow up and supervision of project contracts, including salary, consultancy fees and other payments authorized by the executing agency related to the project and the budget administrated by UNDP, making sure that the norms and requirements of UNDP are respected

Pay the project contracts according to the amounts estimated in direct payment request received from the executing agency, as stipulated in the respective contracts

Assist associated staff of executing agency and the PMU on financial disbursement and reporting requirements, financial monitoring and record keeping, financial reporting and budget revisions as outlined within the UNDP manual on nationally executed projects

Ensure progress reports are prepared and submitted timely (according to payment modality and agreed procedures), annual programme report(APR) are prepared and submitted to UNDP CO and finalize and submit annual project implementation review (PIR) to UNDP GEF

Assist to monthly meetings with project execution agency to ensure effective project implementation, participate in steering and technical committee meetings to ensure effective project implementation, supervision of the coordination of different project co-financier, the leveraging together with the executing agency and the PMU, of required and additional project funding as possible

Assist to yearly project monitoring/site visits, ensure development of clear guidelines for assessing project progress and impact, making appropriate arrangements for the logistical and technical support of the external evaluation team and mission and review the evaluation reports

**b) SEMARNAT will assume the following responsibilities as national executing agency :**

Submit as far as possible to UNDP all the pertinent information relating to the contracting of staff, sub-contracts and equipment, so as to facilitate the process of drafting terms of reference and assist in the evaluations of possible candidates and preparation of short lists

Prepare complete work plans for the project implementation phase in cooperation with the PMU and UNDP, to facilitate the procurement of goods, services and staff

Prepare the adjusted terms of reference for all project staff and consultancy contracts, together with the technical specifications for the goods to be acquired

Analyze and approve, according to need, the procurement document and the summaries with justification for contract recommendation presented to UNDP for evaluation

Present to UNDP in writing and with anticipation, the applications for each contractual need involving delivery of goods and/or services towards the project, together with the terms of reference or complete technical specifications, with estimated dates and place of delivery

Accept or reject the goods and services contracted following the specifications/terms established in each case and for each process. In cases where SEMARNAT decides to reduce the amounts of goods and services stipulated before such are delivered, SEMARNAT will take upon itself all the risk and the compromises deriving from such decisions

Supervise the work of the consultants, revise and approve the performance deliveries of these according to pre established benchmarks

Apply to UNDP, with fundament in the administration of each contract or buying order, the payment of the corresponding cost of each good and/or service item as terminated or accepted by SEMARNAT, also including the operative costs that UNDP necessarily have had to incur in order to support these deliveries, including the cost of storage, customs clearance, packaging, insurance and transport cost within the country and other recurring costs necessary to ensure that prompt and timely delivery

Assume the responsibility for the handling of goods aquired within the project, once these are delivered to the place of destine. The goods that are procured through UNDP after the specific request of the CONANP, will become property of the CONANP once they receive them.

Cover the costs of operation and maintenance of the goods that are aquired within the project, including the costs related to demands or indemnization sought related to the utilization of those.

Assume all the risks related to the project operations, related to the execution of the project, the delivery of the financing to the project from the Government of Mexico and the overall responsibility for responding to complaints from third parties towards UNDP related to the project, their functionaries or other people that are delivering services within the project context. However this responsibility will not be assumed if SEMARNAT and UNDP can substantiate that the complaints and/or responsibilities are a result of serious neglect and/or intentional negative behavior on behalf of the people involved

## ANNEX L: GOM ENDORSEMENT LETTER:

G.H.1



DIRECCION GENERAL DE CREDITO PUBLICO  
DIRECCION GENERAL ADJUNTA DE ORGANISMOS  
FINANCIEROS INTERNACIONALES  
Dirección de Coordinación Sectorial y Proyectos de  
Descentralización y Medio Ambiente

Oficio No.- 305. VI. 3.- 007

México, D.F., a 17 de Enero de 2001.

**SR. BRUNO GUANDALINI**

Representante Residente en México del Programa de  
Naciones Unidas para el Desarrollo - P N U D  
Presidente Mazarik, No. 29. Piso 8,  
Colonia Polanco  
C i u d a d

Hago referencia a su Oficio UCAI/5550/00, de fecha 21 de diciembre de 2000, relativo a la propuesta del Proyecto " **Strategic Planning and Design for Environmental Protection and Sustainable Development in Mexico** ", que será apoyado con recursos del Fondo para el Medio Ambiente Mundial (GEF).

