



Food and Agriculture Organization
of the United Nations

Annex 8

Monitoring and Evaluation Plan

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

July 2026

1. Scope and objectives

This Monitoring and Evaluation (M&E) Plan defines the framework for tracking, assessing, and learning from the implementation of the Mexico GCF REDD+ Results-Based Payments (RBP) project. It outlines the activities, processes, information flows, and resource allocation required for effective monitoring and evaluation of the reinvestment of REDD+ proceeds and the achievement of project results.

The M&E system is designed as a dynamic, participatory, and transparent mechanism that enables timely communication among stakeholders, executing entities, and project management teams. It serves as an adaptive management tool, providing evidence and information to support decision-making, improve implementation effectiveness, and ensure accountability to the GCF, national stakeholders, and project beneficiaries.

The M&E system will be aligned with Mexico's REDD+ Strategy (ENAREDD+), climate change commitments, forestry policies, and the reporting requirements of the GCF, ensuring that progress is tracked against established outcomes, outputs, and non-carbon benefit indicators.

Its objectives are to:

- i) be used as an annual planning and management tool;
- ii) monitor the implementation of project activities and report on progress toward project outputs, outcomes, and non-carbon benefits;
- iii) report achievements in quantitative and qualitative terms to stakeholders, beneficiaries, and the GCF;
- iv) assess the quality of project outputs and the likelihood of achieving intended outcomes and long-term sustainability;
- v) support knowledge management, learning, policy dialogue, and future REDD+ investment programming by capturing lessons learned, innovations, successes, and implementation challenges; and
- vi) support project management and resource allocation decisions through continuous monitoring of implementation progress and achievement of targets.

The M&E Plan will be implemented in collaboration with executing and implementing partners, ensuring that monitoring activities are embedded within national systems and aligned with Mexico's long-term climate, forestry, and sustainable development priorities.

2. M&E Plans

2.1. Monitoring

Monitoring under this GCF REDD+ RBP project is designed as a continuous and systematic process to assess implementation progress, track performance indicators, and provide information to support adaptive management and accountability.

The monitoring framework will ensure that project outputs, outcomes, and non-carbon benefits are achieved in accordance with the approved Results Framework and reinvestment strategy.

The specific objectives of the monitoring process are to:

- (i) track progress against output, outcome, and non-carbon benefit indicators defined in the logical framework;
- (ii) identify risks, bottlenecks, and implementation challenges in a timely manner and support corrective actions;
- (iii) assess the effectiveness of project interventions in strengthening sustainable forest management, territorial governance, stakeholder participation, and sustainable land-use practices;
- (iv) capture lessons learned, good practices, and innovations that can inform future REDD+ investments and policy development;
- (v) monitor the effectiveness of the reinvestment of REDD+ proceeds and the sustainability of project-supported interventions; and
- (vi) ensure compliance with GCF reporting requirements and national monitoring obligations.

The project monitoring system will include a combination of quantitative and qualitative data collection methods implemented by the Project Management Unit (PMU), CONAFOR, territorial partners, and other relevant stakeholders. Particular attention will be given to monitoring project outcomes related to governance strengthening, sustainable forest management, stakeholder engagement, gender equality, Indigenous Peoples' participation, and the delivery of environmental, social, and economic non-carbon benefits.

Monitoring				
Data/Source	Collection Tool	Frequency	Indicator	Indicative Budget US Dollar
Annual progress reports from interventions and regular monitoring;	<i>Field observation visits</i>	<i>Annual Y1-6</i>	Core indicator 1: GHG emissions reduced, avoided or removed/sequestered	18,000

