

MANAGEMENT RESPONSE AND ACTION

1. Relevance

Evaluation report recommendation no. 1:	As noted above the project continues to be relevant and in alignment with beneficiaries', global, country, and partners' needs, policies, and priorities. It is important to maintain this alignment with changing needs and priorities, especially now that the government has changed. For this, continued engagement with stakeholders and particularly with the new authorities it is very important. This will enhance and ensure sustained positive outcomes.			
Project/programme activity/output/ outcome to which the recommendation is relevant:	This recommendation refers to the Project's <i>relevance</i> . It is related to Project's entire structure.			
Responsibility for implementation:	Steering Committee Country Director Project Coordinator			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	The Project remains relevant for beneficiaries and local and global partners. Climate change is impacting Central America, making it essential to continue promoting adaptation actions. The recommendation is to maintain close communication with beneficiaries and government counterparts.			
Key actions:	<p>Coordination actions will be implemented at three levels. First, at the highest level, there will be coordination with the Project Steering Committee, with the participation of the governmental agencies: MARN, MAGA, INAB and INSIVUMEH. Meetings of the Technical Scientific Committee will continue to be held, with the participation of the technical teams of the governmental agencies.</p> <p>A second level of coordination is the territorial (departmental) level, with the Legal Advisory Committees (CAL) as the bodies where organisations that implement subsidies, governmental technical teams and civil society (beneficiaries) participate. Also relevant at this level are the agro-climatic technical roundtables, on issues related to early warning.</p> <p>The third level of coordination is at the community level, where microwatershed councils act to prioritize restoration and governance actions. The Rural Development Learning Centres (CADER) and Municipal Rural Extension Agencies (AMER) are also relevant at the community level.</p>			
Intended results for key actions:	Ensure that the relevance of the Project's objectives and structure is maintained.			
Priority level of implementation:	1 – urgent/to be addressed first	2 – not urgent, but important	3 – less urgent and somewhat important	
Timeframe for implementation:	Implementation will take place during the from 2024 to 2026.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: Implementation of the action has begun but has yet to be completed.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: the action is no longer deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	Steering Committee: two annual meetings Technical Scientific Committee: two annual meetings Local Advisory Committees: three annual meetings Microwatershed Councils: four annual meetings			

2. Effectiveness

Evaluation report recommendation no. 2:	<p>The provision of Technical Assistance (TA) to develop grant proposals is expected to increase effectiveness. TA can significantly enhance the quality of submissions and the achievement of project targets. By providing guidance and support in proposal development, TA can ensure that proposed activities align closely with the Project's climate rationale and objectives, contributing effectively to desired outcomes. This can ultimately enhance the overall effectiveness and impact of the Project.</p>			
Project/programme activity/output/ outcome to which the recommendation is relevant:	<p>This recommendation relates to improving the Project's effectiveness: Output 2: Grant facility for Community-led watershed management channelling funding to priority areas</p>			
Responsibility for implementation:	<p>Output 2 Coordinator FCG Implementing partner</p>			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>Technical assistance for developing grant proposals has consisted of the following:</p> <ul style="list-style-type: none"> • Following the diagnosis results, a training plan was developed for capacity-building in different areas. • For the first and second cycles of small and medium-sized grants, FCG delivered training workshops that provided guidance on formats and practical exercises for the technical proposal, logical framework, and Budget. • In the third call cycle for small grants (2023), a diploma course on " Strengthening capacities for technical and financial cooperation resource management " was offered as a strategy to guide the proposals to comply with the Project's objectives. The course's goal was to address technical, administrative, and financial issues to improve the quality of the proposals. Tutorials were provided to organisations; each tutor was responsible for two to three organisations. The organisations submitted their queries, which the tutors then addressed. • An analysis of goals and indicators was carried out for the third and fourth calls for proposals. Since the third cycle for small grants, the focus has been on meeting specific targets for the number of agroforestry systems in hectares and the number of beneficiaries, with minimum goals according to the requested funding. 			
Key actions:	<p>For the fourth cycle of small grants (January-March 2024), organisations received customized technical and financial support to improve proposal quality, align activities with climate goals, and meet project objectives. This was accomplished by professionals hired by the Project who were experts in project development, ecosystem-based adaptation, agroforestry systems, and administrative matters.</p> <p>For the fifth call for small grants, the following will be implemented:</p> <ul style="list-style-type: none"> • Informational and explanatory workshops for filling out forms used in the fifth call • Hire experts in project development, ecosystem-based adaptation and agroforestry systems • Build a multidisciplinary team of FCG and IUCN to answer questions <p>For the third call for medium-sized donations, the following will be developed:</p> <ul style="list-style-type: none"> • Informational and explanatory workshops for filling out forms used in the third call • Build a multidisciplinary team of FCG and IUCN to answer questions <p>In order to strengthen the attention and monitoring of organisations that implement donations, a financial assistant will be hired to support their training and monitoring.</p>			

	A field technician will be hired to provide guidance on agroforestry systems, guiding organisations in resolving doubts before preparing their technical proposals.			
Intended results for key actions:	Ensure technical, administrative and financial assistance to organisations implementing grants at the call stage to improve the overall effectiveness and impact of the Project by ensuring that those proposed activities align with the achievement of the project objectives.			
Priority level of implementation:	1 – urgent/to be addressed first	2 – not urgent, but important	3 – less urgent and somewhat important	
Timeframe for implementation:	The calls for PPD and PDM programmes will be developed in 2024. If the goal of medium-sized donations is not reached, a fourth call will be launched during the first months of 2025.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	<ul style="list-style-type: none"> Individualized technical assistance to assist organisations in developing proposals for the fourth cycle of small grants: January-March 2024 Individualized technical assistance to accompany organisations in developing proposals for the fifth cycle of small grants: June-October 2024 Doubt resolution tutorials for organisations developing proposals for the third cycle of medium donations: June-October 2024 Systematizing identified weaknesses within organisations to lead a training plan for capacity-building and implementation improvement. 			

Evaluation report recommendation no. 3:	Supported investments can benefit from stricter adherence to the climate rationale. Some grantee organisations have supported efficient cookstoves and medicinal plants which were not identified as a measure in the project funding proposal. Efficient cookstoves can contribute to reducing deforestation drivers, and medicinal plants can create additional revenue streams. That said, such actions would be more effective in a project-level streamlined approach.			
Project/programme activity/output/ outcome to which the recommendation is relevant:	This recommendation relates to improving the effectiveness of the Project. Relates to: Output 2: Grant facility for Community-led watershed management channelling funding to priority areas			
Responsibility for implementation:	Output 2 Coordinator ESMS Expert FCG Implementing partner			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>The indicator established in the Gender and Social Inclusion Strategy that is culturally relevant is Groups of women who benefit from time-saving agricultural and non-agricultural technologies.</p> <p>Improved stoves are non-agricultural technologies that reduce the time women spend on household activities. Wood-saving stoves reduce food cooking time, giving women greater opportunity to participate in other activities related to the Project, training, or implementation of EbA measures.</p> <p>In addition, stoves have a positive impact on reducing pressure on the forest because using less firewood as an energy source reduces pressure on the natural forest.</p>			

	<p>Therefore, in the first and second cycles of donations, the possibility of including this type of action was left open as a strategy to start implementing the Project in the Project's communities of intervention.</p> <p>Regarding medicinal plants, the Gender Strategy has the indicator: agroforestry nurseries that incorporate native species and local knowledge with a gender focus. Although medicinal plants are not part of the restoration activities, they respond to the interests of women and men and strengthen local knowledge: for example, medicinal plants are important for women because of the caring role they have at home.</p> <p>The third cycle calls outlined the terms of reference for actions proposed that directly contributed to achieving the results of the Resilient Highlands Project specifically in the number of hectares under EbA measures and number of beneficiaries. In addition, other alternatives were sought to reduce the time spent by women.</p>			
Key actions:	<p>Activities closely related to the project's objectives will be considered in the following calls for grants.</p> <p>However, other time-saving strategies focused on promoting greater participation of women are allowed:</p> <ul style="list-style-type: none"> • Adjust the schedules of both men and women to accommodate productive work and family care activities • Generate child care conditions in the project's meetings and workshops, including the use of the didactic backpack developed by the project and hiring of preschool teachers for child care, among others. • Benefit groups with efficient agricultural technologies, such as drip irrigation, which frees up women's time for other activities. <p>As for the nurseries, activities to promote medicinal plants will be accepted, but to a lesser extent and as a complement to local activities. This is due to the importance that women attach to these plants, as aids in household care.</p> <p>The field technicians hired by IUCN will provide personalized assistance to the organisations, mainly those with small grants.</p>			
Intended results for key actions:	Ensure effective participation of women in project activities, such as training workshops and implementation of EbA measures			
Priority level of implementation:	1 – urgent/to be addressed first	2 – not urgent, but important	3 – less urgent and somewhat important	
Timeframe for implementation:	The training and support activities will be carried out during the remaining three years of the Project, 2024 – 2026.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	<p>Terms of reference of the fifth donation cycle for achieving project objectives: June-October 2024</p> <p>Terms of reference of the third donation cycle for achieving project: June-October 2024.</p> <p>Annual training plan report (2024, 2025 and 2026)</p>			

Evaluation report recommendation no. 4:

Simplify the reporting of impact-level direct beneficiaries since it remains within the definition of the GCF result framework.