Sobre el particular, a través del presente me permito comunicar a usted que en virtud de que el proyecto de referencia cuenta con el respaldo técnico de la Secretaría de Medio Ambiente y Recursos Naturales ( SEMARNAT ), esta Secretaría de Hacienda y Crédito Público está de acuerdo en que dicha propuesta se someta a consideración del Secretariado del GEF en Washington, a través del PNUD como Agencia Instrumentadora del GEF en México; lo anterior, en virtud de que su financiamiento contribuirá al cumplimiento de metas sectoriales de desarrollo.

Mucho le agradeceré nos mantenga informados del trámite que guarden estas gestiones, y sin otro particular por el momento, aprovecho la ocasión para reiterar a usted las seguridades de mi más atenta y distinguida consideración.

Atentamente,  
SUFRAGIO EFECTIVO. NO REELECCION.  
El Director General Adjunto de Organismos  
Financieros Internacionales

  
Ricardo Ochoa

TEL: - HACIENDA



2/1/02 → 7.2.02

MEX/01/G35 PRODOC



**United Nations Development Programme  
GLOBAL ENVIRONMENT FACILITY (GEF)**



26 March 2002

Dear Ms. Muñoz,

**Subject: MEX/01/G35: Strategic Planning and Design for the Environmental Protection and Sustainable Development of Mexico**

I am pleased to delegate to you the authority to sign the above-mentioned project document on behalf of UNDP and commence the implementation of the project when signed by the government of Mexico.

① Please ensure that a fully signed electronically scanned copy of the cover page of the project document, as well as any budget revisions including mandatory revisions, are forwarded by email to Ms. Lita Paparoni, Regional Coordinator for Biodiversity, RLAC, and Mr. Nick Brown, Chief, Programme Operations Support Unit. When the project document is signed, please ensure that the project budget is entered into the UNDP FIM corporate database.

Please note that, unlike UNDP project budgets, funds approved for GEF projects are capped and no additional amount will be approved by the GEF Executive Council. We are not, therefore, in a position to accept any over-expenditures on this project.

As an Implementing Agency of the GEF, UNDP earns a fee from the GEF for each project. The fee is aimed at reimbursing the costs incurred by UNDP, both in headquarters, and in the Country Office, in support to project development and supervision and monitoring of project implementation. The activities for which UNDP is responsible during project implementation are listed on Attachment 2 of this letter. The UNDP/GEF Regional Coordinator, Ms. Paparoni, will shortly be in contact with you to develop a detailed plan of action covering the first year of project implementation, to ensure that responsibility for these activities is shared between the Country Office and UNDP/GEF. By separate communication we will transfer the payment of the Country Office fee.

Please note that the UN Board of Auditors has established that an annual audit is necessary for all nationally executed GEF projects whose expenditure for the calendar year exceed \$20,000. Expenditures below that amount are subject to normal UNDP audit procedures, which is once in the project's lifetime. Please ensure the annual audit is completed by the due date.

Yours sincerely  
  
Frank Pinto  
Executive Coordinator

Clemencia Munoz  
Resident Representative, a.i.  
UNDP  
Mexico  
c.c. Ms. Elena Martinez, Regional Director, RBLAC  
c.c. Mr. Miguel Perez-Torralba, Regional Manager, UNDP-GEF  
c.c. Ms. Lita Paparoni, Regional Coordinator. UNDP-GEF-Mexico  
cm



United Nations Development Programme  
GLOBAL ENVIRONMENT FACILITY (GEF)



MEX/01/G35/prodoc

26 March 2002

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① Please ensure that a fully signed electronically scanned copy of the cover page of the project document, as well as any budget revisions including mandatory revisions, are forwarded by email to Ms. Lita Paparoni, Regional Coordinator for Biodiversity, RLAC, and Mr. Nick Brown, Chief, Programme Operations Support Unit. When the project document is signed, please ensure that the project budget is entered into the UNDP FIM corporate database.

Please note that, unlike UNDP project budgets, funds approved for GEF projects are capped and no additional amount will be approved by the GEF Executive Council. We are not, therefore, in a position to accept any over-expenditures on this project.

As an Implementing Agency of the GEF, UNDP earns a fee from the GEF for each project. The fee is aimed at reimbursing the costs incurred by UNDP, both in headquarters, and in the Country Office, in support to project development and supervision and monitoring of project implementation. The activities for which UNDP is responsible during project implementation are listed on Attachment 2 of this letter. The UNDP/GEF Regional Coordinator, Ms. Paparoni, will shortly be in contact with you to develop a detailed plan of action covering the first year of project implementation, to ensure that responsibility for these activities is shared between the Country Office and UNDP/GEF. By separate communication we will transfer the payment of the Country Office fee.