Project beneficiary registration forms and surveys, in alignment with the BTR.				
Annual reports for implementation of silvopastoral systems by CONAFOR Annual reports for Payment for Environmental Services by CONAFOR	<i>Survey/questionnaire</i>	<i>Annual Y1-6</i>	<u>Core 2: Direct and indirect beneficiaries reached</u>	18,000
Annual reports for implementation of silvopastoral systems by CONAFOR	<i>Survey/questionnaire</i>	<i>Annual Y1-6</i>	<u>Supplementary 2.1: Beneficiaries (female/male) adopting improved and/or new climate-resilient livelihood options</u>	18,000
Annual progress reports from interventions and regular monitoring; Project beneficiary registration forms and surveys	<i>Survey/questionnaire</i>	<i>Annual Y1-6</i>	<u>Supplementary 2.5: Beneficiaries (female/male) adopting innovations that strengthen climate change resilience</u>	18,000
Analytical report with details from georeferenced database of project intervention areas and related monitoring via remote sensing analysis as well as ground visits	<i>Field observation visits</i>	<i>Annual Y1-6</i>	<u>Core 4: Hectares of natural resources brought under improved low-emission and/or climate-resilient management practice</u>	11,000
Annual reports for implementation of field schools by FAO	<i>Field observation visits</i>	<i>Annual Y1-6</i>	<u># of field schools implemented</u>	9,500
Annual reports for implementation of field schools by FAO	<i>Field observation visits</i>	<i>Annual Y1-6</i>	<u># of participants involved in field schools (F/M)</u>	9,500
Annual reports for implementation of silvopastoral systems by CONAFOR	<i>Government data/records</i>	<i>Annual Y1-6</i>	<u>Number of production units supported for productive transformation / implementation of SSP</u>	2,500
Annual report for implementation by FAO	<i>Document review</i>	<i>Annual Y1-6</i>	<u># of regional value chains strengthened</u>	2,500
Annual reports for implementation of Payment for Ecosystem	<i>Government data/records</i>	<i>Annual Y1-6</i>	<u>Ha supported with PES</u>	2,500

Services by CONAFOR				
Annual report for implementation by FAO	<i>Document review</i>	<i>Annual Y1-6</i>	<u>Number of financial products incorporating sustainable practices in transition zones</u>	2,500
Annual report for implementation by FAO	<i>Field observation visits</i>	<i>Annual Y1-6</i>	Number of local public institutions or organizations supported to implement landscape approach.	9,500
Annual reports for implementation by CONAFOR	<i>Government data/records</i>	<i>Annual Y1-6</i>	<u># of productive projects led by women</u>	2,500
	<i>Government data/records</i>	<i>Annual Y1-6</i>	<u>Institutional capacity index</u>	2,500
Annual report for implementation by FAO	<i>Field observation visits</i>	<i>Annual Y1-6</i>	<u># of tools for monitoring in silvopastoral systems developed</u>	9,500
Annual reports by CONAFOR	<i>Government data/records</i>	<i>Annual Y1-6</i>	<u>Percentage of direct beneficiaries participating in on-the-ground activities are Indigenous Peoples and Afro-Mexican population disaggregated by sex</u>	2,500
Annual reports by CONAFOR	<i>Government data/records</i>	<i>Annual Y1-6</i>	<u># of women participating in productive initiatives</u>	2,500
Annual reports by CONAFOR and FAO	<i>Government data/records</i>	<i>Annual Y1-6</i>	<u>Percentage of RBP project supported technical assistance and training schemes that incorporate gender responsive criteria, participation targets, and sex disaggregated monitoring</u>	2,500
Annual reports by CONAFOR	<i>Government data/records</i>	<i>Annual Y1-6</i>	<u># of agreements signed for coordination between government and territorial agents</u>	2,500
Annual reports by CONAFOR	<i>Government data/records</i>	<i>Annual Y1-6</i>	<u>New areas (ha) implementing payment for environmental services (PES)</u>	2,500
Annual reports by CONAFOR	<i>Government data/records</i>	<i>Annual Y1-6</i>	<u>% of ejidos/communities receiving PES that implement biodiversity monitoring in their territories</u>	2,500
The project will include the following M&E activities and resources:				

- National and international M&E consultants;
- Communication and data management equipment;
- Data collection and validation workshops;
- Development of monitoring tools and Grievance Redress Mechanism (GRM)-related activities;
- National and international travel for monitoring, supervision, and evaluation purposes;
- Project baseline, mid-term and final surveys.

