



Food and Agriculture Organization
of the United Nations

Annex 5

Summary of Stakeholders' Engagement and Consultations and Stakeholder Engagement Plan (SEP)

*For the GCF-FAO Project “GCF Results-Based Payments Mexico 2018-2019 aimed at Forest
Conservation and Sustainable Livestock”*

July, 2026

Table of Contents

1. Acronyms and abbreviations.....	4
2. Introduction	6
3. Stakeholder engagement and consultations throughout Mexico's REDD+ readiness	7
3.1 Participatory background and general consultation process of the ENAREDD+	8
3.2 Specific consultation process with Indigenous and Afro-Mexican communities	13
3.3 Operational arrangements and culturally appropriate facilitation	16
3.4 Main results from the Indigenous and Afro-Mexican consultation	18
3.5 Access to information, communication and disclosure.....	21
3.6 Participation of women, youth and other groups facing barriers to engagement	22
3.7 Stakeholder engagement during the results period	23
3.8 Remaining gaps and barriers relevant to the RBP proposal	24
4. Stakeholder engagement and consultations in the context of Mexico's RBP proposal	26
4.1 Overview and results of stakeholder engagement in preparation of the RBP proposal	35
4.1.1 Stakeholders' feedback regarding the proposed use of proceeds and on-the-ground implementation.....	38
4.1.2 Stakeholders' feedback regarding potential environmental and social risks associated with the RBP proposal.....	42
4.1.3 Stakeholders' feedback regarding issues on gender and gender-based violence	46
4.1.4 Stakeholders feedback regarding issues on Indigenous Peoples and other local communities	48
5. Stakeholder Engagement Plan for the RBP proposal	52
5.1 Stakeholder Engagement Plan	55
5.2 Awareness raising and capacity building.....	67
5.3 Communications and information dissemination	69
6. Grievance redress mechanisms	71
6.1 National and institutional framework for grievance redress, access to information and accountability	71
6.2 CONAFOR's Citizen Attention Mechanism and access channels.....	72
6.3 Operational strengthening of the MAC for the RBP proposal	74
6.4 Role of the MAC during implementation of the RBP proposal.....	75
6.5 Grievances related to CONAFOR Operating Rules and benefit access	76
6.6 Grievances involving Indigenous Peoples and Afro-Mexican peoples	76
6.7 Handling of gender-based violence, sexual exploitation and abuse, sexual harassment and other sensitive complaints	77

6.8 Monitoring, reporting and continuous improvement	77
6.9 Inception phase priorities for strengthening the MAC.....	78
6.10 FAO's approach to conflict and grievance prevention and redress	79
6.11 Green Climate Fund's Independent Redress Mechanism.....	80
7. References	80
Annex 1 Identification of key stakeholders for the RBP proposal	82
Annex 2 Identification of livestock associations	90
Annex 3. Indigenous and Afro-Mexican peoples represented in the ENAREDD+ consultation process and national participation data	92
1. Indigenous and Afro-Mexican peoples represented in the consultation process	92
2. National participation by federal entity	92
3. National participation by sex	93
4. National participation by age range	93
Annex 4. Feedback received from territorial consultations	94
Annex 5. Methodology and agenda for consultation workshops at territory level.....	106

Table 1 Territorial scope of the final consultation process by federal entity **Error! Bookmark not defined.**

Table 2 Main Indigenous Peoples groups in selected states for Mexico's RBP proposal **Error! Bookmark not defined.**

Table 3 Summary of stakeholder categories identified in the stakeholder mapping..... **Error! Bookmark not defined.**

Table 4 Summary of stakeholder engagement activities undertaken in preparation of Mexico's RBP proposal **Error! Bookmark not defined.**

Table 5 Preliminary environmental and social issues identified through the RBP engagement process **Error! Bookmark not defined.**

Table 6 Gender and inclusion considerations identified for the RBP proposal ... **Error! Bookmark not defined.**

Table 7 Considerations for engagement with Indigenous Peoples, Afro-Mexican peoples and local communities..... **Error! Bookmark not defined.**

Table 8 Preliminary Stakeholder Engagement Plan for the RBP proposal.... **Error! Bookmark not defined.**

Table 9 Components of the RBP Stakeholder Engagement Plan.... **Error! Bookmark not defined.**

Table 10 Indicative access channels relevant to CONAFOR's MAC and the RBP proposal..... **Error! Bookmark not defined.**

Table 11 Inception phase priorities for strengthening CONAFOR's MAC for the RBP proposal **Error! Bookmark not defined.**

1. Acronyms and abbreviations

Acronym	Full name
AE	Accredited Entity
ANP	Natural Protected Area
CICC	Inter-Ministerial Commission on Climate Change
CDI, now INPI	National Commission for the Development of Indigenous Peoples /now National Institute of Indigenous Peoples
CONAF	National Forestry Council
CONAFOR	National Forestry Commission
CONANP	National Commission for Natural Protected Areas
CTC-REDD+	REDD+ Technical Advisory Committee
ENAREDD+	National REDD+ Strategy
ESMP	Environmental and Social Management Plan
ESMF	Environmental and Social Management Framework
ESOP	Environmental and Social Operational Procedure
FAO	Food and Agriculture Organization of the United Nations
FESM	Framework for Environmental and Social Management
FIRA	Trust Funds for Rural Development
FPIC	Free, Prior and Informed Consent
GAAP	Gender Assessment and Action Plan
GBV	Gender-Based Violence
GCF	Green Climate Fund
GRM	Grievance Redress Mechanism
GT-REDD+	REDD+ Working Group
INJUVE	National Youth Institute
INPI	National Institute of Indigenous Peoples
JIMA	Inter-Municipal Environmental Boards
LGCC	General Law on Climate Change
LGDFS	General Law on Sustainable Forest Development
LGEEPA	General Law of Ecological Balance and Environmental Protection
MAC	Citizen Attention Mechanism
MRV	Monitoring, Reporting and Verification

Acronym	Full name
NDA	National Designated Authority
OIC	Internal Control Body
PES	Payment for Environmental Services
PSEA	Prevention of Sexual Exploitation and Abuse
RBP	Results-Based Payment
REDD+	Reducing Emissions from Deforestation and Forest Degradation, and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks
SADER	Ministry of Agriculture and Rural Development
SEA/SH	Sexual Exploitation and Abuse / Sexual Harassment
SEMARNAT	Ministry of Environment and Natural Resources
SEP	Stakeholder Engagement Plan
SESA	Strategic Environmental and Social Assessment
SHCP	Ministry of Finance and Public Credit
SIS	Safeguards Information System
UGP / PMU	Project Management Unit

2. Introduction

This annex constitutes the ‘Summary of Stakeholders’ Engagement and Consultations and Stakeholders Engagement Plan’ (SEP, hereon), a dedicated annex to Mexico’s RBP proposal and its dedicated Environmental and Social Management Framework, the ESMF. Under the umbrella of the project’s ESMF, this SEP provides an account of stakeholders engagement and consultations in the context of the REDD+ readiness process in Mexico and over the results period, as well as summarizes stakeholders’ engagement and consultations conducted in preparation of this RBP proposal, as part of the due diligence assessments both for the results period and for the use of the proceeds proposed in Mexico’s RBP proposal. Moreover, this document provides a preliminary SEP, geared at ensuring effective stakeholder engagement and consultations throughout project implementation, including to ensure the respect of the right to Free, Prior Informed Consent of Indigenous Peoples, as appropriate.

As underscored throughout Mexico’s RBP proposal and its ESMF, given the high-level and strategic nature of the REDD+ Strategy, potential environmental, social and governance issues associated to on-the-ground interventions, particularly those relevant to women, will ultimately depend on how REDD+ programs are designed and implemented. Accordingly, a year inception phase is envisioned to further refine technical details prior to starting on-the-ground implementation, including through analytical, participatory and consultative efforts. Said inclusive and participatory process will also inform the refinement of environmental, social and governance potential risks identified in the ESMF into a comprehensive and actionable Environmental and Social Management Plan (ESMP), a Gender Assessment and Action Plan (GAAP) and an Indigenous Peoples Plan (IPP), to be prepared. Such participatory and inclusive process to refine the details for on-the-ground implementation will be guided by the SEP, outlined in section 4 below.

As a result, this SEP will also be refined prior to starting on-the-ground implementation and ultimately, under the umbrella of the ESMP and dedicated instruments for gender and Indigenous Peoples (IPs). This SEP will inform the terms, conditions and standardized operational procedures to ensure the design, implementation and monitoring of gender-responsive and inclusive on-the-ground activities, is done in a participatory and inclusive manner, thus ensuring the respect of the FPIC principle.

The full-time safeguards team to be hired as part of the Project Management Unit (see section 9 in the ESMF) will be responsible for the implementation of all the safeguards tools and instruments (i.e., the ESMF and, upon project inception, the ESMP, the SEP, the IPP, and the GAAP).

3. Stakeholder engagement and consultations throughout Mexico's REDD+ readiness

Mexico's REDD+ readiness process was developed through a sustained, progressive and participatory effort that unfolded over more than a decade and involved a broad range of institutional, social, territorial and community actors. From the early stages of readiness, stakeholder engagement was understood as a core condition for developing a national REDD+ approach that would be technically sound, socially legitimate, culturally appropriate and aligned with Mexico's legal and institutional framework. In this context, the development of the National REDD+ Strategy (ENAREDD+) was not conceived merely as a technical planning exercise, but as a policy-building process requiring dialogue with actors whose rights, livelihoods, productive activities, governance systems and territorial practices are directly linked to forests, forest landscapes and rural development.

Mexico's REDD+ readiness process took place in a country where forests and forest resources are closely associated with collective land tenure, community governance and the cultural identity of Indigenous Peoples, Afro-Mexican peoples and rural communities. Ejidos and agrarian communities are the main legal forms through which these collective rights are exercised. Both are constitutionally recognized forms of social property in Mexico, a land tenure regime that guarantees collective rights over land and natural resources to rural population groups. Forest landscapes are inhabited and managed by a diversity of social actors, including forest-dependent communities, women, youth, small-scale producers, community forest enterprises, livestock producers, local and regional producer organizations, civil society organizations, academia, technical service providers, and federal, state and municipal authorities. Accordingly, stakeholder engagement under REDD+ readiness had to address not only climate change mitigation objectives, but also broader issues related to land and forest governance, sustainable rural development, social inclusion, environmental integrity, benefit sharing, access to information, institutional coordination and respect for collective rights.

The ENAREDD+ was developed on the basis of a territorial and cross-sectoral understanding of REDD+. From the outset, Mexico recognized that REDD+ could not be designed exclusively as a forestry or carbon accounting mechanism. Rather, it required a broader public policy framework capable of addressing the structural drivers of deforestation and forest degradation, including agricultural and livestock expansion, land-use change, weak inter-sectoral coordination, limited access to sustainable financing, forest governance challenges, and unequal participation in decision-making. This understanding informed a readiness process that brought together environmental, forestry, agricultural, rural development, academic, civil society, community and productive-sector actors.

The construction of the ENAREDD+ was therefore supported by a participatory architecture that combined national-level policy dialogue, technical advisory spaces, inter-institutional coordination mechanisms, subnational engagement processes, public consultation channels, sectoral and thematic workshops, capacity-building activities, engagement through forestry-sector social organizations, and a specific consultation process with Indigenous and Afro-Mexican communities. This participatory architecture evolved alongside Mexico's broader safeguards framework, including the Strategic Environmental and Social Assessment, the Environmental and Social Management Framework, the national interpretation of the Cancun Safeguards, the Safeguards Information System, and the preparation of summaries of information on safeguards. Together, these instruments and processes helped identify relevant

environmental, social and governance risks, as well as measures to strengthen transparency, accountability, inclusion and culturally appropriate engagement in the context of REDD+.

3.1 Participatory background and general consultation process of the ENAREDD+

3.1,1 Overview of the Participatory Process

Mexico's REDD+ readiness process was supported by a broad and progressive participatory approach combining analytical work, institutional coordination, and multi-stakeholder engagement. Since 2010, the ENAREDD+ has been developed through:

- dialogue and technical exchanges
- coordination across institutions
- engagement with actors connected to forests, rural development, climate change, biodiversity, and territorial governance

This approach reflects Mexico's recognition that REDD+ requires cross-sectoral coordination, territorial relevance, and active participation of forest-dependent stakeholders who own, possess, inhabit, manage and depend on forest ecosystems.

3.1,2 Institutional Platforms

At the national level, the design and operational development of the ENAREDD+ was supported by the work of the REDD+ Technical Advisory Committee (CTC-REDD+) and the ENAREDD+ Working Group of the National Forestry Council (CONAF). These platforms brought together members of civil society, private sector representatives, academic and research institutions, and public institutions linked to the Inter-Ministerial Commission for Sustainable Rural Development (CIDRS) and the Inter-Ministerial Commission on Climate Change (CICC). Through these platforms, stakeholders contributed to successive discussions on the scope, components, implementation challenges and safeguards dimensions of the national REDD+ approach.

3.1,3 Public consultations (2015-2016)

The public consultation of the ENAREDD+ was carried out nationally during 2015 and 2016, in accordance with Mexico's legal framework and the principles of citizen participation. The consultation sought to collect opinions, receive feedback and reach agreements or consent around the objective, components and lines of action of the ENAREDD+. Its purpose was to ensure full and effective participation, exchange of perspectives, mutual learning and understanding with local communities, Indigenous and Afro-Mexican peoples and communities, and the general public, so that Mexico's national REDD+ strategy would be culturally, socially and environmentally pertinent, viable and built through a participatory, voluntary, open, free and inclusive process.

The consultation was guided by two main instruments: the Consultation Plan for the ENAREDD+¹ and the Guiding Plan for the consultation directed at Indigenous and Afro-Mexican peoples and communities². While the latter established the specific methodology for the differentiated consultation process with Indigenous and Afro-Mexican communities, the general Consultation Plan established the broader framework, principles and modalities for the public consultation process. Among its guiding principles were full and effective participation of actors with an interest in REDD+, particularly Indigenous Peoples, ejidos and communities; representative inclusion of a broad diversity of stakeholders at different levels; respect for the processes, forms of organization, authorities, cultures and languages of Indigenous Peoples; equal conditions for participation of all interested actors; gender perspective; and consideration of the different ages of participants.

The public consultation was structured as a multi-channel and differentiated process. It included a virtual consultation, state-level forums, thematic forums, councils and participation and consultation bodies, a specific consultation directed at Indigenous and Afro-Mexican peoples and communities, and a consultation modality directed at local communities through social organizations in the forestry sector. This architecture allowed the consultation to reach different types of stakeholders through modalities adapted to their roles, capacities, geographic location and relationship with the ENAREDD+. It also allowed the Strategy to be reviewed from multiple perspectives: institutional, territorial, productive, technical, community-based, gender-responsive, intergenerational and rights-based.

Overall, the public consultation process registered the participation of 26,360 people. This level of participation reflects the scope of the consultation and the relevance of using complementary modalities rather than relying on a single consultation channel. Each modality fulfilled a specific function within the overall consultation architecture.

3.1.4 Virtual Consultation

The virtual consultation expanded access through digital means and written questionnaires; state-level forums enabled territorial discussion across all federal entities; thematic forums deepened the analysis of specific sectors and groups; participation and consultation bodies provided spaces for dialogue with representatives of Indigenous Peoples; the specific Indigenous and Afro-Mexican consultation established a culturally appropriate process; and the consultation with local communities incorporated the views of social organizations in the forestry sector and the communities linked to them.

The virtual consultation was carried out through a questionnaire hosted on the ENAREDD+ website³. The questionnaire included 25 questions on the Strategy in general and on its lines of action. It was available from July to October 2015 and was also applied during state-level and thematic forums, thereby linking online participation with in-person consultation spaces. This modality registered 3,222 participants, including 409 participants belonging to Indigenous and Afro-Mexican peoples and 864 young people. The virtual consultation provided an additional access channel for stakeholders who were able to review the Strategy and submit comments outside the framework of in-person events.

3.1.5 State-level forums

¹ <http://www.enaredd.gob.mx/wp-content/uploads/2015/07/Plan-de-Consulta-ENAREDD+.pdf>

² https://www.gob.mx/cms/uploads/attachment/file/121241/Consulta_indigena_y_afrodescendiente_enaredd.pdf

³ <http://www.enaredd.gob.mx/>

State-level forums were one of the main territorial mechanisms of the public consultation. A total of 55 state forums were held, with at least one forum in each state of the country. These forums followed a participatory methodology established in the Guide for the implementation of state forums for the consultation of the ENAREDD+, and collected participants' views on the content of the Strategy and its lines of action. The state forums began in July and concluded in September 2015. In total, state forums and workshops registered 5,084 participants, including 468 participants belonging to Indigenous and Afro-Mexican peoples.

The state forums were particularly relevant because they allowed the ENAREDD+ to be discussed in relation to territorial realities. Participants were able to comment on the drivers of deforestation and forest degradation, productive pressures, local governance arrangements, forest management experiences, access to public programmes, institutional capacities and social inclusion challenges. These forums also functioned as information and capacity-building spaces, as they helped disseminate the objectives, components and possible implementation implications of the ENAREDD+ among state-level and local actors.

3.1.6 Thematic forums (sector, women, youth)

Thematic forums complemented the territorial consultation by creating spaces for more focused discussion with specific sectors and groups. Following the participatory methodology used in state forums, three thematic workshops were held between September and October 2015: one directed at the agricultural and livestock sector, one directed at youth, and one directed at women. A total of 249 people participated in this modality. These forums were significant because they addressed stakeholder groups whose perspectives are central to REDD+ implementation. The agricultural and livestock sector is directly linked to land-use dynamics and drivers of deforestation, while women and youth face specific barriers to participation but also play key roles in rural livelihoods, territorial management, knowledge transmission, innovation and long-term sustainability.

The thematic forum with the agricultural and livestock sector helped identify the importance of aligning forest conservation objectives with productive policies and rural development incentives. This was especially relevant given that the ENAREDD+ recognizes that reducing deforestation and forest degradation requires addressing drivers that extend beyond the forestry sector, including extensive livestock production, agricultural expansion, land-use change and fragmented public incentives. Inputs from this sector therefore reinforced the need for inter-sectoral coordination, productive alternatives, differentiated incentives and mechanisms that reconcile conservation and sustainable rural production.

The thematic forum with women provided a specific space to discuss the differentiated conditions, barriers and contributions of women in forest and rural territories. Women participating in the consultation emphasized the relevance of land tenure, access to financing, participation in community decision-making, access to technical assistance, gender-responsive rules of operation, and the need to include women from the diagnostic and planning stages of public policies and programmes. This forum helped make visible that gender-responsive participation cannot be limited to numerical representation but must address structural constraints that affect women's access to land, information, decision-making and benefits.

The thematic forum with youth incorporated an intergenerational perspective into the consultation process. Youth were identified as key actors for environmental education, local innovation, community monitoring, technical training and the continuity of sustainable forest and territorial management. Their participation helped identify the need for capacity-building opportunities, spaces for meaningful

involvement, use of technology, education on climate change and forests, and productive alternatives that can strengthen youth engagement in rural territories and reduce incentives for migration.

3.1.7 Participation bodies and councils

The consultation also included councils and participation and consultation bodies. In order to consult representatives of the 68 Indigenous and Afro-Mexican peoples in Mexico, an extraordinary session of the Consultative Council of the then National Commission for the Development of Indigenous Peoples was held in Mexico City on 24 October 2015. Ninety-two members of the Council participated in this session. This space complemented the broader public consultation and the territorial Indigenous and Afro-Mexican consultation by providing an institutional mechanism for dialogue with Indigenous representatives at the national level.

3.1.8 Consultation with local communities

Another modality was the consultation with local communities, designed to include social organizations in the forestry sector in the consultation process. Under this modality, organizations carried out activities to disseminate the Strategy and collect the opinions of people from the communities that form part of these organizations. Once their internal processes were completed, the organizations prepared reports with their positions on the ENAREDD+. This modality registered the participation of 5,468 people. Its relevance lies in the fact that it used existing organizational networks in the forestry sector to reach local communities and actors with direct experience in forest management, community organization and territorial implementation challenges.

Together, these modalities demonstrate that the public consultation of the ENAREDD+ was conceived as a broad, differentiated and complementary process. It was not a single event or a homogeneous procedure, but a consultation architecture that combined digital tools, territorial forums, thematic workshops, participation bodies, culturally appropriate consultation, and engagement through forestry-sector social organizations. This structure made it possible to collect inputs from a diversity of stakeholders and to generate observations on the Strategy from technical, institutional, territorial, productive, community-based, gender, youth and rights-based perspectives.

The consultation process was also supported by a structured methodology for systematizing and analyzing the information received. Documents generated during the consultation, including minutes, attendance lists and questionnaires, were collected and consolidated into databases. Comments, concerns and recommendations were then classified according to their relationship with the ENAREDD+ components. Qualitative analysis tools were used to identify patterns, connections and recurring themes. For each component of the Strategy, codes or keywords were created to group related ideas, suggestions and concerns. This methodology allowed the consultation results to be organized systematically and made it possible to identify both general trends and specific proposals arising from the different consultation modalities.

Through this systematization process, nearly 15,500 comments were analyzed. The results were organized according to the seven components of the ENAREDD+: public policies and legal framework; financing schemes; institutional arrangements and capacity development; forest reference emission levels; monitoring, reporting and verification; safeguards; and communication, social participation and transparency. This component-based organization is relevant because it shows that stakeholder inputs were not treated as general observations only but were linked to the substantive structure of the Strategy

and used to identify concrete issues, concerns and proposals for each area of REDD+ readiness and future implementation.

3.1.9 Key consultation findings

The consultation results show that stakeholders placed strong emphasis on the need for policy coherence, legal clarity, institutional coordination and effective implementation. Regarding public policies and the legal framework, participants recognized the robustness of Mexico's legal framework but highlighted the need for stronger implementation, improved dissemination of legal information, better interpretation of rights and obligations, greater transparency, anti-corruption measures and stronger enforcement against illegal logging, unauthorized land-use change and activities that damage forest ecosystems. Participants also emphasized the importance of aligning laws, public policies and rules of operation across federal, state, municipal and community levels, including internal ejidal and community regulations.

With respect to financing, stakeholders requested greater clarity on benefit-sharing, more accessible and flexible financing mechanisms, financial education for ejidos and communities, transparency in the management of resources, and specific measures to ensure access for women, youth, Indigenous Peoples, Afro-Mexican peoples and small producers. Participants stressed that forest ecosystems have economic, social, cultural and spiritual value, and that financing schemes should recognize this broader value. They also emphasized that resources should be oriented through participatory planning processes, respond to local needs and ecosystems, and be subject to transparent monitoring and accountability mechanisms.

On institutional arrangements and capacity development, consultation participants repeatedly emphasized the need for continuous, locally relevant and culturally appropriate capacity building. Capacity building was identified as a cross-cutting requirement for the implementation of the ENAREDD+, and stakeholders requested training for communities, ejidos, technical service providers, public officials, municipal authorities, youth, women, producers and local promoters. Participants also highlighted that capacity building should combine scientific and traditional knowledge, support community self-reliance, strengthen local governance, and include topics such as sustainable rural development, territorial management, forest monitoring, financial administration, commercialization, gender perspective and safeguards.

Inter-institutional coordination was another recurrent theme. Participants called for stronger coordination among the three levels of government and across sectors, particularly between the environmental, forestry, agricultural and livestock sectors. They also emphasized the need to involve academia, civil society, the private sector, ejidos, communities and local authorities in REDD+ implementation. The consultation reflected concerns that REDD+ should not be perceived as the responsibility of CONAFOR alone, but as a broader national effort requiring coordination with institutions whose mandates influence land use, rural development, environmental enforcement, public finance, education, water, biodiversity, agrarian matters and social policy.

Regarding forest reference levels and monitoring, reporting and verification, stakeholders highlighted the technical complexity of these components and the need for accessible explanations, transparent methodologies, public data and capacity building. Participants requested that monitoring not be limited to the national level, but also consider state, municipal, local, community, ecosystem, watershed or landscape scales, as appropriate. They also proposed community-based and participatory monitoring, including the involvement of ejidos, communities, women, youth, local technicians, universities and research centers. Stakeholders emphasized that monitoring should include not only carbon-related variables, but also biodiversity, water, soil, fires, land-use change, productive activities and social co-benefits.

The consultation also generated important inputs on safeguards. Stakeholders emphasized that safeguards should protect rights, respect Indigenous and community governance systems, promote transparency, prevent social and environmental risks, and ensure that REDD+ activities do not generate adverse impacts. Participants highlighted the need to communicate safeguards in simple and culturally appropriate terms, as the concept may be technical or unfamiliar to local actors. They also stressed the importance of grievance mechanisms, accountability, respect for Free, Prior and Informed Consent where applicable, gender inclusion, equitable participation and the prevention of conflicts associated with land, resources and benefit distribution.

On communication, social participation and transparency, participants emphasized that REDD+ information must be clear, timely, accessible and adapted to the needs of different audiences. They requested dissemination through community assemblies, local meetings, radio, Indigenous-language radio, schools, printed materials, audiovisual tools, internet platforms and other locally relevant channels. They also emphasized that communication should not be limited to one-way dissemination, but should include spaces for dialogue, feedback and follow-up. Participants requested that institutions return to communities to explain the results of the consultation and how their inputs were considered.

3.2 Specific consultation process with Indigenous and Afro-Mexican communities

Within the broader public consultation architecture described above, a central milestone of Mexico's REDD+ readiness process was the specific consultation with Indigenous and Afro-Mexican communities for the construction of the ENAREDD+. This modality was designed and implemented in coordination with the then National Commission for the Development of Indigenous Peoples, in accordance with its Protocol for the Implementation of Consultations with Indigenous Peoples and Communities and with standards under ILO Convention No. 169 concerning Indigenous and Tribal Peoples in Independent Countries.

The differentiated consultation process reflected the recognition that Indigenous and Afro-Mexican peoples and communities have specific rights, representative institutions, cultural practices, territorial relationships, languages and decision-making procedures that require culturally appropriate engagement. The purpose of this modality was not only to disseminate information on REDD+ and the ENAREDD+, but also to receive and systematize proposals, concerns and recommendations from communities whose territories, livelihoods, cultural identity and governance systems are closely linked with forests and natural resources.

3.2.1 Guiding Plan, Methodological Framework and Objectives of the Consultation

The consultation was based on a dedicated Guiding Plan for Indigenous and Afro-Mexican communities. This plan defined the territorial scope, criteria for identifying localities, methodological approach, phases of the consultation process, operational roles, documentation requirements and mechanisms for returning results to the participating localities. It also established an intercultural, gender-sensitive and participatory methodology, with flexibility in timing and implementation where required by local circumstances, community organization or logistical conditions.

The general objective of the Indigenous and Afro-Mexican consultation was to build the ENAREDD+ jointly with Indigenous and Afro-Mexican peoples and communities through the exercise of their right to participation and prior consultation, so that the Strategy would be culturally appropriate. Its specific objectives included:

- i) maintaining a dedicated space for Indigenous and Afro-Mexican peoples and communities to participate in the design and formulation of a public policy instrument that could affect their rights and ways of life;
- ii) ensuring that they received information through a broad communication process on the structure and content of the ENAREDD+;
- iii) enabling them to present proposals, concerns and recommendations; and
- iv) implementing a gender-responsive process that also considered the opinions of people of different ages, with particular attention to youth and older persons.

3.2.2 Territorial Scope and Selection Criteria

The territorial scope of the consultation was defined through technical, social and cultural criteria aimed at consulting localities with a strong relationship with forest ecosystems. Priority localities were selected by identifying municipalities with high forest cover and a high proportion of Indigenous population within the Indigenous Cultural Regions of the then National Commission for the Development of Indigenous Peoples (CDI, now INPI), using geographic information systems. Criteria included forest cover, Indigenous population, proximity to forest and jungle areas, representativeness across physiographic provinces and Indigenous cultural regions, and ethno-linguistic diversity. The selection criteria were applied with flexibility to ensure broader representation, including cases where smaller localities were included because of their cultural relevance or conservation importance.

Afro-Mexican communities were also included in the consultation process. Their inclusion recognized that Afro-Mexican communities had been identified in states such as Oaxaca, Guerrero, Veracruz, Chiapas, Michoacán and Coahuila, and that their recognition process positioned them as communities with rights comparable to Indigenous communities. Because some emblematic Afro-Mexican localities were located farther from forest areas, the territorial criterion was adapted to include localities within forest areas or within a greater distance from them, while maintaining consistency with the forest-related focus of the consultation.

The final consultation process covered 23 federal entities, 152 municipalities and 209 localities, with the participation of people belonging to 50 Indigenous and Afro-Mexican peoples. This coverage allowed the consultation to reflect a broad range of geographic, ecological, cultural and organizational contexts, including communities located in temperate forests, tropical forests, jungles, mangroves, dry forests and other forest-related landscapes. It also allowed the ENAREDD+ to be informed by perspectives from communities with different land tenure arrangements, forms of community governance, levels of previous knowledge of REDD+, exposure to environmental pressures and relationships with public institutions. The list of Indigenous and Afro-Mexican peoples represented in the consultation process, as well as disaggregated information on national participation by federal entity, sex and age range, is included in Annex 3.

Table 1 Territorial scope of the final consultation process by federal entity

Federal entity	Municipalities covered	Localities covered
Baja California	1	4
Campeche	2	4
Chiapas	18	29
Chihuahua	4	9
Durango	2	4
Guanajuato	1	1
Guerrero	18	22
Hidalgo	5	5
Jalisco	2	2
State of Mexico	7	10
Michoacán	9	12
Morelos	1	1
Nayarit	7	9
Oaxaca	31	33
Puebla	10	13
Querétaro	2	2
Quintana Roo	2	5
San Luis Potosí	4	8
Sinaloa	1	4
Sonora	5	10
Tabasco	2	3
Veracruz	11	12
Yucatán	7	7
Total	152	209

3.2.3 Phases of the Consultation Process

The consultation process was organized into successive phases: prior agreements, information, internal deliberation, consultation, systematization of results and return of results. During the prior agreements phase, CONAFOR and CDI provided community authorities with the information necessary to agree on the participation of the community in the consultation. The formal invitation and informational materials on REDD+ were delivered, and the promoter responsible for facilitating the consultation phases was introduced. At the end of this phase, minutes were prepared to record the community's acceptance to

participate, the authority that would participate in the call, and the dates proposed by the community for the information and consultation phases.

