

**Joint SDG Fund**  
Template for the Joint Programme  
Evidence-based Final Narrative Report  
**SDG FINANCING PORTFOLIO – COMPONENT 1**

## Cover page

**Date of Report:** 15 / 06 / 2023

***Improving the allocation of risks and resources for sustainable development. Mexico***

**Country:** Mexico

**Joint Programme (JP) Title:** Improving the allocation of risks and resources for sustainable development.

**MPTF Office Project Reference Number:** FC1 2020 MEX

***Programme Duration***

**Start date:** 01/07/2020

**Original End date:** 01/07/2022

**Actual End date:** 28/02/2023

**Have agencies operationally closed the Programme in its system:** No

**Expected financial closure date:** 31/08/2023

***Participating Organizations / Partners***

**RC** (name and email): Peter Grohmann, [peter.grohmann@un.org](mailto:peter.grohmann@un.org)

**Government Focal Point** (ministry/agency, focal point name and email): Martha Delgado, Deputy Secretary of Multilateral Affairs and Human Rights, Secretary of Public Affairs.

**RCO Focal Point** (focal point name and email): Priscila Miranda, Development Coordination Officer, Partnerships and Development Finance, United Nations Development Program, [priscilla.miranda@un.org](mailto:priscilla.miranda@un.org)

**Lead PUNO** (focal point name and email): Roberto Murguía, Coordinator, United Nations Office on Drugs and Crime, [roberto.murquia-huerta@un.org](mailto:roberto.murquia-huerta@un.org)

**Other PUNO Focal Points** (focal point names and emails):

Annabelle Sulmont, Effective Governance and Democracy National Officer, United Nations Development Program, [annabelle.sulmont@undp.org](mailto:annabelle.sulmont@undp.org)

Enrique Lendo, Coordinator, United Nations Environment Programme, [enrique.lendofuentes@un.org](mailto:enrique.lendofuentes@un.org)

<b>Programme Budget (US\$)</b>			
<b>Total Budget</b> (as per Programme Document, without co-funding): USD\$ 999,998			
<b>Agency/Other Contributions/Co-funding</b> (if applicable): USD\$ 588,416			
<b>Joint SDG Fund Contribution and Co-funding breakdown, by recipient organization:</b>			
<b>Agency/others</b>	<b>Joint SDG Fund contribution</b>	<b>Co-funding</b>	<b>Total</b>
UNDP	USD\$ 247,174	USD\$ 18,000	USD\$ 265,174
UNEP	USD\$ 373,904	USD\$ 313,424	USD\$ 687,328
UNODC	USD\$ 378,920	USD\$ 250,992	USD\$ 629,912
<b>Total</b>	<b>USD\$ 999,998</b>	<b>USD\$ 582,416</b>	<b>USD\$ 1,582,414</b>

<b>External Consultant Details</b>
<b>Name:</b> Carlos Hernández Vázquez
<b>Title and organization</b> (if applicable): Independent Consultant
<b>Email:</b> nzaya@keepinvesting.info

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## Spanish Abbreviations

	<b>Spanish Version</b>	<b>English Translation</b>
ABM	Asociación de Bancos de México, A.C.	Association of Banks of Mexico A.C.
AMAFORE	Asociación Mexicana de Administradoras de Fondos para el Retiro, A.C.	Mexican Association of Retirement Fund Administrators A.C.
AMIS	Asociación Mexicana de Instituciones de Seguros, A.C.	Mexican Association of Insurance Institutions A.C.
AND	Autoridad Nacional Designada	National Designated Authority
BM	Banco de México	Bank of Mexico
CESF	Consejo de Estabilidad del Sistema Financiero	Financial System Stability Council
CFS	Comité de Finanzas Sostenibles	Sustainable Finance Committee
CNBV	Comisión Nacional Bancaria y de Valores	National Banking and Securities Commission
CNL	Consejo de Nuevo León	Council of Nuevo Leon
CONAFA	Convención Nacional de Fiscales Anticorrupción	National Convention of Anti-Corruption Prosecutors
CONDUSEF	Comisión Nacional para la Protección y Defensa de los Usuarios de Servicios Financieros	National Commission for the Protection and Defense of Financial Services Users
CONEVAL	Consejo Nacional de Evaluación de la Política de Desarrollo Social	National Council for the Evaluation of Social Development Policy
FFECC	Fiscalía Federal Especializada de Combate a la Corrupción	Specialized Federal Prosecutor's Office for Combating Corruption
FGR	Fiscalía General de la República	Attorney General's Office

INECC	Instituto Nacional de Ecología y Cambio Climático	National Institute of Ecology and Climate Change
INMUJERES	Instituto Nacional de las Mujeres	National Institute for Women
NOM	Norma Oficial Mexicana	Official Mexican Standard
PND	Programa Nacional de Desarrollo	National Development Program
SE	Secretaría de Economía	Secretary of Economy
SHCP	Secretaría de Hacienda y Crédito Público	Secretary of Finance and Public Credit
SRE	Secretaría de Relaciones Exteriores	Secretary of Foreign Affairs
UNAM	Universidad Nacional Autónoma de México	National Autonomous University of Mexico

## English Abbreviations

DFA	Development Finance Assessment
DFA-NL	Development Finance Assessment for the State of Nuevo Leon
ECLAC	Economic Commission for Latin America and the Caribbean
INFF	Integrated National Financing Framework
JP	Joint Programme
PUNOs	Participating UN Organizations
RCO	Resident Coordination Office
SDGs	Sustainable Development Goals
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNODC	United Nations Office on Drugs and Crime

## Executive summary

The Joint Programme (JP) “*Improving the Allocation of Risks and Resources for Sustainable Development*” started activities in July 2020 aimed to strengthen the financial system and planning processes for better resource allocation, greater resilience to climate change, and asset recovery for sustainable development. In this regard, the United Nations Development Programme (UNDP) was responsible for mapping the breaches and opportunities to finance the Sustainable Development Goals (SDGs); the United Nations Environment Programme (UNEP) for improving the national climate change risk analysis capabilities; and the United Nations Office on Drugs and Crime (UNODC) for strengthening public capacities to investigate corruption and recover the assets stolen by those crimes.

At the beginning of its implementation, the JP faced significant operational challenges, including the COVID-19 pandemic and the constant turnover of strategic and operational actors within government institutions. As a result, reaching agreements with counterparts became more complicated, leading to significant delays in kick-off and preliminary activities. To address this, the JP, through its Technical Group<sup>1</sup>, fostered the necessary consensus and exchange of ideas to design innovative strategies that ensured programme continuity and expedited the implementation.

In this context, after three years of implementation, the JP achieved significant awareness-raising and increased the technical knowledge of strategic and operational public officers. These results establish enabling conditions for the continuation of building policies and mechanisms that allow for better financing for development, greater resilience to climate change, and a development-focused approach to recovering assets from corruption crimes, with the due follow-up and continuity by counterparts and beneficiaries.

The JP provided two assessment documents on development financing. In them, it has identified the existing challenges in Mexico regarding SDGs’ funding, both at the national level and at the state level, in Nuevo León, and it has provided minimum recommendations for the construction of a comprehensive financing strategy.

The JP also provided climate change scenario analysis tools, stress testing recommendations, and gender gap reduction training for the financial system. This equipped both public officials and private corporations with the skills to develop micro and macroprudential analysis and resilience strategies for natural disasters that may impact the financial sector in Mexico. A design proposal for a Green Financing Management Platform was also delivered, aiming to enable the Secretary of Finance and Public Credit (SHCP for its Spanish acronym) to implement it. This will help the project cycle processes to be more efficient and strengthen their monitoring, tracking, and evaluation.

At the same time, the JP actively contributed to constructing Mexico's Sustainable Taxonomy, which the Financial System Stability Council (CESF for its Spanish acronym) was developing. In this regard, the JP facilitated the consolidation of the document by articulating previous efforts and conducting a socialization exercise that accelerated its publication. Today, Mexico is one of the few countries with such a standard, and companies are expected to start using it in the upcoming months.

The JP also developed legal analysis and capacity diagnosis documents on the asset recovery framework related to corruption crimes, as well as on the mechanisms available to state and national law enforcement authorities to operate it. Additionally, members of state prosecution offices were trained on corruption investigation, and best practices from Latin American countries in asset recovery were shared, aiming to promote their reintegration as a financing pathway for development.

A JP-added value that must be taken into account is its work at the sub-national levels in financing sustainable development and asset recovery, which was not initially planned. These exercises allowed PUNOs to develop capacities and experiences that can easily be replicated throughout the country.

On the other hand, the counterparts and beneficiaries are satisfied with the activities and achieved results and are interested in continuing to receive support from PUNOs in all areas of work of the JP. It is also true that

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<sup>1</sup> The Technical Group was the entity established to guarantee programmatic coherence, comprehensiveness, and quality of the JP, as well as to provide specialized advice to achieve these objectives. Its members consisted of a technical representative from each implementing agency and a representative from the Office of the Resident Coordinator.



since there were constant staff changes, current focal points from the main JP counterparts state that they would have preferred greater inclusion during the projects' design process, to better adapt the international standards and methodologies to the already ongoing processes in the country. This was a major challenge for the JP, as most of the focal points that participated in the programme design left office during the implementation.

Finally, it is important to note that although beneficiaries and some counterparts did not perceive a joint effort from PUNOs, the essence of the JP lies in examining how different United Nations agencies can work together in a coordinated manner, optimizing resources and avoiding duplications.

## Context

Until 2021, Mexico had a population of 129 million inhabitants. Its GDP per capita was 19,445 USD, with a projected annual growth rate of 2.1%. The income inequality among individuals was measured at a Gini coefficient of 0.42, and the annual carbon dioxide (CO<sub>2</sub>) emissions per capita were 3.1 tons. In this context, the Mexican government has sought to transition towards a sustainable development model by integrating the objectives of the 2030 Agenda. To achieve this, it has committed to promoting sustainable development as an essential factor for well-being, considering the impacts of its policies and programs on social fabric, ecology, as well as political and economic frameworks. The goal is to address social injustices and foster economic growth without causing disruptions to social cohesion, solidarity, diversity, and the environment (National Development Program 2019-2024, PND for its Spanish acronym).