Overall, the budget allocated to M&E represents approximately 2% of the total project budget.

The non-carbon benefits identified in the Funding Proposal will form an integral part of project monitoring and evaluation and will be tracked through the corresponding indicators included in the Results Framework and this M&E Plan.

2.2. Evaluation

Interim and Final Evaluation reports

In accordance with the Accreditation Master Agreement (AMA) between FAO and the Green Climate Fund (GCF), the FAO Office of Evaluation (OED) will be responsible for conducting the independent interim and final evaluations of the project. These evaluations will be undertaken in accordance with the GCF Evaluation Policy, Evaluation Standards, and Evaluation Operational Procedures and Guidelines, and will be submitted to the GCF according to the timelines agreed between FAO and the GCF Secretariat.

The evaluation process will provide an independent assessment of the project's relevance, effectiveness, efficiency, impact, sustainability, and contribution to the objectives of the GCF REDD+ Results-Based Payments (RBP) programme. Particular attention will be given to assessing the effectiveness of the reinvestment of REDD+ proceeds, the achievement of project outcomes, the delivery of non-carbon benefits, the strengthening of governance mechanisms, and the sustainability of interventions beyond the project lifetime.

The interim evaluation, expected in Year 3, will assess implementation progress, effectiveness of institutional arrangements, achievement of intermediate results, and identify lessons learned and recommendations to support adaptive management during the remaining implementation period.

The final evaluation, expected in Year 6, will assess the overall performance and results of the project, including the extent to which the reinvestment of RBP resources contributed to sustainable forest management, reduced pressures on forests, strengthened local governance, enhanced stakeholder participation, and generated environmental, social, and economic co-benefits.

The OED evaluation team will apply a mixed-methods approach, combining quantitative and qualitative data collection and analysis. Methods may include document reviews, key informant interviews, stakeholder consultations, beneficiary surveys, case studies, field visits, and assessments of project monitoring data.

Both evaluations will generate evidence-based findings, lessons learned, and recommendations to support accountability, learning, and future REDD+ investment programming in Mexico and beyond.

Evaluation			
Type	Timing	Independent/Self-evaluation	Indicative Budget (US dollar)
<i>Outcome</i>	Mid-Term (Three years after the start of the project implementation)	Independent	75,000 ¹
<i>Summative</i>	Final (Within 6 months from the end of project implementation)	Independent	75,000 ²

2.3. Organisation of the Monitoring and Evaluation system

Project-level monitoring and evaluation will be undertaken in compliance with FAO and GCF policies. FAO will ensure the existence of a well-designed, operational and effective impact monitoring and measurement system to analyse and quantify the causal and attributable changes, the contribution and the overall causal results of the project. This will include the implementation of: (i) a monitoring system to understand efficacy, targeting and verification of the assumptions that the programme is making; and (ii) a learning plan through which the results of the monitoring systems can feed back into project implementation and planning outcomes.

The M&E system will be coordinated by the PMU and aligned with GCF guidelines and international best practices. Additional oversight will be provided by the Project Steering Committee (PSC) and relevant Technical Units within FAO headquarters. The system will be implemented in collaboration with key executing and implementing partners, including CONAFOR, relevant federal and state government institutions, territorial agents, producer organizations, and other project partners, under the coordination of the NDA.

Oversight will ensure that: (i) project outputs are produced in accordance with the project results framework and contribute to the achievement of project outcomes; (ii) project outcomes contribute to the achievement of the project objective; (iii) risks are continuously identified and monitored and appropriate mitigation measures are applied; and (iv) agreed climate, environmental, social, governance, and non-carbon benefits are being delivered.

¹ To be funded by the fee. Note that budget for the generation and collection of evaluative data are also included in the budget.

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Data collection tools will be developed on the basis of the indicators contained in the project's Results Framework (RF) and Annual Work Plans and Budgets (AWPBs).