Information phase

- During the information phase, the promoter provided a detailed explanation of the ENAREDD+ and its components, using different communication tools such as a comic, a summary of the ENAREDD+ and videos. The information was reinforced through group work and through a community self-diagnosis exercise concerning the forest ecosystems of each locality. This exercise was designed to create a bridge between information on the ENAREDD+ and the reality of each community. It invited participants to reflect on whether they had the same amount of forest as before, how their forests or jungles had changed, and whether they had observed changes in related resources such as water or wildlife.
- Deliberative phase The deliberative phase was an internal community process. After the information phase, communities were encouraged to initiate internal deliberation, during which authorities could seek specialized advice, expand the discussion with other members of the community and request additional information. In this phase, promoters, CONAFOR personnel and CDI personnel did not participate, except where communities requested further information on the ENAREDD+. This approach was relevant from a rights-based perspective because it respected the communities' own spaces, timing and decision-making procedures.

Consultative phase

- The consultative phase aimed to gather the opinions, proposals and recommendations of participants regarding the ENAREDD+ and its components. It began with a general review of the information provided during the information phase and continued through group work organized around guiding questions. These questions addressed public policies, financing schemes, legal and institutional arrangements, monitoring, reporting and verification, reference levels, capacity development, safeguards, communication, social participation and transparency. They also explicitly asked how women, youth and people who do not usually participate could be included in decision-making spaces related to natural resources and sustainable rural development.
- Return of results phase
- Finally, the return of results phase involved a meeting in which the promoter presented the national results of the consultation directed at Indigenous and Afro-Mexican communities and provided the local authorities with a printed report. This phase was significant because it responded to a recurrent concern expressed by communities: that consultation processes should not be extractive or merely procedural but should return information to communities and show how their inputs were systematized and considered. For the RBP proposal, this lesson is particularly relevant for the design of feedback loops under the SEP.

3.3 Operational arrangements and culturally appropriate facilitation

3.3.1 Operational structure

The consultation with Indigenous and Afro-Mexican communities relied on an operational structure designed to support territorial relevance and cultural appropriateness. CONAFOR, as Mexico's REDD+ focal point, led the process. CDI provided technical, legal and operational support, while an external consulting team supported operational implementation. CONAFOR state offices, CDI delegations and CDI coordinating centers were also involved, helping to anchor the process institutionally at the territorial level.

Each locality had a consultation promoter who served as the direct link with the community. Promoters were generally from the region and, where possible, speakers of the language of the community being consulted. Their role was essential for facilitating communication, building trust, explaining the consultation methodology, supporting the development of each phase and documenting the results. State coordinators trained promoters, provided support for the preparation of documentation, accompanied the implementation of the phases and compiled consultation records at the state level. Each state had at least one coordinator, with additional coordination arrangements in states with a larger number of localities, such as Oaxaca and Chiapas.

3.3.2 Inclusive and Multilevel Community Representation in Consultation Processes

The consultation involved a broad range of community representative bodies and local actors, including community assemblies, municipal authorities, agrarian authorities, ejidal commissioners, oversight councils, community committees, traditional authorities, associations and organizations, representatives of rural production societies, civil society leaders, artisans, producers, teachers and representatives of CDI consultative bodies. This diversity reflected the fact that governance in Indigenous, Afro-Mexican, ejidal and agrarian communities may involve several overlapping forms of representation, including agrarian, municipal, traditional, productive and community-based authorities.

Capacity building was a central element of the operational arrangements. Prior to implementation, preparation workshops were held for CDI, CONAFOR and the consulting team, as well as for trainers and state coordinators. These workshops covered REDD+, the ENAREDD+, consultation phases, methodological and logistical arrangements, state and community-level planning, the use of consultation instruments, reporting mechanisms, delivery of results and inter-institutional coordination. At the state level, promoters were trained on REDD+, the ENAREDD+ and its components, the consultation process, the use of didactic materials and the preparation of documentary evidence.

The use of local promoters and the involvement of community authorities were key for adapting the consultation to local contexts. In some communities, the process followed the full sequence of phases in separate meetings. In others, two or more phases were carried out in a single session at the request of the community, due to time constraints, existing commitments, local organizational preferences or the assessment that multiple meetings were not necessary. This flexibility was relevant for respecting local rhythms and avoiding the imposition of a rigid consultation model that could conflict with community practices or daily activities.

3.3.3 Challenges encountered

The process also encountered operational challenges that are relevant for future stakeholder engagement under the RBP proposal. In some cases, communities originally identified for consultation could not participate and were substituted by others with similar eligibility characteristics. Reasons included lack of interest or distrust toward government institutions, internal social, political or religious processes, insecurity in certain localities or access routes, and weather conditions that limited access or the possibility of holding meetings. These challenges illustrate that stakeholder engagement in forest landscapes requires adaptive planning, risk-sensitive logistics and continuous attention to local social and political dynamics.

3.4 Main results from the Indigenous and Afro-Mexican consultation

3.4.1 Participation Overview and Consultation Phases

The Indigenous and Afro-Mexican consultation registered 12,245 participants at the national level, including 8,533 men and 3,712 women. Participation was also documented by age groups, including children, youth, adults, older people and participants who did not indicate age. According to the consultation records, people from 50 Indigenous and Afro-Mexican peoples participated in the process. Participation also varied by phase, with 1,778 participants in the prior agreements phase, 3,583 in the information phase, 5,057 in the consultative phase and 1,827 in the return of results phase.

3.4.2 Community Environmental Self-Diagnosis

The information phase generated an important community self-diagnosis of forests and jungles. Participants were asked whether they had the same amount of forest or jungle as before, how it had changed, and whether they had observed changes in other resources related to forests, such as water or wildlife. The results showed a widespread perception of forest and jungle loss, environmental degradation and changes in resources connected to local livelihoods. Communities reported reduced forest cover, fewer trees, lower water availability, changes in rainfall patterns, longer droughts, loss of wildlife, soil degradation, reduced agricultural productivity, increased use of agrochemicals, loss of edible and medicinal plants, and changes in traditional practices related to land and forest use.

3.4.3 Linking REDD+ to Community Realities

This self-diagnosis was useful in connecting the technical objectives of REDD+ with community experiences of environmental change. It showed that Indigenous and Afro-Mexican communities understood REDD+ in relation to the concrete environmental changes and pressures they observe in their territories. Participants linked forest loss and degradation to illegal logging, agricultural and livestock expansion, fires, infrastructure projects, mining, pollution, water contamination, weak enforcement of environmental laws, external concessions, soil erosion, agrochemical use and climate variability. They also emphasized the social consequences of environmental degradation, including food insecurity, migration, loss of traditional knowledge and reduced capacity to maintain cultural practices linked to forests, water, milpa systems⁴ and sacred sites.

3.4.4 Distribution of Proposals Across ENAREDD+ Components

The consultative phase generated 3,882 proposals across the seven components of the ENAREDD+. The number of proposals varied by component, reflecting both the level of community familiarity with each topic and the technical nature of certain components. Distribution was as follows:

- Communication, social participation and transparency: 794 proposals;
- Public policies and legal framework: 782;
- Institutional arrangements and capacity development: 728;
- Safeguards: 711;
- Financing schemes: 548;

⁴ Milpa systems are traditional Mesoamerican agroecological systems based on the diversified cultivation of maize, beans, squash and other locally adapted crops. They are closely linked to Indigenous knowledge, food security, cultural practices and the sustainable management of land and biodiversity.

- Monitoring, reporting and verification: 211; and
- Forest reference levels: 108.

This distribution indicates a strong emphasis on rights, legal frameworks, communication, participation, institutional capacity, safeguards and financing.

3.4.5 Core Clusters of Community Concerns

Three central clusters of concerns emerged from the Indigenous and Afro-Mexican consultation:

1. Legal recognition of rights, including community norms and knowledge systems. The first related to the need for legal frameworks that recognize the rights of Indigenous and Afro-Mexican peoples, including their own community norms, collective decision-making mechanisms and knowledge systems for protecting forest areas.
2. Inclusive communication and participation, ensuring involvement of women, youth, older persons, and children.
3. Capacity strengthening, including training, institutional support, and community-led project implementation.

Public Policies and Legal Frameworks

The participants emphasized the need to update and adapt forest and environmental regulations so that they are flexible, responsive to community needs, respectful of community normative systems and capable of supporting projects with community and environmental benefits. Participants called for stronger enforcement against illegal logging, pollution, unauthorized land-use change, damage caused by private or public companies, and external exploitation of natural resources. They also requested simplification of administrative procedures, clearer dissemination of programme rules, alignment across federal, state, municipal and community-level instruments, and prior consultation before projects affecting their territories are implemented.

Financing Schemes and Resource Access

The need for equitable distribution of resources, transparency, direct access to support, timely delivery of funds and greater flexibility in the use of resources was also highlighted. They expressed concern that resources often concentrate among certain actors, particularly formal ejidatarios, while women, youth, older persons, children and people without formal land rights may be excluded. Communities requested that financing support conservation, reforestation, sustainable production, ecotourism, agroforestry, silvopastoral activities, fire prevention, community nurseries, soil restoration, water conservation and other locally relevant initiatives. They also proposed remuneration for community work already being carried out to protect forests and ecosystems.

Institutional arrangements and capacity development

Communities highlighted the need for continuous and culturally appropriate training. They identified the need to train community members, local technicians, women, youth, authorities and promoters in topics such as sustainable forest management, reforestation, pest and fire management, environmental monitoring, territorial management, financial administration, sustainable productive activities, use of technology, safeguards and REDD+ implementation. Communities emphasized that technical assistance should not be temporary or disconnected from local realities but should be provided by people who understand the region, speak the local language where needed, and remain engaged throughout the implementation of projects.

Strengthening Community Governance

Participants emphasized the importance of strengthening local governance. They requested that ENAREDD+ implementation respect their uses and customs, territories, assemblies, traditional authorities and decisions regarding the use of natural and forest resources. Many proposals highlighted the need to create bridges between traditional authorities and authorities at different levels of government, so that dialogue and agreements can guide actions to address deforestation and climate change. This finding is particularly relevant for the RBP proposal because future engagement will need to work through existing community governance structures while ensuring that those structures do not exclude women, youth or other groups from meaningful participation.

Monitoring, Reporting, Verification and Technical Components

With respect to forest reference levels and monitoring, reporting and verification, communities found these components more technical and less familiar, resulting in fewer proposals. Nonetheless, they expressed interest in participating in monitoring activities and requested training to understand how results would be measured. Communities proposed the formation of community technicians, environmental guards, forest brigades and local monitoring groups, including women, youth, older persons and local authorities.

Community Interpretation of Safeguards

Safeguards were interpreted by communities in a broad and locally grounded manner. While the ENAREDD+ conceptualized safeguards as cross-cutting principles and criteria to mitigate risks and enhance benefits, communities associated safeguards with the conservation of local livelihoods, respect for culture and cosmovision, protection of water, soil, forests, wildlife, sacred sites, traditional practices, community decision-making and rights. Proposals under this component emphasized reforestation with native species, reduction of agrochemical use, protection of water bodies, creation of fire prevention brigades, control of illegal logging and hunting, protection of medicinal plants and sacred sites, recognition of traditional practices, and inclusion of women, youth, children and older persons in conservation actions.

Cultural Identity Aspects

Cultural identity and cosmovision were central to the safeguards discussion. Communities requested that ENAREDD+ implementation respect their ways of relating to nature, their ceremonies, traditional knowledge, sacred sites, seeds, medicinal plants, agricultural practices, milpa systems and community norms. They emphasized that forest conservation is not new to them, but forms part of knowledge inherited from previous generations. They also requested that public institutions remain open to learning from community knowledge and avoid imposing external models that disregard local practices and meanings.

Communication, Participation, Transparency and Accountability

Communication, participation and transparency generated the highest number of proposals among the ENAREDD+ components addressed during the Indigenous and Afro-Mexican consultation. Communities requested clear, simple, timely and culturally appropriate information on REDD+, the ENAREDD+, public programmes, rules of operation, eligibility criteria, financing, safeguards, monitoring results and implementation progress. They proposed the use of community assemblies, ejidal and communal meetings, workshops, schools, health centers, community spaces, posters, murals, brochures, loudspeakers, radio, community radio, Indigenous-language radio, television, videos, internet platforms and other locally relevant channels. They also emphasized that communication should be participatory and should include feedback on how community proposals are considered.

Transparency and follow-up were recurrent concerns. Several communities expressed skepticism due to previous experiences with public programmes or consultations in which information was collected but results were not returned, commitments were not fulfilled or benefits did not reach the community. Participants therefore requested that consultation and implementation processes include clear follow-up, accountability, grievance channels, fulfillment of agreements, response to complaints and mechanisms to prevent misinformation, corruption, clientelism and elite capture.

3.5 Access to information, communication and disclosure

Access to information and communication emerged as central issues throughout Mexico's REDD+ readiness process. The general consultation and the Indigenous and Afro-Mexican consultation both showed that stakeholders require clear, accessible and timely information to participate meaningfully in REDD+ processes. However, they also revealed that different stakeholders require different communication formats. Technical documents may be appropriate for institutions, academia and specialized organizations, while community and territorial engagement require simplified materials, visual tools, dialogue-based methodologies, local languages and face-to-face spaces.

The Indigenous and Afro-Mexican consultation provides particularly relevant lessons for the RBP proposal. The information phase used several communication tools, including a summary of the ENAREDD+, videos and a comic, in order to explain REDD+ and the Strategy in accessible terms. The use of these materials was complemented by group work and community self-diagnosis exercises, which allowed participants to connect technical information with observed changes in their own territories. This approach helped reduce information asymmetries and created a bridge between national REDD+ policy and local environmental, social and cultural realities.

Communities repeatedly emphasized that information should not be disseminated only through written or digital materials. Many participants highlighted the centrality of dialogue through assemblies and community meetings, given that collective decision-making remains fundamental to local governance. However, the consultation also showed that assemblies and formal community spaces are not always equally accessible to all community members. Information on natural resources may circulate mainly among ejidatarios, comuneros⁵ or formal authorities, while women, youth, people without land rights and other residents may have more limited access. Therefore, future stakeholder engagement under the RBP proposal should combine respect for community governance with complementary mechanisms that broaden access to information.

The use of Indigenous languages and culturally appropriate communication formats was also identified as essential. Communities recommend that information processes be conducted in the language spoken locally, and that facilitators be able to communicate effectively in the relevant language. The role of local promoters, traditional authorities, elders and people with knowledge of local languages and cultural practices was central to ensuring understanding and trust. These lessons are directly applicable to future RBP implementation, particularly in territories where Indigenous and Afro-Mexican peoples may participate in, or be affected by, restoration, sustainable livestock, territorial governance, monitoring, capacity-building or financing activities.

⁵ Ejidatarios and comuneros are legally recognized rights-holders within Mexico's social property regime. Ejidatarios are members of ejidos, while comuneros are members of agrarian communities; both may participate in collective decision-making over land and natural resources through their respective agrarian assemblies.

The consultation also underscored the importance of returning information to communities. Participants expressed that institutions should come back to inform them of the results of the consultation, the status of the Strategy and how their proposals were considered. This expectation is critical for the design of the SEP because stakeholder engagement must include feedback loops, not only information disclosure or consultation events. Communities should be informed of how their views were received, how they influenced project design or implementation, and why certain proposals were or were not incorporated. Such feedback is essential for trust-building, accountability and adaptive management.

3.6 Participation of women, youth and other groups facing barriers to engagement

The REDD+ readiness process recognized the importance of including women, youth and other groups that do not always participate fully in formal community decision-making spaces. The general consultation included specific thematic workshops for women and youth, while the Indigenous and Afro-Mexican consultation incorporated a gender-sensitive and intergenerational approach. The Indigenous and Afro-Mexican consultation explicitly included questions on how to strengthen the participation of women, youth and people who usually do not participate in existing spaces related to natural resource governance.

Women represented approximately 30 percent of total registered participation in the Indigenous and Afro-Mexican consultation, while men represented approximately 70 percent. This participation was significant, but it also reflected persistent barriers that affect women's full and effective engagement in forest and territorial decision-making. These barriers include limited land tenure rights, unequal participation in ejidal and communal assemblies, time constraints linked to unpaid care work, mobility limitations, social norms regarding public participation, limited access to technical information and, in some cases, lower representation in formal governance bodies.

The consultation findings show that women play important roles in the use and conservation of natural resources, including water, fuelwood, medicinal plants, household production, food systems, traditional knowledge and care of family livelihoods. Participants recognized that women should be involved in conservation, reforestation, monitoring, training, decision-making and benefit-related processes. However, they also indicated that women's inclusion requires deliberate measures, not merely open invitations to general meetings. These measures may include dedicated spaces for women, accessible meeting times, childcare-sensitive arrangements, facilitation by trusted local actors, information in accessible formats, and mechanisms to ensure that women's perspectives are reflected in decisions.

Youth were also identified as key actors for the future of forest conservation, environmental education, innovation, monitoring and intergenerational transmission of knowledge. The thematic youth forum and the Indigenous and Afro-Mexican consultation both highlighted the need to create opportunities for youth participation, training, use of technology and productive alternatives in rural territories. Communities proposed involving young people in environmental education, community monitoring, forest brigades, technical training and communication processes. This is relevant for the RBP proposal, particularly because the long-term sustainability of restoration, sustainable production and territorial governance will depend on youth engagement and continuity of local capacities.

Older persons and elders were also recognized as important stakeholders. They were identified as holders of traditional knowledge, historical memory, cultural practices, ceremonies, environmental knowledge and community norms. Their participation is particularly important in Indigenous and Afro-Mexican contexts where forest conservation, water management, agricultural practices, medicinal plant use and sacred sites are linked to knowledge transmitted across generations. At the same time, children were identified in several communities as relevant to environmental education and long-term cultural change, particularly through schools and community-based awareness activities.

For the RBP proposal, these findings mean that gender-responsive and inclusive engagement cannot be limited to counting participants. It must address the practical and structural barriers that shape participation in rural and forest territories. The SEP should therefore be implemented in close coordination with the GAAP and the IPP, and should include specific measures to ensure that women, youth, older persons, people without formal land rights and other groups facing barriers can access information, participate in consultations, influence decisions and benefit from project activities.

3.7 Stakeholder engagement during the results period

During the results period, stakeholder engagement was carried out throughout the REDD+ implementation, CONAFOR programmes, operating rules, safeguards reporting and broader forest policy processes. CONAFOR's programmes served as operational channels for engagement with ejidos, agrarian communities, forest owners, technical service providers, local organizations and state-level actors. Through these programmes, communities and producers interacted with institutional requirements related to eligibility, prioritization, implementation, monitoring and reporting.

The progressive incorporation of environmental and social safeguards into CONAFOR's operating rules contributed to linking REDD+ readiness with implementation practice. Relevant measures included strengthened environmental screening, requirements associated with regulatory compliance, monitoring provisions, georeferenced polygons for supported activities, support for environmental impact assessment instruments where applicable, and alignment with sustainable forest management and conservation objectives. These measures helped operationalize safeguards principles within the institutional mechanisms through which forest-related support reaches territories.

Stakeholder engagement during the results period was also supported by Mexico's safeguards reporting framework, including the SIS and summaries of information on safeguards. These mechanisms provided a structure for reporting how REDD+ safeguards were being addressed and respected, including safeguards related to transparency, participation, respect for Indigenous Peoples' rights, conservation of natural forests and biodiversity, and prevention of social and environmental risks. While these instruments are primarily reporting tools, they are also connected to stakeholder engagement because they require information on how rights, participation and safeguards are being addressed in practice.

The results period also generated lessons regarding the need to continue strengthening feedback mechanisms, access to information and inclusion in implementation. Although Mexico's REDD+ readiness process established a strong institutional and participatory basis, implementation in territories depends on the ability of institutions to maintain consistent communication, provide timely information, address grievances, document stakeholder inputs and adapt activities to local contexts. These lessons inform the RBP proposal and the design of the preliminary SEP included in this Annex.

3.8 Remaining gaps and barriers relevant to the RBP proposal

Despite the breadth and depth of Mexico's REDD+ readiness process, the following barriers remain relevant for the RBP proposal:

- 1) First, access to information remains uneven, particularly in remote rural areas, communities with limited connectivity, Indigenous-language contexts and territories where institutional presence is limited. Information on REDD+, safeguards, financing mechanisms and project opportunities may be difficult to understand if it is overly technical, delivered only in Spanish or disseminated only through digital or written channels.
- 2) Second, formal community decision-making spaces do not always guarantee inclusive participation. Assemblies and ejidal or communal meetings are central to local governance, but participation may be shaped by land tenure status, gender roles, age, social hierarchy and customary practices. Women, youth, people without formal land rights, temporary residents and marginalized groups may not always have equal access to information or decision-making. Therefore, engagement under the RBP proposal will need to respect community governance while also creating complementary and culturally appropriate opportunities for broader participation.
- 3) Third, women's participation continues to face structural constraints. The consultation results show that women participated in the REDD+ readiness process, but at lower levels than men. This reflects broader challenges in the forest sector, including unequal land tenure, limited representation in agrarian governance bodies, care burdens, mobility restrictions, limited access to technical assistance and social norms that may discourage women's public participation. The RBP proposal should therefore ensure that the SEP is closely coordinated with the GAAP and that gender-responsive measures are integrated into stakeholder engagement, capacity building, information disclosure and monitoring.
- 4) Fourth, engagement with Indigenous and Afro-Mexican peoples requires continuous attention to cultural appropriateness, language, territorial identity, representative institutions and decision-making procedures. The readiness consultation provides an important precedent, but future engagement under the RBP proposal should be adapted to the specific activities, territories and potential effects of the proposed use of proceeds. Where activities may affect Indigenous Peoples or Afro-Mexican peoples, engagement should be conducted through culturally appropriate procedures and with due respect for the right to Free, Prior and Informed Consent, as applicable.
- 5) Fifth, the consultation revealed a persistent expectation that community inputs should lead to concrete follow-up. Communities expressed concern that consultation processes should not be limited to fulfilling procedural requirements, but should influence policies, programmes, resource allocation and implementation decisions. For this reason, the SEP for the RBP proposal should include clear mechanisms to document stakeholder feedback, communicate how it was considered, and report back to communities and stakeholders on decisions taken.
- 6) Sixth, coordination across sectors and levels of government remains a continuing challenge. The proposed use of proceeds involves forest conservation, productive restoration, sustainable livestock systems, territorial governance, mechanisms for financing and value chains. These areas

require coordination among environmental, forestry, agricultural, financial, state and local actors. Without clear roles and coordination mechanisms, stakeholder engagement may become fragmented or inconsistent across territories. The RBP proposal should therefore support coordination among implementing entities and ensure that messages, consultation processes and grievance channels are coherent.

4. Stakeholder engagement and consultations in the context of Mexico's RBP proposal

Overview of RBP Proposal

Mexico will reinvest the results-based payments (RBP) into a transformative program that seeks to address one of the key drivers of deforestation and forest degradation: the expansion and persistence of extensive livestock systems in forest–grassland transition zones. The reinvestment will promote productive restoration in transition zones, forest conservation and sustainable livestock production through silvopastoral and agrosilvopastoral systems, strengthened territorial management, sustainable finance, and improved monitoring and traceability systems. This approach to reduce deforestation from cattle production and scale sustainable livestock solutions across forest–grassland frontiers in the states of Chiapas, Guerrero, Jalisco, Michoacán, Oaxaca, Quintana Roo, and Yucatán.

At its core, the reinvestment strategy seeks to catalyze a transition from extensive, deforestation-linked livestock systems toward integrated, higher-productivity, climate-resilient and economically viable models. These models are grounded in silvopastoral practices, territorial restoration, and forest-compatible grazing, and are designed to be adopted and scaled by livestock producers to ensure long-term sustainability and replicability. As key feature, the proposal emphasizes strengthening permanent capacities and institutional instruments within existing frameworks, including monitoring, reporting and verification (MRV) systems, Farmer Field Schools, Territorial Development Agencies, and intersectoral coordination mechanisms.

Regarding governance arrangements, FAO will act as the Accredited Entity (AE) for the RBP proposal, assuming overall responsibility for project oversight, fiduciary management, and compliance with GCF requirements, including monitoring, reporting, and evaluation. The program will be executed by FAO in coordination with CONAFOR, which brings extensive experience in forest policy implementation, payment for ecosystem services, safeguards, and community engagement. Strategic guidance and inter-institutional coordination will be provided by a Project Steering Committee (PSC), chaired by CONAFOR and including SADER, SEMARNAT, FAO, and the Ministry of Finance, while a Project Management Unit (PMU) within FAO will support day-to-day coordination and implementation of activities.

The proposal will be implemented in territories characterized by a significant presence of social land ownership, sociocultural diversity and community-based governance. In this context, ejidos and agrarian communities, Indigenous Peoples, Afro-Mexican population, women producers and livestock producers are identified as priority and direct beneficiaries, given their central role in land-use decisions, forest conservation, livestock production, productive restoration and the adoption of sustainable practices.

Regarding benefit- distribution, over half of RBP resources will be channeled through CONAFOR to finance the implementation of SSP, PSA, and women-led productive activities on the ground, through public subsidy programs implemented under Operating Rules. Financial resources will be transferred directly to ejidos and communities that choose to participate on a voluntary basis, thereby promoting fair, equitable, and effective access to benefits derived from RBP. The project aims to support directly benefiting 21,720 rural population (men and women) engaged in income-generating practices.

The RBP resources (18 percent) operated by FAO, will support the effective adoption of 1,600 silvopastoral systems through 1,200 Farmer Field Schools (ECA) as a key capacity-building approach. A competitive process will be conducted to select and contract qualified service providers responsible for facilitating these field schools and delivering technical assistance. In parallel, 4 percent of the resources will be allocated to strengthening territorial governance by supporting the operation of 25 Territorial Agents (local institutions or organizations) with a presence in intervention areas. This will also be implemented through competitive calls under CONAFOR's Operating Rules.

The RBP proposal will contribute to forest conservation and climate resilience through the implementation of Payments for Environmental Services (PES) across 205,000 hectares to support 20,000 beneficiaries (men and women) in adopting innovations that enhance forest conservation and resilience to climate change under the PES schemes. Collectively, these results will strengthen integrated landscape management, promote inclusive and equitable access to results-based payments, and enhance the long-term sustainability and resilience of forest-dependent communities.

Proposed engagement and consultations

Timely, meaningful and effective stakeholder engagement, participation and consultation in the design and implementation of REDD+ policies and measures, as well as equitable participation in the benefits derived from REDD+ results-based financing, are overarching principles established under the Warsaw Framework for REDD+ and the Cancun Safeguards. Similarly, FAO's Framework for Environmental and Social Management (FESM) seeks to strengthen and operationalize a human rights-based approach and other guiding principles across FAO programming, ensuring that both people and the environment are protected from potential adverse impacts while promoting stakeholders' active participation, access to information and effective channels through which concerns, expectations and interests may be expressed.

In the case of Mexico's RBP proposal, stakeholder engagement has not been conceived as an isolated consultation exercise linked only to the preparation of the funding proposal. Rather, it is grounded in a longer participatory trajectory developed since 2010 in the context of Mexico's REDD+ readiness process. The proposal builds on a solid and continuous participatory process, including the Strategic Environmental and Social Assessment (SESA), the development of the Environmental and Social Management Framework (ESMF), participatory processes undertaken in the context of REDD+-related projects and territories, and the ENAREDD+ public consultation process, including the specific consultation with Indigenous Peoples and Afro-Mexican peoples and communities. These processes have enabled the participatory identification of risks, benefits, territorial priorities and implementation lessons, which have informed both the RBP proposal and its safeguards instruments.

As noted in Section 2 of this SEP, Mexico's REDD+ readiness process involved broad-based consultation and dialogue with Indigenous Peoples, Afro-Mexican peoples, local communities, ejidos, civil society organizations, academia, government institutions and other relevant stakeholders. The current RBP proposal therefore draws not only on the technical outputs of readiness, but also on the voices, concerns and priorities raised throughout those participatory processes. In this sense, the proposal is both technically informed by previous safeguards and consultation work and socially grounded in a decade-long process that placed people, territories and inter-institutional coordination at the center of REDD+ policy development.

The preparation of the RBP proposal has also been supported by the national legal and institutional framework governing participation, consultation, transparency and environmental governance. The Political Constitution of the United Mexican States recognizes the right of access to information, the right to a healthy environment, and the rights of Indigenous Peoples and Afro-Mexican peoples to participation and self-determination in matters that may affect them. The General Law on Sustainable Forest Development (LGDFS) is particularly relevant, both because it incorporates principles related to forest governance, safeguards and the rights of forest-dependent actors, and because Article 138 Bis provides the legal basis for the federal government to enter into international cooperative arrangements related to emissions reductions in the forest sector, including avoided emissions, taking into consideration the opinion of the Inter-Ministerial Commission on Climate Change. Other relevant instruments include the General Law on Ecological Balance and Environmental Protection, the General Law on Climate Change, the General Law on Transparency and Access to Public Information, the legal framework applicable to Indigenous Peoples and Afro-Mexican peoples, and Mexico's commitments under the Escazú Agreement.

Within this broader framework, stakeholder engagement for the RBP proposal has been structured as a phased and progressively expanding process. This route seeks to ensure technical, climate, forest and financial alignment at the federal level; inter-institutional validation through the REDD+ Working Group of the Inter-Ministerial Commission on Climate Change (GT-REDD+ of the CICC); state and sectoral socialization through State Forestry Councils, state REDD+ platforms and relevant state institutions; and subsequent territorial and sectoral participation with communities, producers and other actors directly involved in, or potentially affected by, the proposed use of proceeds.