Please note that the UN Board of Auditors has established that an annual audit is necessary for all nationally executed GEF projects whose expenditure for the calendar year exceed \$20,000. Expenditures below that amount are subject to normal UNDP audit procedures, which is once in the project's lifetime. Please ensure the annual audit is completed by the due date.

Yours sincerely,

Frank Pinto  
Executive Coordinator

Clemencia Munoz  
Resident Representative, a.i.  
UNDP  
Mexico  
c.c. Ms. Elena Martinez, Regional Director, RBLAC  
c.c. Mr. Miguel Perez-Torralba, Regional Manager, UNDP-GEF  
c.c. Ms. Lita Paparoni, Regional Coordinator. UNDP-GEF-Mexico  
cm

**REGIONAL BUREAU FOR LATIN AMERICA AND THE CARIBBEAN**

Fax No. 212-906-6688

Telephone No. 212-906-5468

**GEF ENVIRONMENT FACILITY UNIT**

*Facsimile Transmittal Form*

**DATE:** July 30, 2001

**NO. OF PAGES:** 4  
(including this one)

**TO:** CLEMENCIA MUÑOZ  
RESIDENT REPRESENTATIVE  
UNDP - MEXICO

**ATTENTION:** OLAV LUNDSTOL  
ENVIRONMENT FOCAL POINT  
UNDP MEXICO

**FAX NO:** PROGRAMMED

**FROM:**  Nick Remple  
Regional GEF Coordinator  
e-mail: [nick.remple@undp.org](mailto:nick.remple@undp.org)

**Subject: Approval of GEF Medium Size Project**

We are pleased to inform you that the Medium Size Brief entitled: *"Mexico: Strategic Planning and Design for the Environmental Protection and Sustainable Development of Mexico"* has been approved for funding by the GEF secretariat.

Please note that for MSP Brief funds to be disbursed, we will need to receive (electronically) from your office the following documentation to be attached in annex form to the approved Brief.

- Explicit Terms of Reference for the expertize to be hired;
- Detailed description of MSP Brief Execution and Implementation arrangements, including Terms of Reference for any decision-making structure required for implementation.



cc. Lita Paparoni Regional GEF Coordinator for Latin America UNDP Mexico



## Global Environment Facility

1818 H Street, NW  
Washington, DC 20433 USA  
Tel: 202.473.0508  
Fax: 202.522.3240/3245  
Internet: www.gefweb.org

July 25, 2001

Mr. Rafael Asenjo  
GEF Executive Coordinator  
United Nations Development Programme  
One United Nations Plaza  
304 East 45th St.  
FF Bldg., 10th floor  
New York, NY 10017

Dear Mr. Asenjo,

I wish to inform you that the CEO has approved the medium-sized project proposal entitled, *Mexico: Strategic Planning and Design for the Environmental Protection and Sustainable Development of Mexico* for \$652,800.

Please find attached a copy of the project tracking sheet for your records.

Sincerely,

Kenneth King  
Assistant Chief Executive Officer

cc: A. Djoghlaf (UNEP), L. Vidacus (World Bank), N. Ahmad (ADB), . (UNIDO),  
STAP

Biodiversity  
OP : STRM

PMIS Project ID : 1308  
UNDP

**GEF Project Tracking System  
Medium-Sized Project Clearance/Approval**

**Mexico: Strategic Planning and Design for the Environmental Protection and Sustainable Development of Mexico**

Authority	GEF Contribution	Total Cost	Requested Action	Signature	Date
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**PDF A Review**

Program Manager

Recommendation

Karla Kumeri

IA Approval

MSP Review

\$652,800

\$1,292,800

Program Manager

Recommendation

Karla Kumeri

Team Leader

Clearance

Colin P. Rees

CEO

Letter to Council

CEO Letter to Council

MSP Approval

\$652,800

\$1,292,800

IA Fee

Program Manager

Recommendation

Karla Kumeri

Team Leader

Clearance

Colin P. Rees

CEO

Approval

Mohamed T. El-Ashry

**MSP Documentation Checklist :**

**PDF A**

- IA Cover Letter
- PDF A Project Brief (if appropriate)
- PDF A Proposal (if appropriate)
- PDF A Endorsement Letter
- GEF Project Tracking/Clearance Sheet
- Electronic File(s)

**MSP**

- IA Cover Letter
- MSP Project Brief
- Final Proposal
- GEF Focal Point Endorsement Letter
- MSP Review Sheet
- CEO Letter to Council (for the Web)
- ACEO Transmittal Letter to IA
- GEF Project Tracking/Clearance Sheet
- Electronic File(s)