In this regard, it designed a National Strategy for the Implementation of the 2030 Agenda, an effort to which various authorities have contributed by creating different bodies to oversee its progress. A National Council was established at the federal level, while at the state level, 32 Commissions for the Implementation of the 2030 Agenda or similar bodies, were established.

Given its geographical position and diverse socio-environmental conditions, Mexico is highly vulnerable to the potential impacts of climate change (National Institute of Ecology and Climate Change 2021, INECC for its Spanish acronym). In this context, the National Atlas of Vulnerability to Climate Change identifies that 1,448 out of 2,471 municipalities are classified as vulnerable to climate change (INECC, 2021a; National Institute of Statistics and Geography, 2020). This level of exposure requires the implementation of adaptive measures that consider the diversity of factors contributing to it (SHCP, 2023).

Furthermore, Mexico faces high levels of poverty and inequality. According to the Economic Commission for Latin America and the Caribbean (ECLAC) and the National Council for the Evaluation of Social Development Policy (CONEVAL for its Spanish acronym), in recent decades, poverty and inequality levels in the country have remained higher compared to other countries in Latin America and the rest of the world. These inequalities are linked to structural socio-economic gaps that pose challenges in ensuring access to education, gender equity, and income distribution, among others (SHCP, 2023).

The Global Gender Gap Index, which aims to measure the existing disparities between men and women in four key areas (economic participation, education, health, and political empowerment), indicates that in Mexico, actions are necessary to reduce gender inequalities in areas such as women's participation in the labor force, wage equality, and the income gap between men and women (World Economic Forum, 2022).

On corruption, Mexico faces significant challenges that COVID-19 has exacerbated. According to Transparency International's Corruption Perceptions Index, Mexico scored 31 points, indicating a high perception of corruption in the country. On the other hand, the National Anti-Corruption Plan recognizes that corruption is a systemic problem in all levels and spheres of government, affecting the perpetuation of social inequality in the country. Among the main identified challenges are impunity, partiality, opportunities for corruption arising at the points of interaction between the government and society, as well as the lack of social involvement in controlling this phenomenon.

In this context, the JP developed a work plan to address specific obstacles in achieving the SDGs at the national and state levels. UNDP focused its intervention on identifying public funding within a comprehensive financing strategy. UNODC aimed to strengthen local actors in investigating corruption cases and tracing assets derived from them with a sustainable development approach. Meanwhile, UNEP directed its efforts towards developing tools and initiating awareness-raising processes, with the public and private sectors, to assess climate risk and mitigate gender gaps.

## Joint Programme Results

It is not possible to identify sustained structural changes in any of the JP's areas of work, as anticipated in the project document. This is due to substantial delays faced by the JP at the beginning of its implementation, stemming from the COVID-19 pandemic and the constant changes in strategic and operational personnel of the governmental counterparts. These circumstances prevented capacity-building activities and documental outputs from having sufficient time for implementation to achieve the expected impacts, as most products were delivered during the last quarter of 2022 and the first quarter of 2023.

Despite the programmatic impact on the JP, these challenges, on the other hand, prompted PUNOs to work internally with greater integration. In other words, there was more collaborative and coordinated communication within the Technical Group, which facilitated the development of innovative strategies that allowed for managing delays, expanding benefits, and controlling program expenditures more efficiently.

In this context, UNDP established collaboration channels with the Secretary of Foreign Affairs (SRE for its Spanish acronym), the Secretary of Economy (SE for its Spanish acronym), the Secretary of Finance and Public Credit (SHCP for its Spanish acronym), and the Council of Nuevo Leon (CNL for its Spanish acronym) for the development of its activities.

Similarly, UNEP forged partnerships to fulfill its activities with the Bank of Mexico (BM for its Spanish acronym) and SHCP, as the representative of the Sustainable Finance Committee (CFS for its Spanish acronym) of the Financial Stability Council (CESF for its Spanish acronym), and also as the National Designated Authority of the so-called "green funds" of international cooperation focused on addressing climate change issues. Additionally, it established alliances with members of academia and the private sector, such as the National Autonomous University of Mexico (UNAM for its Spanish acronym), the Mexican Association of Retirement Fund Administrators (AMAFOR for its Spanish acronym), the Mexican Bank Association (AMB for its Spanish acronym), and the Mexican Association of Insurance Institutions (AMIS for its Spanish acronym), respectively.

UNODC, in response to the non-participation from the Specialized Federal Prosecutor's Office for Combating Corruption (FFECC for its Spanish acronym) under the Attorney General's Office (FGR for its Spanish acronym), initial key counterpart, formed alliances with specialized anti-corruption prosecutors in the states of Campeche, Chihuahua, Durango, Oaxaca, Quintana Roo, and Yucatán, within the framework of the National Convention of Anti-Corruption Prosecutors<sup>2</sup> (CONAFA for its Spanish acronym).

The RC and RCO supported the overall implementation of the program, promoting coherence and integrated delivery, reinforcing partnerships within counterparts, PUNOs and other UN interagency groups.

Despite the good cohesion within the Technical Group, this unity was unsuccessfully perceived externally. It was observed that each PUNO worked mostly unilaterally with its counterparts and beneficiaries. As a result, it was not entirely clear that the different JP topics were interconnected during the implementation. Even

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<sup>2</sup> The National Convention of Anti-Corruption Prosecutors is the forum where all specialized state prosecutors for combating corruption from the 32 federal entities of the country come together. The objective of CONAFA is to strengthen collaboration among the various anti-corruption prosecutors and establish common criteria and strategies to prevent, investigate, and sanction crimes related to corruption in the country.

though counterparts understood that the JP had different components, most reported not having participated in those that did not pertain to them.

Nevertheless, the JP successfully completed all capacity-building activities and the development of analysis, standardization, and best practices documents. In this regard, the most significant achievements were the awareness-raising and training of all counterparts regarding the different work areas of the JP and the establishment of strategic partnerships with authorities, not only at the federal level as anticipated in the project document but also with actors at the subnational level and the private sector. This led to the development of additional products and the surpassing of training targets.

In this way, authorities and bodies responsible for advising or designing federal (SHCP) and state (CNL) expenditures and revenues budgets better understand the landscape regarding the SDG investment. They also have insights into the gaps and opportunities to better align funding with their state and national priorities, thanks to the development of assessment instruments for financing sustainable development (despite the fact the Development Finance Assessment document is still under updating process).

Furthermore, the SHCP, the BM, members of the banking sector, retirement fund administrators, and insurance companies' associations have gained greater knowledge to understand the causes and impacts of climate change and the implications these events can have in the different financial institutions. Today, they possess improved skills in using and interpreting climate change scenarios for assessing physical and financial risks and impacts. They have a better understanding of the challenges and opportunities for strengthening gender balance in the country's financial institutions, and mainly, the participating private sector is more sensitive to integrating gender equality in their boards of directors, committees, and high-level decision-making positions.

Similarly, the SHCP, as the National Designated Authority for various international financing funds, was provided with the design of a technological platform to better manage projects funded by green funds. Additionally, the JP supported the Sustainable Finance Committee with integrating, coordinating, and publishing its classification scheme for assessing private sector contributions to the country's environmental, social, or sustainability objectives. As a result, Mexico now has a taxonomy to promote investment in economic activities that contribute to closing socioeconomic gaps and protecting the environment.

Finally, technical teams from the specialized state anti-corruption prosecutor offices from Campeche, Chihuahua, Durango, Oaxaca, Quintana Roo, and Yucatán, as well as other operators of their criminal justice systems, increased their knowledge of investigative techniques to prosecute corruption crimes. They also learned about investigative and asset recovery practices from other Latin American countries and were provided legal and operational analysis documents regarding the tools currently in force to carry out asset recovery actions in their states. As a result, CONAFA identified the importance of asset recovery in countering corruption and incorporated the subject into its Work Plan for the first time since its establishment in 2018. This may attract the attention of other anti-corruption prosecutor offices to the subject.

While it was not possible to identify structural changes in each of JP's areas of work, it can be established that the achieved results, the built alliances, and the high interest of all counterparts to continue receiving technical assistance from PUNOs are enabling conditions that will allow the expected systematic changes to manifest in the short, medium, and long terms.

## **1. Overview of Strategic Final Results**

### *1.1. Overall assessment (max 100 words)*

All documental outputs and capacity-building activities were successfully implemented. These products and activities have successfully raised awareness among individuals about the importance of continuing to work on

the JP's topics and have increased the knowledge of strategic and operational personnel from participating public and private institutions. Additionally, subnational experiences with the potential for replication were developed. With the continuity of these subjects on the agendas of counterparts and beneficiaries and the built partnerships, these results provide conditions that can enable the achievement of the expected systematic and structural changes in the future.

- Above expectations (fully achieved expected JP results and made additional progress)
- In line with expectations (achieved expected JP results)

**X Satisfactory (majority of expected JP results achieved, but with some limitations/adjustments)**

- Not-satisfactory (majority of expected JP results not achieved due to unforeseen risks/challenges)

PUNOs successfully carried out all activities, delivering the outputs, workshops, and training courses. However, the substantial delays at the beginning of the JP resulted in the late delivery of these results, which hinders the achievement of the expected effects. Nonetheless, the JP did establish enabling conditions for attaining them in the future.

1.2 Key results achieved (max 500 words)

The impact experienced at the beginning of the JP due to external factors resulted in all products and capacity-building activities being delivered in the last quarter of 2022 and the beginning of 2023, during the JP closing stage. This prevented sufficient time for these products and training to generate the anticipated impacts outlined in the project document. However, these results do establish conditions where several of the expected effects can be achieved with the follow-up of the counterparts and beneficiaries through the partnerships built with UNDP, UNEP, UNODC and the RCO.