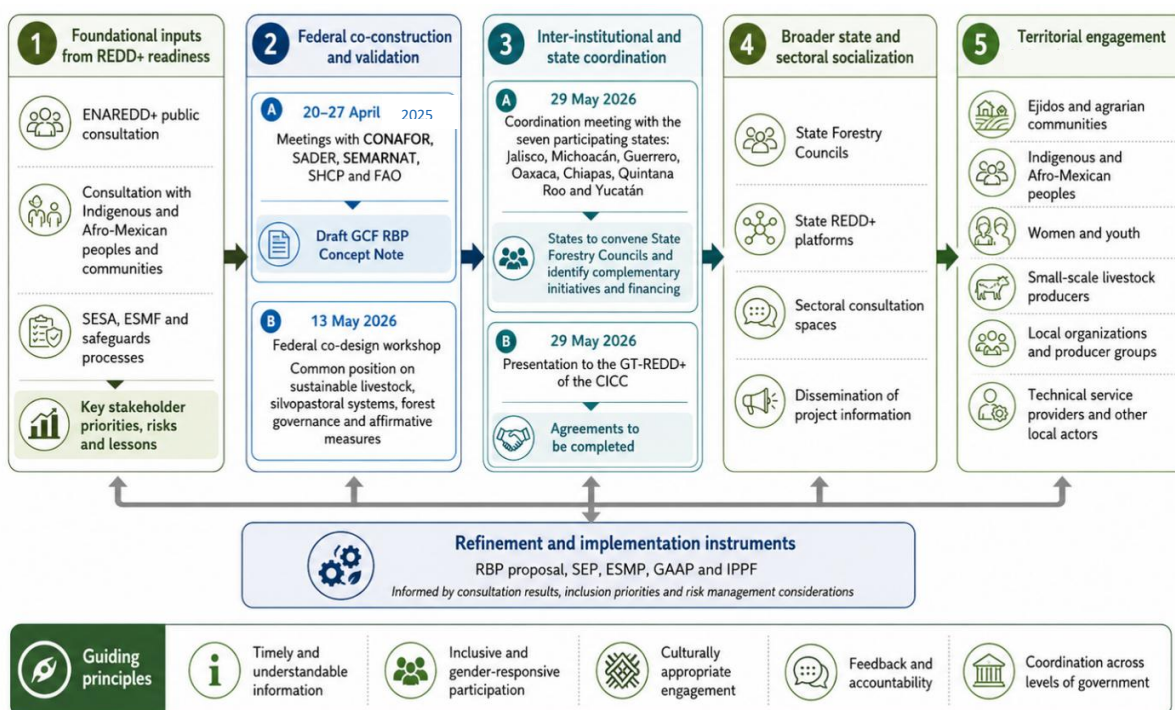


Illustration 1 Phased socialization and consultation process for Mexico's REDD+ Results-Based Payment proposal

The phased structure of the RBP proposal design process reflects four main stages:

- 1) federal technical and institutional validation with SEMARNAT, CONAFOR, SADER, SHCP and FAO;

- 2) presentation to the GT-REDD+ of the CICC, supported by Article 138 Bis of the LGDFS as the legal basis for inter-institutional climate coordination;
- 3) engagement through state and sectoral REDD+ platforms, including State Forestry Councils, state REDD+ platforms, state environment secretariats, state rural development secretariats, inter-municipal boards and other territorial mechanisms; and
- 4) territorial and sectoral participation with ejidos and communities, livestock producers, Indigenous Peoples, women producers, livestock associations, civil society, academia and other relevant actors.

The process is guided by inclusive and differentiated participation, inter-institutional coordination, an integrated landscape management approach, territorial and cultural relevance, transparency and access to information, and the strengthening of environmental and social safeguards.

Phase 4 engagement at the territorial level includes consultation workshops in areas associated with the proposal which are currently under implementation. These spaces provide a platform to present its objectives, components, and eligible activities while facilitating participatory identification of risks, benefits, mitigation measures, participation mechanisms, and dissemination on available grievance redress channels. These workshops aim to foster open dialogue with local stakeholders and create space for sharing feedback, concerns, and recommendations that will strengthen the proposal's design, implementation, and contribution to the sustainable development of forest areas.

The workshop's methodological approach draws on participatory rural appraisal and collaborative facilitation, as well as the principles of effective participation promoted by FAO and the Green Climate Fund. It emphasizes active listening, the exchange of experiences, and collective reflection. The proposed agenda and methodological approach for these consultation forums is provided in Annex 5.

To ensure inclusive and effective participation, a set of affirmative actions and adaptive measures were implemented:

- **Stakeholder identification and barrier analysis:**

Key territorial representatives and community leaders—including Indigenous and Afro-Mexican peoples, women, youth and older persons—will be engaged to support outreach and convening. Potential barriers to participation will be identified and addressed, such as mobility constraints in dispersed communities, language barriers, restrictive social norms and scheduling conflicts related to agricultural, family, or community activities.

- **Measures to promote inclusive participation:**

Accessible venues with adequate transportation options will be selected, and where resources allow, support for travel, accommodation and meals may be provided. Facilitation will promote the participation of priority groups by encouraging inclusive dialogue (e.g. “all voices matter”), ensuring direct opportunities to contribute, and using contextual examples that foster empowerment and engagement.

- **Accessible communication and inclusion measures:**

Communication will be adapted to local contexts using clear, non-technical language, locally relevant examples, and, where possible, Indigenous languages with interpretation support. Visual, audio and participatory materials will be used to enhance understanding.

Stakeholder engagement for the proposal is also informed by a dedicated stakeholder identification and mapping exercise prepared for the RBP proposal. This mapping constitutes a key technical input for this SEP and is included as Annex 5.A. It was developed to identify, characterize and analyze the stakeholders relevant to the design and implementation of Mexico's REDD+ Results-Based Payment proposal,

particularly in relation to the transition toward silvopastoral systems and sustainable livestock practices. It is aligned with FAO's Framework for Environmental and Social Management and supports the design of inclusive, continuous and culturally appropriate stakeholder engagement strategies throughout the project cycle.

The stakeholder mapping confirms that the proposal will be implemented in territories characterized by a significant presence of social land ownership, sociocultural diversity and community-based governance. In this context, ejidos and agrarian communities, Indigenous Peoples, Afro-Mexican peoples, women producers and livestock producers are identified as priority and direct stakeholders, given their central role in land-use decisions, forest conservation, livestock production, productive restoration and the adoption of sustainable practices. The mapping also recognizes that these groups may experience differentiated barriers to participation and access to benefits, including gender-based barriers, unequal access to land and financing, limited technical capacities, and institutional or cultural barriers affecting Indigenous and Afro-Mexican participation.

To further inform culturally appropriate engagement under the proposal, the stakeholder mapping also identified the main Indigenous Peoples groups present in the selected states for Mexico's RBP proposal. This identification is intended to guide outreach, communication, facilitation arrangements, language considerations and the application of Free, Prior and Informed Consent (FPIC), where applicable. Table 2 presents the main Indigenous Peoples groups identified in each selected state, based on INPI's Atlas of Indigenous Peoples of Mexico and the National Catalogue of Indigenous Peoples and Communities.

Table 2 Main Indigenous Peoples groups in selected states for Mexico's RBP proposal

State	Indigenous Peoples group
Jalisco	Wixárika (Huichol), Nahuatl
Michoacán	Mazahua, Nahuatl, Otomi
Guerrero	Nahuatl, Mixtec, Tlapaneco, Amuzgo
Oaxaca	Amuzgo, Cuicateco, Chatino, Chinanteco, Chocholteco, Chontal of Oaxaca, Huave, Ixcateco, Mazateco, Mixe, Mixtec, Nahuatl, Mixteco (Tlaxiaco), Triqui, Zapotec, Zoque
Chiapas	Akateco, Chuj, Ch'ol, Jakalteco, K'iche', Lancandón, Mam, Mocho (qato'k), Q'anjob'al, Teko, Tojolabal, Tseltal, Tsotsil, Zoque
Quintana Roo	Akateco, Ixil, Kaqchikel, Jakalteco, K'iche', Mam, Maya, Q'anjob'al, Q'eqchi', Chuj
Yucatán	Maya

Source: own elaboration based on INPI's Atlas of Indigenous Peoples of Mexico, National Catalog of Indigenous Peoples and Communities.

The methodology used for the stakeholder mapping included: identification of key actors based on the territorial context, livestock value chain and institutional arrangements of the RBP proposal; classification of actors into functional categories; characterization of their territorial roles, capacities, level of organization and potential relationship with the proposal; analysis based on level of interest, level of impact

and level of influence; identification of participation-related risks, particularly for groups facing vulnerability or exclusion; and definition of the phases in which each stakeholder should be involved, including design, implementation, monitoring and scaling. This analytical approach provides a practical basis for differentiated engagement and risk management under this SEP.

The stakeholder mapping groups actors into five main categories:

- (i) productive and territorial actors, including ejidos and communities, women producers, livestock producers, Indigenous Peoples, Afro-Mexican peoples and livestock associations;
- (ii) federal, state and municipal institutional actors, including environmental, forestry, agricultural, rural development, gender and Indigenous Peoples' institutions;
- (iii) financial actors, including institutions that can facilitate access to financing for sustainable productive transitions;
- (iv) academia and research institutions, which can contribute technical evidence, monitoring and capacity building; and
- (v) civil society organizations, which can support conservation, rural development, climate action, territorial coordination and implementation in the field.

The mapping also identifies specific risks and engagement measures for each stakeholder group.

- For ejidos and communities, relevant measures include validation through assemblies, inclusive participation mechanisms and management of internal conflicts.
- For women producers, the matrix highlights the need for affirmative measures, accessible calls for participation, recognition of care responsibilities, differentiated technical assistance and effective inclusion in decision-making and benefits.
- For livestock producers, the matrix emphasizes the need for clear incentives, technical accompaniment, demonstration of productive benefits and access to financing.
- For Indigenous Peoples and Afro-Mexican peoples, the mapping underscores the need for culturally appropriate participation, use of translators or interpreters where needed, respect for decision-making structures, and Free, Prior and Informed Consent where applicable. These measures are reflected in this SEP, the GAAP, the IPP and the future ESMP.

Table 3 Summary of stakeholder categories identified in the stakeholder mapping

Stakeholder category	Main actors	Role in the RBP proposal	Main engagement and risk management considerations
Priority and direct stakeholders	Ejidos and agrarian communities; Indigenous Peoples; Afro-Mexican peoples; women producers; livestock producers	Core actors for territorial implementation, land-use decisions, forest conservation, productive restoration, adoption of silvopastoral systems and benefit-sharing	Ensure culturally appropriate and gender-responsive engagement, accessible information, assembly validation where relevant, affirmative measures, differentiated technical assistance and clear benefit-sharing arrangements
Productive organizations	Local livestock associations, regional livestock unions and other producer organizations	Support outreach, representation of livestock producers, dissemination of sustainable practices and	Ensure transparent participation rules, avoid concentration of benefits, promote equitable access and

		potential scaling of silvopastoral systems	coordinate with technical assistance mechanisms
Federal institutions	SEMARNAT, CONAFOR, SADER, SHCP, CONANP, Ministry of Women, INPI, FIRA and other relevant federal actors	Provide policy alignment, safeguards oversight, technical coordination, financing mechanisms, gender and Indigenous Peoples' inclusion, and institutional support	Ensure inter-institutional coordination, alignment with national policy instruments, clear roles and safeguards consistency
State and municipal actors	State environment secretariats, state rural development secretariats, state forestry commissions, municipalities and inter-municipal boards	Support state-level socialization, territorial coordination, implementation alignment and identification of complementary initiatives and financing	Ensure coherence with state strategies, strengthen local capacities, coordinate through State Forestry Councils and REDD+ platforms
Academia and research institutions	Universities, research centers and technical institutions with experience in sustainable livestock, silvopastoral systems, restoration, monitoring and rural development	Provide technical evidence, applied research, monitoring, validation of productive practices and capacity building	Promote applied and territorially relevant research, link technical knowledge with local actors and support monitoring and learning
Civil society organizations	NGOs, conservation funds, territorial organizations and organizations with experience in conservation, rural development, climate finance and sustainable livestock	Support field implementation, stakeholder articulation, capacity building, conservation, restoration and access to financing	Ensure coordination with public institutions and local actors, avoid duplication and promote transparent, rights-based and inclusive engagement

The summary table above presents the main stakeholder categories identified for the purposes of this SEP. The full stakeholder mapping matrix, including actor characterization, level of interest, potential impact, influence, phase of engagement and proposed risk management measures, is included in Annex 1. A complementary mapping of livestock associations by state is included in Annex 2.

As of July 13, 2026, the preparation of Mexico's RBP proposal has drawn on two interrelated sources of stakeholder input. The first source is the substantial body of participatory inputs generated throughout Mexico's REDD+ readiness process, particularly the ENAREDD+ consultation and the specific consultation with Indigenous Peoples and Afro-Mexican peoples and communities. Those processes provided a strong foundation regarding stakeholder priorities, safeguards, inclusion barriers, territorial concerns, communication needs and implementation lessons. The second source consists of the dedicated socialization, co-construction and consultation activities carried out specifically for the preparation of the RBP proposal during 2026.

To date, the dedicated engagement process for the RBP proposal has included:

- (i) a federal-level socialization and co-construction process conducted between 20 and 27 April 2025;
- (ii) an institutional co-design process that concluded with a workshop held on 13 May 2026;
- (iii) a coordination and working meeting with the seven participating state governments held on 29 May 2026;
- (iv) the presentation of the proposal to the GT-REDD+ of the CICC on 29 May 2026;
- (v) the state and sectoral socialization through sessions with the State Forestry Councils in the seven participant states held between 15 and 30 of June, 2026.
- (vi) territorial consultation workshop in Chiapas targeting local stakeholders (ejidos, communities, IPs, women, producers) held on July 10 2026

Note: this section will be updated by next submission to include the information on the pending workshops

These processes have primarily involved federal institutions, state environmental authorities and inter-institutional coordination platforms, and have confirmed the need for broader socialization through state REDD+ platforms, State Forestry Councils, sectoral spaces and territorial-level stakeholders during the next phase.

Table 4 Summary of stakeholder engagement activities undertaken in preparation of Mexico's RBP proposal

Date	Engagement activity	Participants institutions /	Purpose	Main issues discussed	Main outcomes and follow-up
2010 onwards	REDD+ readiness participatory processes	Federal and state institutions, Indigenous Peoples, Afro-Mexican peoples, ejidos, communities, civil society, academia, producer organizations and other stakeholders	Build Mexico's REDD+ framework through participatory processes, including the SESA, ESMF, safeguards architecture and ENAREDD+ consultation	Risks, benefits, safeguards, participation, communication, governance, benefit-sharing, gender, Indigenous Peoples and local communities	Provided the participatory foundation and lessons informing the RBP proposal and its safeguards instruments
20–27 April 2025	Federal-level socialization and co-construction meetings	CONAFOR, SADER, SHCP and FAO	Engage federal institutions involved in the preparation of the RBP proposal and define the strategic focus of the concept note	Interaction between small-scale livestock production and forest areas; forest governance; sustainable livestock; silvopastoral systems; inter-sectoral alignment	Strong inter-sectoral interest confirmed; a full draft of the GCF RBP Concept Note was prepared
13 May 2026	Federal co-design workshop	CONAFOR, SADER, SEMARNAT, SHCP and FAO	Develop a common position among participating institutions and	Productive context of intervention areas; livestock-related forest loss; small-scale producers;	Agreement on the territorial and productive logic of the proposal;

			ensure that institutional needs and priorities were incorporated	collective conservation and PES; individual support for productive restoration and silvopastoral systems; territorial governance; financial instruments; affirmative measures	CONAFOR proposed support for women's groups within ejidos and communities
29 May 2026	Coordination and working meeting with participating state governments	Secretaries of Environment of Jalisco, Michoacán, Guerrero, Oaxaca, Chiapas, Quintana Roo and Yucatán; CONAFOR and FAO	Present the RBP proposal to the seven states contemplated under the proposal and identify next steps for state-level socialization and information gathering	State-level initiatives and financing; State Forestry Councils; dry forests; complementarity with other initiatives; field schools; georeferencing; technical assistance; PES; state roles	States expressed willingness to participate; states will convene State Forestry Councils; CONAFOR and/or FAO will support presentations; CONAFOR will share the format for state-level information
29 May 2026	Presentation to the GT-REDD+ of the CICC	Federal institutions participating in the GT-REDD+ of the CICC	Present and socialize the RBP proposal in the key inter-institutional REDD+ coordination platform	The proposal was presented to the GT-REDD+ of the Inter-Ministerial Commission on Climate Change, with a focus on forest conservation and sustainable livestock production, and proposed implementation in the states of Jalisco, Michoacán, Guerrero, Oaxaca, Chiapas, Quintana Roo and Yucatán. The session confirmed the role of the GT-	The GT-REDD+ of the CICC expressed its agreement for the Government of Mexico to continue the corresponding procedures for approval of the proposal before the Green Climate Fund, through CONAFOR and in coordination with SADER, SEMARNAT,

				REDD+ of the CICC as a key platform for inter-institutional coordination around the proposal.	SHCP and FAO, as Executing Entity. It was also agreed that the GT-REDD+ of the CICC will be periodically informed of progress in the execution and results of the proposal.
15-30 June, 2026	State, sectoral socialization sessions	State Forestry Councils of Jalisco, Michoacán, Guerrero, Oaxaca, Chiapas, Quintana Roo and Yucatán; CONAFOR and FAO	Broaden RBP project socialization with key stakeholders at state level, gather input on potential risks, opportunities associated with the project	Proposed use of proceeds and intervention model; institutional arrangements; location; stakeholder engagement approach; grievance channels;	Inputs will inform refinement of the FP, ESMP, SEP, GAAP and IPP
Between July 10 and 23 2026	territorial consultations	ejidos and communities, Indigenous Peoples, Afro-Mexican peoples, women producers, livestock producers, local organizations, civil society, academia and technical service providers	Broaden socialization, gather territorial feedback, identify risks and refine implementation arrangements	Proposed use of proceeds; eligibility; safeguards; benefit-sharing; gender and inclusion; Indigenous Peoples; territorial risks; grievance channels	Inputs will inform refinement of the FP, ESMP, SEP, GAAP and IPP

4.1 Overview and results of stakeholder engagement in preparation of the RBP proposal

The stakeholder engagement process undertaken to date in preparation of Mexico's RBP proposal has confirmed the relevance of building the proposal on Mexico's accumulated REDD+ readiness experience, while focusing the proposed use of proceeds on current territorial and productive challenges linked to forest loss, small-scale livestock production and the transition toward sustainable production systems. The engagement process has also confirmed that the proposal should be implemented through an inter-sectoral and territorial approach, combining forest conservation, productive restoration, sustainable livestock systems, strengthened territorial governance, financial mechanisms and inclusive participation.

The inputs received to date have reinforced the need to ensure that the proposal is not designed as an isolated project, but as a platform to strengthen and complement existing national and state-level efforts. Stakeholders emphasized that the proposed use of proceeds should build on existing instruments, programmes, capacities and territorial initiatives, including forest conservation, Payment for Environmental Services, productive restoration, silvopastoral practices, technical assistance, field schools, georeferencing, financial instruments and local governance mechanisms.

Overall, the consultations undertaken to date confirmed a strong inter-sectoral interest in a proposal focused on the interaction between small-scale livestock production and forest areas, with emphasis on forest conservation, sustainable livestock production, productive restoration, silvopastoral systems, territorial governance and strengthened safeguards. Stakeholders also emphasized that the proposal should build on existing initiatives and institutional platforms rather than create parallel structures, and that it should include affirmative and differentiated measures to strengthen the participation of women and other priority groups.

At this stage, FAO together with the Government of Mexico have conducted a consultation process that has involved federal institutions, state environmental authorities and REDD+ coordination platforms, socialization with state-level platforms, sectoral bodies, local organizations, ejidos, communities, Indigenous and Afro-Mexican peoples, women producers, small-scale livestock producers and other territorial actors

At the state and territory level, the RBP proposal has been consulted through the following multi-sectoral spaces:

1. State Forestry Councils

Between 15 and 30 June 2026, the proposal was socialized with key stakeholders at the state level through the seven State Forestry Councils of the participating states. Established under the General Law on Sustainable Forest Development (LGDFS), these Councils serve as consultative and advisory bodies on forestry matters. They ensure the participation of representatives from forest communities, academia, Indigenous Peoples and Afro-Mexican communities, the private sector, civil society organizations, youth, women, and federal government institutions. These consultation spaces provided an opportunity to present the objectives and proposed interventions of the project and to gather stakeholder input on potential risks, opportunities associated with the project.

2. Territorial consultation workshops

Between 10 and 23 July, territorial consultation workshops were conducted bringing together a diverse range of stakeholders that provided an opportunity to capture perspectives from actors directly involved in forest conservation, livestock production, territorial development, and community governance processes in the different participating states. The consultation workshops engaged a total of 337 participants. Women accounted for 110 participants (32.7 percent) of total attendance. A total of 114 participants (33.6 percent) identified as members of Indigenous Peoples, Indigenous communities, or Afro-Mexican communities, while 30 participants (8.9 percent) were identified as youth. These workshops provided an important platform for engaging a diverse range of stakeholders, including local communities, producers, civil society organizations, Indigenous and Afro-Mexican representatives, and government institutions, in the consultation process for Mexico's RBP proposal. The workshop were designed as a participatory process that combined information-sharing, dialogue, and collective analysis using simple and

visual presentation materials. The methodology and materials used are included in Annex 4. The table below provides a summary of participation in the territorial consultation workshops .

Location	Date	Total participants (M/W)	Stakeholder groups represented	Number of Indigenous participants (M/W)	Indigenous Peoples groups represented	Number of young participants (age 39 or less) (M/W)
Chiapas	07/10	61 (44/17)	Ejidos and local communities, civil society organizations, academic institutions, livestock and coffee producers, livestock associations and unions, state government agencies, and federal institutions with responsibilities related to forestry, rural development, and environmental management.	5 (3/2)	Tzeltal Zoque	5 (2/3)
Michoacan	15/07	70 (47/23)	Civil society, livestock unions, producers, technical cooperation agencies, extension services providers, representatives of ejidos and communities, state government agencies, and federal institutions with responsibilities related to forests, protected areas, and agriculture and rural development.	3 (2/1)	Pirinda Nahua	11 (7/4)
Jalisco	16/07	60 (38/22)	Ejidos and communities, Inter-municipal boards (territorial agents), civil society, forest enterprises, women enterprises, technical providers, livestock producers, state government agencies, and federal institutions with responsibilities related to forestry, rural development, and natural resource management.	14 (6/8)	Tepehuano Wixarika Nahua	9 (7/2)
Quintana Roo	16/07	57 (39/18)	Ejidos and communities, livestock associations, Inter-municipal boards (territorial agents), community forest enterprises, academia, civil society, state government agencies, and federal	24 (16/8)	Maya Chol Chontal Purepecha Totonaco	2 (1/1)

			institutions with responsibilities related to forestry, protected areas, and natural resource management.			
Oaxaca	22/07	45 (31/14)	Ejidos and communities, extension service providers, livestock associations, livestock producers, forest producers, state government agencies, and federal institutions with responsibilities related to forestry and rural development.	28 (20/8)	Mixteco Tecuato Zapoteco Chontal Husbe Afro-Mexican Chatino Zoque	3 (1/2)
Yucatán	24/07	44 (28/16)	Ejidos and communities, women and men producers, civil society organizations, representatives of the state government and the federal government.	40 (25/15)	Maya	1 (0/1)

All stakeholder inputs collected through the territorial consultation workshops were documented and analyzed. A detailed analysis of stakeholder recommendations for the design of the RBP proposal, including the participatory identification of potential environmental and social risks, opportunities, and proposed mitigation measures are included in Annex 4.

The following sections describe the stakeholder's input that has informed the design of Mexico's RBP proposal.

4.1.1 Stakeholders' feedback regarding the proposed use of proceeds and on-the-ground implementation

A major takeaway from the consultations is that the proposed use of proceeds is broadly considered relevant and strategically sound, particularly because it addresses one of the structural drivers of forest loss in several regions of Mexico: the expansion of livestock activities and the dependence of livestock systems on forest resources for forage. At the same time, stakeholders consistently emphasized that the proposal should not frame livestock production only as a source of pressure, but also as an area of opportunity for productive transformation, livelihood improvement and integrated landscape management.

During the federal-level socialization and co-construction process held between 20 and 27 April 2025, key institutions involved in the preparation of the proposal collaborated closely, including CONAFOR, SADER, SEMARNAT, SHCP, in its role as Mexico's National Designated Authority before the Green Climate Fund, and FAO. This process confirmed strong inter-sectoral interest in a proposal centered on the interface between small-scale livestock production and forest areas, with particular emphasis on strengthening

forest governance and supporting transitions toward silvopastoral systems. One concrete result of this process was the preparation of a full draft of the GCF RBP Concept Note.

During the federal co-design session held on 13 May 2026, participating institutions developed a common position on the proposal and discussed the productive context of the proposed intervention areas. The discussion highlighted that a significant proportion of forest loss in Mexico is linked to the expansion of livestock activities and to the dependence of forest landscapes for forage. It was also emphasized that a large share of livestock production units corresponds to small-scale producers, which reinforces the importance of designing the proposal in a way that is socially inclusive, technically feasible and territorially appropriate.

Participants also discussed the territorial logic of the proposal, clarifying that it combines collective decisions for conservation and Payments for Environmental Services at the ejidal and communal level with individual support for productive restoration and silvopastoral systems. These actions would be accompanied by territorial governance arrangements, such as inter-municipal boards and other local coordination mechanisms. This architecture was regarded positively because it reflects the coexistence of collective land tenure regimes, individual productive decision-making and the need for landscape-level coordination.

Another major issue raised in this session concerned complementarity with existing financial instruments and initiatives. Participants underscored the importance of strengthening and leveraging existing financial mechanisms related to sustainable productive transitions, rather than duplicating them. They also stressed the need to identify synergies with other initiatives already under implementation or in preparation, so that the RBP proposal contributes to a coherent and cumulative territorial effort.

A key issue raised during the co-design process was the need to incorporate affirmative measures to promote the participation of priority groups. CONAFOR proposed the inclusion of specific support for women's groups within ejidos and communities as part of the RBP proposal. The purpose of this support would be to promote greater inclusion in participation and benefit-sharing through the diversification of territorial activities. This input has been reflected in the proposal's emphasis on gender-responsive and inclusive engagement, as well as in the need to align the SEP with the GAAP.

The meeting with the seven participating state governments on 29 May 2026 further enriched the proposed implementation approach. Participating states included Jalisco, Michoacán, Guerrero, Oaxaca, Chiapas, Quintana Roo and Yucatán. The proposal was presented as a forest conservation and sustainable livestock initiative to be implemented in seven states, with the next key step being the socialization of the proposal through state-level participation spaces and key territorial actors. During the session, it was agreed that states should identify initiatives planned for the next six years that contribute to emissions reductions, together with their associated financing, in order to demonstrate complementary efforts and co-financing potential in the territories.

Several state-level comments are particularly relevant for implementation design:

- Oaxaca sought clarification on whether analysis was needed regarding initiatives carried out during the 2018–2019 results period. CONAFOR clarified that the results period had already been presented and that the current priority is to identify future initiatives and participation spaces, including State Forestry Councils. Oaxaca also requested clarification on the format for providing state-level information, and CONAFOR indicated that it would share the relevant format and instructions.

- Jalisco expressed its willingness to participate actively and provide the support needed to contribute the required information. Yucatán also expressed interest in following up on the process and collaborating by providing the necessary information.
- Quintana Roo welcomed the initiative and expressed its willingness to participate actively in the process.
- Michoacán emphasized the importance of ensuring that the proposal considers dry forests, noting that they are highly vulnerable ecosystems in the face of climate change and have significant environmental value. The state also noted that the project represents an opportunity to demonstrate that productivity is not incompatible with sustainability. Michoacán shared state-level experiences related to silvopastoral systems promoted by Fundación Produce with local species and asked whether there could be conflicts between other initiatives. In response, CONAFOR clarified that there is no conflict between initiatives and that, on the contrary, coordination among projects strengthens territorial articulation and helps demonstrate complementary efforts.
- Guerrero expressed support for the initiative and noted that the State Forestry Council would meet the following month, creating an opportunity to present the proposal. Guerrero also asked who would be responsible for the presentation and whether specific aspects, such as the operation of Field Schools and the role of states during implementation, could be discussed in greater detail. CONAFOR indicated that sessions would be promoted in virtual format to facilitate participation and that both CONAFOR and FAO could support the presentations, addressing the specific implications of the proposal for each state.
- Chiapas shared relevant state initiatives related to restoration and reforestation of micro-watersheds, sustainable livestock production, participation in a biological corridor shared with Oaxaca, Guerrero and Michoacán, and agreements to promote Payment for Environmental Services schemes in new areas. Chiapas expressed particular interest in strengthening Field Schools and actions related to georeferencing and permanent technical assistance for producers. CONAFOR noted that the proposal builds on and leverages Chiapas accumulated experience in these areas and is fully aligned with the state's vision on sustainable livestock production. CONAFOR also reiterated its interest in continuing to build the proposed model in coordination with the state.

As a result of the state-level session, three agreements were reached: the states will convene their State Forestry Councils as soon as possible to socialize the proposal with key actors; CONAFOR and/or FAO will support the presentation of the proposal in those spaces; and CONAFOR will share the format and guidance on the information required from state secretariats. These agreements reinforce the phased logic of the engagement process and provide the bridge toward the broader state, sectoral and territorial consultation stages.

On 29 May 2026, the proposal was also presented to the GT-REDD+ of the CICC as the key inter-institutional REDD+ coordination platform. This step is aligned with the legal and institutional framework for forest-sector emissions reductions and is intended to strengthen the proposal's inter-institutional climate coordination and legitimacy.

Key recommendations and observations raised by members of the State Forestry Councils regarding the project design included several institutional, technical, and financial considerations. Participants highlighted the need to strengthen coordination and communication among CONAFOR, SADER, state governments, municipalities, and other relevant actors, noting that insufficient coordination can lead to duplicated efforts and reduced effectiveness. They therefore recommended establishing inter-institutional working groups, conducting regular planning and follow-up meetings, clearly defining institutional roles

and responsibilities, and ensuring transparent and continuous information flows to producers and communities.

Council members also emphasized that weak institutional capacity to enforce environmental regulations and support sustainable land management remains a challenge in many territories. As a result, they stressed the importance of strengthening institutional capacities at national, state, and local levels to improve implementation, oversight, and governance.

With regard to technical assistance, stakeholders noted that the number of technical staff is often insufficient to meet the demand from ejidos and communities, territorial coverage of field schools remains uneven, and demonstration sites are limited, particularly for small-scale forest owners and producers. To address these constraints, they recommended strengthening the network of field schools and demonstration sites and ensuring adequate financial and human resources for continuous technical assistance and field support.

Participants also identified barriers related to access to finance, including limited awareness of available calls for proposals, financing opportunities, and eligibility requirements, as well as financial products that are not adequately adapted to the needs of small producers, ejidos, and communities. Recommendations included simplifying application procedures and financing requirements, providing technical and administrative support throughout the application process, and developing financing schemes better suited to the realities and capacities of small-scale producers and community-based organizations.

Between July 10 and 23, territorial workshops were conducted in the states of Chiapas, Jalisco, Michoacán, Oaxaca, Quintana Roo and Yucatán broadly confirmed the relevance of the proposed use of proceeds while identifying key conditions for effective on-the-ground implementation. Stakeholders emphasized that project activities should be accessible, inclusive, territorially adapted and supported by continuous communication, technical assistance and institutional coordination.

A recurrent recommendation was to establish a continuous communication strategy throughout the project cycle. Information on project objectives, components, eligibility criteria, Operating Rules, application procedures, timelines and participant responsibilities should be disseminated sufficiently in advance through locally appropriate channels, including community assemblies, producer organizations, printed materials, Indigenous or community radio where possible, digital platforms and social media. Participants also recommended using plain, non-technical language, visual materials and practical examples, as well as providing information and interpretation in Indigenous languages where required.

Stakeholders stressed the need for a long-term technical assistance model that supports beneficiaries from application through implementation, monitoring and adaptive management. Farmer Field Schools should be strengthened as practical and sustained learning platforms, supported by qualified facilitators, adequate resources, demonstration plots, peer-to-peer exchanges and locally based technical personnel familiar with territorial conditions, community institutions and local languages. Technical assistance should be multidisciplinary and adapted to the capacities, production systems and needs of different beneficiary groups.