Project/programme activity/output/ outcome to which the recommendation is relevant:	Project structure			
Responsibility for implementation:	National Project Coordinator Monitoring and Evaluation			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>This recommendation is based on the Integrated Results Management Framework (IRMF) document, which establishes the measurement and reporting protocols of indicators related to direct beneficiaries, to standardize and facilitate the comparison of the same indicators with the other projects and programs of the Green Climate Fund (GCF) portfolio.</p> <p>The project indicators were formulated prior to the publication of the IRMF, and respond to the GCF Performance Measurement Framework - Adaptation (PMF-A) indicators:</p> <ul style="list-style-type: none"> • A1.0 Increased resilience and enhanced livelihoods of the most vulnerable people, communities, and regions. • A7.0 Strengthened adaptive capacity and reduced exposure to climate risks. <p>The IRMF was adopted by decision B.29/01 and published in December 2022. It contains definitions and methodologies to measure quantitative indicators of mitigation and adaptation to climate change. The ARA (Adaptation Result Areas) indicator of the IRMF related to the Project is ARA1 -Most vulnerable people and communities indicator:</p> <ul style="list-style-type: none"> • Beneficiaries (female/male) adopting improved and/or new climate-resilient livelihood options (number of individuals) • Beneficiaries (female/male) covered by new or improved early warning systems (number of individuals) • Beneficiaries (female/male) adopting innovations that strengthen climate change resilience (number of individuals) <p>This recommendation would affect the Project's impact indicator, requiring a change in the way all the indicators are estimated: integrated watershed management (including the component of small and medium grants), climate information focused on resilient livelihood options, and gender and social inclusion considerations through vulnerable communities in the territory.</p> <p>Since the Project's Baseline was defined in 2021, protocols have been established for understanding, measuring, and calculating the core indicators. These protocols do not necessarily fully coincide with those established in the IRMF. However, the Project's protocols focus on measuring the paradigm shift through its positive impact on the territory and on vulnerable communities in the Western Highlands of Guatemala.</p> <p>The Project defines direct beneficiaries as those individuals who have received a benefit through i) training related to adaptation (climate, agroforestry, soil and water management, forest, gender, among others), ii) implementing of a life system in their plots (agroforestry and/or forestry), and iii) climate information for managing their plots.</p> <p>Local people who receive these three benefits become impact beneficiaries (PMF- A1.0 Increased resilience and enhanced livelihoods of the most vulnerable people, communities, and regions), including their household members. Beneficiaries who receive one or two of these benefits respond to the outcome indicator PMF- A7.0 Strengthened adaptive capacity and reduced exposure to climate risks.</p> <p>The Project collects detailed demographic information from each beneficiary and their household (ID, name, sex, ethnic group, language, community). The integrated approach to training, establishing EbA measurement, and access to climate information helps</p>			

households increase their resilience to climate change. Each beneficiary/household impacted is counted only once.

The recommendation is rejected due to the following:

1. Based on the Theory of Change (ToC) that outlines activities, results, impact and a paradigm shift, the Project defined a three-level work logic:

- i) At the activity level: The logical framework of the Funded Activity Agreement (FAA) defines an activity level goal of 132,000 people, as follows:

Output 1: 50,000 people

Output 2: 50,000 people

Output 3: 132,000 people including the 100,000 people from Outputs 1 and 2, adding 32,000 new people.

At this level, all attendees are included in the three components, so all activities are reported; the Project seeks to duplicate the activities to strengthen vulnerable households and subsequently achieve an impact. The reported activity duplication is evident in the beneficiary count of Output 3, as the Project's logic states that Output 3 encompasses all individuals reported by Output 1 and 2. This same logic applied to gender indicators and socio-environmental safeguards.

- ii) At the outcome level: The FAA's logical framework defines a goal of 132,000 people which feeds into the GCF core indicator PMF- A7.0 Strengthened adaptive capacity and reduced exposure to climate risks.

At this level, the beneficiary count is not doubled and only counts individuals who have been trained in adaptation issues, have a plot with a project-funded intervention, and/or have received climate information.

- iii) At the impact level: The FAA's logical framework defines a goal of 132,000 people which feeds into the GCF core indicator PMF- A1.0 Increased resilience and enhanced livelihoods of the most vulnerable people, communities, and regions.

At this level, the beneficiary count is not doubled and considered people whose households have been strengthened with the three benefits mentioned above (training, plot intervention, and climate information for managing their plot).

2. The Project includes the impact analysis by the LORTA (Learning-Oriented Real-Time Impact Assessment) program, comparing treated households and control households to show the Project's household-level effectiveness. This involves joint work between Outputs 1 or 2 (Integrated watershed management) and component 3 (Climate information oriented to resilient livelihood options).

3. The IRMF methodology for measuring the direct beneficiary indicator states that beneficiaries should be counted once in each outcome area and reported only once at the total cumulative level to avoid double counting the same beneficiary.

As mentioned above, the duplicity of beneficiaries is necessary and positive for the Project to achieve component goals. The IRMF methodology for the measurement of the direct beneficiary indicator establishes that when the same person benefits more than once, this person must be counted once in each indicator (for example, in ARA1, ARA2, ARA3 and ARA4), the indicators all being understood at the same level and reporting them only once at the accumulated level (which is the sum of the ARA indicators without duplication). This would imply that Output 3 would have no beneficiaries and its report would have to be initiated.

As mentioned above, the duplication of beneficiaries is necessary and positive for the Project to achieve the goals of the components. The IRMF methodology for measuring the direct beneficiary indicator states that if the same person benefits more than once, they should be counted once in each indicator (for example, in ARA1, ARA2, ARA3 and ARA4), these indicators should be understood at the same level and reported only once at the accumulated level (which is the sum of the ARA indicators without duplication). This would mean that Output 3 would have no beneficiaries and its report should begin.

Conclusions:

The IRMF beneficiary measurement methodology is not compatible with the logic. The IRMF beneficiary measurement methodology does not align with the approach used to count beneficiaries in the project. The project sets goals at three levels: first for the activities of the three components, then for the beneficiaries to reach the result indicator, and finally for the impact defined in the Theory of Change. This is achieved by the beneficiaries progressing through each level. Impact is understood as a process over time, so it needs to be reported at each of the three levels.

If the methodology established by the FMRI were adopted, two indicators would be reported:

- Beneficiaries (female/male) adopting improved and/or new climate resilient livelihood options (number of individuals). Directly related to Outcome ARA 1: Most vulnerable people and communities.
- Beneficiaries (female/male) covered by new or improved early warning systems (number of individuals). Related to outcome ARA 1: Most vulnerable people and communities.

However, the IRMF methodology establishes that *Where one early warning system caters to more than one hazard, the beneficiary population should be counted only once.* Therefore, the Project needs to report two separate beneficiary groups for each indicator to avoid duplication, even if people have received benefits from both areas

If the new FMRI methodology is adopted, the Project's logical framework would need to be restructured to clarify the goals for each new indicator.

In conclusion, it is not convenient to restructure the Project's content to define a new methodology for measuring new indicators, since this includes a new understanding of the Theory of Change, a restructuring of gender indicators and safeguards, and a new definition of indicator protocols to be socialized with all the technical personnel of the Project's implementing entities. the M&E System would have to be rescheduled for recalculating outcomes.

Key actions:	N/A			
Intended results for key actions:	N/A			
Priority level of implementation:	1 – urgent/to be addressed first	2 – not urgent, but important	3 – less urgent and somewhat important	
Timeframe for implementation:	N/A			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: the action is no longer deemed relevant.

If action is no longer applicable, please provide justification:	N/A
Timetable for periodic review:	N/A

Evaluation report recommendation no. 5:	Consider reporting indirect beneficiaries that are currently not captured by the M&E system. Indirect beneficiaries from the project include farmers that are not receiving direct support but have an adaptation benefit (increased water availability) through the watershed management plans and moreover population in the lower parts of the managed watershed (increased water availability).			
Project/programme activity/output/ outcome to which the recommendation is relevant:	The entire Project's structure			
Responsibility for implementation:	National Project Coordinator Monitoring and Evaluation Expert			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>The project is not structured based on indirect indicators; therefore, this information has not been calculated or reported before. The project activities focus on the Theory of Change and report direct beneficiaries.</p> <p>The Project has an ambitious goal of 132,000 direct beneficiaries, achieved through a specifically analysed and designed protocol to ensure and demonstrate the project's impact on the targeted area. The impact analyses will be developed through the LORTA process to report the expected impact on the intervention area.</p> <p>The reporting the scope of the expected impact on the beneficiaries is robust and transparent, thus accurately reflecting the GCF's scope achieved with the Project.</p>			
Key actions:	N/A			
Intended results for key actions:	N/A			
Priority level of implementation:	1 – urgent/to be addressed first	2 – not urgent, but important	3 – less urgent and somewhat important	
Timeframe for implementation:	N/A			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	N/A			