In this regard, although catalytic and transformative results are not observed, the following three enabling conditions have been identified:

The first enabling condition is that the counterparts and beneficiaries have raised awareness on each subject within their scope. It means there is a greater understanding of the importance of having a financing strategy for sustainable development, developing mechanisms for identifying climate change-related risks and resilience strategies, and conducting better investigations into corruption crimes to recover assets derived from such crimes effectively.

The second condition relates to the roadmaps outlined at the sub-national level by the PUNOs throughout the JP. In this regard, a work plan was developed with the CNL to design public budgets based on the Development Finance Assessment (DFA) methodology. It also established cooperation links with anti-corruption prosecutor's offices from Campeche, Chihuahua, Durango, Oaxaca, Quintana Roo, and Yucatán to train their staff on corruption investigation for enhanced asset recovery indexes. With these experiences, a multiplier effect of these actions can be generated in other states to cover the national territory.

Finally, a third enabling condition is the strategic support provided to the Mexican government to accelerate the publication of the Sustainable Taxonomy of Mexico. In this regard, the JP played a significant role in coordinating and socializing the work previously carried out by the CFS and assisting them in publishing the document. The Taxonomy establishes the foundation for a more effective public-private collaboration to combat climate change.

1.3. Results achieved on Integrated National Financing Framework/SDG financing building blocks (max 2 pages)

Implementation stages	Planned (0%)	Emerging (1-49% progress)	Advancing (50-99% progress)	Complete (100% progress)	Previously completed	Not applicable
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<b>1. Inception phase</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. Assessment &amp; diagnostics</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
<b>3. Financing strategy</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
<b>4. Monitoring &amp; review</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
<b>5. Governance &amp; coordination</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X

Despite Mexico's previous progress with the CFS in enhancing financing for the achievement of the SDGs, before the JP intervention no DFA (or similar) exercise had been conducted in the country, let alone at the state level.

The JP's DFA process included the identification of strategic actors and a consultation process. As a result, several versions of the document were prepared and socialized with actors such as SHCP and the Ministry of Foreign Affairs. This document identifies the most relevant SDGs financing gaps in Mexico. Based on this, it proposed recommendations to the authorities to reduce these gaps and identify mechanisms to mobilize additional resources targeted toward the achievement of the 2030 Agenda.

Originally, the project included a final phase aimed at raising awareness about the findings and recommendations outlined in the DFA. However, due to the wide delay at the beginning of the JP, this process will have to be carried out outside the project timeframe. The main reason for this is that the DFA was not delivered in a timely manner to the federal authorities to utilize it in the 2022-2023 budgeting cycle.

It should be noted that, as mitigation of this shortcoming, the final version of the DFA (that is, the official delivery of the JP component) is currently under an updating process fully undertaken by UNDP. Therefore, a new revised version is expected to be delivered to the government as a direct follow up to the JP. This allows the DFA to be revisited as an input for the next federal administration, set to change in 2024 and conclude in 2030, a critical period for SDG acceleration. This is a unique opportunity for the DFA to influence future expenditures.

To do so, UNDP has defined three strategies to ensure the DFA remains relevant and applicable in the future. Firstly, the document's timeline will be aligned with the year 2030, which coincides with the closing period of the next Mexican government and represents the deadline to achieve the SDGs. The second strategy is to enhance awareness of the DFA through 2023 at the state level to build up further interest. This dissemination is primarily targeted toward non-governmental actors, such as civil society organizations, academia, and the private sector. The third strategy is to deliver the document to the campaign teams of the competing political parties for the upcoming elections in Mexico so that the eventual winner can use it as a valuable resource.

However, due to the nature of the United Nations mandate, it should be noted that there is no guarantee that the authorities will take on the Assessment and it remains critical for PUNOs to maintain and strengthen their built relationships with relevant institutions such as the Ministry of Foreign Affairs and the SHCP.

It is also relevant to highlight the inclusion of Nuevo León, particularly the CNL, at the sub-national level. This organization, representing the public and civil society sectors, expressed interest in developing a specific assessment for the state. The engagement with this actor led to the design of the DFA methodology at the sub-national level, involving the Government of Nuevo León, the Planning Secretariat of the State Government of Nuevo León, and representatives from the State Treasury.

Based on this ecosystem of actors, a sub-national governance mechanism was established, which includes a Technical Committee and institutionalized collaboration agreements between the parties (memoranda of

understanding). This committee held meetings in which it built the roadmap for the construction of the Development Finance Analysis for the State of Nuevo Leon (DFA-NL). A consultant prepared this document based on the recommendations outlined in the national DFA. This methodology is highly replicable at the state level throughout the Mexican Republic.

#### 1.4. Contribution to SDG acceleration

<b>SDGs indicators</b>	<b>Baseline</b>	<b>Expected target</b>	<b>Actual results achieved/to be achieved in the near future</b>	<b>Reasons for deviation from targets, if any</b>
17.14 enhance policy coherence for sustainable development	0	1	1 Document "Sustainable Taxonomy of Mexico" document, to be delivered to SHCP	
17.14 enhance policy coherence for sustainable development	0	1	1 Document "Financial Development Analysis for the Nuevo Leon state (DFA-NL)"	A governance mechanism was established that facilitated the adaptation of the DFA methodology to the state of Nuevo León.
13.3 improve education, awareness raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning	0	1	3 workshops on "Scenarios and Climate Risk for Financial Institutions."	Three private sector associations within the financial system were convened: ABM, AMAFORE, and AMIS.
13.b Promote mechanisms for raising capacities for effective climate change-related planning and management, in LDCs, including focusing on women, youth, local and marginalized communities	0	3	1 workshop that includes capacity development on gender-related issues regarding the increased participation of women in decision-making bodies within the Mexican financial sector.	
16.4 by 2030 significantly reduce illicit financial and arms flows, strengthen recovery and return of stolen assets, and combat all forms of organized crime	0	1	4 regional dialogues on asset recovery.	The workshop was divided into 4 sections

### 1.5. Contribution to SDG financing flows (max 500 words)

Because the DFA final version will be updated before being submitted to the national authorities, it could not be used during any annual budgetary process throughout the implementation of the JP. Therefore, as of this report's delivery date, there is no evidence of resource mobilization based on the DFA.

However, according to the indicators established for the 2021-2022 results matrix, to ensure the mobilization of additional financial resources, it was necessary to have a mapping of key actors to trigger these processes, as well as a financial and institutional strengthening strategy at the federal level that would allow Mexican authorities to incorporate policies and procedures for development financing into their budget planning. In this regard, based on the documents developed by the JP, namely the "Feasibility Study", the "Mapping" and the "DFA" itself, the JP has completed the process of constructing the DFA document.

From a technical standpoint, this document is part of the country's diagnosis to determine the viability of an Integrated National Financing Framework for the 2030 Agenda (United Nations Cooperation Framework for Sustainable Development, points 69 and 70, page 26). While the United Nations Guidelines indicate that in addition to the DFA, the establishment of a Specialized National Committee is required to implement the financing strategies described in the document, at the national level, the JP has partnered with the CFS. The purpose of this Committee is to support the SHCP in promoting the transition to sustainable finance, to deepen development, and understand its implications for the country's financial stability. This specialized technical body is the highest-level national entity that serves as a reference for financial system stability and development decision-making.

Additionally, the JP partnered with the Government of the state of Nuevo León, Mexico, to apply the DFA methodology through a subnational-level case study. As a result, the DFA-NL was developed and delivered to the CNL in 2023. Although representatives of the CNL stated in interviews that diagnosis information from the document was used in the design of the 2023 state budget, there is still no evidence of a full-fledged financing strategy and, consequently, pinpointed resource mobilization. However, this exercise will allow for the development of a financing strategy that considers mobilizing resources under the responsibility of local authorities, and it is an experience that UNDP can replicate in the other states of Mexico.

### 1.6. Results achieved on contributing to UN Development System reform (max 500 words)

The JP encountered complex situations arising from external factors, which delayed the commencement of its operations. An approach to expedite the work plan implementation was the efficient operation and constant convening of the Technical Group. This Group consisted of the technical coordinators from each PUNO and a representative from the Resident Coordinator's Office, which met regularly to facilitate coordination between activities, review progress, define strategies, and establish agreements to prevent further delays. The involvement of PUNOs' Representatives and the Resident Coordinator and constant communication with the SDG Fund's Secretariat, to revise periodical status, was also key to implement acceleration plans and other responses to implement the program.

In this regard, during the most challenging time of the COVID-19 pandemic, joint with the turnover of counterparts' personnel, the priority for PUNOs was to maintain communication with their counterparts in the Mexican state and national government to address the bureaucratic processes that could have jeopardized the achievement of the JP's objectives. The Technical Group played a crucial role in ensuring this communication to safeguard the continuity of operations, the implementation of the activities, and the delivery of outcomes during these eventualities.

This even resulted in a better understanding of each agency's mission by the respective teams. This is noteworthy, considering that it was a JP that involved challenging-to-correlate topics, such as development financing, climate change, and asset recovery derived from corruption. Consequently, PUNOs realized that



there are several areas in which they can collaborate to enhance the impact of the United Nations System's work in Mexico despite their different mandates.

In addition to the programmatic collaboration, the PUNOs also cooperated in strengthening the outputs carried out by the JP from a technical perspective. For example, within the DFA (led by UNDP), specific recommendations were pointed out to promote and strengthen a shared culture among government, society, academia, and businesses to prevent corruption (UNODC), as well as other recommendations aimed at addressing potential eventualities arising from climate change within their institutions (UNEP). Furthermore, the early sections of the DFA describe the budgetary alignment of the federal public administration with the sustainable development agenda (DFA, 52 and 60).