Gender equality and the participation of priority groups were identified as cross-cutting implementation priorities. Participants recommended affirmative measures to promote women's participation, leadership and access to productive and financial opportunities, including flexible schedules, accessible locations, support for care responsibilities and strengthened women's organizations. They also emphasized the need

for safe environments free from discrimination, harassment and gender-based violence, as well as differentiated measures for Indigenous women, youth, older persons and other groups facing structural barriers.

With regard to Indigenous Peoples and Afro-Mexican communities, stakeholders emphasized that project implementation should respect collective rights, customary authorities, community protocols and local decision-making systems. Traditional and biocultural knowledge should complement technical approaches, and project benefits should be delivered in ways that are compatible with community governance arrangements and do not generate internal conflict. The participation of Indigenous and Afro-Mexican women and youth should also be actively promoted.

Participants further recommended strengthening coordination among CONAFOR, SADER, state and municipal governments, ejidos, communities, Indigenous authorities, producer organizations, civil society and academic institutions. Project activities should build on existing programs, community capacities, technical networks and successful territorial experiences rather than creating parallel structures. Regular reporting and feedback should be used to explain implementation progress, institutional decisions and how stakeholder recommendations have been incorporated.

Territorial adaptation was consistently identified as essential. Activities should respond to local environmental, cultural, productive and organizational conditions and should be informed by territorial and, where appropriate, plot-level diagnoses. Project planning should consider interactions among forests, livestock, agriculture, water and ecosystem services, as well as climate risks, production cycles, community calendars, security conditions and differences in community readiness. Participants encouraged the use of native species, locally adapted technologies and flexible implementation arrangements.

Finally, stakeholders highlighted the need to reduce barriers to project participation and access to finance. Eligibility criteria, documentary requirements and application procedures should be transparent, proportionate and, where feasible, simplified. Tailored support should be provided to communities and organizations with limited technical, administrative or digital capacity. Financial resources should be disbursed in a timely and predictable manner, and monitoring systems should assess whether project benefits are reaching women, Indigenous Peoples, youth, smallholders, remote communities and other priority groups.

Overall, the workshops confirmed broad support for the proposal while underscoring that successful implementation will depend on sustained communication, culturally appropriate engagement, long-term technical accompaniment, inclusive access, territorial flexibility and effective institutional coordination. The recommendations obtained have informed the refinement of the ESMF, SEP, IPPF and GAAP and will continue to guide implementation planning.

4.1.2 Stakeholders' feedback regarding potential environmental and social risks associated with the RBP proposal

The engagement processes undertaken during proposal preparation, including the territorial consultation workshops conducted in Chiapas, Jalisco, Michoacán, Oaxaca, Quintana Roo and Yucatán, have helped

confirm and refine key environmental and social considerations associated with the proposed use of proceeds. Stakeholders emphasized that

sC safeguards instruments should not be treated solely as compliance requirements, but as operational tools for incorporating the participatory identification of risks, benefits and mitigation measures into project design and implementation..

Several of the issues identified through the stakeholder mapping are particularly relevant for risk analysis. These include gender barriers, limited Indigenous participation, unequal access to financing and differentiated technical capacities. These are not peripheral concerns; rather, they are central to the feasibility and equity of on-the-ground implementation. Stakeholders emphasized that the proposal must avoid reproducing exclusion patterns that already affect access to information, financing, technical assistance and decision-making in rural territories.

The territorial consultation workshops reinforced these findings and identified additional risks associated with inaccessible or overly technical information, insufficient advance notice regarding project opportunities, complex administrative and documentary requirements, limited digital connectivity and inadequate support during application processes. Participants noted that these factors could result in misinformation, unequal participation, unrealistic expectations, reduced trust in project institutions and the exclusion of otherwise eligible stakeholders.

Environmental relevance and territorial differentiation also emerged clearly. Michoacán's remarks on dry forests, highlighted the importance of ensuring that the proposal recognizes ecosystem diversity and does not apply generic technical models across highly differentiated territories. Similarly, state inputs on restoration, georeferencing, technical assistance and sustainable livestock production underscore the need for context-specific implementation and risk screening. Territorial workshop participants further emphasized the importance of considering local climate conditions, soil characteristics, water availability, production systems, seasonal and community calendars, and exposure to droughts, fires, hurricanes, pests and other environmental risks. This reinforces the role of the ESMF and the future ESMP in guiding site-specific screening and adaptive management.

Federal-level discussions highlighted that the proposal will need to address the complex relationship between small-scale livestock production and forest areas. Participants noted that livestock expansion and dependence on forests for forage are relevant factors in forest loss in several regions. However, the proposal was also seen as an opportunity to support transitions toward productive models that can reduce pressure on forests while improving livelihoods. This requires that activities be technically sound, environmentally appropriate and socially viable, and that they be accompanied by capacity building, on-term and territorially adapted technical assistance, monitoring and territorial governance mechanisms.

Institutional fragmentation and overlapping initiatives were also raised as issues that must be managed proactively. The discussion regarding possible overlap with other initiatives confirmed that these efforts are complementary, but also highlighted the importance of maintaining coordination among programmes to avoid confusion, duplication or inconsistent technical messages in the same territories. This is especially relevant where multiple financing streams and interventions may converge in one landscape. Territorial workshop participants also emphasized the importance of maintaining institutional commitments and technical knowledge beyond changes in government administrations or project implementation teams.

Another important issue concerns the coexistence of collective and individual modalities of support. Because the proposal combines collective decisions for conservation and PES with individual support for

productive restoration and silvopastoral systems, risk management will need to pay close attention to possible tensions in access, decision-making and benefit-sharing. Stakeholders emphasized that this approach can be highly valuable, but only if implementation arrangements are clear, transparent and socially inclusive.

The availability and quality of technical assistance were also identified as central risk-management considerations. Participants emphasized that one-off training events, insufficient staffing and standardized technical packages may not be adequate to support sustained changes in production and natural-resource management. Technical assistance should accompany beneficiaries throughout application, implementation, monitoring and adaptive management and should be delivered by qualified, multidisciplinary and, where feasible, locally based personnel. Farmer Field Schools should be supported with adequate financial, technical and logistical resources and should use practical methodologies, including demonstration plots, exchange visits and peer-to-peer learning.

Participants also identified financial and implementation risks associated with delayed or unpredictable disbursements and limited community capacity to administer project resources and comply with financial reporting requirements. These constraints could interrupt activities, reduce confidence in the project and disproportionately affect organizations and communities with fewer administrative or financial resources. Predictable disbursement arrangements, proportionate requirements and financial and administrative support will therefore be important for effective implementation.

Table 5 Key environmental and social issues identified through the RBP engagement process

Issue identified	Source of feedback	Relevance for the RBP proposal	Proposed response / instrument
Need to address the livestock–forest interface	Federal co-construction and co-design meetings, territorial consultation workshops	Livestock expansion and dependence on forests for forage are relevant drivers of forest loss in proposed intervention areas	Productive restoration, silvopastoral systems, technical assistance, field schools and territorial governance
Need to consider ecosystem diversity, including dry forests	State-level consultation, particularly Michoacán, territorial consultation workshops	Dry forests and other ecosystems are vulnerable to climate change and have high environmental value. Standardized activities may not be appropriate for different soil, water, climate and productive conditions.	ESMF and ESMP screening, site-specific design and differentiated technical guidance
Risk of exclusion from benefits and decision-making	Readiness lessons, stakeholder mapping and co-design discussions, State Forestry Councils, territorial consultation workshops	Women, youth, Indigenous Peoples, Afro-Mexican communities, smallholders, persons without formal land rights and other priority groups may face informational, administrative, financial,	SEP, GAAP, IPP, affirmative measures, differentiated engagement and accessible information

		geographic or digital barriers.	
Coordination risks and overlap with existing initiatives	State-level consultation, State Forestry Councils, territorial consultation workshops	Multiple initiatives may converge in the same territories, that may cause duplication of effort.	Coordination through CONAFOR, FAO, state governments, State Forestry Councils, REDD+ platforms and territorial mechanisms
Need for clear and collective and individual implementation arrangements	Federal co-design meeting, territorial consultation workshops	The proposal combines collective conservation and PES decisions with individual productive restoration support	Clear eligibility criteria, disclosure, safeguards procedures, benefit-sharing arrangements and grievance channels
Need for permanent technical assistance and georeferencing	State-level feedback, particularly Chiapas and Guerrero, State Forestry Councils, territorial consultation workshops	Technical assistance and monitoring are central for sustainable livestock and restoration outcomes	Field schools, technical service providers, georeferencing, monitoring systems and capacity building
Need to ensure broad and equitable participation and avoid favoring the same communities repeatedly	State forestry Councils; territorial consultation workshops	The project seeks to reach multiple areas and communities particularly those that face barriers to participation	Targeted outreach at local level, CONAFOR programs' criteria that prioritize communities that haven't received support
Need for community consultations, accessible information and follow-up mechanisms	State Forestry Councils; territorial consultation workshops	Stakeholder consultations at multiple levels and stakeholders engagement through field schools and Territorial Agents.	Implementation of SEP considers stakeholder engagement for project design and inception phase
Risk of delayed or unpredictable resource flows and limited financial-management capacity	Territorial consultation workshops	Delayed disbursements and complex financial requirements may interrupt implementation and disproportionately affect communities and organizations with limited administrative capacity	Predictable disbursement arrangements, proportionate financial requirements, financial and administrative capacity building and coordination with complementary financing mechanisms

Overall, the consultations confirmed that continued stakeholder engagement should examine risks related to land tenure, local governance, benefit-sharing, biodiversity, water, soil management, agrochemical use, labor conditions, community health and safety, access to grievance mechanisms and the differentiated impacts of the proposal across stakeholder groups. The territorial consultation workshops provided additional information on these issues and informed the refinement of the ESMF, SEP, GAAP and IPPF.

These risks will continue to be assessed and managed through implementation planning, safeguards instruments, monitoring and adaptive management during the inception and implementation phases.

4.1.3 Stakeholders' feedback regarding issues on gender and gender-based violence

Gender inclusion has been identified as a relevant and cross-cutting issue in the preparation of the RBP proposal. The stakeholder mapping exercise explicitly recognizes women producers as a priority stakeholder group and identifies gender barriers as one of the main risks of exclusion. This is consistent with the lessons derived from Mexico's REDD+ readiness processes, which showed that women face structural barriers related to land tenure, participation in agrarian and community decision-making spaces, access to technical assistance, time constraints associated with unpaid care work and unequal access to benefits.

During the 13 May 2026 co-design meeting, participating institutions emphasized the need to establish affirmative measures to promote the participation of priority groups. In this context, CONAFOR proposed the inclusion of a specific support line for women's groups within ejidos and communities as part of the proposal. This measure is particularly relevant because it moves beyond general recognition of women's inclusion and identifies a concrete operational pathway to promote women's participation and benefit-sharing through livelihood diversification and greater territorial inclusion.

The consultation process has also reinforced the idea that gender-responsive engagement must be built into both stakeholder participation and implementation design. Women should not only be informed about the project; they should also have meaningful opportunities to influence its design, participate in capacity-building and access project benefits under conditions that are compatible with their realities and constraints. This is particularly relevant in the context of livestock production, restoration and territorial governance, where women's contributions are often substantial but insufficiently recognized.

Feedback received through the State Forestry Councils also highlighted a number of gender-related considerations relevant to project design and implementation. Participants noted that structural and cultural barriers, including traditional gender norms, continue to limit the effective participation of women in community assemblies and decision-making processes. As a result, there is a risk that women's inclusion may remain largely representative rather than translating into meaningful participation and influence over decisions. Stakeholders also pointed to the limited use of formal mechanisms and requirements to ensure the participation of women, youth, Indigenous Peoples, and Afro-Mexican communities in forest and rural development initiatives.

To address these challenges, Council members recommended the adoption of inclusive eligibility criteria and calls for participation that are culturally and linguistically appropriate for different stakeholder groups. They also emphasized the importance of monitoring the equitable distribution of project benefits among different groups and ensuring that women, youth, Indigenous Peoples, and Afro-Mexican communities are actively engaged from the earliest stages of project design and planning, rather than only during implementation. Another key recommendation was for the project to provide continuous training, prioritizing youth and women from local communities as local technicians.

The territorial consultation workshops confirmed and further developed these findings. Participants recommended affirmative measures throughout outreach, beneficiary selection, technical assistance, implementation, decision-making and monitoring. They also identified discriminatory social norms, gender stereotypes, women's limited access to land and productive resources, unpaid care responsibilities and inflexible schedules as barriers that may prevent sustained participation. Recommendations included accessible meeting times and locations, childcare or community care arrangements, greater participation of women as technical advisors and facilitators, and organizational strengthening for women's productive groups.

Participants further recommended integrating gender equality and intersectionality into Farmer Field Schools and other capacity-building activities. Technical personnel should receive continuous training on women's rights, gender-responsive facilitation, non-discrimination and the prevention of gender-based violence. An intersectional approach should recognize the differentiated circumstances of Indigenous and Afro-Mexican women, young women, older women and women living in conditions of social or economic vulnerability.

Although no specific cases of gender-based violence or sexual exploitation and abuse were raised during the consultations undertaken to date, the proposal should maintain a preventive and risk-informed approach, consistent with the GAAP and FAO requirements on prevention of sexual exploitation, abuse and sexual harassment. Consultation and implementation spaces should therefore promote respectful participation, non-discrimination, confidentiality where required and access to appropriate grievance and referral channels. The next phase of engagement should also help identify any territorial or sector-specific risks related to women's safety, participation or differential workloads.

In this regard, the stakeholder mapping and territorial consultation workshops points to several management measures that are directly relevant for addressing gender concerns, including affirmative measures, differentiated technical assistance, organizational and leadership development, culturally appropriate participation and transparency and citizen attention mechanisms. These measures should be operationalized through the SEP and in coordination with the GAAP.

Table 6 Gender and inclusion considerations identified for the RBP proposal

Issue	Relevance	Proposed response
Women's limited participation in formal community decision-making spaces	May limit women's influence over project design, access to benefits and safeguards monitoring	Dedicated engagement spaces for women, accessible schedules, culturally appropriate facilitation, leadership development and coordination with women's groups
Unequal access to land, finance and technical assistance	May restrict women's participation in productive restoration, silvopastoral systems and value chains	Affirmative support for women's groups within ejidos and communities; differentiated technical assistance
Potential increase in women's workloads	Productive diversification and participation processes may add unpaid or under-recognized work	Gender analysis during inception, workload-sensitive design and consultation with women

Risk of unsafe or exclusionary participation spaces	May affect women's ability to participate freely	PSEA/SH prevention measures, respectful participation protocols, confidential grievance channels and referral pathways
Limited recognition of women's roles in forest conservation and livestock systems	May reduce the effectiveness and equity of implementation	Integration of women into restoration, monitoring, nurseries, value chains, field schools and local governance mechanisms
Risk that inclusion remains merely representative rather than substantive	May affect women's engagement and participation in project activities	Dedicated engagement spaces for women leadership development, accessible schedules, culturally appropriate facilitation and coordination with women's groups
Discriminatory social norms, gender stereotypes and resistance to women's participation	May discourage women's participation, affect household or community acceptance and prevent women from assuming leadership and technical roles	Community-wide awareness raising involving women and men; gender and intersectionality modules in Farmer Field Schools; recognition of women's contributions and leadership
Differentiated exclusion of Indigenous, Afro-Mexican, young, older and otherwise vulnerable women	address intersecting cultural, economic, age-related and territorial barriers	Intersectional and culturally appropriate measures coordinated through the GAAP, IPPF, SEP and ESMF

4.1.4 Stakeholders feedback regarding issues on Indigenous Peoples and other local communities

Issues concerning Indigenous Peoples and other local communities are central to the proposal, both because of the territorial context in which implementation is expected to occur and because the proposal builds directly on the accumulated lessons of Mexico's REDD+ readiness process, including the consultation with Indigenous Peoples and Afro-Mexican peoples and communities. The stakeholder mapping identifies Indigenous Peoples and Afro-Mexican population groups as priority stakeholders, and it recognizes limited Indigenous participation as one of the risks of exclusion that must be proactively addressed.

The consultation processes undertaken during the ENAREDD+ preparation demonstrated the importance of culturally appropriate engagement, the use of representative institutions and community assemblies, the need for accessible information in appropriate formats and languages, and the importance of feedback loops and trust-building. These lessons remain fully relevant to the RBP proposal and should inform the design of the next stages of engagement, particularly where activities may affect Indigenous Peoples, Afro-Mexican peoples, ejidos, agrarian communities and other forest-dependent actors.

For Indigenous Peoples and other local communities, the proposed model of project implementation has important implications. On the one hand, the emphasis on collective decisions for conservation and PES is compatible with community governance systems and collective territorial management. On the other hand, the inclusion of individual productive support requires careful communication and design, so that

communities clearly understand eligibility rules, voluntary participation, benefit-sharing arrangements and safeguards. Given this, it will be important to ensure that engagement processes with Indigenous Peoples and Afro-Mexican population do not rely solely on formal leadership structures where these may limit the meaningful participation of women, youth or other groups within communities.

The territorial consultation process conducted during project preparation helped validate key elements of the proposed stakeholder engagement approach and generated valuable recommendations to strengthen engagement with Indigenous and Afro-Mexican peoples. Overall, the consultations confirmed the importance of culturally appropriate communication, inclusive participation mechanisms, respect for local governance systems, and tailored technical assistance approaches that respond to local needs and realities.

The consultation process also generated a number of recommendations that have informed the refinement of the project design and the definition of measures to address potential social risks. Participants emphasized the importance of integrating Indigenous traditional knowledge, biocultural heritage, local forest management practices, and locally adapted livestock production systems into project interventions.

They recommended that implementation schedules take into account seasonal production cycles, climatic conditions, and community calendars to facilitate participation and avoid conflicts with local livelihood activities. Stakeholders also highlighted the importance of recruiting and strengthening Indigenous and locally based technical personnel who understand local languages, cultural practices, and territorial realities.

Additional recommendations included promoting the leadership and participation of Indigenous youth and young producers, with particular attention to young and Indigenous women, and ensuring that technical assistance is adapted to the needs, capacities, and production systems of different beneficiary groups rather than relying on standardized approaches.

Finally, participants recommended the adoption of differentiated implementation measures to ensure that women, Indigenous Peoples, youth, older persons, and other priority groups are able to participate equitably and access project benefits according to their specific needs and circumstances.

Feedback from stakeholders also confirmed that institutions and organizations such as INPI, CONANP, civil society organizations, academia, territorial organizations, livestock associations, Field Schools and inter-municipal boards can all play important roles in supporting culturally appropriate outreach, territorial coordination and differentiated technical assistance. This will be especially important in states and territories with strong Indigenous and Afro-Mexican presence, complex governance arrangements or overlapping socio-environmental pressures.

Accordingly, the project’s engagement approach with Indigenous Peoples and Afro-Mexican population for the next phase of consultation should be designed to ensure meaningful, culturally appropriate and territorially relevant participation of Indigenous Peoples and other local communities, including through the use of existing representative spaces, targeted information disclosure, and appropriate facilitation. Important considerations for this process are described in table 7.

Table 7 Considerations for engagement with Indigenous Peoples, Afro-Mexican peoples and local communities

Consideration	Relevance for the RBP proposal	Engagement response
---------------	--------------------------------	---------------------

Collective land tenure and community governance	Activities may involve ejidos, agrarian communities and collectively managed territories	Engage assemblies, agrarian authorities, customary authorities and other representative institutions, while creating complementary spaces for broader participation of women, youth and other community members
Cultural and linguistic diversity	Information may not be accessible if provided only in technical Spanish	Use culturally appropriate materials, local languages where needed, local interpreters and facilitators and technical personnel, and accessible formats
Indigenous and Afro-Mexican rights	Activities may affect territories, livelihoods, governance or cultural practices	Ensure that project benefits are delivered in ways that respect collective rights, customary institutions, and community governance arrangements within Indigenous territories. Apply the IPP and ensure respect for FPIC where applicable
Inclusion of of Indigenous and Afro-Mexican women, youth and people without formal land rights	Formal governance spaces may not fully include all affected or interested actors	Provide targeted engagement spaces and differentiated outreach strengthen women's and youth leadership and support intergenerational knowledge transmission
Trust and feedback	Previous consultation experiences may generate expectations for concrete follow-up	Document comments, report back on how inputs are considered, and provide accessible grievance channels
Effective engagement and ownership	Multiple initiatives in the territories lead to confusion among potential beneficiaries	Communicate project's objectives, activities and benefits through targeted outreach and consultations Integrate Indigenous Peoples' traditional knowledge, local management practices and biocultural knowledge into project design, technical assistance, and implementation. Recruit and strengthen Indigenous and locally based technical personnel who understand local languages, cultural practices and territorial realities, where feasible.
Availability of culturally appropriate technical assistance	External technical personnel may lack knowledge of local languages, governance arrangements and	Where possible, recruit and strengthen Indigenous and locally based technical personnel and provide cultural-competency training to all technical teams

	environmental and productive conditions	
--	--	--

5. Stakeholder Engagement Plan for the RBP proposal

Following the GCF's REDD+ policy, and under the umbrella of the ESMF prepared for Mexico's RBP proposal, this section presents a SEP, aimed at ensuring inclusive, gender-responsive, culturally appropriate and effective stakeholder engagement and consultations throughout project implementation. The SEP is also intended to ensure that the rights of Indigenous Peoples and Afro-Mexican peoples are respected, including their right to consultation and Free, Prior and Informed Consent (FPIC), as applicable.

This SEP builds on Mexico's REDD+ readiness process, including the public consultation of the ENAREDD+, the specific consultation with Indigenous and Afro-Mexican peoples and communities, the SESA, the ESMF, the national safeguards architecture, and the stakeholder engagement, co-construction and territorial consultation activities carried out during the preparation of the RBP proposal. It is also informed by the stakeholder identification and mapping exercise prepared for the proposal, which is included in full in Annex 1, and by the complementary mapping of livestock associations included in Annex 2.

Given the strategic nature of the REDD+ Strategy and the RBP proposal, an inception phase is envisioned to further refine technical and operational details prior to the start of on-the-ground implementation. During this phase, the preliminary SEP will guide the inclusive and participatory process needed to refine implementation arrangements, assess and manage potential environmental, social and governance risks, and further operationalize the stakeholder engagement measures required for project implementation.

This process will also inform the refinement of the project's ESMF into a comprehensive and actionable ESMP as well as the update of this SEP and the preparation of the IPP during the inception phase. The existing GAAP will also be reviewed and updated as necessary, based on the outcomes of stakeholder engagement, territorial-level consultations and the further definition of on-the-ground implementation arrangements.

Ultimately, the SEP will inform the terms, conditions and standardized operational procedures required to ensure that the design, implementation and monitoring of gender-responsive and inclusive on-the-ground activities are carried out in a participatory, transparent and culturally appropriate manner. This includes procedures to ensure that information is disclosed in accessible formats, that stakeholders have opportunities to provide feedback and raise concerns, that grievance and feedback mechanisms are available, and that FPIC is respected where applicable.

A key feature of the RBP proposal is that the distribution of benefits during implementation is expected to be channeled through the support concepts established in CONAFOR's Operating Rules and corresponding calls for proposals. These instruments constitute a central operational framework for accessing public support on a voluntary basis and also provide the formal documentation pathway for recording stakeholder participation in relation to benefit access. Ejidos, agrarian communities, Indigenous Peoples, Afro-Mexican peoples, producers, women's groups and other eligible stakeholders will access support through formal applications and documentation required under the relevant support concept. Where collective rights or communal lands are involved, such documentation may include assembly minutes or other formal records through which ejidos, communities or representative bodies express their decision and consent to apply for support, in accordance with their governance structures and applicable procedures. During implementation, these records will be maintained as part of project documentation and may be consolidated for reporting purposes, as relevant.

In this regard, the SEP will ensure that the Operating Rules, eligibility criteria, support concepts, application procedures, rights and obligations of beneficiaries, safeguards requirements, grievance channels and benefit-related information are disseminated in an accessible, timely and culturally appropriate manner. This will be particularly important for ejidos and communities, Indigenous Peoples, Afro-Mexican peoples, small-scale livestock producers, women producers and women's groups, who may face differentiated barriers to information, decision-making, financing and technical assistance. The voluntary nature of participation will be clearly communicated, and the application process will be understood as an operational expression of the stakeholders' decision to request support under the applicable rules.

For ejidos, agrarian communities, Indigenous Peoples and Afro-Mexican peoples, decisions to request support must be made in full respect of their representative structures, assemblies, internal procedures and collective decision-making arrangements. Where applicable, assembly minutes, community agreements or other formal documents will provide evidence that the decision to request support was made voluntarily and through the relevant governance body. Once support is approved, the commitments between beneficiaries and CONAFOR will also be formalized through the corresponding legal or administrative instruments, including agreements or convenios de concertación⁶, as applicable.

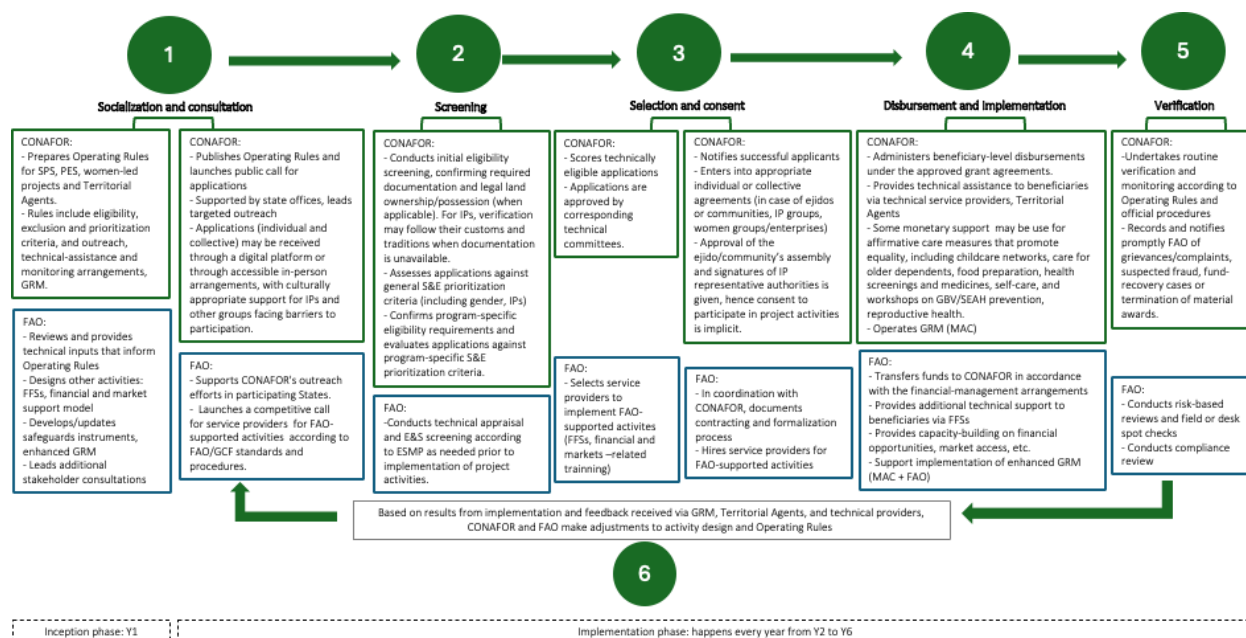
These instruments are legal instruments used to establish rights and obligations between CONAFOR and the beneficiary, and to formalize the financial support granted and the activities to be implemented. These represent the official procedures through which consent is given by indigenous peoples and local communities to implementation of project activities. In this sense, decision to engage in project activities (programs) is developed autonomously by through participatory processes that follow their customary governance practices and this requires the approval of the community's assembly and signatures of their representative authorities, and hence consent is implicit.

CONAFOR's operational procedures will be complemented by the engagement measures established in this preliminary SEP and further developed during the inception phase through the updated SEP, the ESMP and the IPP. Gender-responsive measures will build on the existing GAAP, which will be reviewed and updated as necessary. In particular, where proposed activities may affect Indigenous Peoples or Afro-Mexican peoples, engagement will be carried out in a culturally appropriate manner, through their representative institutions, in formats and languages that are accessible to them, and consistent with the requirements set out in the IPP to be prepared.

The following process flow diagram illustrates the full decision-making pathway of the RBP project. It provides an overview of the design and implementation process for project activities highlighting the complementary roles of CONAFOR and FAO throughout the project cycle. The process begins with (1) Socialization and Consultation, during which the Operating Rules are prepared, outreach and consultations are conducted, and project activities are designed. This is followed by (2) Screening, where applications are assessed against eligibility and prioritization criteria. Eligible applications then proceed to (3) Selection and consent, including technical evaluation, consent by beneficiaries, contracting, and formalization of participation. During (4) Disbursement and Implementation, beneficiaries receive financial support, technical assistance, capacity building, and may use grievance mechanisms. (5) Verification includes routine monitoring, compliance reviews, grievance management, and verification of project

⁶ Legal instruments through which rights and obligations are established between CONAFOR and the beneficiary, in order to formalize the financial support granted by CONAFOR and the activities to be implemented.

implementation. Finally, (6) Adaptive Management is applied throughout implementation, using monitoring results, stakeholder feedback, and lessons learned to continuously improve project activities, safeguards implementation, and, where appropriate, CONAFOR's Operating Rules.



Building on the REDD+ readiness efforts and the stakeholder engagement undertaken during preparation of this RBP proposal, the SEP identifies key stakeholders, engagement methods, consultation findings and future engagement actions. The target beneficiary population is examined in more detail in the Funding Proposal and in the ESMF. The full stakeholder mapping matrix is included in Annex 1.