3. Efficiency

Evaluation report recommendation no. 6:	<p>Strengthen mechanisms to prevent duplication of efforts, of both in terms of areas and activities. Regarding Project areas provide clear information on areas that are already supported by the different organisations including EEs and those support the implementation of the Grants. This will ensure efficient resource allocation and maximize impact across interventions. Also, continue the positive trend of excluding duplication in Early Warning Systems (EWS) development in recent calls. This targeted approach ensures that project activities remain focused and aligned with objectives.</p>			
Project/programme activity/output/ outcome to which the recommendation is relevant:	<p>This observation relates to improving project efficiency and it is linked to Outputs 1 and 2.</p>			
Responsibility for implementation:	<p>Output 2 Coordinator Output 1 Coordinator Output 3 Coordinator</p>			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>Activity coordination is done in three levels: project coordination, territorial and community levels.</p> <p>At the project coordination level, the M&E system provides information to identify the areas intervened. This information is discussed in the Steering Committee together with the implementing partners IUCN-FCG-URL.</p> <p>The Local Advisory Committees (CAL) coordinate actions as the local advisory and coordination body. They support activity oversight, monitoring, and ensure strategic feedback from the bottom up. They also provide strategic guidance for activities according to microwatershed management plans. The committee includes the participation of all stakeholders to share experiences and define work areas.</p> <p>At the community level, they have coordinated with organisations that implement small and medium grants to avoid duplicating efforts and working in areas and with groups where intervention has already occurred (based on the ROAM). The microwatershed councils have been strengthened, and the identification of beneficiaries and areas has been coordinated at the local level.</p> <p>Since the start of the call to apply to small and medium-sized grants, there has been a comprehensive training process that includes issues of watershed management, implementation of EbA measures, gender, indigenous peoples and climate information.</p> <p>Since the start of the call to apply for small and medium-sized grants, there has been a comprehensive training process. This training includes issues of watershed management, implementation of EbA measures, gender, indigenous peoples, and climate information.</p> <p>Terms of reference are developed in the calls for proposals from first and second-level organisations. These terms include areas of intervention and main actions to be undertaken, such as implementing agroforestry systems with climate information for producers' decision-making. In the most recent calls, we have conducted an analysis and decided not to accept any proposals for the development of early warning systems, as this falls under component three and would result in duplicated efforts.</p>			
Key actions:	<p>The following activities will be implemented:</p> <ol style="list-style-type: none"> 1. Local Advisory Committees will hold quarterly coordination meetings with local organisations responsible for implementing donations, municipal offices, government institutions, FCG, MEL, Output 1 and Output 2. The purpose of these meetings is to coordinate actions in each territory, share information on actions implemented in the intervened areas, and avoid duplicating efforts 			

	2. Geographic information systems training workshops, ROAM and M&E results and continuous improvement in the reporting and monitoring process.			
Intended results for key actions:	Improve project efficiency in achieving goals for hectares and beneficiaries while avoiding duplication of actions.			
Priority level of implementation:	1 – urgent/to be addressed first	2 – not urgent, but important	3 – less urgent and somewhat important	
Timeframe for implementation:	Activities will be carried out in 2024, 2025, and 2026, and progress will be reported on an annual basis.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	n/a			
Timetable for periodic review:	Deliverables will be: <ul style="list-style-type: none"> • Terms of reference for the call for medium-sized grants that ensure no duplication of efforts in targeted areas and the development of early warning systems (EWS) in the next call for medium-sized grants (December 2024) • Training report on the geographic information system, ROAM and M&E results and continuous improvement in the reporting and monitoring process (annual reports 2024, 2025 and 2026) • Reports of local CAL advisory committees with actors implementing actions, microwatershed councils and accompanying institutions (2024, 2025 and 2026 annual reports) 			

Evaluation report recommendation no. 7:	Provide Technical Assistance (TA) during the Grants proposal development to improve understanding of eligibility criteria, accurate budgeting, and target setting. This ensures that proposed activities are feasible and contribute effectively to project objectives and enable applicants to submit proposals that closely align with the project goals.			
Project/programme activity/output/ outcome to which the recommendation is relevant:	This observation related to improving Project efficiency and links to Output 2: Grant facility for Community-led watershed management channelling funding to priority areas			
Responsibility for implementation:	Output 2 Coordinator FCG Implementing Partner			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	Similar to comment 2			
Key actions:	Similar to comment 2			
Intended results for key actions:	Similar to comment 2			
Priority level of implementation:	Similar to comment 2	2 – not urgent, but important	3 – less urgent and somewhat important	
Timeframe for implementation:	Similar to comment 2			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			

Timetable for periodic review:	Similar to comment 2			
Evaluation report recommendation no. 8:	Provide ongoing TA during project implementation to strengthen monitoring, management, and investments implementation. This support ensures that project activities are effectively executed and contribute to desired project outcomes.			
Project/programme activity/output/ outcome to which the recommendation is relevant:	This observation related to improving Project efficiency and links to Output 2: Grant facility for Community-led watershed management channelling funding to priority areas			
Responsibility for implementation:	Output 2 Coordinator FCG Implementing Partner			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>FCG and IUCN are responsible for implementing the grant mechanism. They coordinate the calls, disseminate information through communication channels, provide information and technical support to eligible organisations, and ensure that projects are carried out in accordance with the approved logical framework. Additionally, they monitor and provide technical guidance and capacity-building to organisations.</p> <p>During implementation, the following activities are carried out:</p> <ul style="list-style-type: none"> • Capacity-building workshops on M&E, ESMS, EbA, ROAM, sat, among other topics. • FCG / IUCN administrative and technical visits to organisations • Experience sharing among organisations implementing small and medium-sized grants 			
Key actions:	<p>Implementation of the following activities:</p> <ul style="list-style-type: none"> • Update and implement the training program for strengthening organisations that implement donations. • Follow up with organisations implementing grants. In addition to FCG's work, an administrative assistant and a field technician will be hired to conduct visits and provide guidance on report preparation, report validation, and goal verification, among other things. • Experience sharing among organisations to promote capacity transfer, based on experiences developed by the organisations in the different topics of interest, for example: gender, safeguards, soil conservation, monitoring, etc. • In the third call for medium grants, the conditions regarding area and beneficiary goals, such as prioritized territories, will be clearly defined 			
Intended results for key actions:	Ensure that the activities of small and medium grants projects are executed effectively and contribute to the Project's desired results of the Project.			
Priority level of implementation:	1 – urgent/to be addressed first	2 – not urgent, but important	3 – less urgent and somewhat important	
Timeframe for implementation:	Activities Will be implemented in 2024, 2025 and 2026			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	<ul style="list-style-type: none"> • Update and implementation of the training program: annual report 2024, 2025 and 2026 			

	<ul style="list-style-type: none"> • Follow-up to organisations implementing grants: 2024, 2025 and 2026 annual report • Exchanges between organisations: 2024, 2025 and 2026 annual report • In the third call for medium grants: 2024 annual report
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Evaluation report recommendation no. 9:	Enhance coordination between and within project components to streamline activities, minimize overlaps, and maximize synergies. Furthermore, support coordination between grantees through facilitated interactions by IUCN Guatemala, promoting knowledge sharing and best practices exchange to optimize project outcomes.			
Project/programme activity/output/ outcome to which the recommendation is relevant:	This observation refers to the Project's efficiency and it's relevant to the entire implementation structure.			
Responsibility for implementation:	National Project Coordinator			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>Coordination actions are carried out at three levels. Firstly, at the highest level, coordination is done with the Project Steering Committee, which involves government bodies such as MARN, MAGA, INAB, and INSIVUMEH. KOICA also participates as an observer and has decision-making authority for small donations. At this level, the Technical Scientific Committee, comprising technical teams from government bodies, serves as an advisory body on the Project's strategic issues.</p> <p>Coordination of actions within the Project Management Unit, between the three implementing partners, and with the Accredited Entity (AE) is crucial at this stage. Regular meetings are conducted between the implementing partners (IUCN, FCG, and URL) to ensure coordinated actions and prevent any overlaps. In addition, there is ongoing communication between the PMU and the AE (IUCN ORMACC and HQ).</p> <p>The second level of coordination is the territorial coordination (departmental). Legal Advisory Committees (CALs) serve as the forums where grant-implementing organisations, government technical teams, and civil society (beneficiaries) participate. Agroclimatic technical tables are also relevant at this level, focusing on issues related to early warning.</p> <p>And the third level of coordination is at the community level, where the micro-basin councils act, to prioritize restoration and governance actions. At the community level, the Learning Centers for Rural Development (CADER) and the Municipal Rural Extension Agency (AMER) are also relevant.</p>			
Key actions:	<p>Main coordination actions will be, at the management level:</p> <ul style="list-style-type: none"> • Project Steering Committee: identify the main lines of action, evaluate results, and ensure sustainability and actions scale-up. It meets at least once a year. • Scientific Technical Committee: evaluate Project impacts and ways to enhance the outcomes obtained. It meets at least once a year. • Coordination within the PMU and among implementing partners: There will be regular coordination meetings within the PMU (weekly), and workshops with implementing partners IUCN-FCG and URL (quarterly). The objectives are to share progress, avoid duplication, and seek synergies. • Communication between PMU and AE. Follow-up with ORMACC regional office, and coordination between ORMAMAC and the Guatemala Office, where the operational functions have been outlined to ensure smooth communication. • Develop a WhatsApp channel to improve the flow of information and communication regarding the project's activities and scope, identify opportunities for coordination in the territories, and enhance the expected results. 			