Similarly, the JP results on the diagnosis activities have served inter-agency interests, such as the update of the Common Country Assessment (CCA) and the fulfillment of the training objectives established in the inter-agency Biennial Work Plan derived from the United Nations System's Development Cooperation Framework with the Government of Mexico (UNSDCF).

### [1.7. Results achieved on cross-cutting issues \(max 200 words\)](#)

Regarding cross-cutting issues, some products and trainings incorporated a gender mainstreaming approach. UNEP hired a consultancy on Gender and Sustainable Finance, which provided specific recommendations to strengthen gender policies and strategies in the Mexican financial sector and delivered a workshop on gender and sustainable finance targeted at strategic partners of the Programme (AMAFORE, ABM, AMIS).

During the workshop, it provided recommendations and best practices on the internal efforts of financial institutions to strengthen resilience capacities in addressing social and environmental gender-related risks. Also, the workshop facilitated the engagement between financial institutions staff and academic experts in the field.

For the delivery of the workshop, UNEP hired specialized women instructors from selected higher education institutions in Mexico, who conducted the workshop "Gender and Sustainability for Financial Institutions." Some products resulting from these efforts were the "Recommendations for Gender Balance in the Financial Sector" (ABM and UNEP).

This outcome is crucial as ensuring gender equality in all sectors and at all levels is a fundamental goal of SDG 5 of the 2030 Agenda, as well as a cross-cutting priority for every project and initiative implemented by the United Nations.

### [1.8. Results achieved on COVID-19 recovery \(max 200 words\)](#)

The Joint Programme did not have any involvement in the country's process to finance the recovery strategy as a result of COVID-19.

### [1.9. Strategic Partnerships \(max 500 words\)](#)

One of the key strategic partnerships for the program was the collaboration built by UNODC with the state anti-corruption prosecutor's offices. This alliance was established to mitigate the implementation setback caused by the non-participation of the FFECC. To continue with activities related to anti-corruption efforts and asset recovery, UNODC established a strategic collaboration with CONAFA, resulting in the involvement of 6 state anti-corruption prosecutor's offices. The experience gained from working with these 6 state prosecutor's offices will allow for replicating JP results in the remaining anti-corruption prosecutor's offices through the platform and the commitment of CONAFA, supported by technical assistance from UNODC.



Likewise, UNEP succeeded in expanding its capacity-building activities for identifying climate and environmental risks in the private sector by establishing strategic partnerships with ABM, AMAFORE, and AMIS. The added value of involving these actors is that they are associations consulted by regulatory authorities in case of any updates to the regulatory framework and public policy in the field. Therefore, their engagement with the Joint Programme established a foundation for continuing the risk analysis agenda in future negotiations, ensuring a better understanding of the consequences of such risks for their sectors and reducing the gender gap in the financial industry. Moreover, this strategic partnership allowed the JP to surpass the planned scope of trained individuals, as the three associations provided a significant number of companies, and they were able to share some experiences, primarily in gender.

Furthermore, the collaboration established by UNEP with the SHCP enabled the JP to align with the efforts of the Mexican government and other stakeholders in building the Sustainable Taxonomy of Mexico. The SHCP is responsible for designing financial policy in Mexico, also oversees tax administration, and monitors public and private capital for development financing and corruption prevention. Hence, this entity is a crucial ally in driving the next steps in developing a Financing Strategy in Mexico and eventually transforming the Taxonomy into a regulatory framework for sustainable financing.

On the other hand, the partnership between UNDP and the CNL facilitated the development of the Development Finance Analysis in Nuevo Leon. In addition to generating a subnational diagnosis using the DFA methodology for the first time in the country, this experience sets a precedent for decentralizing sustainable financing planning processes in Mexico to address the issue of local governance and expedite the initiation of public finance reforms in the 32 states of the country. For example, in interviews with the departments of Management of Partnerships and Results of the CNL's Technical and Government Secretariat, positive reactions were mentioned from the education and planning sectors, stemming from the analysis of financing gaps.

1.10. Additional financing mobilized (max 300 words)

Source of funding	Yes	No	Type of co-funding/co-financing	Name of organization	Amount (USD)	Comments
Government	<input type="checkbox"/>	X				
Donors/IFIs	<input type="checkbox"/>	X				
Private sector	<input type="checkbox"/>	X				
PUNOs	X	<input type="checkbox"/>	co-funding	UNDP, UNEP, UNODC	USD\$ 582,416	In-kind contribution
Other partners	<input type="checkbox"/>	X				

**2. Results by JP Outcome and Output**

2.1. Results achieved by Fund's global results (max 500 words)

The JP couldn't impact the increase of financing to accelerate the achievement of the SDGs in Mexico due to various challenges it faced throughout its planning and development stages. However, the methodologies and products created, along with the knowledge increased in the participating public and private sector personnel have the enabling potential to be replicated and scaled up in the future due to the receptiveness of all stakeholders. This can have a significant impact on the financing of the 2030 Agenda, and the stability and resilience of the financial sector.

In particular, the DFA and DFA-NL are pertinent and can pose a considerable advantage during the upcoming budget cycle periods in each level of government. With them, national authorities can outline financing strategies to bridge the gaps for sustainable development.

With the diagnoses and capacity-building of the six participating anti-corruption prosecution offices, strengthening processes can be undertaken and upscaled with a national scope under the framework of CONAFA. This will strengthen asset recovery and safeguard public investment in sustainable development.

Finally, the governance of the financial system can be strengthened to the extent that (1) the counterparts institutionalize the use of instruments such as Sustainable Taxonomy, stress testing, best practices for analyzing climate change scenarios, and gender balance in the financial sector; (2) the counterparts create mechanisms to implement the knowledge acquired through various capacity-building activities focused on understanding climate risks; and (3) SHCP invests in the implementation of the project management technological platform designed by the JP.

The JP forged strategic alliances between agencies and key counterparts from the private sector and the Mexican government at both federal and subnational levels to ensure the sustainability and long-term impact of the activities.

## [2.2. Results achieved by Joint Programme Outcome \(max 500 words\)](#)

### *Outcome 1.*

There is no tangible impact on the national and state budget design, as initially planned in the JP, as a result of the development of the DFA and the DFA-NL. This is because at the time of this report's submission, the final version of the DFA was being updated, while the DFA-NL had just been recently delivered; consequently, they did not have the time to influence budget allocation through the reporting period. Nevertheless, developing these documents confirmed to the authorities the need to design their budgets with a sustainable development approach and provided insights to identify financing gaps and opportunities for both the public and private sectors in future budget cycles. It is expected that the impact of this outcome can be measured in the upcoming years.

Regarding asset recovery and reintegration, the qualitative and quantitative diagnoses and analyses could not address the federal scope, as originally intended, but rather carried out in-depth analysis at the sub-national level with six specialized anticorruption prosecutors' offices. This is a consequence of the FFECC withdrawal, as mentioned above in the report. The change, however, opened a new window of possibilities that can have a significant impact nationwide, as CONAFA has included in its Work Plan 2023-2024 a commitment to strengthen the anticorruption prosecutors' offices in the states on asset recovery and reintegration as a follow up to the JP.

### *Outcome 2*

The JP developed tools and increased knowledge in various topics that can be useful for strengthening the governance of the Mexican financial system. In this regard, BM has recommendations on Stress Tests available for their macro and micro-prudential stress testing processes related to climate change.

Furthermore, successful training workshops were concluded on prospective scenarios of climate risk and gender gap reduction for financial institutions in the banking, insurance, and retirement fund management sectors, certified by UNAM and other specialists. In this sense, knowledge and awareness of these topics increased, generating companies' interest to continue with internal processes of updating climate risks and mechanisms to position leaders with a gender perspective.

Moreover, the JP contributed to the systematization, coordination, and dissemination of work that the SHCP had been developing with members of the Mexican financial sector and other international partners for the publication of the Sustainable Taxonomy of Mexico. As a result, Mexico now has, for the first time, a framework

to classify private investments in productive sectors under an environmental sustainability and development approach.

Additionally, the JP delivered to the SHCP, as the administrator of the green funds, a design proposal for a technological platform for a better management of these funds. It remains pending for the SHCP to construct and operate the platform.

Lastly, the six participating state anti-corruption prosecutors' offices have a Normative Mapping of federal and state legislation, diagnosis documents with operational recommendations to improve their processes related to asset recovery, and their work teams were trained on corruption investigation methodologies.

### [2.3 Results achieved by Joint Programme Output \(max 500 words\)](#)

The Output structure follows the same results reported at the Outcome level.

For Output 1.1. and 1.2 the JP conducted one assessment and one analysis of financing for sustainable development. The first corresponds to the federal level, while the other is directed towards the state of Nuevo León. With these assessments, the SRE, the SHCP, and the members of the CNL have a broader understanding of the financing that both the federal government and the state allocate to sustainable development. They also gained insights into the gaps and opportunities for better aligning financial and non-financial flows with state and federal sustainability priorities. However, it is necessary to note that the national assessment is still under revision due to a reorganization process and information updates.

For Output 1.3, institutional capacities diagnostics were delivered to the specialized anti-corruption prosecutor's offices in the states of Campeche, Chihuahua, Durango, Oaxaca, Quintana Roo, and Yucatán. These diagnoses aim to assess their institutional capabilities for investigating and prosecuting cases towards asset recovery derived from corruption crimes (a total of 6 diagnostics were delivered). The objective is for the prosecutor's offices to undertake internal improvement processes to meet international standards for asset recovery.

In Output 2.1, several documents were developed, including one on Best Practices for Climate Change Scenario Analysis, one on recommendations for stress testing in the financial system, another on recommendations for gender balance in the financial sector, and one document proposing a technological platform for the management of the green funds.