5.1 Stakeholder Engagement Plan

Table 8 Stakeholder Engagement Plan for the RBP proposal

Stakeholder name / group	Stakeholder type	Stakeholder profile	Stakeholder engagement methodology component	Consultation findings and relevant issues	How the findings were incorporated into the project	Expected timing for continued engagement
Ejidos and agrarian communities	Priority / direct stakeholders	Collective landholders and territorial governance actors with authority over land-use decisions, forest conservation, PES and community-level implementation	Community assemblies, agrarian authorities, State Forestry Councils, local meetings, participatory planning, accessible information materials, application support and accessible feedback grievance channels	Need to respect assemblies and collective decision-making; risk of unequal benefit distribution; or tensions between collective and individual support modalities; need for clear information on support concepts, eligibility, application procedures and beneficiary responsibilities; and need for administrative and technical support during application and implementation.	Proposal combines collective decisions for conservation and PES with individual support for productive restoration and silvopastoral systems. The SEP requires accessible disclosure transparent eligibility criteria, participatory agreements, assembly-based decisions where applicable, application support and accessible grievance channels.	Inception phase, prior to calls for support, during application processes, implementation and monitoring
Indigenous Peoples	Priority / direct stakeholders	Peoples with specific rights, territorial identities,	Culturally appropriate consultation, representative	Need for respect of rights, customary authorities, decision-	IPP and SEP require differentiated engagement,	Inception phase, prior to activities in Indigenous

		languages, representative institutions and cultural relationships with forests and natural resources	institutions, assemblies, local languages where needed, interpreters and, where possible, Indigenous or locally based facilitators and technical personnel, IPPF and subsequent IPP procedures, FPIC where applicable	making procedures, local languages traditional and biocultural knowledge and culturally appropriate information; risk of exclusion or insufficient participation	culturally appropriate disclosure and FPIC where applicable; proposal builds on ENAREDD+ Indigenous consultation lessons	territories, during implementation and monitoring
Afro-Mexican peoples and communities	Priority / direct stakeholders	Constitutionally recognized peoples and communities with cultural identity and territorial presence, particularly relevant in states such as Guerrero and Oaxaca	Targeted outreach, culturally appropriate information, local organizations, community spaces, State Forestry Councils and territorial platforms	Need for visibility, recognition and inclusion in benefits and consultation processes; need to recognize community institutions and traditional knowledge; and risk of being overlooked if not specifically identified	SEP includes Afro-Mexican peoples as priority stakeholders; stakeholder mapping identifies need for differentiated inclusion strategies and monitoring of their access to project activities and benefits.	Inception phase, state and territorial consultations, implementation and monitoring
Women producers and women's groups	Priority / direct stakeholders	Women involved in livestock, productive restoration, forest-related livelihoods, household economies and community activities, often facing barriers to	Women-focused meetings, accessible schedules and locations, gender-responsive facilitation, affirmative measures, childcare or community care arrangements where appropriate,	Need for affirmative measures; barriers related to land tenure, access to finance and productive resources, unpaid care work, technical assistance and participation in assemblies and	Proposal includes the possibility of support for women's groups within ejidos and communities; GAAP and SEP establish gender-responsive measures,	Inception phase, calls for support, capacity building, implementation, monitoring and evaluation

		land, finance and decision-making	coordination with women's institutions and local groups, and safe and confidential grievance and reporting channels.	discriminatory social norms; opportunity to support women's groups within ejidos and communities	differentiated technical assistance, organizational and leadership strengthening, preventive measures for discrimination and gender-based violence, and monitoring of women's participation and access to benefits.	
Youth	Priority / direct stakeholders	Young women and men involved in community life, forest and livestock activities, technical training and potential sustainable livelihood initiatives	Youth-focused and intergenerational engagement spaces, Farmer Field Schools, technical training, peer learning, digital and community communication channels and support for local youth leadership	Young people may face limited access to land, financing, decision-making and employment opportunities. Their participation is important for intergenerational knowledge transmission, community continuity and long-term territorial stewardship	The SEP promote differentiated outreach, technical training, leadership opportunities and participation of young people in sustainable livelihoods, monitoring and local technical roles	Inception phase, calls for support, capacity building, implementation, monitoring and evaluation
Small-scale livestock producers	Priority / direct stakeholders	Producers whose decisions influence land use, forage practices, restoration and	Producer meetings, field schools, long-term and territorially adapted technical assistance,	Interest in productivity, incentives and technical support; potential resistance due to	Proposal focuses on sustainable livestock, productive restoration, silvopastoral	Inception phase, before and during calls for support, implementation and monitoring

		adoption of silvopastoral systems	demonstration plots, peer-to-peer exchanges, livestock associations, accessible information on Operating Rules and financing	transition costs or uncertainty; need for permanent assistance, timely financing, practical demonstrations and adaptation to local production and seasonal conditions.	systems, field schools, georeferencing peer learning, and technical assistance adapted to territorial conditions.	
Livestock associations and producer organizations	Productive / support stakeholders	Local and regional organizations that represent livestock producers and can support outreach, coordination and scaling	Sectoral meetings, State Forestry Councils, technical workshops, dissemination of calls and Operating Rules, peer-to-peer dissemination and support for reaching small-scale producers	Can facilitate dissemination and scaling; peer learning, risk of concentration of benefits or exclusion of smaller producers	SEP requires transparent participation rules, safeguards, equitable access and monitoring of inclusion	Inception phase and throughout implementation
CONAFOR	Federal implementation and coordination actor	Lead forestry institution and main operational actor for forest policy, REDD+ implementation and Operating Rules	Federal coordination, technical working sessions, implementation planning, safeguards coordination, stakeholder engagement oversight	Central role in proposal design, support concepts, Operating Rules, PES, safeguards and implementation	CONAFOR support concepts and Operating Rules will structure benefit distribution; CONAFOR will support state presentations and engagement	Continuous: design, inception, implementation and monitoring
SEMARNAT	Federal institutional actor	Lead environmental authority responsible for environmental	Inter-institutional coordination, GT-REDD+ of the CICC, policy alignment	Need to ensure alignment with environmental policy, restoration priorities	Proposal aligned with forest conservation, restoration and	Design, inception and strategic oversight

		policy, climate and natural resources		and climate commitments	climate policy objectives	
SADER	Federal institutional actor	Lead agricultural and rural development authority, relevant to livestock systems and productive transition	Federal coordination, technical discussions, sectoral engagement, rural development platforms	Need to align sustainable livestock with productive policy and extension services	Proposal integrates productive restoration and sustainable livestock transition	Design, inception and implementation coordination
SHCP	Federal institutional actor / NDA	Ministry of Finance and Mexico's National Designated Authority before the GCF	Federal-level coordination and GCF alignment	Need for financial alignment, proposal consistency and GCF requirements	Participated in co-construction and concept note preparation	Design and proposal approval stages
State environment secretariats	State implementation and coordination actors	State authorities responsible for environmental policy, restoration and climate-related initiatives	State-level meetings, State Forestry Councils, state REDD+ platforms, information gathering	Need to align proposal with state initiatives; identify financing and participation spaces; consider dry forests and state priorities	States agreed to convene State Forestry Councils and provide information on future initiatives and financing	Immediate next phase, inception and implementation
State rural development secretariats	State sectoral actors	State-level institutions responsible for livestock, agriculture and rural productive programmes	Sectoral meetings, state coordination, technical working groups	Need to align productive incentives with sustainability and forest conservation	Engagement planned through state and sectoral platforms	Next phase and inception
Municipalities and inter-municipal boards	Territorial governance actors	Local authorities and territorial coordination mechanisms,	Local meetings, territorial platforms, State Forestry Councils, field-level coordination	Can support territorial implementation and local coordination; may	Proposal recognizes inter-municipal boards and territorial	Inception and implementation

		including inter-municipal boards with experience in landscape-level coordination		require capacity strengthening	mechanisms as relevant governance platforms	
INPI	Federal Indigenous Peoples institution	Institution responsible for Indigenous Peoples' rights and culturally appropriate participation	Coordination for Indigenous engagement, guidance on culturally appropriate procedures and FPIC where applicable	Need to ensure respect for Indigenous rights and consultation procedures	IPP and SEP foresee culturally appropriate engagement and FPIC where applicable	Inception and implementation, as relevant
Ministry of Women and gender institutions	Gender institutional actors	Institutions responsible for gender equality and women's rights	Coordination on gender-responsive engagement, affirmative measures and capacity building	Need to reduce gender barriers and promote women's access to benefits	GAAP and SEP incorporate gender-responsive engagement and women-focused measures	Inception and implementation
Academia and research institutions	Technical support actors	Universities and research centers with expertise in silvopastoral systems, restoration, monitoring and rural development	Technical workshops, monitoring, capacity building, applied research	Can support evidence-based design, monitoring and technical validation	Proposal includes technical assistance, monitoring and field learning approaches	Inception, implementation and monitoring
Civil society organizations	Technical and social support actors	Organizations with experience in conservation, rural development, climate finance, community	Consultations, implementation support, capacity building, territorial facilitation	Can support implementation and inclusion; need coordination to avoid duplication	SEP promotes coordination and use of existing capacities	Inception and implementation

		engagement and sustainable livestock				
Financial actors, including private sector	Financial and private support actors	Institutions that can facilitate access to financing for sustainable productive transitions and private-sector actors that can support deforestation-free value chains	Financial design discussions, capacity building, producer outreach, market requirements	Need for accessible financing; risk of exclusion if producers cannot meet eligibility requirements	Proposal seeks to strengthen and leverage financial instruments for sustainable transition and producer-buyer matchmaking	Inception, implementation and scaling
State Forestry Councils and REDD+ platforms	Participation and consultation mechanisms	Existing state-level platforms for forest and REDD+ dialogue	Formal presentations, consultation sessions, feedback documentation	Identified as priority spaces for socializing the proposal in participating states	States agreed to convene State Forestry Councils; CONAFOR and/or FAO will support presentations	Immediate next phase
Citizen attention and grievance mechanisms	Accountability mechanisms	Channels for receiving complaints, feedback, requests and concerns	Disclosure of channels, accessible formats, confidential pathways where needed	Need for transparency, feedback and response to concerns	SEP and ESMP will define grievance and feedback procedures	Inception and throughout

Consistent with the environmental and social management procedures established in the ESMF and the preliminary SEP above, within the first six months of the inception phase of the RBP project, a detailed SEP will inform the terms, conditions and standardized operational procedures for the implementation of on the ground activities, including a series of components as detailed in the table below.

Table 9 Components of the RBP Stakeholder Engagement Plan

Component Objectives /	Activities
Stakeholder Consultations and Participation	1.1 Conduct / update a comprehensive stakeholder mapping for the RBP proposal, with a focus on the RBP's on-the-ground implementation areas.
	1.2 Develop a stakeholder consultations and participation action plan, including but not limited to existing / revised / new national and regional participatory structures.
	1.3 Implement the stakeholder consultations and participation action plan, including regarding FPIC in the context of on-the-ground implementation.
Education and Awareness Raising	2.1 Develop an environmental education, awareness raising and capacity building action plan, at the national and subnational level and differentiated by interest groups.
	2.2 Implement the environmental education, awareness raising and capacity building action plan geared at diverse beneficiary groups and project implementation partners.
Communications and Information Dissemination Strategy ⁷	3.1 Develop a communications and outreach strategy, at the national and subnational level and differentiated by interest groups, including for national and local audiences, as well as for international audience (i.e. GCF, REDD+ financing entities / donors).
	3.2 Implement the communications and outreach strategy, including the development of culturally appropriate and gender-sensitive material.
Conflicts and Grievances Management Plan	4.1 Develop a conflicts and grievances management plan for the National REDD+ Strategy and the RBP project, including the definition of standing operative procedures for the operation of the GRM.
	4.2 Implement the conflicts and grievances management plan and operate the project's GRM.

The inclusive and participatory process envisioned over the project inception phase will include governmental and non-governmental stakeholders at national, state and territorial levels, including at least: CONAFOR, SEMARNAT, SADER, SHCP, INPI, Ministry of Women, CONANP, FIRA, state environment secretariats, state rural development secretariats, municipalities, inter-municipal boards and other

⁷ FAO will disclose information related to environmental and social risks and impacts for all moderate and high-risk projects, and may disclose such information for low-risk projects if warranted. For high-risk programmes and projects and some moderate-risk projects, national or local legislation may specify disclosure requirements that should be complied with. For a moderate-risk programme or project, FAO will release the applicable information as early as possible, but no later than 30 days before it becomes operationally active. For a high-risk programme or project, FAO will release the applicable information as early as possible, but no later than 60 days before it becomes operationally active. The 30-day or 60-day period commences only when all the relevant information has been provided and is available to the public.

territorial governance mechanisms, State Forestry Councils, state REDD+ platforms, ejidos and agrarian communities, Indigenous Peoples, Afro-Mexican peoples, women producers, women's groups, small-scale livestock producers, livestock associations, civil society organizations, academia, research institutions, technical service providers and financial actors.

Dedicated efforts for Indigenous Peoples and Afro-Mexican peoples, including measures to ensure respect for FPIC where applicable, will be undertaken throughout project inception and implementation. Information disclosure and consultations with Indigenous Peoples and Afro-Mexican peoples will explicitly include discussion of potential risks, benefits, safeguards, grievance channels, eligibility criteria, support concepts and benefit access procedures, consistent with the IPP.

The ESMF (Annex 2) as the overarching safeguards document, includes all preliminary indicators, reporting modalities, responsibility, timeline, and budget for all risk management measures associated with the project, including those related to the key components of this SEP (stakeholder engagement, awareness raising, communication, and conflict and grievance management. These relevant indicators are included in the table below to illustrate the kind of aspects that will be monitored in the context of this SEP, in consistency with the ESMF.

SEP activity	Monitoring indicator	Modality / frequency	Responsibility	Indicative timeline	Indicative budget (USD)
Stakeholder identification and mapping	Stakeholder mapping includes women's groups and gender-differentiated analysis	Stakeholder mapping / inception and annual update	FAO, CONAFOR, state governments, Safeguards Specialist, Gender Specialist	Inception phase and annually during implementation	60,000
Inclusive outreach and socialization for productive restoration and silvopastoral systems	Inclusive and accessible outreach, socialization and call for participation strategy prepared and implemented	Strategy review / each cycle	FAO PMU, CONAFOR, SADER, Territorial Technical Agents	Inception phase and before each call for participation	120,000
Disclosure of eligibility and prioritization criteria for productive restoration and silvopastoral systems	Selection criteria disclosed; number of complaints related to selection	Administrative review and MAC registry / quarterly	CONAFOR, FAO, Safeguards Specialist	Before and during each application and selection cycle	50,000

Targeted outreach for Farmer Field Schools	Percentage of women, youth and Indigenous participants enrolled	Enrollment records / quarterly	FAO, SADER, Gender Specialist, Technical Agents	Before and during each Farmer Field School enrollment cycle	120,000
Dissemination of grievance and feedback channels in Farmer Field Schools	Percentage of Farmer Field Schools where grievance mechanism information was provided	Training reports / quarterly	FAO PMU, Technical Agents	During every Farmer Field School cycle	80,000
Inclusive outreach and socialization for Payments for Environmental Services	Inclusive and accessible outreach, socialization and call for participation strategy prepared and implemented	Strategy review / each cycle	CONAFOR, FAO PMU, Safeguards Specialist, Gender Specialist	Inception phase and before each PES call for participation	150,000
Participation of women in PES-related decision-making	Percentage of women participating in PES-related assemblies recorded	Assembly minutes review / annually	CONAFOR, Gender Specialist	During PES outreach, application and benefit-sharing discussions	105,000
Disclosure and participatory socialization of PES eligibility and benefit-sharing criteria	Eligibility and benefit-sharing criteria publicly disclosed; number of grievances related to these criteria	Administrative review, assembly records and MAC registry / each cycle and quarterly	CONAFOR, FAO, Safeguards Specialist	Before each PES selection cycle and during implementation	100,000
Participatory validation and socialization of benefit-sharing arrangements	Number of assemblies with clear and transparent benefit-sharing arrangements; number of grievances related to PES benefits	Administrative review, technical reports and MAC registry / quarterly	CONAFOR, FAO, Safeguards Specialist, Gender Specialist	Before approval of benefit-sharing arrangements and throughout PES implementation	100,000
Gender-responsive	Consultation process includes	Consultation reports / each	FAO, CONAFOR,	Inception phase and before each	55,000

design of consultation processes	gender-responsive criteria and differentiated participation strategies	consultation cycle	Safeguards Specialist, Gender Specialist	consultation cycle	
Consultation spaces supporting women's meaningful participation	Number and percentage of women participating in consultation activities	Attendance lists / each consultation cycle	FAO, CONAFOR, Safeguards Specialist, Gender Specialist	Throughout consultation, socialization and implementation activities	80,000
Integration of gender-differentiated issues into consultation tools	Consultation tools include gender-specific questions	Tool review and consultation reports / each consultation cycle	FAO, CONAFOR, Safeguards Specialist, Gender Specialist	During preparation of consultation tools and before each consultation cycle	35,000
Documentation and incorporation of women's inputs	Consultation reports identify women's inputs and their incorporation status	Consultation reporting / at consultation report stage	FAO, CONAFOR, Gender Specialist, Safeguards Team	After each consultation cycle and during design updates	20,000
Dissemination of MAC and grievance channels to women	Percentage of activities where grievance channels are explained; materials include accessible complaint information	Implementation reports / quarterly	CONAFOR, FAO, Gender Specialist, Safeguards Team	During consultations, outreach and implementation activities	60,000
Measures to reduce participation barriers associated with unpaid care responsibilities	Percentage of women participating in proposal activities	Activity reports / quarterly	FAO, CONAFOR, SADER, Technical Agents, Safeguards Specialist, Gender Specialist	Throughout consultations, training and implementation activities	45,000
Monitoring of differentiated participation and outcomes	Disaggregated monitoring database operational	Monitoring reports / semi-annually	FAO PMU, Gender Specialist, CONAFOR	Semi-annually during implementation	80,000

in productive restoration and silvopastoral systems					
Monitoring of differentiated participation and outcomes in Farmer Field Schools	Disaggregated monitoring database operational	Monitoring reports / semi-annually	FAO PMU, Gender Specialist, Safeguards Specialist, CONAFOR	Semi-annually during implementation	130,000
Social monitoring of participation and benefit access under PES	PES monitoring reports include a gender and social inclusion section	Safeguards reports / annually	FAO, Safeguards Specialist, CONAFOR	Annually during PES implementation	50,000
Gender-responsive monitoring and reporting	Monitoring system includes gender-responsive indicators; sex-disaggregated data collected and reported; periodic reports analyze women's participation, benefits and barriers	M&E reports and safeguards monitoring / semi-annually	FAO PMU, M&E Team, Gender Specialist, CONAFOR	Semi-annually throughout implementation	40,000
Stakeholder Engagement Log and annual reporting	Stakeholder Engagement Log updated after each engagement activity; annual reporting includes consolidated engagement data, feedback and follow-up actions	Log update / after each activity; consolidation / annually	PMU Safeguards Team, CONAFOR, FAO	Throughout preparation and implementation; consolidated annually	Included

The amounts presented above are derived from the corresponding measures included in the ESMF. Some measures also contribute to the implementation of the GAAP, IPPF, and project grievance arrangements. Section 10 of the ESMF details the overarching timeline and preliminary budget required to manage

environmental and social risks, including the measures established in this SEP. The budget includes full-time staff with expertise in safeguards and gender with experience in social inclusion.

A detailed plan with an itemized budget will be refined for the ESMP during the project inception phase, once further operational details regarding on-the-ground activities have been determined. Likewise, the disaggregated budget and final implementation timeline for the SEP will be fully finalized in the updated SEP during the project inception phase. This will include dedicated resources required to ensure culturally appropriate engagement, accessible information, gender-responsive participation, grievance management and FPIC where applicable.

5.2 Awareness raising and capacity building

The design and implementation of GCF-funded activities in accordance with the applicable safeguards defined in the ESMF will require dedicated efforts to build institutional awareness and capacities across institutions, partners and stakeholders with a role in RBP implementation. As part of the analytical and participatory processes envisioned during the inception phase, an institutional and capacity gap assessment will be conducted to inform the refinement of this SEP and the preparation of a dedicated Education, Awareness Raising and Capacity-Building Plan.

This plan will build on the lessons from Mexico's REDD+ readiness process and the stakeholder engagement carried out during preparation of the RBP proposal. It will also address the specific needs arising from the proposed use of proceeds, including productive restoration, sustainable livestock production, silvopastoral systems, forest conservation, PES, territorial governance, field schools, georeferencing, safeguards, benefit access procedures and grievance management.

Capacity-building efforts will be directed at federal and state institutions, local governments, inter-municipal boards, State Forestry Councils, state REDD+ platforms, civil society organizations, academia, technical service providers, livestock associations and other project partners. Dedicated capacity-building efforts will also be developed for ejidos and communities, Indigenous Peoples, Afro-Mexican peoples, women producers, women's groups and small-scale livestock producers.

Trainings will be conducted regularly throughout project implementation, starting early in the inception phase. They will cover environmental, social and governance safeguards requirements and management measures applicable to the project and on-the-ground activities, as established in the ESMF and future ESMP. They will also address human rights, culturally appropriate engagement, gender-responsive approaches, prevention of discrimination, prevention of GBV/SEA/SH, conflict sensitivity, peace-building approaches, transparency, grievance channels and accountability.

Particular attention will be given to capacity building related to CONAFOR's Operating Rules and the support concepts through which benefits will be accessed. Potential beneficiaries will require clear and accessible information on eligibility criteria, application requirements, documentation, assembly procedures where relevant, safeguards conditions, rights and obligations, and the process for formalizing support through the corresponding agreements or convenios de concertación. Training and awareness raising will emphasize the voluntary nature of participation and the need for decisions to be made in accordance with applicable governance structures, particularly in ejidos, agrarian communities, Indigenous Peoples and Afro-Mexican communities.

At implementation phase, the proposed model considers two main mechanisms to deliver dedicated capacity-building for local stakeholders (ejidos, communities, IPs, women): strengthen capacities through Farmer Field Schools and reinforce territorial governance mechanisms through Territorial Agents.

The project will promote the establishment of Farmer Field Schools (ECAs) as a key mechanism for delivering technical assistance for the adoption of silvopastoral systems and regenerative practices. ECAs will constitute the core platform for providing territorial extension services and building the capacities of stakeholders interested in developing silvopastoral systems, including ejidos and communities, Indigenous Peoples, Afro-Mexican peoples, women producers, women's groups, and small-scale livestock producers.

ECAs will function as integrated platforms for technology transfer, training, and on-site technical support. The model will combine three complementary levels of intervention: (i) participatory knowledge transfer through field-based learning; (ii) continuous technical assistance provided by extension agents; and (iii) strengthening of organizational and business management capacities.

Through training and ongoing technical support, producers will enhance their knowledge and skills in areas such as water conservation and management, forage production, grazing management, soil conservation, and other sustainable livestock practices. At the same time, ECAs will support the development of basic organizational and management capacities, including record-keeping. Strengthening these capacities will help producers progressively improve the management of their production systems and facilitate the long-term adoption and maintenance of sustainable practices.

The specific design of the ECA model will be developed during the project inception phase, building on existing efforts and experiences of the Ministry of Agriculture and Rural Development (SADER), CONAFOR, and previous ECA and REDD+ initiatives implemented in Mexico.

Another key coordination mechanism of the proposal is the engagement of Territorial Agents which are local public institutions or civil society organizations that directly support ejidos, communities, Indigenous Peoples, Afro-Mexican population, and small landowners in implementing activities on the ground. Operating at the landscape scale, these actors have a strong understanding of local dynamics, ongoing initiatives across sectors, and the diverse stakeholders involved in territorial development. Their proximity to local actors positions them to facilitate dialogue, align interventions, and promote more coordinated implementation of RBP reinvestment activities.

Territorial Agents support territorial planning, facilitate collaboration among government institutions, and contribute to the coordination of public policies at regional and local levels. Operating at federal, state, municipal, or intermunicipal scales, they play an important role in promoting the sustainable management of natural resources while helping connect local priorities with broader development objectives.

For Indigenous Peoples and Afro-Mexican peoples, awareness raising and capacity-building activities will be culturally appropriate, and where needed will use local languages, interpreters, local facilitators and formats adapted to community contexts. For women and women's groups, activities will be designed to address structural participation barriers, including time constraints related to care responsibilities, limited access to technical information, reduced representation in formal decision-making spaces and unequal access to financing or productive support. For livestock producers, activities will emphasize the practical and economic benefits of sustainable livestock practices, silvopastoral systems, restoration and improved territorial management.

5.3 Communications and information dissemination

In accordance with GCF standards and policies and FAO's FESM, access to information and information disclosure must be ensured to enable stakeholders' timely, effective and meaningful participation. This includes the use of local languages, where appropriate, to ensure that project documents and stakeholder engagement materials are prepared in forms and languages that are understandable, accessible and culturally appropriate.

Consistent with FAO's FESM, the RBP proposal is committed to disclosing information in a timely, accessible and culturally appropriate manner, placing due attention on the specific needs of Indigenous Peoples, Afro-Mexican peoples, women, youth, small-scale producers and other groups that may face barriers to information or participation. Disclosure and communications will observe the following principles:

Timely disclosure. Information on potential project-related social and environmental risks, impacts and mitigation or management measures will be provided in advance of decision-making whenever possible. Draft and final screenings, assessments and management plans must be disclosed and consulted prior to the implementation of activities that may give rise to potential adverse social or environmental impacts.

Accessible information. Dissemination channels will be defined in consultation with stakeholders and adapted to the target audience. These may include websites, public meetings, State Forestry Councils, state REDD+ platforms, community assemblies, local councils, producer organizations, civil society organizations, radio, community radio, printed materials, flyers, infographics, direct outreach, field schools and local technical assistance channels.

Appropriate form and language. Information will be prepared in a form and language that is readily understandable and tailored to the relevant stakeholder group. Technical information will be translated into plain language and, where necessary, into Indigenous languages or culturally appropriate formats. Visual, oral and community-based communication methods will be used where written or digital materials are insufficient.

As part of the inception phase, a comprehensive Communications and Information Dissemination Plan will be prepared as part of this SEP, consistent with FAO's guidelines on access to information and information disclosure. This plan will define target audiences, key messages, disclosure channels, responsible actors, timing, feedback procedures and documentation requirements.

The Communications and Information Dissemination Plan will give particular attention to the disclosure of CONAFOR's Operating Rules, support concepts and application procedures, given that these instruments will structure the distribution of benefits under the proposal. Information will be prepared and disseminated in accessible formats so that ejidos, agrarian communities, Indigenous Peoples, Afro-Mexican peoples, livestock producers, women producers and women's groups understand: the voluntary nature of participation; the available support concepts; eligibility criteria; application steps; documentation requirements; assembly or collective decision-making requirements where applicable; safeguards obligations; rights and obligations of beneficiaries; grievance channels; and the role of convenios de concertación or equivalent instruments in formalizing approved support.

For ejidos and communities, communication materials will clarify that applications for support involving collective lands or community decisions must be consistent with their governance structures and documented through the corresponding formal records, such as assembly minutes where applicable. For Indigenous Peoples and Afro-Mexican peoples, information dissemination will be adapted to the relevant cultural and linguistic context and will be coordinated with the procedures set out in the IPP. Where FPIC is applicable, communications will be designed to support informed deliberation prior to decisions, rather than simply announcing project activities.

Communication efforts will also support transparency and accountability throughout the project cycle. Stakeholders will be informed of how comments and recommendations are documented, how feedback is considered, how decisions are made, how grievances can be submitted, and how responses will be provided. This will help avoid misinformation, manage expectations and strengthen trust in the implementation process.

The Communications and Information Dissemination Plan will be updated as needed during implementation, based on stakeholder feedback, monitoring results, grievances received and changes in operational arrangements. Its implementation will be closely coordinated with the SEP, ESMP, GAAP, IPP and the project grievance mechanism.

6. Grievance redress mechanisms

As established in FAO's FESM, FAO is committed to ensuring that stakeholders involved in or affected by FAO-supported activities are able to express their opinions, whether positive or negative, and to raise concerns, complaints or grievances through fair, transparent, inclusive, accessible and no-cost processes and mechanisms. The early and effective identification, management and resolution of grievances is essential to prevent concerns from escalating, reduce conflict, strengthen accountability and improve the quality of project implementation. Accordingly, the existence of an accessible and trusted grievance redress mechanism is a central element of stakeholder engagement, information disclosure, conflict resolution and accountability under FAO's ESOP 2, and is directly relevant to Mexico's RBP proposal.

Building on Mexico's REDD+ readiness efforts and under the umbrella of the RBP proposal's ESMF, this section presents the grievance redress arrangements proposed for the RBP project. For the RBP proposal, no new grievance mechanism will be created. The project will rely on CONAFOR's existing Citizen Attention Mechanism (MAC) as the institutional channel for receiving and addressing feedback, concerns, complaints and requests for information related to project implementation.

A preliminary comparative analysis was conducted between CONAFOR's MAC, FAO's grievance redress requirements under the FESM, and the relevant GCF Independent Redress Mechanism provisions on retaliation. The analysis confirms that the MAC provides an existing institutional platform that can serve as the main entry point for RBP-related requests, feedback, claims, complaints and information requests. The MAC already includes multiple access channels, including telephone, email, postal mail, social media, state representation offices, transparency channels, the Internal Control Body, the Ethics Committee and social accountability mechanisms. It also includes procedures for registering, referring and responding to submissions according to their nature, as well as defined timeframes for certain channels and procedures.

During the inception phase, these arrangements will be further refined through the updated SEP and the ESMP, including the preparation of a Conflicts, Feedback and Grievance Management Plan focused on the use and strengthening of CONAFOR's MAC for the RBP proposal. This plan will not create a new grievance mechanism; rather, it will define project-specific operating procedures to ensure that the MAC can receive, register, classify, refer, respond to, monitor and report grievances, concerns and feedback related to the RBP project.

The grievance redress arrangements for the RBP proposal will therefore build on existing national and institutional mechanisms, particularly CONAFOR's MAC, while also ensuring consistency with FAO's accountability requirements and the environmental and social risk management procedures defined in the ESMF. During the inception phase, the project will define the improvements, protocols and internal coordination arrangements required to ensure that the MAC is accessible, inclusive, culturally appropriate, gender-responsive and capable of addressing the types of concerns that may arise during RBP implementation.

6.1 National and institutional framework for grievance redress, access to information and accountability

Mexico has a legal and institutional framework that recognizes access to information, transparency, accountability, administrative complaints and citizen participation as key elements of public governance. The Political Constitution of the United Mexican States recognizes the right of access to information and establishes the basis for public accountability. The General Law on Transparency and Access to Public Information provides the framework for requesting, receiving and accessing public information. The legal framework on administrative responsibilities and anti-corruption establishes procedures for filing complaints related to acts or omissions that may constitute administrative offences by public servants or related private actors. In addition, the environmental and forestry legal framework recognizes the importance of public participation, access to environmental information and institutional channels for addressing concerns related to environmental governance.

Within CONAFOR, the MAC provides the main institutional basis for receiving, channeling and following up on citizen requests, complaints, information requests and other communications from stakeholders. The MAC is not a single-channel mechanism, but rather an institutional arrangement that connects different access points and responsible areas depending on the nature of the matter submitted. These include channels for complaints related to possible administrative offences, access to public information, general citizen attention, requests for guidance regarding programmes or support, and other concerns related to CONAFOR’s mandate and services.

For the RBP proposal, the MAC is particularly relevant because the proposed use of proceeds will be implemented through CONAFOR’s institutional support mechanisms and Operating Rules. Potential beneficiaries and stakeholders, including ejidos, agrarian communities, Indigenous Peoples, Afro-Mexican peoples, small-scale livestock producers, women producers, women’s groups, producer organizations and other interested actors, will require clear channels to ask questions, request information, raise concerns, report barriers, submit complaints or seek clarification on eligibility, application procedures, benefit access, safeguards requirements, implementation commitments and grievance follow-up.