	<p>Actions at territorial level:</p> <ul style="list-style-type: none"> • Legal Advisory Committees (CALs) are three spaces for coordinating actions between outputs, with organisations implementing grants, and government agencies. In the CALS, intervention and beneficiaries are identified, overlaps are avoided, and synergies are sought. The committees meet quarterly. • Technical tables are spaces for training where government bodies, civil society, and the private sector participate. INSIVUMEH and MAGA established them, and they articulate climate information <p>Actions at community level:</p> <ul style="list-style-type: none"> • At this level, microwatershed councils have been created to prioritize restoration and governance actions. • Coordination with MAGA rural extension teams. At this level, beneficiaries are defined and the areas where EbA actions will be implemented are identified. Coordination and prioritisation workshops are held according to the community and the actions that are undertaken. 			
Intended results for key actions:	The main results are to efficiently achieve the Project's primary goals by the committed dates			
Priority level of implementation:	1 – urgent/to be addressed first	2 – not urgent, but important	3 – less urgent and somewhat important	
Timeframe for implementation:	The implementation is currently in progress, with actions scheduled for 2024, 2025, and 2026.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	The EE will report the coordination actions to the AE on a quarterly basis and annually to GCF (APR)			

4. Impact

Evaluation report recommendation no. 10:	Accelerate Implementation of Component 3 to enable the timely delivery of its intended outcomes and contribute to achieving the expected project's impact.			
Project/programme activity/output/ outcome to which the recommendation is relevant:	The recommendation has relevance to the Project's impact. It is implemented in Output 3 of the Project			
Responsibility for implementation:	National Project Coordinator Output 3 Coordinator Universidad Rafael Landivar			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>Output 3 is developing an early warning system (EWS) based on four pillars, namely:</p> <ul style="list-style-type: none"> • Disaster risk knowledge. The project intervention area's main climatic hazards were identified in 2020, and agro-climatic stations were diagnosed. These helped identify both key variables to monitor and INSIVUMEH's equipment requirements. Subsequently, the threats are being continuously monitored using the agro-climatic stations. • Detection, observation, monitoring and forecasting. This pillar includes systematic data collection. To support this, INSIVUMEH acquired and installed 20 stations. The project also supplied computer equipment and servers for information processing and trained INSIVUMEH and URL technical staff in specialized climate courses. Regular bulletins are now being published, and improved weather forecasts are available. The Territory and Climate Observatory was established at the URL, providing a platform for the converging of information, data, and projections. • Preparedness and response capabilities: This pillar involves processing information at the territorial level. The technical agro-climatic roundtables, organized by MAGA and INSIVUMEH, aim to coordinate actions in response to climate events. These roundtables focus on coordinating actions to address the impact of climate events on agriculture. To enhance the effectiveness of Output 3, efforts should now be directed towards formalizing the roundtables and providing training for the technical teams participating in them (see Recommendation 19). • Warning dissemination and communication: To date, 14,939 beneficiaries have received climate information. In order to reach the goal of 132,000 beneficiaries by the end of the project, the strategy must change. Details on this are explained below. <p>To strengthen the actions of Output 3, it is necessary to implement activities in three pillars: detection, observation, monitoring and forecasting, preparedness and response capabilities, and warning dissemination and communication.</p>			
Key actions:	To accelerate the implementation of Output 3, changes will be made in the distribution of activities in charged by EE URL and IUCN. Initially, the URL will stop carrying out field training because it has institutional, technical and personnel limitations to organize work with producers in the field. Due to URL's limitations, Output 3 mid-term target was difficult to reach, and it also makes uncertain that URL will be able to reach beneficiaries			

target at the end of the project. URL's strength, however, is on data management and climate forecast and analysis.

On the other hand, IUCN's local members and partners can support community-based appropriation of climate data and UICN-Guatemala already has a strategy for working with local producers. Therefore, IUCN and partners' strengths are on field work.

Changes on URL and IUCN's Implementation Agreement will be formalized, and they will consist of the following:

- URL will keep activities and products linked to the technological and climate data management of the early warning system (EWS) (Output 3, activity 3.2 and 3.3, excluding activity 3.3.3) and
- IUCN (in addition to activity 3.1 already under implementation) will take on Output 3, activity 3.3.3 (Multilingual dissemination of information results), making alliances with local partners and territorial actors to disseminate climate information among producers, ensuring the appropriation of the results on the ground, and ensuring to reach the target of beneficiaries for Output 3.

Following the three pillars of EWS, the strategy to boost Output 3 consists of:

- *Knowledge of disaster risk*: These outputs are already developed. No further outputs are planned for this pillar.
- *Threat monitoring, analysis and forecasting*. The implementing partner URL will develop the main outputs, as follows:
 - Output 1: An Electronic Early Warning System Data Platform.
 - Output 2: An information system that automates the production, publication, and dissemination of fire alerts via text messages (SMS), instant messaging over the internet (e.g., WhatsApp), and email.
 - Output 3: A mobile application for users of the Early Warning System (EWS), called the Weather App.
 - Output 4: Institutionalization of agroclimatic observatory (with INSIVUMEH and URL) to improve early warning processes.
 - Output 5. Departmental agrometeorological bulletins
 - Output 6. Radio spots with bulletin information.
 - Output 7. Radio spots and social networks posts on weather alerts and warnings for the western part of the country.
- *Preparedness and response capabilities (see Recommendation 19)*. The PMU team will develop this pillar and mainly focus on training the technical teams of the agroclimatic technical roundtables (MTA) and organisations that implement grants. PMU will also support for institutionalising MTAs. Climate information for MTA'S technical teams will be provided through four communication channels: Technical Bulletins, Climate App, agroclimatic technical tables and the Project's WhatsApp channel. The information provided will include: i) Weather forecast; ii) seasonal forecasts; and iii) threats of climatic events in the territory (impact-based forecast). MTA's technical teams will also receive information on monitoring of stations (from the 20 project stations and others from implementing partners) and comparative graphs.

Specific actions:

- Training and support to organisations that implement grants and government partners in the territories.

	<ul style="list-style-type: none"> – Support INSIVUMEH and MAGA in creating the agroclimatic technical tables; and institutionalisation of MTAs • Warning dissemination <i>and communication</i>. The implementing partner URL will stop performing this activity, thus stop the execution of USD 700,000. The PGU will use these funds to train beneficiaries through contracts with three local organisations. This training will focus on teaching beneficiaries how to use the App and the Project's WhatsApp channel. Training will also be provided through the activities in Output 1 and the organisations implementing grants. <p>The communication channels for producers are: Weather app; radio spots; WhatsApp channel and community leaders (person-to-person communication). The information they will receive is: i) Weather forecast; ii) seasonal forecasts; and iii) recommendations to manage climate threats according to their territory and crop.</p> <p>Strategy for achieving the goals:</p> <ul style="list-style-type: none"> – IUCN EE will hire three grassroots organisations: The goal will be to train 80,000 beneficiaries and technicians on the use of the Climate App and WhatsApp channel (among other basic climate issues). – Output 1: Train 10,000 beneficiaries on the use of the Climate App and WhatsApp channel (among other basic climate issues) – Output 2. Train 10,000 beneficiaries on the use of the Climate App and WhatsApp channel (among other basic climate issues) – Provide information through radio spots: 20,000 – Target to date: 14,939 			
Intended results for key actions:	Ensure that the goal of 132,000 beneficiaries with access to climate information is reached.			
Priority level of implementation:	1 – urgent/to be addressed first	2 – not urgent, but important	3 – less urgent and somewhat important	
Timeframe for implementation:	The activities will take place during 2024, 2025 and 2026.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	<p>Threat monitoring, analysis and forecasting:</p> <ul style="list-style-type: none"> • Output 1: An Electronic Early Warning System Data Platform. December 2024 • Output 2: An information system that automates the production, publication, and dissemination of fire alerts via text messages (SMS), instant messaging over the internet (e.g., WhatsApp), and email. December 2024 • Output 3: A mobile application for users of the Early Warning System (EWS), called the Weather App. December 2024 • Output 4: Train technical teams on the agroclimatic observatory and elements to improve early warning processes. ANNUAL REPORT • Output 5. Departmental agrometeorological bulletins. ANNUAL REPORT • Output 6. Radio spots with bulletin information. ANNUAL REPORT • Output 7. radio spots and social networks posts on weather alerts and warnings for the western part of the country. ANNUAL REPORT <p><i>Preparedness and response capacity</i></p>			

	<ul style="list-style-type: none"> • Training and support to organisations that implement grants and government partners in the territories. ANNUAL REPORT • Support INSIVUMEH and MAGA in creating the agroclimatic technical tables Chimaltenango, Quiché, Quetzaltenango and Totonicapán. ANNUAL REPORT. <p><i>Dissemination and communication of the alert</i></p> <ul style="list-style-type: none"> • Three grassroots organisations training on the use of the use of the Climate App and WhatsApp channel: 20,000 beneficiaries in 2024; 30,000 beneficiaries in 2025; and 30,000 beneficiaries in 2026 • Output 1 training on the use of the Climate App and WhatsApp channel: 3,000 beneficiaries in 2024; 4,000 beneficiaries in 2025; and 3,000 beneficiaries in 2026. • Output 2 training on the use of the Climate App and WhatsApp channel: 3,000 beneficiaries in 2024; 4,000 beneficiaries in 2025; and 3,000 beneficiaries in 2026. • Radio spots: 2,000 beneficiaries in 2024; 9,000 beneficiaries in 2025 and 9,000 beneficiaries in 2026
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Evaluation report recommendation no. 11:	Ensure that the outputs of Component 3 inform the implementation of Components 1 and 2. By fostering cross-component collaboration and information sharing, the project can leverage the insights and outcomes generated from Component 3 activities to enhance the impact of other project components. This integration will facilitate a more integral approach to project implementation and maximize the synergies between different project activities to enhance impact.			
Project/programme activity/output/ outcome to which the recommendation is relevant:	The recommendation has relevance to the Project's impact. It is implemented in Output 3 of the Project			
Responsibility for implementation:	National Project Coordinator Output 3 UNIVERSIDAD RAFAEL LANDIVAR			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	Similar to recommendation No. 10.			
Key actions:	Similar to recommendation No. 10.			
Intended results for key actions:	Similar to recommendation No. 10.			
Priority level of implementation:	1 – urgent/to be addressed first	2 – not urgent, but important	3 – less urgent and somewhat important	
Timeframe for implementation:	Similar to recommendation No. 10.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	Similar to recommendation No. 10.			