For Output 2.2, during the JP implementation, there were shared priorities with the CFS regarding the promotion of the sustainable finance agenda in the country. As a result, the JP supported the systematization and publication of the first Sustainable Taxonomy of Mexico. Additionally, capacity-building workshops on climate risk scenarios, gender, and sustainability were conducted for financial institutions (4 workshops) involving 732 officials from 89 banking, insurance, and pension fund management institutions. Within this framework, it formed alliances with three strategic national associations in these sectors and the SHCP, BM, and UNAM.

Finally, for Outputs 2.3 and 2.4, it delivered one document on normative mapping regarding asset recovery, and training workshops and a regional dialogue on investigating corruption crimes and asset recovery were conducted. These initiatives enhanced the knowledge of 191 public servants from the 6 specialized state anti-corruption prosecutor's offices and other operators of security and criminal justice systems of the participating states.

## **3. Challenges and Changes**

### [3.1. Challenges faced by JP \(max 300 words\)](#)

The absence of public activities or events during 2020 due to the lockdown measures because of COVID-19 affected the negotiations with JP counterparts to establish the programme's starting conditions. Consequently, all activities experienced a substantial delay. However, this delay did not result in the stagnation of the programme, as alternatives were sought to overcome this challenge, including the use of technological tools for effective communication.

Another challenge was the constant change of officials and focal points in most of the counterparts, particularly in SHCP, SRE, and FGR. This hindered progress with previously established agreements for JP implementation. In response to this situation, PUNOs developed resilience capabilities to overcome these changes within the Technical Group created for programme implementation. As a result, there was significant team cohesion among PUNOs and the RCO, which facilitated the design of comprehensive and consensus-driven strategies. An example is the decision to focus activities at the subnational level.

Another major challenge was the lack of willingness from the FFECC to participate in the JP, and especially the delayed definition of its non-involvement beyond the first implementation year of the program. This significant delay resulted in a considerable setback for the activities, leading UNODC to shift its actions to a subnational level, involving 6 specialized state anti-corruption prosecutor's offices. The objective was to have a representative sample of the national landscape comparable to the work that would have been carried out with the FFECC.

### [3.2. Changes made to JP \(if applicable\) \(max 200 words\)](#)

At the end of 2021, the JP presented an acceleration plan to the SDGs Fund Secretariat to address the previously mentioned delays and challenges by the fourth quarter of 2021. Additionally, the JP was reviewed to modify the final project deadline and to adjust some activities from the federal to the state level. Concretely, the Government of Nuevo León was included as a new actor to carry out the DFA-NL, and the state anti-corruption prosecutor's offices of Campeche, Yucatán, Quintana Roo, Durango, Chihuahua, and Oaxaca were involved in activities aimed to strengthen the investigation of corruption crimes and asset recovery. These changes were presented and endorsed by the JP Steering Committee.

## **4. Sustainability and Country Ownership**

### [4.1. Sustainability and country ownership \(max 500 words\)](#)

It is unlikely that the results of the JP will be immediately evident in reforms and/or new policies in the financial sector, actions to combat climate change, or those related to the investigation of corruption crimes and asset recovery. Currently, the counterparts and beneficiaries have no ongoing processes in that direction. This could be attributed to the fact that most of the products and training activities were delivered towards the end of the Programme and did not have sufficient time to garner legislative or other governmental support for their implementation. Additionally, some products are being updated (National DFA). Nevertheless, some of the products do contribute to the scalability of certain topics necessary for sustainable development, thanks to the raised awareness and increased technical knowledge provided by the JP to its counterparts and beneficiaries.

For example, SHCP will disseminate the Sustainable Taxonomy of Mexico among the ecosystem of strategic actors to homogenize knowledge. In the medium term, this common foundation will be crucial for the testing phase and periodic updates of the document.

Regarding reducing gender breaches in the financial system, there is an alignment between the training programs and the interests of insurance companies, pension fund administrators, and banks. The associations expressed their intention to follow up with the participating companies on applying the acquired knowledge. In

particular, they mentioned that they will promote and follow up on these changes with their most capable members.

In the case of Nuevo León, the knowledge of the DFA methodology was shared with the CNL team to ensure the continuity of the analysis and to generate human capital that will carry out the subsequent steps in the local financing strategy. At the national level, once the DFA is completed, its dissemination with various stakeholders is expected to promote its implementation with the following federal administration.

Regarding asset recovery derived from corruption crimes, CONAFA formalized its commitment to work on related actions at the national level, including training activities to be carried out during its Work Plan for 2023-24.

Lastly, the BM is already utilizing methodologies for stress testing in the financial system and incorporating the results into the financial stability reports that regularly publishes for the private sector. It is expected that this process will continue.

All the interviewed counterparts confirmed their interest in the support of PUNOs to ensure the continuity of these actions.

## 5. Communications

### 5.1 Communication products (max 300 words)

Although the communication strategy of the JP was not wide-ranging in media outlets, the JP carried out a set of communication and visibility actions to disseminate the activities and results achieved by the PUNOs, particularly through social media and open-eds. During its implementation, the JP allocated a budget of \$15,761.00 for this purpose, representing 1.5% of the total program budget. The funds were mainly targeted to cover communication and graphic design services spearheaded by the leading PUNO (UNODC). It is worth mentioning that the work of this service was mainly materialized in electronic publications posted on the agencies' portals and social media platforms, the design of publication templates, and the development of animation videos to disseminate JP activities.

Below are the specific amounts allocated to each category.

Item	Cost (USD)
Communication & design services	\$10,000
Video recording services	\$4,730
PSC	\$1,031
Total	\$15,761

### 5.2 Events

Type of event	Yes	No	Number of events	Brief description and any highlights
JP launch event (mandatory)	X	<input type="checkbox"/>	1	The JP conducted a launch event with the participation of the Coordination Committee, which brought together all the substantive counterparts involved in the program.
Annual donors' event* (mandatory)	X	<input type="checkbox"/>	2	The main JP's donors, with a presence in the country, were invited to participate in the launch event and subsequent meetings of the Coordination Committee.
Partners' event ** *(optional)	X	<input type="checkbox"/>	5	<p>UNDP organized a knowledge exchange workshop on DFA experiences with Argentina, Costa Rica and Mexican counterparts. This workshop served to advocate for the DFA methodology to be applied as part of the JP.</p> <p>UNODC organized a presentation of the JP methodology to address asset recovery capacity-building on October 2021. The meeting convened all head Prosecutors of the state anticorruption prosecution offices participating in the Programme.</p> <p>UNODC organized a panel on asset recovery for sustainable development during the November 2022 annual summit of the CONAFA, which resulted on the adoption of their 2023 workplan which included asset recovery capacity-building as a shared national goal.</p> <p>UNEP and SHCP published and disseminated Mexico's Sustainable Taxonomy in March 2023, within the framework of the 86<sup>th</sup> Banking Convention.</p> <p>UNEP and the Latin American Climate Asset Disclosure Initiative (LACADI) organized a presential workshop on climate scenario analysis for insurance companies and pension funds on December 5-6. The event was inaugurated by SHCP and had the participation of technical experts from UNEP FI.</p> <p>UNEP and UN Global Compact organized a virtual workshop on climate risk and sustainable finance on May 17<sup>th</sup> for the Industrial Chamber of Guatemala. The event convened speakers from UNAM and City Banamex</p> <p>UNDP and CNL organized the DFA-NL presentation on May 2023. The objective was to disclose the distribution of the state budget in relation to the 17 SDGs within the state, identifying potential gaps and possible enhancements.</p>

## 6. Lessons and Best Practices

### 6.1. Key lessons learned, best practices, and recommendations on SDG financing (max 300 words)

The JP implementation experience provides significant lessons learned for the SDG Fund.

Before the JP, the country already had seed exercises focused on understanding the financing of Mexico's commitments to the SDGs. However, none had the scope and depth of the DFA methodology. Yet, although both the DFA and the DFA-NL were useful documents for identifying financing gaps, some of the interviewed counterparts considered that their diagnostic nature did not necessarily provide specific technical recommendations, or that the recommendations were not tailored to the ongoing efforts in designing financing strategies and their implementation. This situation created a perception of an incomplete process among the counterparts.

In this regard, it is recommended to explore whether the methodology can be more flexible among its phases in countries with an ecosystem of actors that already have their own ongoing agenda in line with the INFF objectives. The goal would be to include pre-existing outputs and outcomes in the INFF process, even if their scope is somewhat different or limited to specific sectors and design a methodology with an additional added value for them.

### 6.2. Key lessons learned and best practices, and recommendations on Joint Programming (max 300 words)

The project document design, its implementation, and the testimonies gathered showed that the topics addressed by the JP had a weak relationship and coherent argumentation that would connect each other and drive collaborative work among the PUNOs. Consequently, the implementation was fragmented, and the achievements were presented as the result of individual agency efforts rather than attaining objectives within the JP framework.

Therefore, the SDG Fund is advised to have mechanisms to ensure coherence and coordination in the proposals in its calls when multiple agencies and thematic areas are involved in strengthening the fulfillment of the SDGs. Additionally, it is advisable to clearly distinguish in the project documents between the overall objective of the JP and the specific goals of each PUNO that contribute to it. This would enable the Agencies to establish work agendas compatible with their mandates and agree on a joint roadmap interconnecting the different topics strategically.

Additionally, while counterparts owned the activities and products of their relevant JP components, there was a lack of ownership of the JP as a comprehensive strategy. The main reasons seem to be the limited participation of the final implementing counterparts during the JP designing process. Despite PUNOs ensuring some institutional involvement through initial workshops to design the JP proposal with relevant counterparts, changes in the final implementing counterparts and staff turnover within them meant that the final recipients were effectively detached from the original planning. This situation, the challenges posed by COVID and the aforementioned changes, significantly delayed the JP start and resulted in limited or no participation of some key counterparts in its operation.

On the contrary, a good practice was the adaptability capacities of UNEP to the needs of SHCP in the area of sustainable financing and international affairs, scaling up existing efforts and building on their own internal agenda. This resulted in successfully completing the Sustainable Taxonomy of Mexico and strengthening the UNEP-SHCP bilateral relationship. As a recommendation, this strategy of intertwining the JP's objectives with the counterparts' work agenda should be applied to the rest of the counterparts from the JP design stage.