6.2 CONAFOR’s Citizen Attention Mechanism and access channels

The MAC is intended to provide accessible channels through which stakeholders can communicate with CONAFOR and obtain attention or response according to the nature of their request. For the purposes of the RBP proposal, the MAC will be used as the institutional entry point for project-related feedback, concerns, complaints and requests for information. The updated SEP and ESMP will define project-specific operating procedures to ensure that such submissions are properly registered, classified, referred, responded to and monitored through the MAC and the relevant CONAFOR areas.

The following table summarizes the main types of matters and indicative institutional channels that may be relevant for the RBP proposal. This table will be updated during the inception phase, once the detailed Conflicts, Feedback and Grievance Management Plan is prepared and the project-specific arrangements for strengthening the MAC are confirmed.

Table 10 Indicative access channels relevant to CONAFOR’s MAC and the RBP proposal

Type of submission	Description	Responsible area / institutional channel	Relevance for the RBP proposal
--------------------	-------------	--	--------------------------------

Complaints	Submissions regarding acts or omissions that may constitute administrative offences by public servants or related private actors	Internal Control Body and applicable anti-corruption complaint channels	Relevant for complaints involving alleged misconduct, misuse of resources, corruption, discrimination, irregularities in programme access or improper conduct by public servants or implementing actors
Access to information	Requests to access public information, documents, data, criteria, procedures or institutional decisions	Transparency Unit and applicable transparency platforms	Relevant for requests regarding Operating Rules, eligibility criteria, support concepts, selection procedures, project documents, safeguards instruments, implementation progress or public information
Programme information and citizen attention	Requests for guidance, clarification or follow-up related to CONAFOR programmes, support mechanisms and services	CONAFOR citizen attention channels, state offices and relevant technical areas	Relevant for questions on support concepts, application requirements, documentation, timelines, beneficiary obligations, technical assistance and follow-up
Environmental and social concerns	Concerns regarding potential environmental, social or governance risks or impacts associated with project-supported activities	CONAFOR's MAC, with project-specific referral procedures to the safeguards team, CONAFOR technical areas and FAO as appropriate	Relevant for concerns related to exclusion, benefit-sharing, land or community conflicts, biodiversity, soil, water, pesticide use, labor issues, community health and safety, or safeguards compliance
Gender, discrimination or sensitive complaints	Complaints involving discrimination, gender-based exclusion, sexual harassment, sexual exploitation or abuse, or other sensitive matters	Confidential project-specific referral pathway through the MAC, to be defined during the inception phase, with appropriate institutional and FAO channels	Relevant for ensuring safe, survivor-centered, confidential and non-retaliatory handling of sensitive complaints
Indigenous Peoples, Afro-Mexican peoples and collective rights concerns	Concerns related to culturally appropriate engagement, collective decision-making, FPIC where applicable, territorial rights, representative institutions or exclusion from benefits	CONAFOR's MAC, with referral to the safeguards team and culturally appropriate procedures to be defined during the inception phase	Relevant for ensuring respect for the rights of Indigenous Peoples and Afro-Mexican peoples, community governance structures and culturally appropriate procedures

6.3 Operational strengthening of the MAC for the RBP proposal

During the inception phase, the project will prepare a Conflicts, Feedback and Grievance Management Plan as part of the updated SEP and ESMP. This plan will define the standard operating procedures for the use and strengthening of CONAFOR's MAC in the context of the RBP proposal, including the roles of the Project Management Unit, the safeguards team, CONAFOR state offices, technical areas, FAO and other relevant actors. The plan will not establish a new mechanism, but will operationalize the MAC for RBP-related feedback, concerns and grievances.

The operational strengthening of the MAC for the RBP proposal will be guided by the following principles:

- **Accessibility.** The MAC, as strengthened for the RBP proposal, will be accessible to all stakeholders, including ejidos, agrarian communities, Indigenous Peoples, Afro-Mexican peoples, women, youth, people without formal land rights, small-scale livestock producers, producer organizations and other local actors. Access channels will include electronic, telephone, written, in-person and territorial options, as appropriate.
- **No cost and non-retaliation.** The submission of complaints, feedback or concerns will be free of charge. Stakeholders will be informed that they may raise concerns without fear of retaliation, intimidation or loss of access to project benefits.
- **Transparency and traceability.** Submissions will be registered, classified and tracked, with clear timelines for acknowledgment, referral, response and closure. Aggregated information on grievances and responses will be used for monitoring and adaptive management.
- **Confidentiality and anonymity.** The MAC strengthening process will include procedures for confidential handling of sensitive information and anonymous submissions where feasible. Personal data will be managed in accordance with applicable data protection principles and institutional requirements.
- **Cultural appropriateness.** The MAC will be adapted to local contexts where needed, including through the use of Indigenous languages, interpreters, local facilitators or culturally appropriate communication channels where necessary. Indigenous Peoples and Afro-Mexican peoples will receive information on grievance and feedback channels in formats that support informed participation.
- **Gender responsiveness and survivor-centered handling of sensitive complaints.** Complaints related to gender-based violence, sexual exploitation, abuse or harassment, discrimination or other sensitive matters will be handled through confidential, safe and appropriate procedures, including referral pathways to be defined during the inception phase.
- **Timely response and corrective action.** The MAC operating procedures for the RBP proposal will define expected response times and procedures for corrective or remedial measures where grievances are substantiated.
- **Complementarity with existing mechanisms.** The MAC will not replace existing legal, administrative, judicial, transparency or accountability channels. Stakeholders may use CONAFOR's

institutional channels, national mechanisms, FAO's accountability channels or other available remedies, as applicable.

6.4 Role of the MAC during implementation of the RBP proposal

The MAC will serve as the institutional grievance, feedback and citizen attention mechanism for the RBP proposal. No new grievance mechanism will be created. Instead, the MAC will be strengthened and adapted through project-specific procedures to ensure that feedback and grievances related to the RBP proposal are properly received, registered, referred, followed up and reported.

Because the RBP proposal involves territorial implementation, collective decision-making, productive support, safeguards, gender inclusion and potentially culturally specific engagement with Indigenous Peoples and Afro-Mexican peoples, the MAC will need to be operationally strengthened and adapted for project purposes during the inception phase.

The route of improvement for the MAC will be developed jointly with relevant CONAFOR areas, including those responsible for international affairs and financing, communications, transparency, citizen attention and internal control, as appropriate. The objective will be to ensure that the MAC can function effectively in the context of the RBP proposal and respond to the specific needs of the territories and stakeholders involved.

The strengthening of the MAC for the RBP proposal will include, at minimum, the following actions: First, the development of clear procedures for receiving, registering, classifying, referring, responding to and closing project-related grievances, including environmental, social, governance, gender and Indigenous Peoples-related concerns.

Second, the establishment of accessible formats and platforms for registering and following up on submissions. This may include electronic formats, telephone channels, in-person channels through CONAFOR state offices, and offline or field-based tools, such as Kobo Toolbox or similar instruments, where connectivity is limited.

Third, the definition of procedures to ensure confidentiality, anonymity where feasible, protection of personal data and secure management of sensitive information, including complaints related to discrimination, gender-based violence, sexual exploitation, abuse or harassment.

Fourth, the development of communication materials to inform stakeholders about the MAC, available channels, types of submissions that may be filed, expected response times, confidentiality safeguards and escalation pathways.

Fifth, the adaptation of information and attention procedures for Indigenous Peoples and Afro-Mexican peoples, including the possibility of providing information, guidance and responses in Indigenous languages where required to ensure accessibility and meaningful understanding.

Sixth, the creation of a monitoring and reporting system to generate periodic information on the number, type, status and resolution of grievances received, while protecting personal data and confidentiality. This information will support project supervision, safeguards monitoring and adaptive management.

6.5 Grievances related to CONAFOR Operating Rules and benefit access

Because the RBP proposal is expected to channel benefits through the support concepts established in CONAFOR's Operating Rules, grievance arrangements must be closely linked to the dissemination and implementation of those rules. Stakeholders must be able to ask questions, request clarification and submit concerns regarding eligibility criteria, application requirements, documentation, selection processes, implementation obligations, safeguards conditions, payment or support delivery, and follow-up.

The Operating Rules are accessed voluntarily through applications submitted by eligible stakeholders. In the case of ejidos, agrarian communities, Indigenous Peoples, Afro-Mexican peoples or other collective rights holders, the decision to apply for support may be documented through assembly minutes, community agreements or other formal records, in accordance with their governance structures and applicable procedures. Once support is approved, commitments may be formalized through convenios de concertación or other applicable legal or administrative instruments between beneficiaries and CONAFOR.

The MAC, as strengthened for the RBP proposal, will therefore provide channels to raise concerns related to the application and implementation of Operating Rules, including: lack of access to information; difficulties understanding eligibility criteria; barriers faced by women, youth, Indigenous Peoples, Afro-Mexican peoples or people without formal land rights; alleged irregularities in application or selection processes; concerns regarding assembly processes or documentation; exclusion from benefits; delays or lack of clarity in support delivery; conflicts within communities or producer groups; and non-compliance with commitments established in agreements or support instruments.

6.6 Grievances involving Indigenous Peoples and Afro-Mexican peoples

The RBP proposal recognizes that activities may be implemented in territories where Indigenous Peoples and Afro-Mexican peoples have collective rights, representative institutions, cultural identities, languages and decision-making procedures that must be respected. During the inception phase, the project will prepare the IPP, which will further define procedures for culturally appropriate engagement and FPIC where applicable.

Until those procedures are developed, this preliminary SEP establishes that any grievance involving Indigenous Peoples or Afro-Mexican peoples must be handled with due attention to cultural appropriateness, respect for representative institutions, accessibility of information, language needs and the voluntary nature of participation. Complaints may relate to lack of information, inadequate consultation, failure to respect community decision-making procedures, exclusion from benefits, disagreement regarding project activities, concerns about impacts on territories or cultural practices, or failure to return information and respond to community feedback.

Where applicable, grievances related to consent processes will be handled with particular care. The MAC operating procedures for the RBP proposal will ensure that concerns are documented, reviewed by the safeguards team and referred to the appropriate institutional level. Project activities giving rise to such concerns should not proceed until the relevant issue has been assessed and addressed in accordance with the procedures to be defined in the IPP and the updated SEP.

6.7 Handling of gender-based violence, sexual exploitation and abuse, sexual harassment and other sensitive complaints

The project will apply a preventive and survivor-centered approach to complaints involving gender-based violence, sexual exploitation and abuse, sexual harassment, discrimination or other sensitive matters. Although no such cases have been identified during the stakeholder engagement activities undertaken to date, the RBP proposal will define confidential and safe procedures for handling sensitive complaints through the MAC during implementation.

The Conflicts, Feedback and Grievance Management Plan to be prepared during the inception phase will define confidential intake procedures, referral pathways, survivor-centered principles, non-retaliation safeguards and protocols for protecting personal data. Personnel involved in receiving or handling grievances will receive training on confidentiality, respectful treatment, non-discrimination, referral pathways and the limits of their role.

Information on these procedures will be disseminated in a careful and appropriate manner so that women, youth, Indigenous Peoples, Afro-Mexican peoples, producers, community members and project workers are aware of safe channels for reporting sensitive concerns.

The gender specialist, in coordination with the safeguards specialist within the PMU, CONAFOR's relevant personnel and relevant institutions, will guide the development of the communication and training approaches as well as materials

project-specific operating procedures to ensure that all grievances and complaints are properly registered, classified, referred, responded to and monitored through the MAC and the relevant areas at CONAFOR will be defined during the project inception phase and will be included in the updated SEP. However particular attention will be paid to sensitive cases, including those related to GBV/SEAH. The MAC operating procedures will ensure that sensitive complaints are not handled through public community forums or processes that could expose complainants to retaliation, stigma or further harm.

6.8 Monitoring, reporting and continuous improvement

The operation of the MAC for the RBP proposal will be monitored throughout project implementation. The PMU safeguards team, in coordination with CONAFOR and FAO, will be responsible for ensuring that grievances, concerns and feedback submitted through the MAC are registered, referred, followed up and reported in accordance with the procedures defined during the inception phase. Periodic reporting will include aggregated information on submissions received, type of matter, stakeholder group, geographic location, status, response time, resolution and corrective measures, while ensuring confidentiality and protection of personal data.

MAC data will be used for adaptive management. Recurrent concerns may indicate the need to improve communication materials, adjust implementation procedures, strengthen capacity building, review benefit access processes, reinforce safeguards measures or address emerging conflicts. The MAC will therefore

serve not only as a citizen attention and grievance channel, but also as a learning and risk management tool for the RBP proposal.

The updated SEP and ESMP will define indicators for MAC operation in the context of the RBP proposal, including accessibility of the mechanism, number of submissions received, percentage acknowledged within the defined timeframe, percentage resolved, average response time, number of submissions related to exclusion or benefit access, number of submissions related to environmental or social risks, and measures taken in response to recurrent issues.

6.9 Inception phase priorities for strengthening the MAC

During the inception phase, the project will prioritize the following actions to ensure that CONAFOR's MAC is strengthened and operational for the RBP proposal before on-the-ground implementation begins:

Table 11 Inception phase priorities for strengthening CONAFOR's MAC for the RBP proposal

Priority action	Description	Responsible actors	Expected output
Prepare the Conflicts, Feedback and Grievance Management Plan for the MAC	Define project-specific operating procedures for the use and strengthening of CONAFOR's MAC in the context of the RBP proposal	PMU safeguards team, CONAFOR, FAO	MAC strengthening plan and project-specific standard operating procedures
Strengthen the MAC for project purposes	Adapt CONAFOR's MAC to receive and track RBP-related grievances, including territorial and safeguards-related concerns	CONAFOR relevant areas, PMU safeguards team, FAO	Operational MAC route for the RBP project
Define confidential procedures for sensitive complaints	Establish protocols for GBV, SEA/SH, discrimination and other sensitive complaints through the MAC	PMU safeguards team, CONAFOR, FAO and relevant referral institutions	Confidential intake and referral protocol
Develop accessible communication materials	Prepare materials explaining MAC channels, response times, confidentiality and rights	PMU safeguards team, communications team, CONAFOR state offices	Dissemination materials in accessible formats
Adapt MAC access channels for Indigenous Peoples and Afro-Mexican peoples	Define culturally appropriate and language-accessible channels, consistent with the IPP to be prepared during inception	PMU safeguards team, CONAFOR, INPI and relevant local actors	Culturally appropriate MAC access arrangements
Train project personnel and partners	Train staff and partners on MAC procedures, confidentiality, non-	PMU safeguards team, CONAFOR, FAO	Trained staff and partners

	retaliation, data protection and referral pathways		
Establish monitoring and reporting system	Define MAC database, indicators, reporting frequency and data protection procedures	PMU safeguards team, CONAFOR, FAO	MAC monitoring and reporting system for the RBP proposal

The MAC arrangements described in this section will be further refined during the inception phase and incorporated into the updated SEP and ESMP. They will remain operational throughout project implementation and will be disclosed to stakeholders in accessible and culturally appropriate formats. These arrangements will be essential to ensure that stakeholders can raise concerns safely and effectively, that issues are addressed in a timely manner, and that project implementation remains accountable, inclusive and responsive to the needs of affected and interested stakeholders.

6.10 FAO's approach to conflict and grievance prevention and redress

As established in FAO's FESM, examined above, FAO is committed to guaranteeing the right of stakeholders involved in or affected by FAO supported activities to express their opinions, whether positive or negative, as well as raise their concerns and grievances have access to fair, transparent, inclusive and no-cost processes and mechanisms to redress grievances and resolve conflict. Addressing grievances early and effectively mitigates, manages and resolves problems, and prevents them from becoming worse, and so the existence of a grievance mechanism is crucial early in the design of the project design and implementation.

According to FAO's FESM, a grievance, feedback and complaint mechanisms should be: legitimate, accessible, predictable, equitable, transparent, rights-compatible, open to continuous learning, and confidential. Poorly designed or implemented grievance mechanisms can result in mistrust or disempowerment and disrespect for the process among the involved or affected people, where grievances are not adequately assessed and managed. Similarly, a poorly designed grievance mechanisms can disincentive stakeholders from raising grievances, or they may not be clear on how to access or follow up, which does not mean the absence of grievances.

With this in mind, all FAO offices (i.e. headquarters, regional, sub-regional, country and field offices) will establish dedicated channels for receiving complaints related to the Organization's compliance with the FESM or to serve as the grievance mechanisms for programmes or projects. FAO's grievance mechanisms at the country level can include an email address, telephone number and mailing address; or where appropriate, a dedicated Web page with a messaging facility and social media portals for messaging. The existence of the grievance mechanism, its purpose and all possible communication channels will be publicized to stakeholders continuously, as a general and permanent provision, including in the context of stakeholder engagement and information disclosure efforts. All complaints related to the implementation of activities shall be received and addressed in a timely and culturally appropriate manner, and once a complaint has been made, FAO shall keep the complainant abreast of the progress of the case.

In the case of concerns and/or incidents related to sexual exploitation and abuse, FAO has a designated Prevention of Sexual Exploitation and Abuse (PSEA) Focal Point in each country office (CO), and in the Office

of the Inspector General (OIG) in FAO's headquarters (HQ). Following FAO's FESM, retaliation against workers and / or other stakeholders who to seek for conflict or grievance redress is prohibited and should be prevented. FAO neither tolerates nor contributes to threats, intimidation, retaliation or physical and legal attacks against human rights defenders and stakeholders who are involved in and affected by FAO funded or implemented programmes and projects.

At the regional and country level, FAO is committed to ensuring accountability to affected populations and provide tools to handle complaints and feedback associated to its programming. FAO's Regional Office has in place a dedicated Gender Unit responsible for regular oversight and backstopping in terms of GBV/SEAH prevention. FAO's CO also has dedicated Gender Officers responsible for GBV/SEAH matters at the country level, and who act as GBV/SEAH Focal points. FAO at HQ and Mexico have in place GBV/SEAH reporting mechanisms, including:

E-mail: Investigations-hotline@fao.org

Confidential OIG Hotline: (+39) 06 57052333)

FAO's Mexico has in place GRM channels, via phone (5524579970 ext. 313) and email (FAOMX-Quejas@fao.org), and which will be handled impartially and promptly, consistent with FAO's broader commitment to accountability and stakeholder protection.

6.11 Green Climate Fund's Independent Redress Mechanism

The GCF has in place an Independent Redress Mechanism (IRM), which should also be made available to project stakeholders at all times, including as part of information disclosure and dissemination efforts of this RBP project. The GCF's IRM is available at: email: irm@gcfund.org and phone numbers: Office telephone: +82 32-458-6186; Fax: +82 32-458- 6096; Cellphone: +82 10-4296-1337. Specific communication products to be developed for all affected people and stakeholders will include reference to all the available grievance redress mechanisms.

7. References

Cámara de Diputados del H. Congreso de la Unión. Constitución Política de los Estados Unidos Mexicanos. Available at: <https://www.diputados.gob.mx/LeyesBiblio/pdf/CPEUM.pdf>

Cámara de Diputados del H. Congreso de la Unión. Ley General de Cambio Climático. Available at: <https://www.diputados.gob.mx/LeyesBiblio/ref/lgcc.htm>

Cámara de Diputados del H. Congreso de la Unión. Ley General de Desarrollo Forestal Sustentable. Available at: <https://www.diputados.gob.mx/LeyesBiblio/pdf/LGDFS.pdf>

Cámara de Diputados del H. Congreso de la Unión. Ley General del Equilibrio Ecológico y la Protección al Ambiente. Available at: <https://www.diputados.gob.mx/LeyesBiblio/pdf/LGEEPA.pdf>

Cámara de Diputados del H. Congreso de la Unión. Ley General de Transparencia y Acceso a la Información Pública. Available at: <https://www.diputados.gob.mx/LeyesBiblio/pdf/LGTAIP.pdf>

Comisión Económica para América Latina y el Caribe (CEPAL). Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escazú Agreement). Available at: <https://www.cepal.org/en/escazuagreement>

Comisión Nacional Forestal (CONAFOR). Estrategia Nacional REDD+ (ENAREDD+), consultation materials and reference files. Available at: <https://www.gob.mx/conafor/documentos/archivos-de-referencia-de-enaredd>

Comisión Nacional Forestal (CONAFOR). Mecanismo de Atención Ciudadana (MAC). Available at: <https://conaf.cnf.gob.mx/atencion-ciudadana>

Comisión Nacional Forestal (CONAFOR). Plan de Consulta de la Estrategia Nacional REDD+. Available at: <http://www.enaredd.gob.mx/wp-content/uploads/2015/07/Plan-de-Consulta-ENAREDD+.pdf>

Comisión Nacional Forestal (CONAFOR). Reglas de Operación 2026 del Programa Desarrollo Forestal Sustentable para el Bienestar. Diario Oficial de la Federación, 16 January 2026. Available at: <https://sidof.segob.gob.mx/notas/docFuente/5778365>

Comisión Nacional Forestal (CONAFOR) and Comisión Nacional para el Desarrollo de los Pueblos Indígenas (CDI, now INPI). Consulta indígena y afrodescendiente para la construcción de la ENAREDD+. Available at: https://www.gob.mx/cms/uploads/attachment/file/121241/Consulta_indigena_y_afrodescendiente_enaredd.pdf

Food and Agriculture Organization of the United Nations (FAO). Framework for Environmental and Social Management. Rome: FAO. Available at: <https://openknowledge.fao.org/items/6fff6ee9-1e79-480d-9542-24b655649a38>

Green Climate Fund (GCF). REDD+ results-based payments pilot programme. Available at: <https://www.greenclimate.fund/rfp/redd-pilot>

Instituto Nacional de Estadística y Geografía (INEGI). Censo de Población y Vivienda 2020. Available at: <https://www.inegi.org.mx/programas/ccpv/2020/>

Instituto Nacional de los Pueblos Indígenas (INPI). Catálogo Nacional de Pueblos y Comunidades Indígenas y Afromexicanas. Available at: <https://catalogo.inpi.gob.mx/>

Registro Agrario Nacional (RAN). Indicadores clave en materia de Propiedad Social. Available at: <https://www.ran.gob.mx/ran/index.php/sistemas-de-consulta/estadistica-agraria/indicadores-basicos-de-la-propiedad-social>

Sistema Nacional de Monitoreo Forestal (SNMF). Deforestación. Available at: <https://snmf.cnf.gob.mx/deforestacion/>

United Nations Framework Convention on Climate Change (UNFCCC). Safeguards. REDD+ Web Platform. Available at: <https://redd.unfccc.int/fact-sheets/safeguards.html>

United Nations Framework Convention on Climate Change (UNFCCC). Warsaw Framework for REDD+. REDD+ Web Platform. Available at: <https://redd.unfccc.int/fact-sheets/warsaw-framework-for-redd.html>

Annex 1 Identification of key stakeholders for the RBP proposal

Actor	Characterization	Stakeholder interest	Proposal impact	Stakeholder influence	Engagement phase	Stakeholder risk management
Productive actors (direct beneficiaries)						
Ejidos and communities Chiapas: 3,177 ejidos; 89 communities Guerrero: 1,059 ejidos; 199 communities Jalisco: 1,410 ejidos; 58 communities Michoacán: 1,764 ejidos; 122 communities Oaxaca: 856 ejidos; 755 communities Quintana Roo: 284 ejidos Yucatán: 739 ejidos; 1 community	Agrarian nuclei holding collective rights over land and natural resources. They are key actors in territorial management, including land use, forest management and productive activities. Their governance is based on formal structures (assembly, ejidal/community commissioner), where collective decisions are made regarding access to, use and conservation of resources. In the context of the proposal, they are fundamental for the adoption of silvopastoral practices at landscape scale, although they may present internal inequalities in access to benefits by gender, age or agrarian status.	High • Access to incentives • Productive improvement • Community strengthening • Conservation of resources	High: positive for territorial strengthening and access to financing. Medium: potential negative impact due to internal conflicts or unequal distribution of benefits.	High: through ejidal and community assemblies they facilitate information dissemination, collective decision-making and validation of projects/activities.	Design, implementation and monitoring	Validation through assembly, inclusive mechanisms and management of internal conflicts.
Women livestock producers	Women who participate in livestock activities, either as holders of production units or as members of family production units. They face structural barriers in access to land, financing, technical assistance and decision-making spaces. Their participation is key to ensuring the social sustainability of the proposal and equity in benefit distribution. They are a priority group for differentiated inclusion measures, capacity building and access to productive incentives.	High • Access to financing • Training • Economic autonomy	High: positive for empowerment; negative if differentiated measures and affirmative actions are not implemented.	Medium: limited by social structures.	Design, implementation and monitoring	Affirmative actions (accessible calls, recognition of care work, prioritization criteria), differentiated technical assistance and effective inclusion.
Livestock producers	People engaged in livestock production, mainly under family production schemes. They are central actors in the proposal, as their production decisions determine land use, pressure on forest ecosystems and adoption of sustainable practices. Their participation is influenced by economic factors, access to technical assistance, risk perception and the profitability of productive alternatives.	High • Productive improvement • Economic incentives • Risk reduction	High: positive for productivity; negative due to resistance or transition costs.	High: they determine adoption of the silvopastoral model.	Design, implementation and monitoring	Clear incentives, technical accompaniment, demonstration of benefits and access to financing.
Indigenous Peoples Chiapas: K'iche', Lacandon, Mam, Mochó, Teko, Tojolabal, Tzeltal, Tsotsil and Zoque. Guerrero: Amuzgo, Mixtec, Nahuatl and Tlapanec. Jalisco: Wixárika and Nahuatl. Michoacán: Mazahua, Nahuatl, Otomí, P'urhépecha, Matlatzinca and Pirinda. Oaxaca: Chatino, Chinantec, Chocholtec, Chontal, Cuicatec, Huave, Ixcatec, Mazatec, Mixe, Mixtec, Nahuatl, Tlapanec, Triqui,	Groups that maintain their own cultural, social and territorial identities, with forms of organization and governance based on internal normative systems. They are recognized as subjects of public law under Article 2 of the Mexican Constitution. They maintain a close relationship with territory, natural resources and traditional knowledge associated with landscape management. In the proposal, they are key actors for sustainable resource management. They require culturally appropriate engagement processes, in their language and respecting their timing and decision-making structures. They may face vulnerability derived from historical exclusion and institutional barriers, making differentiated measures necessary to ensure their effective	High • Recognition of rights • Equitable benefits • Territorial strengthening	High: positive for livelihoods; negative if cultural impacts or exclusion occur.	High: territorial control and social legitimacy.	Design, implementation and monitoring	Culturally appropriate participation, FPIC where applicable, and use of translators/interpreters when required.

Actor	Characterization	Stakeholder interest	Proposal impact	Stakeholder influence	Engagement phase	Stakeholder risk management
Zapotec and Zoque. Quintana Roo: Maya and other Mayan peoples. Yucatán: Maya.	participation and equitable access to benefits. According to the 2020 Population and Housing Census, the priority states have significant Indigenous populations: Chiapas (approximately 1.4 million people, around 28 percent), Oaxaca (about 1.2 million, approximately 31 percent), Guerrero (around 515,000, 15 percent), Yucatán (about 1.3 million, nearly 65 percent), Quintana Roo (around 400,000, nearly 30 percent), , Michoacán (around 140,000, approximately 3 percent) and Jalisco (around 70,000, less than 1 percent).					
Afro-Mexican peoples Chiapas and Michoacán: limited presence. Guerrero and Oaxaca: moderate presence. Jalisco, Quintana Roo and Yucatán: not applicable.	Constitutionally recognized population mainly living in coastal regions of the country, with its own cultural identity and historical conditions of marginalization. In the project context, their presence is particularly relevant in Guerrero and Oaxaca, where they participate in productive activities such as livestock production. According to the 2020 Population and Housing Census, the Afro-Mexican population represents approximately 8 percent of the population in Guerrero and nearly 5 percent in Oaxaca, as well as smaller proportions in other intervention states. Under the proposal, this group may face barriers to support, institutional recognition and effective participation in decision-making processes. Differentiated inclusion strategies are therefore required to recognize their socioeconomic and cultural conditions and promote effective participation.	High • Access to benefits • Inclusion in programmes	High: positive for productive opportunities; negative through exclusion if they are not made visible.	Medium: limited and dispersed territorial influence.	Design, implementation and monitoring	Specific inclusion strategies and territorial targeting.
Livestock associations	Producer organizations (such as Local Livestock Associations) that bring together livestock producers to manage services, represent interests and coordinate with public programmes and markets. They have capacity to influence the adoption of productive practices, channel resources and disseminate innovations. Under the proposal, they may serve as key actors for implementation, technical support and scaling of silvopastoral systems.	High • Access to financing • Organizational strengthening • Scaling	High: positive for strengthening; negative due to possible concentration of benefits.	High: they can facilitate implementation and capacity building.	Design, implementation and monitoring	Clear access rules for participation in the proposal, equity monitoring, transparency and accountability.
Federal Government						
Ministry of Environment and Natural Resources (SEMARNAT)	Lead agency for environmental and climate policy in Mexico, responsible for regulation, conservation and restoration of natural resources. Under the National Environmental Restoration Programme 2025-2030 (PNRA), SEMARNAT promotes an environmental policy in which restoration is positioned as a pillar for environmental justice and human well-being. The PNRA reflects the country's commitment to halt and reverse biodiversity loss in alignment with the Kunming-Montreal Global Biodiversity Framework and recognizes environmental liabilities and degraded sites requiring priority intervention. It promotes comprehensive	High • Achievement of restoration, biodiversity and climate action goals • Implementation of the PNRA • Attention to environmental liabilities and strengthening of environmental justice	High: positive for ecosystem restoration, improved environmental services and contribution to international commitments; risk if interventions are not aligned with territorial priorities.	High: through its environmental leadership and the PNRA, it facilitates alignment of the proposal with national restoration priorities, integration of landscape approaches and nature-based solutions, and inter-sectoral coordination.	Design	Ensure alignment with the PNRA, coherence with environmental policy instruments and effective coordination with other sectors (agricultural, territorial and social).