Evaluation report recommendation no. 12:	Align the implementation of project activities with the GCF sectoral guidelines, as these provide information on how targeted GCF investments aligned with country priorities could have the most impact for each sector, driving paradigm shifting pathways and demonstrating strong climate impact. By aligning the project to these guidelines, the project can ensure that its activities maximize the potential for sustainable impact and long-term success. In particular for the EWS, please see the GCF Sectoral guide: Climate information & early warning systems, p.9. https://www.greenclimate.fund/document/sectoral-guide-climate-information-early-warning-systems			
Project/programme activity/output/ outcome to which the recommendation is relevant:	This recommendation relates to the Project's impact It has relevance e for the entire structure of the Project.			
Responsibility for implementation:	Project Steering Committee Technical Scientific Committee Project Coordinator			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>The evaluation showed that the project relates to the following areas of the GCF sector guide and paradigm-shifting pathways:</p> <ul style="list-style-type: none"> • Agriculture and food security: the project promotes resilient agroecology through agroforestry systems, soil and water conservation practices, keyline model, among others. This enables the reconfiguration of food systems in the country's highlands. Climate information is also provided to producers. • Water security: improving water conservation, water efficiency and water reuse. This is mainly through improving land use practices to conserve water and through managing aquifer recharge. In addition, the project also promotes climate innovation by installing conventional rainwater catchment, harvesting and storage systems and Support catchment-based initiatives to promote water stewardship and community-based decision-making processes on water resources. • Ecosystems and ecosystem services: The project is based on ecosystem-based solutions to promote water regulation and prevent erosion. • Climate information and early warning systems. The project promotes the modernisation of hydrometeorological services, infrastructure, and regionalisation of climate information while also promoting the construction of electronic infrastructure to improve forecasting efficiency. <p>The evaluation shows that the project can be upgraded to green category, if the implementation of Output 3, related to the "Climate Information and Early Warning Systems" guideline, is expedited</p>			
Key actions:	Similar to recommendation No. 10.			
Intended results for key actions:	Improve the Project's impact			
Priority level of implementation:	1 – urgent/to be addressed first	2 – not urgent, but important	3 – less urgent and somewhat important	
Timeframe for implementation:	Similar to recommendation No. 10.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			

Timetable for periodic review:

Similar to recommendation No. 10.

5. Sustainability

Evaluation report recommendation no. 13	Enhance coordination among Executing Entities, stakeholders, and project-supported projects to streamline efforts. This can be achieved through regular communication channels, collaborative planning sessions, and joint decision-making processes			
Project/programme activity/output/ outcome to which the recommendation is relevant:	These recommendations apply to Output 1, Output 2 y Output 3			
Responsibility for implementation:	National Coordinator Implementing partners: FCG and URL			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>At the beginning of project implementation, the Project stakeholders were comprehensively mapped. This allowed for the creation of a participation plan to identify relevant stakeholders and enhance effective, inclusive, and informed participation. These stakeholders include indigenous mayors' offices, women's organisations, local governments, institutional mechanisms for women, gender, and indigenous peoples, indigenous peoples' organisations, cooperatives, and community development councils. The participation of these stakeholders has been promoted in microwatershed councils, local advisory committees, the Technical Scientific Committee, Steering Committee, and the interinstitutional coordination groups for gender and indigenous peoples.</p> <p>Organisations that implement small and medium-sized grants have been encouraged to generate alliances with key project stakeholders in the territory, which have taken the form of letters of understanding, letters of endorsement, agreements or minutes, depending on the specific dynamics.</p> <p>Other coordination activities are mentioned in recommendations 1, 6 and 9.</p>			
Key actions:	Similar to recommendations 1, 6 and 9			
Intended results for key actions:	Through sustained coordination at multiple levels, greater ownership of the executing entities and stakeholders will be achieved for its sustainability, as agreements are established between the agencies, organisations, municipalities, for the follow-up of the processes beyond the implementation of the project.			
Priority level of implementation:	1 – urgent/to be addressed first	2 – not urgent, but important	3 – less urgent and somewhat important	
Timeframe for implementation:	Similar to recommendations 1, 6 y 9			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	Similar to recommendations 1, 6 y 9			
Evaluation report recommendation no. 14:	Develop standardized guidelines for providing TA support across the different project activities to ensure consistency and effectiveness. This includes defining clear objectives, methodologies, and evaluation criteria for TA interventions to optimize their potential sustainability.			
Project/programme activity/output/ outcome to	Output 1 Output 2			

which the recommendation is relevant:	Output 3			
Responsibility for implementation:	Output 1 Coordinator Output 2 Coordinator Output 3 Coordinator M&E Specialist Communications Specialist			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>The project has developed training programs on project topics. In Output 1, the training for extension groups includes topics on agroforestry systems, landscape restoration, social and environmental safeguards, among others. In Output 2, a capacity diagnosis was carried out, and the organisations are being strengthened in the implementation of grants. Lastly, in Output 3, courses have been given using the PICSA (Participatory Integrated Climate Services for Agriculture) methodology as a basis</p> <p>Training programs can be improved by standardizing the contents of the training materials.</p>			
Key actions:	<p>Key activities:</p> <ul style="list-style-type: none"> • Develop and print extension materials with the field procedure for establishing agroforestry systems, plantations and water and soil management. • Provide technical assistance to local organisations that implement small and medium-sized grants and government institutions to ensure project focus and fulfillment of objectives (see observation No. 7). 			
Intended results for key actions:	Standardize training materials to improve sustainability of interventions for beneficiaries and government technical staff.			
Priority level of implementation:	1 – urgent/to be addressed first	2 – not urgent, but important	3 – less urgent and somewhat important	
Timeframe for implementation:	These are process activities to be implemented from 2024 to 2026.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	<ul style="list-style-type: none"> • Develop and print extension materials: second semester 2024 • Technical assistance to local organisations that implement small and medium-sized grants and government institutions: Annual reports 2024, 2025 and 2026 			

Evaluation report recommendation no. 15:	Invest in building the capacity of grassroots organisations, particularly those that have demonstrated success, legitimacy, motivation, and capacity to mobilize community resources. This can be done through tailored training programs, mentoring, and networking opportunities to strengthen their ability to sustain project outcomes beyond the project duration.			
Project/programme activity/output/ outcome to which the recommendation is relevant:	Output 2: Grant facility for Community-led watershed management channelling funding to priority areas			
Responsibility for implementation:	Output 2 Coordinator Fundación para la Conservación en Guatemala FCG			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected

Explanation for management response:	<p>At the beginning of project implementation, community-based organisations (CBOs) were mapped and characterized, identifying capacities in technical issues (such as socio-environmental safeguards, gender, climate information, conservation practices, good agricultural practices, rainwater harvesting measures, fire prevention, etc.) and institutional aspects (governance, financial management capacity, etc.).</p> <p>A study was also carried out to analyse success stories and challenges faced by women's organisations in integrating the project's technical and gender approach into their activities.</p> <p>A training plan was drawn up with action lines to strengthen the areas analysed, including actions such as experience exchange among the organisations to promote the transfer of skills in the topics of interest, such as gender, safeguards, soil conservation, monitoring, etc.</p> <p>A diploma course was also taught to strengthen CBOs' capabilities on the project's relevant topics, enabling several organisations to apply for the small grants programme.</p> <p>The formulation phase of their proposals also included key actions such as mentoring and specialized assistance to the organisations.</p> <p>During the grant implementation, FCG provided technical, administrative and financial support to strengthen the capacities of the organisations sustainably and ensure their effectiveness.</p> <p>Implementing organisations have participated in the Local Advisory Committees to promote territorial coordination with other actors, which can create networks that strengthen project outcomes beyond the project duration.</p>			
Key actions:	<p>In order to strengthen community-based organisations, the following actions have been identified:</p> <ul style="list-style-type: none"> • Perform a second assessment of successful organisations that receive funds from the Project and other donors, to provide mentoring support, including encouraging their linkage to IUCN membership in order to expand international networking opportunities and resource mobilisation. • Update the training plan for CBOs, and systematically deliver the course to organisations implementing grants. • Systematize CBOs' successful experiences in implementing EbA measures, highlighting the main challenges faced and how the organisations overcame them. 			
Intended results for key actions:	Ensures the sustainability of EbA measures after the Project ends by training community-based organisations on the project's themes.			
Priority level of implementation:	1 – urgent/to be addressed first	2 – not urgent, but important	3 – less urgent and somewhat important	
Timeframe for implementation:	Actions will be reported annually from 2024 to 2026			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	<p>Mapping successful organisations and diagnostic update: Report in 2024</p> <p>Updated training plan: 2024</p> <p>Systematisation report of successful organisations: 2025</p>			

Evaluation report recommendation no. 16:	Facilitate the legalisation of grassroots organisations, enabling them to access funding opportunities and resources independently. Additionally, support efforts to embed project activities in strategic planning tools at local and regional levels to institutionalize the project and ensure long-term support for project interventions.			
Project/programme activity/output/ outcome to which the recommendation is relevant:	Output 1 Output 2			
Responsibility for implementation:	Output 1 Coordinator Output 2 Coordinator			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>The Project’s scope, through Output 2, is to channel funding to legally constituted community organisations and develop their capacities to implement EbA measures for sustainable watershed management. Financial resources are channelled through calls for proposals from small and medium-sized grant mechanisms with amounts based on the organisations’ institutional and technical capabilities (grassroots or second-tier legally constituted, as applicable). Therefore, legalisation is not a project objective.</p> <p>The project is responsible for strengthening constituted CBOs in administrative, financial, and technical matters through training, courses, and experience-sharing events. FCG and IUCN also assist organisations interested in applying for small grants mechanism through tutorials, diploma courses, and technical assistance and promote their strengthening.</p> <p>Through this training, CBOs, such as Asociación Teresa, Grupo de Mujeres Luis Amigo, and Grupo de Mujeres Estrellas Preciosas, were able to access funding from small grants.</p> <p>The diagnosis and mapping showed weaknesses in different pillars (institutional, governance, EbA approach, administrative, tax, etc.) of legally constituted organisations; thus, creating new organisations may imply a high risk in terms of sustainability. Given that the project is nearing its end, setting up a new organisation would imply distributing the strengthening efforts between those organisations that are implementing grants and the new ones.</p> <p>However, the project is working on formalizing the microwatershed councils, which have received continued support from IUCN and some organisations that implement small or medium-sized grants. Depending on each case, formalisation can involve registering the councils with the municipalities so that they can be accredited in the Municipal Development Council, obtaining a legal registration a non-profit, or some other modality.</p>			
Key actions:	<p>Key actions:</p> <ul style="list-style-type: none"> • Training and strengthening activities for organisations that implement grants, as stated in recommendations No. 7 and 8. • Assess and update progress in implementing the training plan, including aspects related to institutional strengthening and strategic planning of the organisations that implement grants. • Technical, administrative and legal assistance (when applicable) of the microwatershed councils to formalise their status and promote their self-management and sustainability after the Project ends. The formalisation involves not only the legal registration with the Superintendence of Tax Administration, but also registration with the Municipalities. This allows organisations to be accredited in the Municipal Development Council, enabling them to have an impact on the municipal budget and mobilize institutional resources for implementing microwatershed management plans. 			
Intended results for key actions:	Institutional strengthening of organisations will ensure the long-term sustainability of the actions.			