There was also an observed hasty and asynchronous scheduling of activities *vis. a vis.* the calendars of some counterparts. For instance, the development of the DFA-NL began in October 2022, which meant that the final document did not align with the budgetary work schedule of the Finance Secretary; consequently, the state could not use it as a technical input for the 2023 state budget design. A similar situation arose during training

activities targeted at the private sector, which were convened with insufficient advance notice, generating a perception of weak planning by the JP among the financial and banking associations. In this regard, there should be a more effective planning strategy with the counterparts, especially with those whose participation or collaboration is crucial for achieving good results or reaching the objectives of the JP activities.

As an example of best practice, we can consider the effective communication and coordination that the Agencies demonstrated within the Technical Group, particularly the assistance provided by RCO in facilitating the liaising with key counterparts of the Programme on behalf of the UN System, rather than individual PUNO efforts. Within the Technical Group, the Agencies exchanged information regarding challenges and achievements related to the implementation and management of the JP, thereby building agreements on the steps to be taken. As a result, the agencies gained a better understanding of each other's missions and the internal processes aimed at facilitating future collaboration. This close coordination allowed for constant feedback, even allowing the leading agency to support some of the final deliverables by the other PUNOs. To further enhance this coordination, it is recommended that, in addition to the technical teams of each Agency, senior-level personnel have greater involvement in such programs.



## Annex 1: Consolidated results framework

### 1. JP contribution to global programmatic results (full programme duration)

- Provide data for the Joint SDG Fund global results (as per targets defined in the JP document).

Joint SDG Fund Global Outcome 2: Additional financing leveraged to accelerate SDG achievement (Complete table below)

Indicators	Baseline 2019	Target (end of JP)	Result (end of JP)	Notes
Outcome 2.1.a US\$ & Ratio of financing for integrated multi-sectoral solutions leveraged from public sector partners	0	12	12	Sources identified through DFA, and the methodological documents prepared by the Joint Programme
Outcome 2.1.b US\$ & Ratio of financing for integrated multi-sectoral solutions leveraged from private sector partners	—	—	—	

Joint SDG Fund Global Output 4: Integrated financing strategies for accelerating SDG progress implemented (Complete table below and provide details as requested)

Indicators	Baseline 2019	Targets (end of JP)	Results (end of JP)	Notes
Output 4.1. Number of integrated financing instruments/strategies that were tested	—	—	—	
Output 4.2. Number of integrated financing strategies that have been implemented with partners in lead	—	—	—	
Output 4.3. Number of functioning partnership/governance frameworks in place for integrated financing strategies to accelerate the SDGs	0	1	1	Engagement with Sustainable Finance Committee

## 2. Selected global operational effectiveness indicators (full programme duration)

- *Provide data for aggregation at the global level of the Joint SDG Fund.*

2.1. Did your Joint Programme contribute to the improvement of the overall UNCT coherence?

- Yes, considerably contributed  
 Yes, contributed  
 No

Explain briefly:

This JP was an exercise in which PUNOs with different objectives initially seemed to have little connection with each other. However, throughout the implementation, PUNOs developed a capacity for communication and collaboration, resulting first in a better understanding of each other's missions and secondly, in the consensus-based planning of implementation actions. This allowed for greater internal coherence in the coordinated work of the agencies, which can be shared within the United Nations Country Team in Mexico.

2.2. Did your Joint Programme contribute to avoiding duplication of efforts for the participating UN agencies in interaction with national/regional and local authorities and/or public entities?

- Yes,  
 No  
 N/A (if there are no other joint programmes in the country)

Explain briefly:

Yes, it did. For instance, all communications services were managed by the leading agency, substantially reducing the time to hire separate services. The coordination and collaboration within the JP also facilitated the feedback and support in specific administrative processes, allowing the leading agency to support the other PUNOs in specific procurements. It is also noteworthy RCO's role in identifying the team's needs and serving as a liaison with key counterparts of the program. This enabled actors such as the SHCP to have clarity on the specific activities to be carried out within the JP framework, even though coordination for its operation was conducted independently with one or more agencies.

## 3. Results as per JP Results Framework

- *Present JP results in the following template*

<b>Result / Indicators</b>	<b>Baseline</b>	<b>Original Target (as per ProDoc)</b>	<b>Revised Target (if applicable)</b>	<b>Result (end of JP)</b>	<b>Reasons for variance from original target (if any)</b>
Outcome 1 Additional financing leveraged to accelerate SDG achievement (Joint SDG Fund Outcome 2)					

OUTPUT 1.1 The national budgeting process takes into account the DFA roadmap.					
SHCP is an active participant in the formulation of the DFA roadmap recommendations, and validates the relevance of recommendations	0	1	1	1	
Number of DFA recommendations relevant for the integration of the federal budget.	0	2	3		
OUTPUT 1.2 Government entities have a strategy to mobilize public and non-public resources for sustainable development.					
Number of workshops to formulate a national resource mobilization strategy including actors from multiple government agencies.	0	6	6	0	
The strategy identifies a subnational stakeholder prone to develop local DFA	0	1	1	1	
OUTPUT 1.3 Assets recovery and reintegration enhances sustainable national development and strengthens the fight against corruption.					
Diagnosis on asset recovery and reintegration	0	1	1	1	
Qualitative and quantitative analysis of asset recovery	0	1	6	6	The FFECC did not participate in the JP; thus, UNODC focused its efforts on conducting capacity assessments on specialized anti-corruption prosecutors' offices in the states of Campeche, Chihuahua, Durango, Oaxaca, Quintana Roo, and Yucatán.
Number of recommendations on asset recovery activities	0	1	6	6	

Outcome 2. The Mexican financial system's governance is strengthened in line with sustainable development.					
Number of strategies, tools and procedures delivered to financial institutions in order to strengthen their governance.	0	8	10		
Number of people in strategic and decision making positions within the financial sector reached	0	At least 50	30	30	The number of individuals in strategic positions and decision-making roles JP could have reached is unclear.
OUTPUT 2.1 Financial regulators conduct stress tests to understand and mainstream the main climate related risks that could affect financial system stability.					
Number of best practices and methodologies for performing a climate change stress test collected	0	1	1	1	
Number of macro climate change stress tests performed.	0	1	0	0	The adoption of the stress test methodology will take longer time as planned in both private and public sectors.
OUTPUT 2.2 Financial regulators develop policies and tools to establish appropriate governance mechanisms at all levels, to act according to environmental and social risks and opportunities.					
Number of stress-test guidelines with respect to climate-related and environmental risks in a consistent manner across the different financial supervisors, including forward-looking scenarios that should be considered by financial institutions in their risk assessment.	0	0	1	1	
Number of workshops delivered to financial institutions	0	1	3	3	

Number of workshops that include capacity building on gender issues related to greater participation of women in decision making bodies of the Mexican financial sector	0	3	3	1	A single training session was conducted involving three financial sectors: insurance, banking, and retired service administrators.
Number of Green finance reporting guidelines issued by regulatory institutions	0	1	1	1	
Green Fund governance report platform	0	0	1	1	A design for a technological platform for the management of projects financed by green funds was delivered. The SHCP will be responsible for building the platform.
<b>OUTPUT 2.3</b> The relevant institutions are aligned to the international standards on asset recovery and reintegration.					
Comprehensive legal analysis of the recommendations from the second cycle of review and international best practices from different jurisdictions that are more advanced on the subject.	0	1	1	1	
Workshop with different national and regional actors to forge strategic alliances and collect good practices on asset recovery and returns.	0	1	4	4	
<b>OUTPUT 2.4</b> Institutional and regulatory capacities are strengthened at all levels for asset recovery and reintegration.					
Scoping missions/sessions to engage with relevant stakeholders	0	1	6	0	

Specialized training program in asset recovery and returns with national and international experts.	0	1	1	1	
Training workshop on different topics related with asset recovery and returns	0	1	1	1	
Capacity building strategy for asset recovery	0	1	1	1	

## Annex 2: List of strategic documents

### 1. Strategic documents that were produced by the JP

<b>Title of the document</b>	<b>Date (month; year) when finalized</b>	<b>Document type (policy/strategy, assessment, guidance, training material, methodology etc.)</b>	<b>Brief description of the document and the role of the JP in finalizing it</b>
Normative Mapping: Legislation on asset recovery at the federal and local levels.	Nov, 2021	Legal assessment	A normative mapping was conducted, which identified the most relevant articles of federal and state legislation regarding anti-corruption. This mapping served to conduct an in-depth analysis of the effectiveness of these regulations in the identification, investigation, and asset recovery derived from corruption crimes.
Compilation of documents on climate risk in the financial sector.	Dic, 2021	Best practices document	A compilation of reports, and studies on climate change risks and opportunities in the financial sector. It is part of the JP's efforts to strengthen the capacities of the BM, SHCP, and National Banking and Securities Commission (CNBV for its Spanish acronym) in the analysis and design of policies regarding the management of environmental, social, and corporate governance risks.
Diagnosis on Asset Recovery derived from corruption crimes in the Free and Sovereign State of Durango.	Feb, 2023	Legal and operational assessment	Analyze the progress of the asset recovery mechanisms derived from corruption crime in the state to formulate recommendations regarding the following: 1) normative development; 2) law enforcement; 3) operational capacities of responsible officials and the coordination and cooperation mechanisms. The document was used to define the topics for trainings implemented in the following phase.