Actor	Characterization	Stakeholder interest	Proposal impact	Stakeholder influence	Engagement phase	Stakeholder risk management
	approaches such as productive restoration, landscape perspective and nature-based solutions, applicable in both natural ecosystems and productive systems.					
Ministry of Agriculture and Rural Development (SADER)	Agency responsible for agricultural and rural development policy, including extension services and productive programmes.	High - Increased productivity - Strengthening of the livestock sector - Productive innovation	High: positive for productive modernization; risk of a productivist approach without environmental integration.	High: through its programmes and extension services, it facilitates adoption of silvopastoral practices and strengthening of productive capacities.	Design, implementation and monitoring	Ensure environmental integration in productive programmes and coherence with the proposal's objectives, as well as strengthen field schools focused on livestock production and silvopastoral systems.
National Forestry Commission (CONAFOR)	Entity responsible for forest policy, sustainable forest management and environmental and social safeguards.	High - Reduction of deforestation - Strengthening of forest management - Fulfillment of REDD+ commitments	High: positive for forest-sector strengthening; operational risk due to institutional workload.	High: through its technical and coordination role, it facilitates implementation of safeguards, monitoring and forest-sector articulation of the proposal.	Design, implementation and monitoring	Strengthen and maintain operational capacities, clarity of roles and inter-institutional coordination.
National Commission for Natural Protected Areas (CONANP)	Responsible for the management and conservation of protected natural areas and their biodiversity.	Medium - Ecosystem conservation - Reduction of pressures on protected areas - Compliance with management programmes	Medium: positive for reducing pressures; risk if activities are not aligned with management programmes.	Medium: through territorial management in protected areas, it facilitates implementation of conservation actions and local coordination.	Design	Ensure compatibility with management programmes and territorial coordination with Protected Area Directorates.
Protected Area Directorates: Chiapas (La Encrucijada, La Sepultura, Selva El Ocote, Lacan-tun, Montes Azules, El Triunfo and Volcán Tacaná); Guerrero (El Veladero, Sierra Tecuani, General Juan N. Álvarez, Playa Tierra Colorada, Playa Piedra de Tlacoyunque, Vicente Guerrero, Hermenegildo Galeana); Jalisco (Sierra de Manantlán, Chamela, Sierra de Vallejo and Río Ameca); Michoacán (Zicuirán-Infiernillo, Pico de Tancitaro); Quintana Roo (Felipe Carrillo Puerto, Bala'an K'aax, Yum Balam); Yucatán (Celestún, Ria Lagartos, Arrecife Alacranes, Dzibilchantún, Otoh Ma'ax Yetel Kooh).						
Ministry of Women	Agency responsible for promoting gender equality and inclusion in public policies.	Medium - Inclusion of women - Reduction of gender gaps - Mainstreaming of a gender approach in federal public policy	Medium: positive for empowerment; risk if an effective gender approach is not implemented.	Medium: through advice and support, it facilitates integration of a gender approach into proposal design.	Design	Ensure effective integration of the gender approach and monitoring of results.
National Institute of Indigenous Peoples (INPI)	Agency responsible for guaranteeing the rights of Indigenous Peoples, including the right to consultation and FPIC, and promoting their integral development.	Medium - Rights protection - Effective participation - Development with cultural relevance	High: positive for inclusion and rights; risk if cultural processes are not respected.	Medium: through its mandate, it facilitates participation, consultation and coordination with Indigenous Peoples.	Design	Ensure culturally appropriate processes, effective participation and, where applicable, FPIC.

Actor	Characterization	Stakeholder interest	Proposal impact	Stakeholder influence	Engagement phase	Stakeholder risk management
Trust Funds for Rural Development (FIRA)	Institution dedicated to supporting development of the rural, agricultural, forestry and fisheries sectors through financial intermediaries and specialized enterprises. It provides credit, guarantees, training, technical assistance and technology transfer so that producers and rural enterprises can start or grow their productive projects.	High • Placement of financing • Strengthening of the productive sector • Promotion of sustainable and profitable models	High: positive for access to financing and scaling of silvopastoral systems; risk if producers do not meet eligibility or access criteria.	High: facilitates access to financing and the design of appropriate financial products.	Design, implementation and scaling	Design accessible financial products, provide technical support to producers and coordinate with territorial actors to reduce access barriers.
Subnational government						
Environment						
Jalisco Secretariat of Environment and Territorial Development (SEMADET)	State agency responsible for environmental policy, territorial planning and state natural resource management. Jalisco, Oaxaca, Chiapas and the Yucatán Peninsula developed State REDD+ Strategies aimed at reducing emissions from deforestation and degradation and strengthening sustainable territorial management under a landscape approach.	High • Achievement of REDD+ goals • Ecosystem conservation, restoration and territorial planning	High: positive for reducing deforestation, restoring landscapes and meeting climate objectives; risk if coherence with territorial planning instruments is not ensured.	High: through its leadership in REDD+ and state environmental authority, it facilitates alignment of the proposal with climate strategies, the landscape approach and the articulation of territorial actors such as JIMA.	Design, implementation	Ensure alignment with the State REDD+ Strategy, inter-institutional coordination and coherence with ecological planning instruments.
Michoacán Secretariat of Environment (SECMA)						
Guerrero State Secretariat of Environment and Natural Resources						
Oaxaca Secretariat of Environment, Biodiversity, Energy and Sustainability						
Chiapas Secretariat of Environment and Natural History (SEMAHN)						
Yucatán Secretariat of Sustainable Development						
Quintana Roo Secretariat of Ecology and Environment (SEMA)						
Trust Fund for the Administration of the Forestry Development Programme (FIPRODEFO), Jalisco	State instrument for promoting forestry development, conservation and restoration of forest ecosystems.	High • Forestry strengthening • Restoration • Sustainable management	Medium: positive for restoration; limited risk if not coordinated with productive actors.	Medium: can facilitate implementation of restoration and forest management actions and concurrence of resources.	Design	Ensure coordination with the productive and territorial sectors.
Michoacán Forestry Commission (COFOM)	State agency responsible for forest policy, restoration, reforestation and sustainable management, with links to forest communities.	Medium • Reduction of deforestation • Forest restoration • Sustainable management	Medium: positive for restoration and conservation; limited risk if not coordinated with the productive sector.	Medium: can facilitate implementation of forestry actions and coordination with communities.		Coordination with productive and territorial actors.
Oaxaca State Forestry Commission (COESFO)	State forestry institution relevant for restoration, reforestation and sustainable forest management.					
Inter-Municipal Environmental Boards (JIMA) JISOC, JICOSUR, JIRA, AMUSUR, JIRICO, Inter-Municipal Environmental Board for the Isthmus-Coast Region (Chiapas), and JIRGySV Inter-Municipal Environmental Board for the Ríos Grande and San Vicente.	Inter-municipal governance mechanisms that coordinate environmental and territorial development actions at landscape scale. They have experience in territorial management, restoration and coordination among municipalities, as well as in the integration and operation of Field Schools, facilitating collective learning, capacity building and technical support to producers in the territory.	High • Strengthening of territorial governance • Implementation of landscape projects • Access to financing	High: positive for territorial scaling, strengthening of local capacities and adoption of sustainable practices; low risk if properly integrated.	High: they facilitate inter-municipal coordination, implementation at landscape scale, articulation of local actors and operation of training processes such as Field Schools.	Design, implementation and monitoring	Ensure operational resources, institutional continuity and effective coordination with local and state actors.

Actor	Characterization	Stakeholder interest	Proposal impact	Stakeholder influence	Engagement phase	Stakeholder risk management
Municipal governments	Local authorities responsible for territorial management, public services and direct linkage with communities and producers.	Medium • Local development • Improvement of livelihoods • Territorial management	Medium: positive for local strengthening; risk due to limited capacities.	Medium-low: can facilitate territorial implementation, linkage with communities and socialization of the proposal.	Design	Local capacity building and inter-municipal coordination.
Rural development						
Jalisco Secretariat of Agriculture and Rural Development	State agency responsible for development of the agricultural sector, including support programmes and technical assistance.	Medium • Increased productivity • Strengthening of the livestock sector	Medium: positive for productive innovation; risk of prioritizing productivity over sustainability.	Medium-high: can facilitate adoption of sustainable productive practices through programmes and extension services.	Design	Integrate environmental criteria into productive programmes.
Michoacán Secretariat of Agriculture and Rural Development						
Guerrero Secretariat of Agriculture, Livestock, Fisheries and Rural Development						
Oaxaca Secretariat of Agri-Food Promotion and Rural Development (SEFADER)						
Chiapas Secretariat of the Countryside (SECAM)						
Yucatán Secretariat of Rural Development						
Quintana Roo Secretariat of Agricultural, Rural and Fisheries Development						
Academia						
University of Guadalajara (CUCSUR)	Academic institution with presence in the Costa Sur region of Jalisco, with capacities in applied research, human resource training and territorial linkage on environmental and productive issues. It has developed research on sustainable livestock, enabling it to contribute technical evidence for the transition toward silvopastoral systems, as well as to monitoring, evaluation and capacity building in the territory.	Medium • Generation of applied knowledge • Territorial linkage • Academic training and participation in sustainable development projects	Medium: positive for technical strengthening, evidence generation and monitoring.	Medium: generation of knowledge, monitoring of results and strengthening of technical capacities among local actors.	Design	Ensure articulation with territorial actors and applied relevance of research.
Michoacan University of San Nicolás de Hidalgo (UMSNH)	Academic institution with capacities in research, training and linkage on environmental, forestry and agricultural issues. It can contribute scientific evidence, monitoring and capacity building in the territory, including sustainable management and agricultural production.					
Autonomous University of Chiapas (UNACH)	Academic institution in Chiapas with capacities in research, training and linkage on environmental and agricultural issues. It has developed academic work on silvopastoral systems, generating technical knowledge on sustainable production practices that integrate livestock with conservation of natural resources.					
El Colegio de la Frontera Sur (ECOSUR)	Academic and research institution with presence in southern-southeastern Mexico, specialized in socio-ecological systems, biodiversity, climate change and sustainable development. It has experience in applied research on agroforestry and silvopastoral systems, as well as in the analysis of productive,					

Actor	Characterization	Stakeholder interest	Proposal impact	Stakeholder influence	Engagement phase	Stakeholder risk management
	social and environmental processes in rural territories.					
Benito Juárez Autonomous University of Oaxaca (UABJO)	Academic institution in Oaxaca with capacities in research, training and linkage on environmental, agricultural and social issues. It works on sustainable productive systems, including agroforestry and integrated territorial management approaches, with emphasis on community and Indigenous contexts.					
Autonomous University of Guerrero (UAGro)	Academic institution in Guerrero with capacities in research, training and linkage on environmental, agricultural and rural development issues. It has developed work on sustainable productive systems, including agroforestry and silvopastoral approaches, as well as management of natural resources in rural and coastal contexts.					
INIFAP	Institution that has developed applied research in Yucatán and Quintana Roo on tropical livestock, pasture management and silvopastoral systems. It has generated technology packages to improve livestock productivity with lower environmental impact.					
Autonomous University of Yucatán	Institution conducting applied research on silvopastoral systems and sustainable livestock in Yucatán. In collaboration with organizations such as TNC, it has developed productive models that integrate forage trees such as ramón. Its work includes field validation and student training.					
Conkal Technological Institute (Yucatán)	Institution focused on technical training and applied research in agricultural production in Yucatán. It has worked on tropical livestock, animal nutrition and productive systems management. Its approach is practical and producer-oriented, contributing to the transfer of sustainable technologies.					
University of Quintana Roo	Institution conducting research on sustainable development, biodiversity and territory in Quintana Roo. It has addressed topics related to rural production and conservation.					
Chetumal Technological Institute (Quintana Roo)	Institution involved in training professionals in agricultural and environmental areas in southern Quintana Roo. It has worked on rural production, resource management and sustainability.					
Civil society						
Northwest and West Fund (FONNOR)	Private environmental fund that channels resources, aligns efforts and strengthens capacities for conservation and sustainable use of biodiversity in northwestern and western Mexico. It has implemented the CONECTA project, which aims to improve integrated landscape management and promote sustainable productive practices in the livestock and agroforestrv sectors in watersheds	High • Scaling of impacts • Coordination of financing • Strengthening of conservation and sustainable production initiatives	High: positive for resource coordination, territorial strengthening and scaling of good practices; low risk if properly coordinated.	Medium: can facilitate resource mobilization, stakeholder coordination and implementation of landscape approaches.		Ensure alignment with the proposal's objectives and coordination with institutional actors.

Actor	Characterization	Stakeholder interest	Proposal impact	Stakeholder influence	Engagement phase	Stakeholder risk management
	vulnerable to climate change and affected by soil erosion in El Tuito, El Cuale, Las Juntas, Pitillal and Ameca-Mascota.					
ENDESU	Implemented the project “Regenerative Livestock of the Sierra Occidental de Jalisco Region,” aimed at improving marketing chains for livestock producers in the Sierra Occidental de Jalisco through strengthening organizational and associative capacities under a social economy approach and implementation of good environmental and social practices.					
Pronatura Sur	Civil society organization with experience in biodiversity conservation, ecosystem restoration and sustainable development in southern and southeastern Mexico. It has implemented projects integrating watershed management, landscape restoration and strengthening of rural livelihoods. Within the GCF Task Force, it has worked with states to strengthen institutional capacities and facilitate access to climate finance. It has experience promoting silvopastoral systems through technical support and local capacity building.					
TNC	Organization that has promoted Territorial Innovation Networks (RITER), multi-stakeholder platforms that bring together productive, academic, technical and government actors to promote integrated landscape management and sustainable rural development. Through these networks, TNC facilitates knowledge exchange, technical support and adoption of sustainable productive systems, including silvopastoral systems.					
El Triunfo Conservation Fund (FONCET)	Organization focused on conservation, restoration and sustainable management of natural resources, operating in Chiapas and Oaxaca. It facilitates the channeling of resources for environmental and climate projects, including landscape restoration, ecosystem services and sustainable production initiatives.					
NUUP	Organization that strengthens sustainable livestock systems through its Family Livestock Enterprises Programme in Oaxaca, Chiapas, Yucatán. It promotes the transition toward regenerative and silvopastoral livestock models, soil improvement and restoration of natural resources. Its model integrates field technical assistance, productive and business training, establishment of demonstration ranches and grazing management planning.					
Mexican Fund for the Conservation of Nature	Organization that has played an important role as a financial mechanism for conservation and sustainable production projects in the Yucatán Peninsula. It has channeled resources toward initiatives promoting silvopastoral systems and productive restoration. Its approach focuses on creating enabling conditions for sustainability					

Actor	Characterization	Stakeholder interest	Proposal impact	Stakeholder influence	Engagement phase	Stakeholder risk management
	through financing, monitoring and impact evaluation. It has contributed to scaling practices that reduce emissions and improve resilience of productive systems, and has facilitated coordination among local actors, government and international cooperation.					
Pronatura PY	Organization that has promoted productive conversion toward more sustainable livestock systems. Through productive restoration and integrated landscape management projects, it has supported the adoption of silvopastoral systems that combine productivity and conservation. Its approach integrates technical assistance, community strengthening and environmental monitoring, contributing to soil health and carbon capture.					
Mexican Civil Council for Sustainable Forestry	Organization characterized by its focus on community forest governance and sustainable rural development, with influence in the Yucatán Peninsula. It has promoted the integration of agroforestry and silvopastoral systems as productive alternatives compatible with conservation. Its work prioritizes community participation, policy advocacy and local capacity building.					
WWF	Organization that has promoted sustainable livestock initiatives in the Yucatán Peninsula linked to the conservation of priority landscapes. Its approach integrates livestock production with biodiversity protection through silvopastoral systems and sustainable territorial management. It has worked on strengthening local capacities and generating tools for territorial planning.					
Nukuch K'áax, A.C.	Organization characterized by its community-based and intercultural approach in the Yucatán Peninsula, promoting sustainable productive practices based on local knowledge. It has promoted silvopastoral and agroforestry systems adapted to ejidal contexts, combining traditional knowledge with technical assistance.					

Annex 2 Identification of livestock associations

Chiapas	Guerrero	Jalisco	Michoacán	Oaxaca	Quintana Roo	Yucatán
• General State Livestock Union of Chiapas • Livestock Union of Chiapas • Regional Livestock Union of Catazajá • Regional Livestock Union of the Coast of Chiapas • Regional Livestock Union of Northern Chiapas • Association of Purebred Breeders of the State of Chiapas • State Committee for Livestock Promotion and Protection of the State of Chiapas	• Regional Livestock Union of Guerrero • Regional Union of the Costa Chica • Council of Mixtec, Tlapanec and Black Peoples of the Costa Chica and Mountain Region • Union of Nahuatl Communal Landholders of Atzacualoya • Local Livestock Association of Acapulco • Local Livestock Association of Ajuchitlán • Local Livestock Association of Arcelia • Local Livestock Association of Atoyac • Local Livestock Association of Ayutla • Local Livestock Association of Azoyú • Local Livestock Association of Chilapa • Local Livestock Association of Chilpancingo • Local Livestock Association of Coyuca de Catalán • Local Livestock Association of Coahuayutla • Local Livestock Association of Cuajinicuilapa • Local Livestock Association of Cutzamala • Local Livestock Association of Cruz Grande • Local Livestock Association of La Unión • Local Livestock Association of Ometepec • Local Livestock Association of Petatlán • Local Livestock Association of Pungarabato • Local Livestock Association of San Marcos • Local Livestock Association of San Miguel Totolapan • Local Livestock Association of Tecpan • Local Livestock Association of Teloloapan • Local Livestock Association of Tixtla	• Regional Livestock Union of Jalisco and associated cooperative • State Committee for Livestock Promotion and Protection of the State of Jalisco • Local Livestock Association El Limón	• Regional Livestock Union of Michoacán • Alliance of Free Livestock Associations of Michoacán • State Committee for Livestock Promotion and Protection of the State of Michoacán	• Regional Livestock Union of the Coast of Oaxaca • Regional Livestock Union of Northern Oaxaca • Regional Livestock Union of the Isthmus of Tehuantepec • Local Livestock Association of Pinotepa Nacional, Oaxaca • General Local Livestock Association of Tuxtepec, Oaxaca • Local Livestock Association of Santo Domingo de Armenta • State Committee for Livestock Promotion and Protection of the State of Oaxaca	• Regional Livestock Union of Quintana Roo • State Committee for Livestock Promotion and Protection of the State of Quintana Roo • Local Livestock Association of Chetumal • Local Livestock Association of Bacalar • Local Livestock Association of Álvaro Obregón • Local Livestock Association of José María Morelos • Local Livestock Association of Dziuché • Local Livestock Association of Felipe Carrillo Puerto • Local Livestock Association of Chunhuhub • Local Livestock Association of Kantunilkin	• Regional Livestock Union of Yucatán • Regional Livestock Union of Eastern Yucatán • Association of Registered Cattle Breeders of the State of Yucatán • Local Livestock Association of Abalá • Local Livestock Association of Acanceh • Local Livestock Association of Hunucmá • Local Livestock Association of Sotuta • Local Livestock Association of Chicxulub Pueblo • Local Livestock Association of Umán • Local Livestock Association of Samahil • Local Livestock Association of Kinchil • Local Livestock Association of Kanasín • Local Livestock Association of Baca • Local Livestock Association of Tizimin • Local Livestock Association of Tetiz • Local Livestock Association of Tecoh • Local Livestock Association of Chocholá • Local Livestock Association of Mococho • Local Livestock Association of Tixkokob • Local Livestock Association of Cantamayec • Local Livestock Association of Mérida • Local Livestock Association of Motul • Local Livestock Association of Seyé • Local Livestock Association of Muna • Local Livestock Association of Maxcanú • Local Livestock Association of Conkal • Local Livestock Association

Chiapas	Guerrero	Jalisco	Michoacán	Oaxaca	Quintana Roo	Yucatán
	• Local Livestock Association of Zihuatanejo • Local Livestock Association of Zirándaro • Union of Forestry Ejidos and Communities of Guerrero • State Committee for Livestock Promotion and Protection of Guerrero					of Ucu • Local Livestock Association of Santa Elena • Local Livestock Association of Panabá • Local Livestock Association of Tekax • Local Livestock Association of Sacalum • Local Livestock Association of Chumayel • Local Livestock Association of Progreso • Local Livestock Association of Buctzotz • Local Livestock Association of Sucilá • Local Livestock Association of Cacalchén • Local Livestock Association of Muxupip • Local Livestock Association of Ticul • Local Livestock Association of Valladolid • Local Livestock Association of Tzucacab • State Committee for Livestock Promotion and Protection of the State of Quintana Roo

Annex 3. Indigenous and Afro-Mexican peoples represented in the ENAREDD+ consultation process and national participation data

1. Indigenous and Afro-Mexican peoples represented in the consultation process

Afrodescendientes	Amuzgo	Chatino
Chinanteco	Chocholteco	Chol
Chontal	Chuj	Cora
Cucapa	Cuicateco	Guarijio
Huave	Kanjobal	Kanjobal y otros pueblos
Kiliwa	Kumiay	Mam
Matlazinca	Maya	Mayo (Yoreme)
Mazahua	Mazateco	Mexicanero
Mixe	Mixteco	Nahua
Mexicano	Otomí	Pai Pai
Pame	Pima	Popoluca de la Sierra
Sayulteco	Purépecha	Seri
Tarahumara	Huasteco (Tenek)	Tepehuano
Tlapaneco	Tojolabal	Totonaco
Tsotsil	Tzeltal	Wixarika
Yaqui	Zapoteco	Zoque

2. National participation by federal entity

Federal entity	Participants
Baja California	28
Campeche	229
Chiapas	1,748
Chihuahua	769
Durango	295
Guanajuato	88
Guerrero	1,357
Hidalgo	302
Jalisco	90

State of Mexico	456
Michoacán	427
Morelos	52
Nayarit	553
Oaxaca	1,667
Puebla	921
Querétaro	240
Quintana Roo	311
San Luis Potosí	572
Sinaloa	347
Sonora	409
Tabasco	179
Veracruz	833
Yucatán	372
Total	12,245

3. National participation by sex

Sex	Participants	Percentage
Men	8,533	70%
Women	3,712	30%
Total	12,245	100%

4. National participation by age range

Age range	Participants	Percentage
Up to 12 years	108	1%
13-18 years	348	3%
19-59 years	7,717	63%
60 years and over	2,042	17%
Not indicated	2,030	16%
Total	12,245	100%

Annex 4. Feedback received from territorial consultations

This annex presents the main themes, priorities, opportunities, and concerns raised by stakeholders during the territorial consultation workshops conducted across several participating states. A comprehensive analysis covering all workshops, including detailed stakeholder recommendations for the design of the Results-Based Payment proposal, as well as the participatory identification of potential environmental and social risks, opportunities, and proposed mitigation measures, is included in this annex.

Theme	Recommendation from stakeholders	States where this was mentioned	Document where this is addressed
1. Access to information, communication and understanding of project activities	Develop and implement a continuous stakeholder communication strategy covering the entire project cycle. Information should be provided before implementation, maintained during the delivery of activities, and updated through project completion so that stakeholders understand the project's objectives, scope, components, expected results, implementation progress and any changes that may affect their participation. This communication should support informed decision-making and strengthen trust in project implementation.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF; SEP

1. Access to information, communication and understanding of project activities	Disseminate project opportunities, calls for proposals, application windows, participation timelines and available support sufficiently in advance and through multiple locally appropriate channels. Dissemination should combine community assemblies, producer and territorial organizations, local institutions, printed materials, Indigenous/community radio -where possible-, digital platforms and social media, as appropriate to each territory, rather than relying exclusively on institutional websites or digital platforms.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF; IPPF; SEP
1. Access to information, communication and understanding of project activities	Prepare project information and communication materials in plain, non-technical and locally understandable language. Materials should use visual and didactic formats—such as infographics, practical guides, diagrams, frequently asked questions, and step-by-step explanations—to facilitate understanding among people with different literacy levels, ages, technical experience and access to digital technologies. Participants specifically identified excessively technical or complex language as a barrier to participation.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF; SEP
1. Access to information, communication and understanding of project activities	Provide culturally appropriate information, interpretation and communication materials in the Indigenous languages used in project territories. The project should identify language needs during territorial planning and engage local interpreters, Indigenous-language-speaking facilitators and technical personnel, particularly when working with older persons and communities where Spanish is not the primary language. Communication should reflect local concepts, institutions and forms of collective decision-making rather than rely on literal translation alone.	Chiapas; Quintana Roo; Oaxaca; Yucatán	ESMF; SEP; IPPF
1. Access to information, communication and understanding of project activities	Clearly explain the Operating Rules, eligibility provisions, application procedures, participant responsibilities, implementation requirements, and consequences of non-compliance. The project should distinguish between formally publishing the rules and actively supporting stakeholders to understand how the rules apply in practice. Explanatory sessions should be organized before application and implementation, with opportunities for questions and clarification.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF
1. Access to information, communication and understanding of project activities	Use practical demonstrations, peer-to-peer exchanges and the dissemination of successful local experiences to improve understanding of project components. Information on silvopastoral systems, Payments for Environmental Services, Women's Productive Projects, and Farmer Field Schools should include concrete examples of implementation, expected benefits, costs, responsibilities and potential risks. Demonstration plots, exchange visits and testimonies from participating producers and communities	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF

	should be used to address uncertainty, misinformation, and resistance to new practices.		
1. Access to information, communication and understanding of project activities	Establish clear, accessible and trusted channels through which stakeholders can request information, raise questions and receive timely responses from project institutions. Territorial focal points or direct institutional mechanisms as CONAFOR's MAC (Citizen Attention Mechanism) should complement written and digital communication, particularly for communities located far from institutional offices or facing limited connectivity. Responsibilities and response times should be clearly communicated.	Chiapas; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF; SEP
1. Access to information, communication and understanding of project activities	Communicate the project grievance redress mechanism through accessible, territorialized and user-friendly materials. Information should explain not only the available telephone numbers, email addresses or contact points, but also the step-by-step process for submitting a complaint, the types of issues that may be reported, confidentiality provisions, expected response times, escalation routes and protection against retaliation. The mechanism should include non-digital and culturally appropriate access channels.	Chiapas	ESMF; SEP
Theme	Recommendation from stakeholders	States where this was mentioned	Document where this is addressed
2. Gender equality and women's participation	Adopt affirmative measures to increase women's participation across all project components, including outreach, beneficiary selection, technical assistance and decision-making processes. Affirmative measures should be incorporated from project design through implementation and monitoring to address persistent gender gaps in participation and access to project benefits.	Chiapas; Michoacán; Oaxaca; Quintana Roo; Yucatán	GAAP; ESMF; SEP
2. Gender equality and women's participation	Promote women's meaningful participation and leadership in project decision-making and components. The project should strengthen women's voice through leadership development, confidence-building and institutional support for inclusive decision-making.	Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	GAAP; ESMF; SEP
2. Gender equality and women's participation	Address discriminatory social norms, gender stereotypes and cultural practices that limit women's participation in project activities and learning processes. Community-wide awareness-raising activities should engage women and men to promote shared responsibility, reduce resistance to women's participation and encourage more equitable gender relations. It is recommended to integrate gender and intersectionality throughout the training activities included in the different components of the proposal, such as the	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	GAAP; ESMF

	Farmer Field Schools, and to include dedicated awareness-raising modules on these topics.		
2. Gender equality and women's participation	Strengthen the capacity of technical personnel to implement gender-responsive approaches. Technical teams should receive continuous training on gender equality, women's rights, inclusive facilitation, and prevention of gender-based discrimination and violence to ensure that technical assistance responds appropriately to women's needs and circumstances.	Jalisco; Oaxaca; Quintana Roo; Yucatán	GAAP; ESMF
2. Gender equality and women's participation	Increase the participation of women within technical assistance teams and field facilitation. Recruiting and supporting women technical advisors and facilitators can improve women's confidence, participation, and retention, while providing positive role models and strengthening communication with women beneficiaries.	Chiapas; Oaxaca; Quintana Roo; Yucatán	GAAP; ESMF
2. Gender equality and women's participation	Adapt project implementation arrangements to women's time availability and care responsibilities. Activities should include flexible schedules, accessible meeting times, childcare or community care arrangements, and locations that reduce travel burdens in order to facilitate women's sustained participation throughout project implementation.	Chiapas; Oaxaca; Quintana Roo; Yucatán	GAAP; ESMF
2. Gender equality and women's participation	Strengthen women's access to productive resources, project financing, and economic opportunities regardless of land ownership status. The project should recognize that many women face structural barriers to accessing land, productive assets, and financial resources, and should incorporate implementation mechanisms that reduce these constraints.	Chiapas; Jalisco; Oaxaca; Quintana Roo; Yucatán	GAAP; ESMF
2. Gender equality and women's participation	Promote safe and respectful working and learning environments free from discrimination, harassment, and gender-based violence. The project should establish preventive measures, codes of conduct, awareness activities, and accessible reporting mechanisms to ensure women's safety throughout implementation.	Michoacán; Oaxaca; Quintana Roo	GAAP; ESMF
2. Gender equality and women's participation	Support women's organizational strengthening through training in leadership, administration, financial management, teamwork, accountability, and collective decision-making. Capacity-building should enhance the long-term sustainability of women's productive groups beyond project implementation.	Chiapas; Oaxaca; Quintana Roo	GAAP; ESMF
2. Gender equality and women's participation	Promote women's economic empowerment through productive initiatives that generate sustainable livelihoods and strengthen household well-being. Women's productive projects should contribute to income generation, economic autonomy, and greater recognition of women's contributions within households and communities.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	GAAP; ESMF