Priority level of implementation:	1 – urgent/to be addressed first				
Timeframe for implementation:	Actions will be reported annually from 2024 to 2026.				
Status (delete as appropriate):	Initiated: The implementation of the action has started but is not yet finished.				
If action is no longer applicable, please provide justification:	The legal constitution is outside the Project's scope, and this process may adversely impact the organisations due to the legal and fiscal commitments they acquire.				
Timetable for periodic review:	Training plan evaluation and update: 2024. Review of budget execution and defining budget lines for strengthening organisations: 2024, 2025 and 2026. Support to microwatershed: 2024 to 2026.				

Evaluation report recommendation no. 17:	Strengthen community governance structures to enhance their capacity to manage and sustain project activities. This may involve providing training on effective governance practices, facilitating community-led decision-making processes, and promoting transparency and accountability in project implementation. By empowering local communities to take ownership of project initiatives, sustainability can be achieved more effectively.				
Project/programme activity/output/ outcome to which the recommendation is relevant:	Output 1				
Responsibility for implementation:	Output 1 Coordinator				
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected	
Explanation for management response:	<p>Microwatershed councils are governance structures created within the framework of the project to bring together diverse stakeholders such as community development councils, women's committees, Indigenous mayor's offices, cooperatives, and learning centres for rural development, among others. This is an ongoing process that began with the comprehensive mapping of relevant actors and stakeholders to validate restoration opportunities and raise their awareness about the importance of participating in these structures for the sustainable management of the microwatersheds.</p> <p>Currently, 16 microwatershed councils have been created with the support of IUCN and some organisations that implement grants. The project's efforts have focused on awareness-raising processes, capacity-building to develop their functions as councils, and support in developing their annual operational plans for implementing microwatershed management plans.</p> <p>A case study on Indigenous peoples' governance systems was also developed to understand, value and promote their own systems of governance of forests, water sources, native plants, agroecological production, reciprocity (K'uchub'al) and community service (Kax Kol, which means service with pain in the K'iche' language) as part of the adaptation and mitigation efforts developed by Indigenous communities to address climate change.</p> <p>Also, training plan for the Microwatershed Councils was developed this year and will be implemented in the third quarter.</p> <p>CONAP began the process to create an institutional policy for social participation which seeks to recognize Indigenous communities' own governance systems for biodiversity conservation.</p>				
Key actions:	<p>The following actions will be undertaken to strengthen microwatershed councils:</p> <ul style="list-style-type: none"> Annual courses and exchanges that cover topics relevant to the Project, enabling the follow-up and updating of their operational plans and enhancing their 				

	<p>functions. This will take into account changes in the boards of directors according to the terms provided in their bylaws.</p> <ul style="list-style-type: none"> • Support the development of microwatershed-level assemblies to promote the election of new representatives, as per their bylaws, and ensure gender balance in their boards of directors. • Strengthen coordination with CBOs that implement grants and municipalities through municipal offices such as the Water Offices, Municipal Environmental Management Units or Municipal Women's Offices, to systematically assist the microwatershed councils and promote their formalisation (when applicable) • Link the microwatershed councils to the technical watershed roundtables led by the Ministry of Environment and Natural Resources which operate based on Governmental Agreement 19-2021 to promote their institutionalisation. These actions will be followed up by Local Advisory Committees to define and validate the sustainability strategy. • Finish developing the Social Participation Policy (CONAP) to institutionalize local governance in biodiversity, protected areas and landscape restoration. • Hire technical personnel to address the social and governance aspects, to support and consolidate the microwatershed councils.
Intended results for key actions:	Strengthening and institutionalizing local governance will help empower local communities to achieve sustainability more effectively
Priority level of implementation:	1 – urgent/to be addressed first 2 – not urgent, but important 3 – less urgent and somewhat important
Timeframe for implementation:	Progress on actions will be reported annually from 2024 to 2026
Status (delete as appropriate):	Completed: the action has been implemented. Initiated: The implementation of the action has started but is not yet finished. Not yet initiated: the action is yet to be implemented. Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A
Timetable for periodic review:	Process actions will be executed from 2024 to 2026. Support to microwatershed council: four times a year Microwatershed-level assemblies: 2024 to 2026 Coordination with organisations and municipalities: 2024 to 2026 Linking microwatershed councils with technical watershed roundtables: 2025 to 2026 Finalisation of the social participation policy: 2025 Hiring technical governance staff: 2025

Evaluation report recommendation no. 18:	Continue the promotion and incorporation of the EbA approaches in INAB and MAGA policies, for its promotion and scalability through public policies (such as forestry policy, irrigation policy, soil management policy).
Project/programme activity/output/ outcome to which the recommendation is relevant:	Output 1. Output_ Climate Smart Watershed Management
Responsibility for implementation:	Project Coordinator Output 1 Coordinator
Management response (delete as appropriate):	Agree Partially agree Disagree Rejected
Explanation for management response:	The Project has promoted and incorporated EbA approaches into INAB and MAGA policies, for their promotion and scalability through public policies, such as forestry policy, irrigation policy, and soil management policy. The project will continue to coordinate with INAB and MAGA, as well as with the forest restoration roundtable, the Guatemalan

	Alliance for Soil Management, and directorates and programs of the Ministry of Agriculture, to promote the institutionalisation of the EbA approach in public policies			
Key actions:	<ul style="list-style-type: none"> Support the updating of Guatemala's Forestry Policy to incorporate climate change adaptation measures. Support the institutionalisation of EbA actions in MAGA, supporting the implementation of the irrigation policy, with actions aimed at increasing the number of hectares with water and soil management and the Keyline approach. 			
Intended results for key actions:	MAGA incorporates the implementation of Keyline water and soil management actions in its planning.			
Priority level of implementation:	1 – urgent/to be addressed first	2 – not urgent, but important	3 – less urgent and somewhat important	
Timeframe for implementation:	Actions will be implemented from 2024 to 2026			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	n/a			
Timetable for periodic review:	Deliverables: <ul style="list-style-type: none"> Forestry policy incorporating climate change adaptation measures: annual report 2025 MAGA incorporates the implementation of Keyline water and soil management actions in its action plans or irrigation policy: annual report 2026. 			

Evaluation report recommendation no. 19:	Promote further the institutionalisation of the agro-climatic technical roundtables as an instrument for the sustainability of EWS.			
Project/programme activity/output/ outcome to which the recommendation is relevant:	This recommendation refers to the sustainability of the actions. Relates to Output 3.			
Responsibility for implementation:	Output 3 Coordinator			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	Output 3 aims to establish an early warning system based on four pillars: <ul style="list-style-type: none"> Knowledge of disaster risk. The project intervention area's main climatic hazards were identified in 2020, and agro-climatic stations were diagnosed. This helped identify the key variables to monitor and the necessary equipment. Subsequently, the threats are being continuously monitored using the agro-climatic stations. Threat monitoring, analysis and forecasting. This section included systematic data collection. To support this, INSIVUMEH acquired and installed 20 stations. The project also supplied computer equipment and servers for information processing and trained INSIVUMEH and URL technical staff in specialized climate courses. As a result, regular bulletins are now being published, and improved weather forecasts are available. The Territory and Climate Observatory was established at the URL, providing a platform for the converging of information, data, and projections. 			