Diagnosis Report Anticorruption Prosecution's Office of the State of Yucatan	Feb, 2023	Legal and operational assessment	Analyze the progress of the asset recovery mechanisms derived from corruption crime in the state to formulate recommendations regarding the following: 1) normative development; 2) law enforcement; 3) operational capacities of responsible officials and the coordination and cooperation mechanisms. The document was used to define the topics for trainings implemented in the following phase.
Diagnosis Report Anticorruption Prosecution's Office of the State of Oaxaca	Feb, 2023	Legal and operational assessment	Analyze the progress of the asset recovery mechanisms derived from corruption crime in the state to formulate recommendations regarding the following: 1) normative development; 2) law enforcement; 3) operational capacities of responsible officials and the coordination and cooperation mechanisms. The document was used to define the topics for trainings implemented in the following phase.
Diagnosis Report Anticorruption Prosecution's Office of the State of Chihuahua	Feb, 2023	Legal and operational assessment	Analyze the progress of the asset recovery mechanisms derived from corruption crime in the state to formulate recommendations regarding the following: 1) normative development; 2) law enforcement; 3) operational capacities of responsible officials and the coordination and cooperation mechanisms. The document was used to define the topics for trainings implemented in the following phase.
Diagnosis Report Anticorruption Prosecution's Office of the State of Campeche	Feb, 2023	Legal and operational assessment	Analyze the progress of the asset recovery mechanisms derived from corruption crime in the state to formulate recommendations regarding the following: 1) normative development; 2) law enforcement; 3) operational capacities of responsible officials and the coordination and cooperation mechanisms. The document was used to define the topics for trainings implemented in the following phase.
Analysis of Climate Change Scenarios in Mexico and Recommendations for Developing a Stress Test for the Financial System.	-	Analysis document	An analysis report aimed at BM identifies climate change scenarios in Mexico and provides recommendations for developing a stress test considering medium- and long-term impacts.
Evaluation and Monitoring Technological Platform for Projects/Programs funded with green fund resources.	-	Methodology document	Document that presents the design of an electronic platform, focused on a web-based system, which will be referred to as the "Evaluation and Monitoring Platform for Projects funded with green fund resources."
Flowcharts and architectural diagrams for the Evaluation and Monitoring Platform for Projects/Programs funded with green fund resources.	-	Methodology document	The document presents the flowcharts and architectural diagrams that should reflect how the system manages and tracks financing proposals approved by the committee of each green fund.

Recommendations for strengthening gender balance in the financial sector.	-	Recommendations document	The document complements the support for strengthening financial regulators and supervisors in the analysis of scenarios and management of climate and environmental risks in their financial stability exercises.
Development Finance Assessment for México	-	Policy document	It identifies opportunities to better align sustainable development financing with national and international priorities and provides information to key stakeholders regarding financing flows. The document is currently being updated as a scaling up of the JP.
Development Finance Assessment for the State of Nuevo Leon	-	Policy document	Document that analyzes the coordination efforts of the state of Nuevo Leon and its institutions to advance the incorporation of the sustainable development approach at the state level.

[2. Strategic documents to which the JP directly contributed to](#)

<b>Title of the document</b>	<b>Date (month; year) when finalized</b>	<b>Document type (policy/strategy, assessment, guidance, training material, methodology etc.)</b>	<b>Brief description of the document and the role of the JP in finalizing it</b>
Sustainable Taxonomy of Mexico 2022	-	Policy document	The document provides classification schemes or sets of criteria that allow for the evaluation of whether an asset, economic activity, project, or investment contributes to the achievement of environmental, social, or sustainability objectives of a country, jurisdiction, or region.



## Annex 3. Communications materials

### 1. *Human interest story*

The AMIS, represented by its Public Affairs Officer, provided an overview of the background, impacts, and benefits generated by the JP in supporting gender equality efforts. In this regard, it perceived a positive impact from the work carried out by the JP. It stated that while it is understood that progress towards reducing gender gaps is a challenging path that requires long-term effort, workshops such as those conducted by the JP **"help generate critical mass, keeping the topic on the agenda, and make it relevant for companies. They contribute to convincing and raising awareness about its relevance to those who have not yet begun to address these issues."**

AMIS already had embraced the commitment to support gender equality by signing the **UN Women's HeForShe agreement**. Since then, the association pledged to promote the fulfillment of 8 commitments, including the establishment of a diversity and inclusion committee and the promotion of equity benefits. With this in mind, a specific agenda and assessment were designed within the industry to understand the status of affiliated companies in this field, which motivated participation in the workshop conducted by UNEP.

In the case of gender equity, the diversity and inclusion committee of AMIS has developed a comprehensive plan to promote best practices based on three key elements. The first is communicating what is being done and the benefits of adopting these policies through various electronic means. The second is conducting workshops, primarily through webinars for women. The third is participating in events and establishing strategic alliances, such as the one with UNEP, as they consider it of great value in terms of reach and dissemination. In this regard, it mentioned that it is **"highly relevant for them to have the support of international development organizations, as the experiences of other countries can influence their own and provide a broader perspective on both the problem and the solution."** Therefore, having the support of UNEP in the case of gender equity was fundamental.

During the interview, AMIS pointed out that a positive aspect of the JP's actions was **"conducting the workshop considering different actors of the financial system"** and **"seeking gender and profile diversity among the speakers."** This allowed the insurance sector to see what other sectors, such as banking and pension funds, were doing regarding gender issues. For example, reference was made to a company that presented its best practices, including certifications such as the Official Mexican Standard (NOM) 025. This prompted discussions within AMIS committee meetings about the procedures and requirements for obtaining that certification. **"Since then, one of AMIS' pending tasks is to provide more information about existing certifications in these areas and what companies need to do to begin the certification process."**

Among the best practices shared in the workshops, the most relevant one was provided by the banking sector, which developed a gender-inclusive financial product through discussions with the National Commission for the Protection and Defense of Financial Services Users (CONDUSEF for its Spanish acronym), the SHCP and the National Institute for Women (INMUJERES for its Spanish acronym). According to the AMIS representative's experience participating in workshops where participants share the existence of these financial products tailored to the needs of vulnerable groups such as women **"have a positive effect on raising awareness among the attendees."** The objective of sharing practices in the workshops among the companies was so they could be aware of these products and replicate or adapt them internally.

Furthermore, the representative expressed that there is an opportunity to improve the planning and dissemination of these workshops due to the challenges posed by the limited time between the event organization, speaker availability, and, consequently, the invitation for a larger number of members to attend. On the other hand, it is noted that there were few efforts made to disseminate the workshop recordings through various channels, as the video is currently unavailable for further reference.

Finally, she expressed that it is important to highlight that Gender Equality is a cross-cutting issue that intersects with different SDGs as it is a significant topic. Therefore, AMIS **“understands and perceives it as a comprehensive matter that should not be limited solely to gender equality, but rather as a much more holistic component.”**

## 2. Communication products

- Fill out the table below and **attach/provide links to articles, news/media items, videos, blogs, or other major communication materials developed by the joint programme.**

Title of the document	Date when finalized (MM/YY)	Brief description and hyperlink (if it exists)
Countering Corruption in Mexico (UNODC)	January 23, 2023	An article published on the SDG Fund website highlights that corruption is one of Mexico's most significant obstacles to implementing the Sustainable Development Goals. Therefore, asset recovery plays a crucial role in the fight against corruption. The article discusses the training programs conducted by UNODC to strengthen the capacities for asset recovery derived from corruption. These training programs involved the participation of over 190 officials from the Anti-Corruption Prosecutors' Offices, Judicial Powers, and Economic and Asset Intelligence Units of the states of Campeche, Chihuahua, Durango, Oaxaca, Quintana Roo, and Yucatán. Available in: <a href="https://jointsdgfund.org/article/fight-against-corruption-mexico">https://jointsdgfund.org/article/fight-against-corruption-mexico</a>
Regional meeting on Asset Recovery derived from Corruption Crimes (UNODC)	November 8, 2022	The article narrates how the JP organized a series of dialogues on asset recovery derived from corruption. These dialogues were facilitated by experts and key public officials from the National Prosecutor's Office of the Republic of Peru, the General Prosecutor's Office of Brazil, the Public Ethics Office of the Republic of Costa Rica, and the General Prosecutor's Office of the Republic of Ecuador. During the meetings, shared experiences highlighted the localization, tracing, seizure, and repatriation of hidden assets abroad, the quantification of social damages resulting from corruption, and the analysis of emblematic cases in asset recovery. Available in: <a href="https://jointsdgfund.org/article/regional-talks-asset-recovery-derived-corruption">https://jointsdgfund.org/article/regional-talks-asset-recovery-derived-corruption</a>
Workshop on Scenarios and Risk Management of Climate Change for Financial Institutions (UNEP).	November 28, 2022	The article informs that the JP, in collaboration with the Climate Change Research Program of UNAM and the Latin American Climate Asset Disclosure Initiative, organized a workshop on "Scenarios and Climate Change Risk Management for

		<p>Financial Institutions." Due to their exposure to climate-related risks, the workshop was aimed explicitly at insurance institutions.</p> <p>The workshop covered the principles and frameworks of risks and opportunities with the support of specialists. Various scenarios related to the impact were examined, including the Global Insurance Market Report by the International Association of Insurance Supervisors, which concluded that over 35% of insurers' investment assets are exposed to climate-related risks.</p> <p>Available in: <a href="https://jointsdgfund.org/article/workshop-scenarios-and-climate-change-risk-management-financial-institutions">https://jointsdgfund.org/article/workshop-scenarios-and-climate-change-risk-management-financial-institutions</a></p>
<p>Workshop on Gender and Sustainability for Financial Institutions (UNEP).</p>	<p>January 11, 2023</p>	<p>An online publication focused on showcasing the outcomes of the Workshop on Gender and Sustainability for Financial Institutions, organized by UNEP and UNAM. The publication highlights that ensuring gender equality in all sectors and levels is a fundamental objective of SDG 5 of the 2030 Agenda and a cross-cutting priority for every project and initiative the United Nations implements.</p> <p>In collaboration with the Climate Change Research Program, ABM, AMAFORE, and AMIS, the JP organized a workshop on gender and sustainability for financial institutions. During this workshop, findings, recommendations, and best practices implemented within financial institutions were shared to enhance resilience capacities in addressing social and environmental risks related to gender.</p> <p>Available in: <a href="https://jointsdgfund.org/article/workshop-gender-and-sustainability-financial-institutions">https://jointsdgfund.org/article/workshop-gender-and-sustainability-financial-institutions</a></p>