M&E Structure

An M&E system will be established for the project in accordance with GCF requirements and the GCF Integrated Results Management Framework (IRMF) to monitor core indicators and all project-specific indicators included in the RF. The system will be designed to monitor project implementation, outcomes, and non-carbon benefits associated with the reinvestment of REDD+ RBP.

An M&E expert and a Monitoring Information System (MIS) will be established to track project performance and indicators at national, state, and landscape levels. The Project M&E expert will work closely with the relevant monitoring and information management units of CONAFOR and other participating institutions to ensure consistency of data collection, reporting, and integration with information generated through complementary programmes and co-financing initiatives.

All service contracts will specify responsibilities regarding data collection, reporting, and the generation of sex-disaggregated data, Indigenous Peoples-related information, and other social inclusion indicators, where applicable. Implementing partners will submit regular reports to the PMU, which will prepare consolidated reports on an annual basis. Regular monitoring and review meetings will be organized to assess implementation progress, identify challenges, and recommend corrective measures when necessary.

With regard to the Gender Action Plan (GAP), the Environmental and Social Management plan (ESMP) and the Indigenous Plan (IPP), the project's gender and ESS experts, and relevant governance structures will support the M&E function by monitoring implementation of these plans and ensuring that project benefits are equitably distributed and gender-responsive targets are achieved.

A project MIS will be established to record and manage key information related to project interventions, beneficiaries, governance mechanisms, and non-carbon benefits. The PMU M&E Unit will coordinate the system and produce consolidated annual monitoring reports.

Given the nature of REDD+ investments, the project will also make use of existing forest monitoring systems, geospatial information, and other relevant national data sources to support monitoring of project interventions, territorial governance mechanisms, sustainable land-use practices, and environmental co-benefits. The use of geospatial analysis and other monitoring tools will support evidence-based reporting and adaptive management throughout project implementation.

3. Reporting

Project outputs will be monitored separately as well as in relation to the achievement of higher level project results and overall GCF goals. Reporting on results will be required as follows:

Project Inception Report

- A project inception workshop will be conducted in order to: a) orient project stakeholders to the project strategy and discuss any change in the overall context that might influence implementation; b) discuss the roles and responsibilities of the project team, including reporting and communication lines; c) review the results framework and discussion, present in detail the Theory of Change of the project, reporting, monitoring and evaluation roles and responsibilities, and to finalize the M&E plans; d) review financial reporting requirements; and e) planning and scheduling of M&E meetings; and f) finalize the first year work plan. The workshop will generate an inception report that will be submitted to the GCF.

Project Progress Reports

- **Annual Progress Reports.** The Annual Progress Report will be a consolidation of the progress of achievements attained during the calendar year. It assesses the overall performance of the project against set objectives. The annual progress report will be done by the Reporting Specialist, National Project Coordinator and Technical Advisor. The M&E Officers will ensure that the indicators in the results framework are monitored annually through the relevant tools and other procedures. The APRs will be due to GCF 60 days after the end of each calendar year. The final project annual report and the terminal evaluation report will serve as the final project report package.
- **Technical Reports** will be prepared by consultants as part of project outputs (deliverables) and to document and share project outcomes and lessons learned. The drafts of any technical reports will be submitted to the CPIU as required in their Terms of Reference. The Lead Technical Officer (LTO) will be responsible for ensuring appropriate technical review and clearance of the reports. Copies of relevant technical reports will be distributed to project partners and the PSC as appropriate.
- **Project Completion Report (Final APR):** Within two months before the end date of the project, and one month before the Final Evaluation, the PMU will submit to FAO AE Task Force a draft Completion Report (Final APR). The main purpose of the Completion Report is to provide guidance at the ministerial or senior government level on the policy decisions required for the follow-up of the project and to provide the donor with information on how the funds were utilized. The Completion Report is accordingly a concise account of the main products, results, conclusions and recommendations of the project, without unnecessary

background, narrative or technical details. The target readership consists of persons who are not necessarily technical specialists but who need to understand the policy implications of technical findings and needs for insuring sustainability of project results. The final APR report will be submitted by the AE, with input from all EEs, to the GCF, no later than 6 months after technical completion of activities.