	<ul style="list-style-type: none"> • Preparedness and response capacity: This phase involves processing information at the territorial level. The Project has supported the technical agro-climatic roundtables (MTAs in Spanish), which are bodies that the country is promoting to coordinate actions in response to climate events. These roundtables focus on the impact of climate events on agriculture. To enhance the effectiveness of Output 3, efforts should now be directed towards formalizing the roundtables and providing training for the technical teams participating in them. • Dissemination and communication of the alert: To date, 14,939 beneficiaries have received climate information. In order to reach the goal of 132,000 beneficiaries by the end of the project, the strategy must change. Details on this are explained below. <p>This recommendation refers to the fourth pillar called: Preparedness and response capacity.</p>			
Key actions:	<p><i>Preparedness and response capacity.</i> The PMU team will develop this pillar and mainly focus on training the technical teams of the agroclimatic technical tables and organisations that implement grants. The institutionalisation of MTAs will also be supported.</p> <p>Climate information will be provided to members of the MTAs through four communication channels: Technical Bulletins, Climate App, agroclimatic technical tables and the Project's WhatsApp channel. The information provided will include: i) Weather; ii) 15-day and up to three-month forecasts; and iii) threats of climatic events in the territory (impact-based forecast). They will also receive information on monitoring of stations (from the 20 project stations and others from implementing partners) and comparative graphs.</p> <p>Specific actions:</p> <ul style="list-style-type: none"> • Training and support to organisations that implement grants and government partners in the territories. • Support INSIVUMEH and MAGA in creating the agroclimatic technical tables; and institutionalisation of MTAs. 			
Intended results for key actions:	Achieve greater sustainability of the actions promoted by the project, related to the early warning system.			
Priority level of implementation:	1 – urgent/to be addressed first	2 – not urgent, but important	3 – less urgent and somewhat important	
Timeframe for implementation:	Actions will be implemented from 2024 to 2026.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	<p>Preparedness and response capacity</p> <ul style="list-style-type: none"> • Training and support to organisations that implement grants and government partners in the territories. Annual report • Support INSIVUMEH and MAGA in creating the agroclimatic technical tables of Chimaltenango, Quiché, Quetzaltenango and Totonicapán. Annual report 			

6. Coherence in climate finance delivery

Evaluation report recommendation no. 20:	Advocate for the establishment of stronger coordination mechanisms among relevant stakeholders, including government agencies, non-governmental organizations, and community representatives. This can be achieved through using existing coordination frameworks, particularly by better engaging and empowering the NDA in its climate coherence coordination role. This could facilitate communication and collaboration with other climate finance initiative as well as identifying replication and scalability opportunities for the project.			
Project/programme activity/output/outcome to which the recommendation is relevant:	This recommendation relates to consistency in the delivery of climate finance. This criterion was rated as very good (deep green), so the recommendation refers to maintaining the activities. It is linked to the overall structure of the project			
Responsibility for implementation:	Project Steering Committee Country Director IUCN-Guatemala National Coordinator			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>Coordination actions are implemented at three levels. First, at the highest level, there is coordination with the Project Steering Committee, with the participation of the governmental agencies: MARN, MAGA, INAB and INSIVUMEH (and KOICA as an observer, with decision-making for small grants). At this level, the Technical Scientific Committee, where technical teams of the governmental agencies participate, is a consultative body on the Project's strategic themes.</p> <p>At this level, it is important to coordinate actions within the Project Management Unit, among the three implementing partners and with the Accredited Entity (AE). Regular meetings are held between the implementing partners (IUCN, FCG and URL) to ensure coordination of actions and avoid overlaps. There is also smooth communication between the PMU and the EA (IUCN ORMACC and HQ).</p> <p>A second level of coordination is the territorial (departmental) level, with the Legal Advisory Committees (CAL) as the bodies where organisations that implement subsidies, governmental technical teams and civil society (beneficiaries) participate. Also relevant at this level are the agro-climatic technical roundtables, on issues related to early warning.</p> <p>The third level of coordination is at the community level, where microwatershed councils act to prioritize restoration and governance actions. The Rural Development Learning Centres (CADER) and Municipal Rural Extension Agencies (AMER) are also relevant at the community level.</p>			
Key actions:	Similar to recommendation No. 9.			
Intended results for key actions:	Improving consistency in the delivery of climate finance			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	Actions will be implemented during 2024. 2025 y 2026.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	Similar to recommendation No. 9.			

Evaluation report recommendation no. 21:	Advocate for the continuation of strategic technical priorities despite the changes in the government leadership. Engage policymakers to integrate project priorities into national policies as well as ensuring active involvement of lower-level government staff (that has less turnover than higher levels) in project activities for sustainability.			
Project/programme activity/output/outcome to which the recommendation is relevant:	This recommendation relates to consistency in the delivery of climate finance. This criterion was rated as very good (deep green), so the recommendation refers to maintaining the activities. It is linked to the overall structure of the project			
Responsibility for implementation:	Project Steering Committee National Coordinator			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	Similar to recommendations 1, 9 and 20.			
Key actions:	Similar to recommendations 1, 9 and 20.			
Intended results for key actions:				
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	Similar to recommendations 1, 9 and 20.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	Similar to recommendations 1, 9 and 20.			

Evaluation report recommendation no. 22:	Actively seek out for potential synergies with the FP 145 RELIVE project to ensure that lessons learned, and good practices identified throughout the implementation can be shared effectively.			
Project/programme activity/output/outcome to which the recommendation is relevant:	This recommendation relates to consistency in the delivery of climate finance. It is linked to the overall project structure.			
Responsibility for implementation:	National Project Coordinator			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	Two GCF projects are being implemented in Guatemala; the most recent being FP 145 RELIVE. Several coordination and complementarity meetings have been held, and there is agreement to continue exchanging experiences between the two projects.			
Key actions:	A biannual meeting for coordination and exchange of experiences, between FP 145 RELIVE and FP087			
Intended results for key actions:	Improving consistency in the delivery of climate finance			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	Annual activity report			

Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	A biannual meeting for coordination and experience exchange, between FP 145 RELIVE and FP087: annual report			

7. Gender, Indigenous Peoples, and youth mainstreaming

Evaluation report recommendation no. 23:	Maintain and strengthen ongoing efforts to mainstream gender, indigenous peoples, and youth considerations throughout project activities, these were well received by participants of the focus groups and interviews.			
Project/programme activity/output/outcome to which the recommendation is relevant:	This recommendation refers to criterion 7: Gender, Indigenous Peoples, and youth mainstreaming. This criterion was rated as very good (deep green), so the recommendation is to maintain the actions. It relates to Outputs 1, 2 and 3.			
Responsibility for implementation:	Gender and Social Inclusion Specialist Implementing partners FCG and Universidad Rafael Landívar Outputs 1, 2 and 3 Coordinators			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>With the implementation of the Gender and Social Inclusion Strategy with cultural relevance, the focus on gender, Indigenous peoples' rights and social inclusion has been strengthened. Some of the actions implemented are:</p> <ul style="list-style-type: none"> • Promote access to financing for women's, youth and Indigenous peoples' organisations. • Incorporate the gender approach in project activities, such as providing child care during workshops, scheduling activities at times and locations accessible for women and men, training on new masculinities as a gender-based prevention strategy, courses to promote women's leadership and participation, and gender-based farm planning, etc. • The Project Management Unit includes a specialist in gender and social inclusion who will continue to closely coordinate with the technical team. The specialist has developed instruments and support tools to incorporate these approaches in a participatory manner. • Maintain systematic and strategic coordination with national and local women's, gender and indigenous peoples' mechanisms such as: the Presidential Secretariat for Women, the Municipal Women's Offices, the Gender Units, and the Indigenous Peoples' Units of the INAB, MARN, CONAP and MAGA executing partners. All these bodies are all included in the Inter-institutional Coordination Group for Gender and Indigenous Peoples. • Implement the internal agreement the project has with the IUCN Human Rights in Conservation Team, to receive assistance from its gender specialist, who in turn provides technical assistance for actions, instruments, strategies and capacity-building for implementing partners, among others. This internal agreement will be in place for the next two years of the project. 			
Key actions:	<p>Continue implementing the gender and social inclusion strategy; some important activities include:</p> <ul style="list-style-type: none"> • Introduce the topics of new masculinities at the community level (technicians, leaders, promoters) through a basic course, as a strategy for promoting inclusive leadership. • Advocating for the institutionalization of EbA measures and the rights-based approach in public policies (for example: the National Policy for the Promotion and Integral Development of Guatemalan Women, the Institutional Policy of Social Participation for the sustainable management of protected areas and biological diversity of CONAP, municipal policies, etc.). • Support organisations that implement grants to develop and implement their gender policies as part of institutional strengthening. 			

	<ul style="list-style-type: none"> Produce outreach materials for child care, which will be delivered to implementing partner organizations and agencies to support women's training processes and generate gender-sensitive conditions. Facilitate that organizations implementing grants can directly hire a person with expertise in social and gender issues. 			
Intended results for key actions:	Through these actions, the capacities of the executing and implementing partner organisations will be improved to incorporate a gender, Indigenous peoples and social inclusion approach.			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	Progress in the implementation of the actions will be reported annually in the specific sections related to gender, Indigenous peoples and ESMS.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	n/a			
Timetable for periodic review:	Course on new masculinities: August 2024 CONAP's Social Participation Policy: 2025 National Women's Policy: 2025 Municipal Policies - 2024, 2025 and 2026 Strengthening of organisations - 2024, 2025 and 2026 Production of outreach material for child care - 2024.			

Evaluation report recommendation no. 24:	Further enhance the integration of ancestral knowledge and practices of indigenous peoples into project activities, beyond the initiatives that are already included. By respecting and integrating these cultural beliefs, the project can enhance its relevance within indigenous communities. This fosters a deeper connection with the local culture and promotes sustainable solutions informed by traditional wisdom.			
Project/programme activity/output/outcome to which the recommendation is relevant:	This recommendation refers to criterion 7: Gender, Indigenous Peoples, and Youth mainstreaming. This criterion was rated as very good (deep green), so the recommendation is to maintain the actions. It relates to Outputs 1, 2 and 3.			
Responsibility for implementation:	Gender and Social Inclusion Specialist Implementing partners: FCG and URL			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>Case studies on ancestral practices and knowledge have been carried out in the different communities located in the project's area. The organisations implementing grants have also made efforts to identify, systematise and incorporate the identified practices.</p> <p>A knowledge dialogue methodology was designed with the organisations and producers to identify local knowledge for weather forecasting, as well as measures to mitigate the impacts of climate threats.</p> <p>With the use of this methodology, ancestral practices and knowledge were identified such as: a) soil conservation and moisture management practices through trenching and reincorporation of organic matter such as sugarcane, b) irrigation and <i>mulching</i> (stubble management) to counteract the impacts of frost on crops, c) bioindicators such as signs in the sky, animal behaviour, etc. to forecast the weather, which were included in the management plans of microwatersheds. The management plans are instruments generated with the participation of the communities to manage microwatersheds and</p>			