2. Gender equality and women's participation	Incorporate an intersectional gender approach that recognizes the different barriers experienced by Indigenous women, young women, older women, and women living in vulnerable conditions. Gender-responsive measures should be adapted to territorial and cultural contexts to ensure that no group of women is disproportionately excluded from project opportunities and benefits.	Chiapas; Oaxaca; Quintana Roo; Yucatán	GAAP; IPPF; ESMF
Theme	Recommendation from stakeholders	States where this was mentioned	Document where this is addressed
3. Indigenous Peoples, Afro-Mexican communities, and other priority groups	Ensure culturally appropriate project implementation by recognizing Indigenous and Afro-Mexican governance systems, collective decision-making processes and rights, customary authorities and community protocols throughout project planning and implementation. Project activities should be aligned with local governance structures rather than introducing parallel decision-making mechanisms, ensuring that consultation, participation, and decision-making processes are culturally appropriate, inclusive, and respectful of collective rights.	Chiapas; Jalisco; Oaxaca; Quintana Roo; Yucatán	IPPF; ESMF; SEP
3. Indigenous Peoples, Afro-Mexican communities, and other priority groups	Integrate Indigenous Peoples' and Afro-Mexican traditional knowledge, local management practices and biocultural knowledge into project design, technical assistance, and implementation. Technical approaches should complement, rather than replace, locally developed knowledge and practices related to forest management, livestock production, and ecosystem conservation. Training methodologies should be flexible, participatory, and responsive to local learning processes rather than relying exclusively on standardized technical approaches.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	IPP; ESMF
3. Indigenous Peoples, Afro-Mexican communities, and other priority groups	Recruit and strengthen Indigenous and locally based technical personnel who understand local languages, cultural practices and territorial realities. Preference should be given, where feasible, to technical teams with demonstrated experience working in Indigenous territories and with knowledge of local institutions and customary practices.	Chiapas; Michoacán; Quintana Roo; Yucatán	IPPF; ESMF
3. Indigenous Peoples, Afro-Mexican communities, and other priority groups	Recognize and strengthen the participation of Indigenous and Afro-Mexican women within culturally appropriate governance and decision-making processes, while respecting both collective rights and gender equality principles. Project activities should avoid reinforcing existing exclusion patterns affecting Indigenous women.	Chiapas; Oaxaca; Quintana Roo; Yucatán	IPPF; GAAP; ESMF; SEP
3. Indigenous Peoples, Afro-Mexican	Promote the participation and leadership of Indigenous and Afro-Mexican youth to support intergenerational knowledge transmission,	Chiapas; Michoacán;	IPPF; ESMF; SEP

communities, and other priority groups	community continuity and long-term territorial stewardship. Activities should create opportunities for young people to participate in technical training, project activities, and sustainable livelihood initiatives.	Oaxaca; Quintana Roo; Yucatán	
3. Indigenous Peoples, Afro-Mexican communities and other priority groups	Ensure that project benefits are delivered in ways that respect collective rights, customary institutions, and community governance arrangements within Indigenous and Afro-Mexican communities. Benefit distribution should be compatible with local arrangements and avoid creating internal conflicts.	Chiapas; Oaxaca; Quintana Roo; Yucatán	IPPF; ESMF; SEP
Theme	Recommendation from stakeholders	States where this was mentioned	Document where this is addressed
4. Strengthening capacities and the technical assistance model	Establish a continuous, long-term technical assistance model that accompanies beneficiaries throughout the project cycle rather than providing one-off training events. Technical support should extend from project postulation, preparation, implementation, monitoring, and adaptive management to improve adoption of sustainable practices and reduce implementation risks.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF
4. Strengthening capacities and the technical assistance model	Strengthen the technical capacity, practical experience and continuous professional development of technical personnel delivering project support. Technical advisors should receive periodic training and updates to ensure they possess both technical expertise and facilitation skills appropriate to local contexts and project components.	Chiapas; Jalisco; Oaxaca; Quintana Roo; Yucatán	ESMF
4. Strengthening capacities and the technical assistance model	Prioritize locally based technical personnel with practical field experience and knowledge of territorial conditions. Technical assistance should value practical experience alongside formal qualifications and promote the recruitment of professionals who are familiar with local production systems, community institutions and environmental conditions.	Chiapas; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF; IPPF
4. Strengthening capacities and the technical assistance model	Tailor technical assistance to the needs, capacities, and production systems of different beneficiary groups rather than applying standardized training packages. Capacity-building should respond to territorial characteristics, existing knowledge, production objectives and the different needs of women, youth, and Indigenous Peoples.	Chiapas; Jalisco; Oaxaca; Quintana Roo; Yucatán	ESMF; GAAP; IPPF
4. Strengthening capacities and the technical assistance model	Promote participatory learning methodologies that combine theoretical instruction with field-based learning, demonstration plots, peer-to-peer exchanges, and practical application. Farmer Field Schools and other learning activities should emphasize experiential learning to facilitate adoption of sustainable practices.	Chiapas; Jalisco; Oaxaca; Quintana Roo; Yucatán	ESMF

4. Strengthening capacities and the technical assistancemodel	Strengthen Farmer Field Schools (ECAs) as long-term community learning platforms with adequate technical, financial, and logistical support. This includes qualified facilitators, appropriate infrastructure, sufficient operational resources, and mechanisms for continuous follow-up after training activities conclude.	Chiapas; Jalisco; Oaxaca; Quintana Roo; Yucatán	ESMF
4. Strengthening capacities and the technical assistancemodel	Ensure that technical assistance teams include multidisciplinary expertisecapable of addressing environmental, productive, organizational, governance and social inclusion challenges simultaneously. Technical support should move beyond purely production-oriented approaches to incorporate social, environmental, and institutional dimensions.	Chiapas; Jalisco; Quintana Roo	ESMF
4. Strengthening capacities and the technical assistancemodel	Provide targeted capacity-building for community organizations in project management, administration, financial management, accountability, monitoring, and collective governance. Strengthening organizational capacities is essential to improve long-term project sustainability and effective benefit management.	Chiapas; Jalisco; Michoacán; Oaxaca	ESMF
4. Strengthening capacities and the technical assistancemodel	Support technical assistance models that promote knowledge exchange among producers and facilitate horizontal learning between communities. Exchange visits, producer networks, demonstration sites and peer mentoring should complement formal technical assistance to increase confidence in adopting new practices.	Jalisco; Oaxaca; Quintana Roo; Yucatán	ESMF
4. Strengthening capacities and the technical assistancemodel	Allocate sufficient financial and human resources to sustain high-quality technical assistance throughout project implementation. Participants consistently noted that inadequate staffing, insufficient technical personnel, and limited operational budgets reduce the effectiveness of technical support and compromise project outcomes.	Jalisco; QuintanaRoo; Yucatán	ESMF
4. Strengthening capacities and the technical assistancemodel	Establish context-appropriate criteria and participatory agreements for the selection of Farmer Field School locations and participating producers. Selection should consider territorial accessibility, the relevance of the proposed location to local production systems, and participants' commitment, responsibilities, and capacity to comply with agreed learning and implementation activities. Farmer Field School locations should also build on previous field experience, where applicable.	Chiapas; Oaxaca; Quintana Roo; Yucatán	ESMF
Theme	Recommendation from stakeholders	States where this was mentioned	Document where this is addressed

5. Institutional coordination and territorial governance	Coordinate project implementation with existing public programs, community initiatives, and development strategies operating within project territories. Alignment with ongoing initiatives should reduce duplication, increase complementarity, and maximize the effectiveness of available financial, technical, and institutional resources.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF
5. Institutional coordination and territorial governance	Promote stronger collaboration among producer organizations, community enterprises, ejidos, Indigenous authorities, civil society organizations, academic institutions, and government agencies to enhance knowledge sharing, technical support, and collective action. The project should build partnerships that leverage existing capacities at the territorial level.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF
5. Institutional coordination and territorial governance	Promote transparency, accountability, and regular feedback between implementing institutions and participating communities. Institutions should periodically report implementation progress; explain decisions affecting project activities and communicate how stakeholder recommendations have been incorporated into project implementation.	Chiapas; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF; SEP
5. Institutional coordination and territorial governance	Ensure continuity of institutional support beyond changes in government administrations or project implementation teams. Participants emphasized the importance of maintaining institutional commitments, preserving technical knowledge, and reducing disruptions associated with political or administrative turnover.	Jalisco; Michoacán; Oaxaca; Quintana Roo	ESMF
Theme	Recommendation from stakeholders	States where this was mentioned	Document where this is addressed
6. Building on existing capacities and successful experiences	Build project implementation on existing community capacities, local organizations, technical networks, and institutional arrangements rather than creating parallel structures. Project interventions should strengthen and complement existing territorial initiatives to improve efficiency, local ownership, and long-term sustainability.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF
6. Building on existing capacities and successful experiences	Identify, document, and replicate successful local experiences related to sustainable forest management, agroforestry, silvopastoral systems, community enterprises and ecosystem conservation. Good practices should inform project implementation while remaining adaptable to local contexts rather than being replicated as standardized models.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF
6. Building on existing capacities and successful experiences	Recognize community members with practical experience as local resource persons, facilitators, or mentors within project implementation. Experienced producers and community leaders should	Chiapas; Jalisco; Oaxaca; Quintana Roo	ESMF

	actively contribute to training, technical assistance, and knowledge of dissemination activities.		
6. Building on existing capacities and successful experiences	Strengthen long-term community capacities to ensure that project benefits and technical knowledge remain within participating territories after project completion. Capacity-building efforts should prioritize institutional sustainability, local ownership, and continued application of knowledge beyond project support.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF
Theme	Recommendation from stakeholders	States where this was mentioned	Document where this is addressed
7. Territorial adaptation and context-specific implementation	Adapt project design and implementation to the environmental, social, cultural, and productive characteristics of each territory rather than applying standardized implementation models. Activities should respond to local needs, priorities, ecosystem conditions, and production systems to improve effectiveness and local ownership, based on specific technical diagnoses (including plot-level diagnoses for silvopastoral systems where necessary).	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF; IPPF
7. Territorial adaptation and context-specific implementation	Promote flexible implementation arrangements that allow project activities to respond to changing local conditions, emerging challenges, and lessons learned during implementation. Adaptive management should enable adjustments based on stakeholder feedback, implementation experience, and evolving territorial circumstances.	Chiapas; Jalisco; Oaxaca; Quintana Roo; Yucatán	ESMF
7. Territorial adaptation and context-specific implementation	Promote integrated landscape approaches that recognize interactions among forests, agriculture, livestock production, water resources, and ecosystem services. Project activities should encourage synergies across productive systems rather than implementing isolated interventions. The selection of eligible activities should consider local ecosystems, climate conditions, soil characteristics, water availability, and existing land-use practices to improve technical feasibility and environmental sustainability.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF
7. Territorial adaptation and context-specific implementation	Incorporate climate risks, water availability, environmental degradation, and other territorial vulnerabilities into project planning and implementation. Technical interventions should be adapted to local environmental risks to strengthen resilience and reduce implementation failures. Technical interventions should strengthen community resilience by considering local exposure to droughts, fires, hurricanes, pests, and other environmental risks affecting sustainable forest and production.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF

7. Territorial adaptation and context-specific implementation	Recognize differences in community capacities, organizational development, and technical readiness when planning project implementation. Implementation schedules, technical assistance, and support mechanisms should reflect the different starting conditions of participating communities and producers rather than assuming homogeneous capacities.	Chiapas; Michoacán; Oaxaca; Quintana Roo	ESMF
7. Territorial adaptation and context-specific implementation	Incorporate local priorities and community development objectives into project planning to strengthen ownership and improve the relevance of project interventions. Community priorities should inform implementation planning while remaining consistent with project objectives and social and environmental safeguards.	Chiapas; Jalisco; Oaxaca; Quintana Roo; Yucatán	ESMF; IPPF; SEP
7. Territorial adaptation and context-specific implementation	Project implementation should take into account seasonal production, climate, and community calendars. Project timelines should be aligned with production cycles, climatic conditions, and community schedules to avoid creating implementation barriers or limiting participation in project activities.	Chiapas; Jalisco; Oaxaca; Quintana Roo; Yucatán	ESMF; IPPF
7. Territorial adaptation and context-specific implementation	Promote the use of native species, locally adapted technologies, and context-appropriate restoration and production practices. Project interventions should build upon local ecosystems and prioritize solutions compatible with territorial conditions.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF; IPPF
7. Territorial adaptation and context-specific implementation	Incorporate security measures and other context-specific implementation risks into territorial planning and project implementation. Risk management measures should be adapted to local realities to protect participants, technical personnel, and project investments (security protocols and arrangements).	Chiapas; Jalisco; Michoacán; Quintana Roo	ESMF
Theme	Recommendation from stakeholders	States where this was mentioned	Document where this is addressed
8. Access to finance and incentives	Promote long-term financial sustainability by complementing project incentives with other public programs, private investments, and community financing mechanisms adapted to different beneficiary groups. The project should encourage financial continuity beyond the duration of GCF funding and reduce dependence on a single source of support. Financial mechanisms should reduce barriers to participation and respond to different territorial and productive contexts.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo	ESMF
8. Access to finance and incentives	Ensure timely and predictable disbursement of financial resources to avoid implementation delays and maintain stakeholder confidence. Participants emphasized that delayed payments and uncertainty regarding the availability of resources reduce participation and affect project implementation.	Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF

8. Access to finance and incentives	Provide financial planning and administrative support to enable communities and producer organizations to manage project resources effectively and comply with financial reporting requirements. Capacity-building should strengthen local financial management and improve the sustainability of project investments.	Chiapas; Michoacán; Oaxaca; Quintana Roo	ESMF
Theme	Recommendation from stakeholders	States where this was mentioned	Document where this is addressed
9. Accessibility, inclusion and equitable access to project benefits	Review and, where feasible, adapt eligibility criteria to reduce unnecessary barriers that may exclude otherwise eligible beneficiaries, particularly women, Indigenous Peoples, smallholders, people without land tenure, users, and other historically vulnerable groups. Eligibility requirements should remain consistent with project objectives while promoting equitable access to project opportunities.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF; GAAP; IPPF
9. Accessibility, inclusion and equitable access to project benefits	Simplify administrative procedures and documentary requirements associated with project participation without compromising transparency or accountability. Application and implementation procedures should be proportionate to the capacities of participating communities and organizations and avoid creating unnecessary administrative burdens.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF
9. Accessibility, inclusion and equitable access to project benefits	Design application and beneficiary selection processes that are transparent, inclusive, and easily understood by potential participants. Selection criteria, evaluation procedures and timelines should be communicated clearly and consistently to all applicants.	Chiapas; Jalisco; Oaxaca; Quintana Roo; Yucatán	ESMF
9. Accessibility, inclusion and equitable access to project benefits	Provide tailored support to applicants throughout the application process, particularly for communities and organizations with limited administrative, technical, or digital capacities. Assistance should include guidance on documentation, eligibility requirements, and completion of application procedures.	Chiapas; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF
9. Accessibility, inclusion and equitable access to project benefits	Adopt differentiated implementation measures to ensure that women, Indigenous Peoples, youth, older persons, and other priority groups can participate on an equitable basis according to their specific needs and circumstances. Equitable access may require differentiated support rather than uniform implementation arrangements.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	GAAP; IPPF; ESMF
9. Accessibility, inclusion and equitable access to project benefits	Reduce logistical and geographic barriers that limit participation in project activities. Outreach, application support, technical assistance and project activities should be delivered as close as possible to participating communities, particularly in remote areas with limited transportation and connectivity.	Chiapas; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF

9. Accessibility, inclusion, and equitable access to project benefits	Establish monitoring mechanisms to assess whether project benefits are being accessed across different beneficiary groups and territories. Monitoring should identify different beneficiary groups participation and inform adaptive measures to improve inclusion throughout project implementation.	Chiapas; Jalisco; Oaxaca; Quintana Roo; Yucatán	ESMF; GAAP; IPPF
9. Accessibility, inclusion, and equitable access to project benefits	Ensure that project implementation does not unintentionally reinforce existing inequalities in access to resources, technical assistance, or financial incentives. Periodic reviews should identify exclusion risks and guide corrective actions where needed.	Chiapas; Jalisco; Michoacán; Oaxaca; Quintana Roo; Yucatán	ESMF; GAAP; IPPF

Annex 5. Methodology and agenda for consultation workshops at territory level

Proposed methodology and agenda for the territorial workshops for presentation and stakeholder dialogue to strengthen the Results-Based Payments Proposal for Mexico

This annex describes the methodology used for the territorial consultation workshops carried out to support the participatory strengthening of Mexico's Results-Based Payment (RBP) proposal to the Green Climate Fund (GCF). It summarizes the objectives, target participants, methodological approach, workshop sequence, affirmative and adaptive measures adopted to promote inclusive participation, and the development of accessible materials used during the process.

1. Purpose of the consultation workshops

The territorial consultation workshops were designed as participatory spaces to share information on the RBP proposal, promote dialogue with territorial stakeholders, and gather recommendations, concerns, opportunities and territorial considerations to strengthen the proposal's design and future implementation. The workshops also sought to support early identification of social, environmental, governance, gender and inclusion risks, as well as measures to prevent or mitigate them.

2. Objectives

General objective. To share information on the main elements of the RBP proposal, generate open dialogue with territorial actors, and collect recommendations, concerns, opportunities and considerations that contribute to strengthening its design, implementation and potential contribution to sustainable development in forest landscapes.

Specific objectives. The workshops sought to:

- Present the main elements of Mexico's RBP proposal in a clear, accessible and culturally appropriate manner, including its objectives, components, implementation arrangements, eligibility criteria and benefit-sharing approach.
- Promote a shared understanding of key concepts related to the proposal, including REDD+, results-based payments, emission reductions, social and environmental safeguards, Free, Prior and Informed Consent (FPIC), gender equality, social inclusion and other implementation-related concepts.
- Identify, through participatory dialogue and active listening, the risks, challenges, access barriers and potential impacts associated with implementation of the proposal, including risks related to support mechanisms, benefit sharing and access to institutional rules and procedures.

- Socialize CONAFOR's Citizen Attention Mechanism (MAC), as well as FAO and GCF grievance channels, in order to strengthen transparency, accountability and access to feedback and grievance redress mechanisms.
-
- Promote the commitment of participating stakeholder representatives to further share the information received with their communities, ejidos, organizations and groups.

3. Target participants

The workshops were directed to stakeholders linked to the future implementation of the RBP proposal at local and territorial level in Chiapas, Guerrero, Jalisco, Michoacán, Oaxaca, Quintana Roo and Yucatán. Priority participants included communities, ejidos, Indigenous Peoples and Afro-Mexican peoples, civil society organizations, academic institutions, technical service providers, local authorities, women, youth and other groups in situations of vulnerability with a direct connection to livestock activities and sustainable forest development in the territories covered by the proposal.

4. Methodological approach

The workshops were conducted in person using a participatory methodology aimed at promoting dialogue, collective knowledge-building and the incorporation of territorial perspectives into the strengthening of Mexico's RBP proposal. The approach drew on elements of participatory rural appraisal, collaborative facilitation and the effective participation principles promoted by FAO and the GCF. It combined information-sharing, socialization of key concepts, collective reflection, risk identification and gathering of recommendations from stakeholders.

The methodology was guided by the following principles: Recognition and appreciation of territorial knowledge, experiences and perspectives, Horizontal dialogue and active listening, Use of visual tools, didactic materials and clear language to facilitate understanding, Collective identification of risks, mitigation or prevention measures, and practical recommendations, Intercultural facilitation that respects diverse identities, organizational forms and knowledge systems, Promotion of equitable participation among women and men, youth, Indigenous Peoples, Afro-Mexican peoples and other groups in situations of vulnerability, Creation of safe spaces that encourage the expression of concerns, opinions and proposals in an atmosphere of respect and trust.

5. Workshop sequence

Although each workshop could be adjusted to the local context, the overall structure followed a common sequence designed to move from information-sharing to collective analysis and feedback generation.

1. Opening and contextualization. Introduction of participants, presentation of the purpose of the workshop, and overview of the national context of REDD+ and the GCF RBP proposal.
2. Socialization of the proposal. Presentation of the proposal's rationale, expected implementation approach, support pathways, benefit-sharing logic and expected outcomes through simple and visual materials.
3. Glossary and concept clarification. Use of illustrated glossaries to explain key concepts related to climate change, gender and inclusion, and social and environmental safeguards.
4. Participatory group work. Small-group discussions to identify risks, barriers, concerns, opportunities and recommendations associated with the proposal's components and implementation arrangements.
5. Plenary session. Presentation and validation of results from each group, allowing participants to complement, clarify or challenge the findings raised in breakout discussions.
6. Feedback and grievance channels. Explanation of CONAFOR's MAC and the grievance channels available through FAO and the GCF, including how stakeholders can use them during implementation.
7. Closing and commitments. Summary of key messages, explanation of next steps, and invitation to participants to continue disseminating information and feedback within their organizations and communities.

Note: The proposed agenda, timing, and activities are indicative and may be adjusted depending on the specific context and the profile of participants in each state. The structure and facilitation approach will be adapted as needed, taking into account feedback and lessons learned from the workshops implemented throughout the consultation process.

Time	Activity	Objective	Responsability
9:00 – 9:30	Registration	Register participants for attendance systematization.	Facilitation team
9:30 – 9:45	Institutional welcome	Welcome participants and provide context within the framework of efforts to implement the Results-Based Payments proposal for Mexico.	CONAFOR representatives FAO representatives SEMARNAT representatives
9:45 – 10:00	Framing and participation agreements	Create an environment of respect, inclusion, and participation through shared agreements.	Facilitation team
10:00 – 10:45	Participant introductions	Build trust, integration, and recognition of identities.	Facilitation team
10:45 – 11:45	Presentation of the Results-Based Payments proposal for Mexico	Present the main elements of the proposal in a clear, accessible, and culturally appropriate manner.	Facilitation team

11:45 – 12:00	Break		
12:00 – 12:10	Energizer activity	Re-engage participants and restore group energy.	Facilitation team
12:10 – 12:25	Presentation of the CONAFOR MAC and FAO/GCF GRM channels	Inform participants about mechanisms for submitting questions, complaints, or suggestions related to the proposal.	Facilitation team
12:25 – 13:40	Participatory identification of risks and mitigation measures	Identify environmental and social risks and associated project activities at the territorial level.	Facilitation team
13:40 – 14:20	Operating Rules: hypothetical case	Collect inputs to improve CONAFOR Operating Rules to ensure inclusive access and equitable benefit-sharing.	Facilitation team
14:20 – 14:50	Agreements and workshop minutes	Summarize agreements and present next steps within the proposal framework.	Facilitation team
14:50 – 15:00	Closing session	Summarize key messages and address remaining questions or concerns.	Facilitation team
15:00 – 16:00	Lunch		

6. Affirmative and adaptive measures to support inclusive participation

- To facilitate broad, effective and equitable participation, the workshop methodology incorporated affirmative actions and adaptive measures to address the most common barriers faced by groups in situations of vulnerability.
- The design and facilitation of the workshops considered the following types of barriers:
- Mobility constraints and territorial dispersion, which may affect attendance.
- Language barriers, including overreliance on technical terms or Spanish-only communication.
- Social norms that may discourage women, youth or Indigenous participants from speaking in public.
- Schedules or dates that conflict with care work, agricultural work, school attendance, community festivities or other local dynamics.
- To address these barriers, the following adaptive measures were proposed and, where feasible, applied:
- Territorial outreach to key representatives and community leaders, including Indigenous, Afro-Mexican, women and youth leaders, to support dissemination and attendance.
- Selection of dates, times and venues compatible with local realities
- Use of well-connected venues and, where feasible and budget allowed, support for transportation, lodging and meals.

- Encouragement of direct participation by women, youth and Indigenous and Afro-Mexican participants, including facilitation agreements such as “all voices count.”
- Use of clear and simple language, local examples and visual materials to explain the proposal.
- Use of visual and didactic resources to complement written explanations.

7. Development and use of accessible materials

A central feature of the consultation methodology was the preparation and use of accessible communication materials to explain technical issues in a simple, visual and culturally relevant way. These materials were designed to reduce barriers linked to technical language and to support informed participation by a diverse audience, including producers, women, youth, Indigenous and Afro-Mexican stakeholders, and local community actors.

The accessible materials were developed with the following considerations: Plain language and short explanations for each concept.

Visual storytelling and illustrations, Use of examples linked to everyday rural and territorial realities, Organization of information in thematic blocks to help participants move progressively from concepts implementation issues, Integration of key cross-cutting themes such as gender, inclusion, safeguards and grievance mechanisms, Usefulness beyond the workshop itself, so materials could be shared later in communities, ejidos and local organizations, The materials included thematic glossaries, visual explanation sheets and infographics on the proposal’s implementation model and on silvopastoral systems. Together, they supported understanding of the proposal, provided a common language for dialogue, and helped ground discussions on risks, opportunities and recommendations.

8. Accessible materials used during the consultation process



Glossary 1: Environment and Climate Change.

This illustrated glossary presented key concepts related to climate change, climate risk, vulnerability, deforestation, forest degradation, forest frontier, emission reductions, results-based payments, Farmer Field Schools, Payments for Environmental Services and silvopastoral systems. It was used to build a common conceptual baseline among participants.



Glossary 2: Gender and Inclusion.

This glossary explained core concepts such as gender inequality gaps, discrimination, gender approach, gender equity, gender, substantive equality, inclusion, gender perspective, gender roles, sex and gender-based violence. It supported the incorporation of gender and inclusion considerations into workshop discussions.

GLOSARIO 3. SALVAGUARDAS SOCIALES Y AMBIENTALES

1 Consulta libre, previa e informada



¿Qué significa?
Es un derecho de los pueblos y comunidades indígenas y afrodescendientes que implica un proceso de diálogo en el que reciben información clara y suficiente sobre un proyecto antes de que inicie y donde pueden expresar su opinión, sin presiones, para que esta sea tomada en cuenta e integrada.

¿Por qué es importante?
Porque las comunidades tienen derecho a participar en las decisiones que pueden afectar su territorio, su cultura o su forma de vida.

Ejemplo
Antes de iniciar un proyecto forestal, la comunidad recibe información, hace preguntas y expresa sus opiniones para que sean tomadas en cuenta e integradas.

2 Consentimiento libre, previo e informado



¿Qué significa?
Es el derecho de los pueblos indígenas y afrodescendientes a decidir, de manera libre y con información suficiente, si participan o no en un proyecto que pueda afectar sus tierras, territorios o derechos.

¿Por qué es importante?
Porque protege el derecho de los pueblos a decidir sobre su propio territorio y su futuro.

Ejemplo
Después de conocer toda la información sobre un proyecto, se escucha y toma en cuenta, y resolver todas sus dudas, una comunidad indígena decide si participa o no.

3 Riesgos



¿Qué significa?
Son situaciones que podrían causar daños a las personas, las comunidades, los bosques, el agua, los animales o un proyecto.

¿Por qué es importante?
Porque identificar los riesgos ayuda a prevenir problemas y tomar mejores decisiones.

Ejemplo
Construir un camino sin cuidar el suelo puede aumentar el riesgo de erosión y afectar un arroyo cercano.

4 Medidas de mitigación



¿Qué significa?
Son acciones que ayudan a evitar o reducir los daños que un proyecto podría causar a las personas, las comunidades o el medio ambiente.

¿Por qué es importante?
Porque permiten prevenir problemas antes de que ocurran o disminuir sus efectos.

Ejemplo
Hacer brechas cortafuegos para prevenir y/o reducir afectaciones provocadas por incendios forestales.

5 Salvaguardas sociales y ambientales



¿Qué significa?
Son compromisos, reglas y acciones que ayudan a proteger a las personas, las comunidades y la naturaleza durante un proyecto, así como a potenciar sus beneficios.

¿Por qué es importante?
Porque buscan que los proyectos generen beneficios sin causar daños, respetando los derechos de las personas y cuidando el medio ambiente.

Ejemplo
Un proyecto que informa a la comunidad, protege las fuentes de agua, respeta los derechos de los pueblos indígenas y evita la deforestación está aplicando salvaguardas sociales y ambientales.





CONAFOR
COMISIÓN NACIONAL FORESTAL

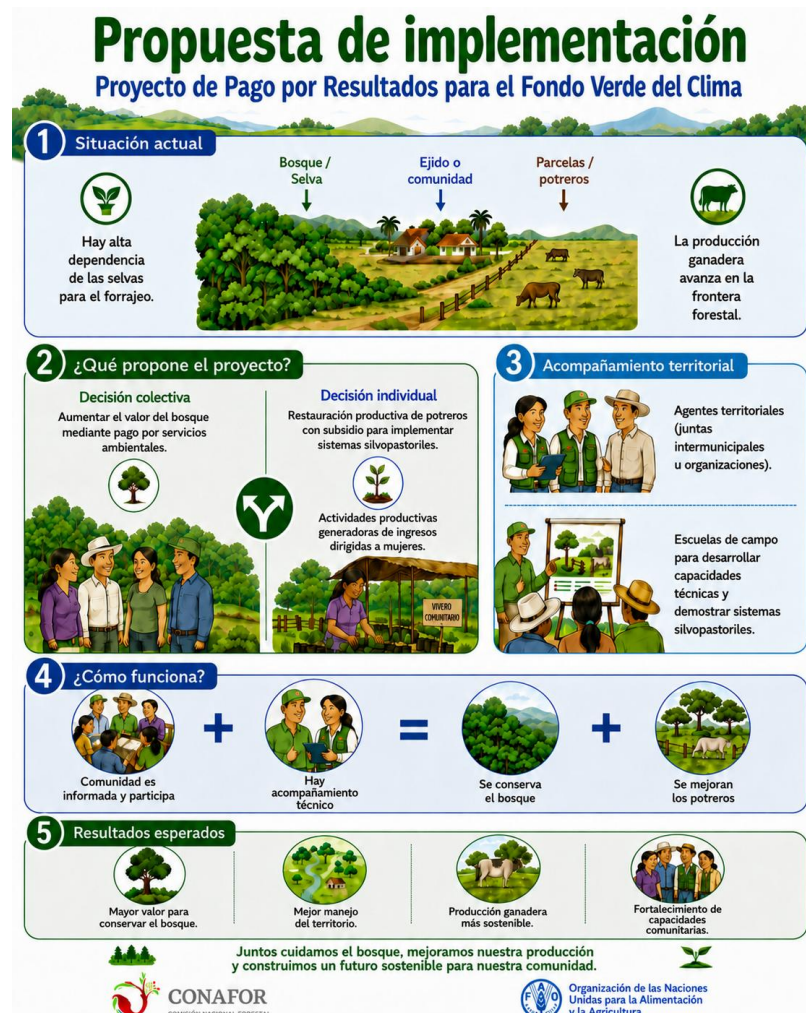


Food and Agriculture
Organization of the
United Nations



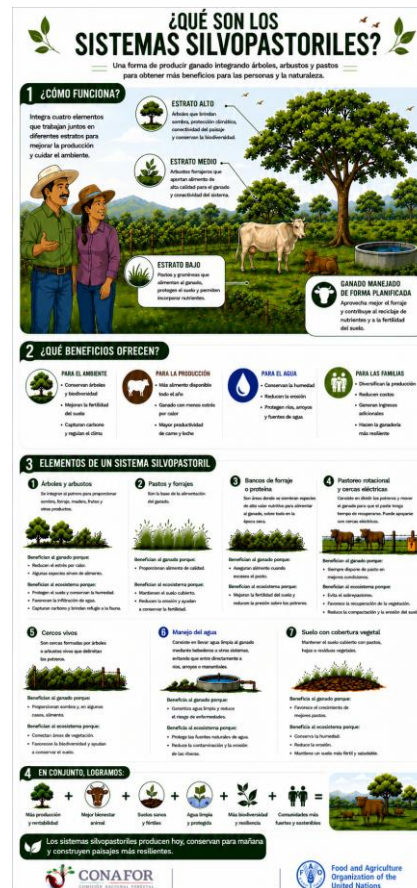
Glossary 3: Social and Environmental Safeguards.

This material explained concepts such as consultation, Free, Prior and Informed Consent, risks, mitigation measures and social and environmental safeguards. It helped participants understand how safeguards relate to project design and implementation.



Infographic on the proposed implementation approach.

This infographic summarized the implementation logic of the proposal, including the current situation, what the project proposes, territorial accompaniment, how the proposal would work and the expected results. It was used to explain the proposal in a clear and sequential manner.



Infographic: What are silvopastoral systems?

This infographic explained how silvopastoral systems work, the benefits they offer, their main elements and their combined environmental, production and social benefits. It was used to strengthen understanding of one of the proposal's key technical approaches.