## Annex 4: Stakeholder feedback

No	Name of entity	Name of Representative	Title	Contact information	Role in the programme	Summary of feedback
1	Asociación Mexicana de Administradores de Fondos para el Retiro, A.C. /  Mexican Association of Retirement Fund Administrators, A.C.  (AMAFORE)	Álvaro Meléndez	Technical Vice President	amelendez@amafore.org	Beneficiary	<p>UNDP contacted AMAFORE to invite its members to participate in the Analysis and Management of Climate Risks and Gender Workshops. Both trainings were well-received, as there was significant participation despite the short notice between the invitation and the workshop start date.</p> <p>The interviewee highlighted that communication and raising awareness about the topics covered in the workshops were the most valuable aspects for AMAFORE. These topics are important and are being actively promoted within the Association's work plan.</p> <p>The interviewee suggests that, for future experiences, a concrete agenda be established with the beneficiaries in the short, medium, and long term before the implementation of the workshops.</p>
2.	Asociación de Bancos de México/  Association of Banks of Mexico  (ABM)	Lucila da Silva  Gabriela Inés Torres Soberanes	Deputy Director of Risk	ldesilva@abm.org.mx	Beneficiary	<p>Contact with UNEP was made through the Social Responsibility Committee.</p> <p>The trainings were interesting as the banks wanted to incorporate indicators considering the SDGs and the investment recovery period. The Association had its diagnoses on the effects of climate change on the banking sector and the policies banks could adopt to respond to those risks. Therefore, the ideal conditions existed for ABM to include UNEP in working groups on the subject.</p> <p>In that context, UNEP contributed to the technical discussion. The added value of UNEP lies in contributing to cultural change regarding climate</p>

						<p>risk mitigation and gender. The parallel efforts of the SHCP, UNEP, and ABM laid the groundwork for monitoring progress in both areas by the banks to assess how much the suggested policies from UNEP's document are being implemented. Due to confidentiality reasons, those learnings have not been able to be shared.</p> <p>As lessons learned, the interviewees mentioned that it would have been helpful for the JP to consult with the Association about other actions that ABM was undertaking with other stakeholders. One element worth rescuing in case the joint work continues with the UNEP would be essential to follow up and conduct periodic reviews by UNEP specialists, as their methodologies were beneficial.</p>
3	<p>Asociación Mexicana de Instituciones de Seguros</p> <p>Mexican Association of Insurance Institutions (AMIS)</p>	<p>Miguel de la Garza</p> <p>Carlos Jiménez</p> <p>Alejandro Bersain</p> <p>Paulina Herrera</p>	<p>Head of Risk Management and Actuarial Function</p> <p>Head of Property and Casualty Insurance Lines</p> <p>Manager of Property Insurance</p> <p>Public Affairs Coordinator</p>	mdelagarza@amis.com.mx	Beneficiary	<p>AMIS is responsible for bringing together all companies that are part of the insurance sector in Mexico. It is composed of several committees, each with specific tasks. One of these committees is the Educational Actions in the Financial Sector Committee, which already had its own work agenda on climate change risk and gender within the insurance sector.</p> <p>The overall opinion of the interviewees was that the workshops were highly valuable due to the expertise of the speakers and the connection with other associations within the sector. One positive aspect of the collaboration with UNEP was that the Association has international support to keep the women's inclusion topic relevant to the decision-making level within companies. With this support, the association can promote initiatives to increase women's representation in top management positions or foster the development of financial products designed for this population.</p> <p>The representatives of the Association clarified that it had been a short time since the workshops took place to observe changes or reforms in its members' organizational structure or policies. However, as an</p>

						association, the topics on the work agenda are selected based on the information demands of the insurance companies. Therefore, AMIS needs to continue these activities in collaboration with UNEP in the future. One recommendation regarding the workshops is to extend the invitation period, as they considered that the time between the event invitation and its celebration was short.
4.	Secretaría de Relaciones Exteriores /  Secretary of Foreign Affairs  (SRE)	Rodrigo Riojas  Karen Brouwer de	Global Affairs Coordinator  Director for Finance Development	rriojas@sre.gob.mx	Counterpart	There was minimal contact with the JP. PUNOs did not have discussions with the Office to consult their expectations and what they were hoping for. They also highlighted the importance of being involved in monitoring activities at the state level, as the SRE serves as the entry point for the relationship between international organizations and states. Based on the review of the DFA (they suggest developing more specific recommendations regarding strategic sectors to reduce financing gaps. Regarding the DFA, the content shared in the document's preamble did not contribute to the operational or strategic work of the Secretariat. The technical content is general, not specific. The most valuable aspect of the document is the identification of financing gaps, the level of progress on the SDGs in Mexico, and the analysis of existing financing for each SDG to achieve the targets. Recommendations include seeking the support of the SRE to link and accompany the implementation of JPs at both the federal and state levels. It is also suggested to align the recommendations with policies in specific and practical ways.
5..	Consejo de Nuevo León /  Council of Nuevo León	Gabriel García Jorge Vázquez Mayra García	Public Finance Coordinator  Analyst	g.garcia@conl.mx	Counterpart	The ecosystem of actors in the state facilitated the JP implementation and generated interest in adapting the DFA methodology at the subnational level. Overall, the Council of Nuevo León members were satisfied with the DFA-NL. However, there are expectations regarding the continuity of the

	<p>(CNL)</p> <p>Gestión de enlace y Resultados de la Secretaría Técnica y de Gobierno /</p> <p>Linkage Management and Results of the Technical Secretariat and Government</p>					<p>program to design the financing strategy. Therefore, it is important to define the scope of these products clearly.</p> <p>In particular, the CNL is interested in UNDP transferring the methodology to its staff to continue the work carried out. One of the challenges was that the development of the DFA-NL started in October 2022, resulting in a rushed process that did not align with the Treasury Department's work schedule (which updates its economic indicators between May and April).</p> <p>The time constraints also impacted crucial moments of interinstitutional collaboration. Communication between agencies and the CNL during the expert selection processes was particularly challenging, as there was little clarity about the selection criteria. The DFA-NL has been useful for the CNL to gather information that aligns with its own work agenda. A specific example is obtaining information on the funding needed to meet the demand for primary and higher education.</p>
6.	<p>Fiscalía Anticorrupción del Estado de Chihuahua /</p> <p>Anti-Corruption Prosecutor's Office of the State of Chihuahua</p> <p>(FECCQR)</p>	<p>Edgar Beltrán</p> <p>Yoshi Fong</p> <p>Carlos Esparza Zamarripa</p>	<p>Chief Inspector</p> <p>Director of Criminal Intelligence</p> <p>Coordinator of Defenders</p>	<p>capacitacion.fach@gmail.com</p>	Beneficiary	<p>The individuals interviewed are personnel from the Prosecutor's Office who participated in trainings on Asset Recovery. These trainings have been beneficial to them as the Prosecutor's Office is undergoing institutional strengthening. Some of the content covered in the trainings will be considered for developing their Manuals and Guidelines, particularly for the Asset Forfeiture Unit.</p> <p>The most valuable aspect of the trainings has been the opportunity to learn from other prosecutor's offices within and outside of Mexico that have more experience in investigating corruption cases. A valuable example was the participation of specialists from Costa Rica, who, through the prosecution of a public official in their country, were able to establish the relationship between money theft and the</p>

						impact on the national Gross Domestic Product (GDP).
7.	<p>Fiscalía Anticorrupción del Estado de Quintana Roo /</p> <p>Anti-Corruption Prosecutor's Office of the State of Quintana Roo (FECCQR)</p>	<p>Dra. Rosaura Villanueva Arzapalo</p>	<p>Anti-Corruption Prosecutor of Quintana Roo and President of CONAFA</p>	<p>locp2122@gmail.com</p>	<p>Counterpart and Beneficiary</p>	<p>The added value of the trainings was the knowledge gained about the existence of investigation protocols and resources to strengthen the investigation of corruption crimes. As the President of CONAFA, this exercise has enhanced the work plan of the Commission by having international allies in specific areas, such as UNODC.</p> <p>The interviewee is not aware of the work carried out by the JP with other prosecutor's offices as she recently took the CONAFA Presidency. However, in the future, the aim is to promote best practices for asset recovery investigations based on the positive experiences in Quintana Roo, which are not yet observed in other states. UNODC can be an ally in systematizing these best practices.</p>
8.	<p>Secretaria de Relaciones Exteriores /</p> <p>Secretary of Foreign Affairs</p> <p>(SRE)</p>	<p>Paola Reyes</p>	<p>Directorate General of Global Economic Promotion</p>	<p>preyes@sre.gob.mx</p>	<p>Counterpart</p>	<p>The interviewee participated in meetings to develop the Mapping of Resources for Sustainable Development. The department had a Prospective Atlas of Local Investment Attraction, which generated significant interest in considering Mapping as a strategy within the Atlas. The development of the DFA was intended to serve as a foundational document for the strategic plan of the Directorate, with the expectation that the Directorate would be responsible for aligning businesses with economic promotion and investment attraction with sustainable development.</p> <p>However, these plans did not materialize during the establishment of the Directorate (whose operational team consisted of 9 people), and the lack of awareness by UNDP regarding the agenda of topics that would gradually be addressed by the Directorate, in addition to sustainable development,</p>



						<p>such as energy-related issues. The pandemic also affected the availability of time for meetings with more substantive discussions.</p> <p>It is worth noting that the interviewee reports not receiving the document's final version. A valuable lesson was the awareness that private and public actors can incorporate evaluation methodologies, such as the one offered by UNDP, into development projects.</p>
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