	<p>have their endorsement through approval documents such as the Free, Prior and Informed Consent.</p> <p>Ancestral practices were also incorporated into bulletin recommendations for crop management in the face of predicted climatic threats.</p> <p>In the proposals designed for small and medium-sized grants, organizations are encouraged to outline specific actions to identify and integrate Indigenous knowledge into the project. It is important that this process is carried out with the Free, Prior and Informed Consent (FPIC) of the rights holders.</p>			
Key actions:	<p>Among the priority actions to strengthen these approaches are:</p> <ul style="list-style-type: none"> • Develop outreach materials that include ancestral practices related to the project. This material will be delivered to organisations implementing small and medium-sized grants, as well as MAGA and municipalities that offer extension services. • Implement the methodology of dialogue of knowledge, through actions such as: (a) Experience exchange events with the technical team in the field, promoting the engagement of Indigenous peoples' organisations such as Sotzil, Tikonel, ADEMI, Majawil Q'ij, COINDI and others that currently implement small and medium-sized grants; b) Strengthen the role of the Indigenous peoples' mechanisms articulated in the Inter-institutional Coordination Group formed by INAB, MAGA, CONAP and MARN (who coordinates it), to support the strengthening of technical capacities; c) Technical assistance for organisations implementing small and medium grants, as well as the PMU, to report progress in incorporating Indigenous knowledge practices and identifying success stories. • The Senior Programme Manager for Indigenous Peoples at the IUCN Human Rights in Conservation Team in Washington D.C. is providing specialized technical assistance to raise awareness among institutional staff (MAGA, INAB) about the significance of integrating ancestral knowledge and how it can be merged with technical knowledge. • Promote the incorporation of the Indigenous Peoples' Rights approach so that their knowledge and practices are recognized through policies such as CONAP's Social Participation Policy, the National Women's Policy, and at least one municipal policy, among others. 			
Intended results for key actions:	Through these actions, the incorporation of ancestral practices, the focus on the rights of Indigenous peoples, and social inclusion will be improved, favouring the sustainability of the actions.			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	Progress in the implementation of the actions is reported annually in the section on compliance with ESMS standards.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	<ul style="list-style-type: none"> • Develop outreach materials that include ancestral practices - 2024 • Strengthening the role of Indigenous Peoples' organisations and Indigenous Peoples' mechanism - 2024, 2025 and 2026 • Dialogues of Knowledge - 2024, 2025 and 2026 			

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- Specialized technical assistance from the Senior Programme Manager on Indigenous Peoples of IUCN Human Rights in Conservation Team in Washington D.C - 2025 and 2026
 - Technical assistance to organisations for reporting and identifying success stories - 2024, 2025 and 2026

8. Country ownership

Evaluation report recommendation no. 25:	Prioritize capacity-building initiatives for key technical personnel from government agencies such as INSIVUMEH, MARN, MAGA, and INAB, particularly considering changes in government leadership. This will ensure continuity and enhance country ownership in project implementation.			
Project/programme activity/output/outcome to which the recommendation is relevant:	The recommendation refers to country ownership of the project. It relates to the overall structure of the project.			
Responsibility for implementation:	National Project Coordinator Outputs 1,2 and 3 coordinators			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>The project has trained the technical team of INAB, MAGA, MARN and INSIVUMEH on ecosystem-based adaptation to strengthen capacities at the central and regional offices including municipal extension agencies.</p> <p>By incorporating of EbA measures, partners and technical teams have been empowered with the project's approach. Also, the implemented actions, such as water and soil management with the Keyline approach, respond to the needs of the beneficiaries and the country's strategies for adaptation to climate change.</p>			
Key actions:	<ul style="list-style-type: none"> • Technical capacity-building workshops with departments, departmental headquarters, and municipal rural extension agencies on agroforestry systems, Keyline soil and water conservation and management practices, watershed management, and climate information). • Develop three experience exchange events regarding successful plots with ecosystem-based adaptation measures for replicability and scaling up. • Capacity-building of personnel for managing climate information. • Systematization of successful experiences. 			
Intended results for key actions:	<ul style="list-style-type: none"> • Technical personnel from INAB, MAGA, MARN, and INSIVUMEH with the capacity to influence the adoption and implementation of EbA measures (agroforestry systems, Keyline soil and water management, and climate information). • Technical bases of the Ministry of Agriculture, which influence the planning and implementation of Keyline water and soil management actions. 			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	Implementation will take place from 2024 to 2026.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	n/a			
Timetable for periodic review:	<p>Deliverables by 2024:</p> <ul style="list-style-type: none"> • Report of three workshops on technical capacity-building • Report of two workshops on capacity-building of personnel for managing climate information. <p>Deliverables by 2025:</p> <ul style="list-style-type: none"> • Report on the experience exchange on successful plots with EbA measures. <p>Deliverables by 2026:</p> <ul style="list-style-type: none"> • Report on the systematization of two successful experiences 			

Evaluation report recommendation no. 26:	Enhance coordination mechanisms between project Executing Entities to foster coherence and synergy in project activities. This can be achieved through regular meetings, joint planning sessions, and the establishment of clear communication channels.			
Project/programme activity/output/outcome to which the recommendation is relevant:	The recommendation refers to country ownership of the project. It relates to the overall structure of the project.			
Responsibility for implementation:	Project Steering Committee National Project Coordinator			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	Similar to recommendations 1, 9, 20			
Key actions:	Similar to recommendations 1, 9, 20			
Intended results for key actions:	Improve coordination mechanisms among project implementing agencies to promote coherence and synergy in project activities.			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	Similar to recommendations 1, 9, 20			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	n/a			
Timetable for periodic review:	Similar to recommendations 1, 9, 20			

Evaluation report recommendation no. 27:	Strengthen the technical agroclimatic roundtables (Mesas Técnicas Agroclimáticas) to enhance their capacity to support project activities related to climate adaptation and resilience-building. Additionally, clarify the exit strategy for these roundtables to ensure sustainability beyond the project duration.			
Project/programme activity/output/outcome to which the recommendation is relevant:	The recommendation refers to country ownership of the project. It relates to Output 3.			
Responsibility for implementation:	National Project Coordinator Output 3 Coordinator Rafael Landivar University			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	Similar to recommendation No. 19			
Key actions:	Similar to recommendation No. 19			
Intended results for key actions:	Improve coherence and synergy in project activities related to the climate early warning system.			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	Similar to recommendation No. 19			

Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	Similar to recommendation No. 19			

Evaluation report recommendation no. 28:	Strengthen coordination between INSIVUMEH and MAGA at both national and local levels on climate information related initiatives. This can be achieved through joint planning, sharing of data and expertise, and collaborative decision-making processes.			
Project/programme activity/output/outcome to which the recommendation is relevant:	The recommendation refers to country ownership of the project. It relates to Output 3.			
Responsibility for implementation:	Output3 Coordinator			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>Output 3 is developing an early warning system based on four pillars, namely:</p> <ul style="list-style-type: none"> • Knowledge of disaster risk. The project intervention area's main climatic threats were identified in 2020, and agro-climatic stations were diagnosed. This helped identify the key variables to monitor and the necessary equipment. Subsequently, the threats are being continuously monitored using the agro-climatic stations. • Threat monitoring, analysis and forecasting. This section included systematic data collection. To support this, INSIVUMEH acquired and installed 20 stations. The project also supplied computer equipment and servers for information processing and trained INSIVUMEH and URL technical staff in specialized climate courses. As a result, regular bulletins are now being published, and improved weather forecasts are available. The Territory and Climate Observatory was established at the URL, providing a platform for converging information, data, and projections. The observatory also receives information from MAGA's Risk Management Directorate (DIGEGR). • Preparedness and response capacity: This phase involves processing information at the territorial level. The technical agro-climatic roundtables, organized by MAGA and INSIVUMEH, aim to coordinate actions in response to climate events. These roundtables focus on coordinating actions to address the impact of climate events on agriculture. To enhance the effectiveness of Output 3, efforts should now be directed towards formalizing the roundtables and providing training for the technical teams participating in them (see Recommendation 19). • Dissemination and communication of the alert: To date, 14,939 beneficiaries have received climate information. However, the strategy must change to reach the goal of 132,000 beneficiaries by the end of the project. Details on this are explained below. <p>This recommendation refers to the second pillar: "Threat monitoring, analysis and forecasting".</p>			
Key actions:	Similar to recommendation 10 and 19			
Intended results for key actions:	Improve country ownership, based on the coordination between agencies involved in the early warning system.			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	

Timeframe for implementation:	Similar to recommendations 10 and 19.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	Similar to recommendations 10 and 19.			

9. Innovation

Evaluation report recommendation no. 29:	Expedite the implementation of Component 3, which demonstrates the highest potential for innovation. This can be achieved by prioritizing Early Warning Systems (EWS) activities, and by fostering collaboration with relevant stakeholders to fast-track the adoption of the technologies for EWS.			
Project/programme activity/output/outcome to which the recommendation is relevant:	The recommendation refers to the Project's innovation criterion. It is implemented in Output 3.			
Responsibility for implementation:	National Project Coordinator Output 3 Coordinator Rafael Landivar University			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	Similar to recommendation No. 10			
Key actions:	Similar to recommendation No. 10			
Intended results for key actions:	Increase the project's potential for innovation by implementing the early warning system.			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	Similar to recommendation No. 10			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	Similar to recommendation No. 10			

Evaluation report recommendation no. 30:	Enhance the sustainability and exit strategy of watershed councils and technical agroclimatic roundtables to ensure the continued adoption of innovative practices beyond the project's lifespan.			
Project/programme activity/output/outcome to which the recommendation is relevant:	The recommendation refers to the Project's innovation criterion. It relates to Outputs 1 and 3.			
Responsibility for implementation:	National Project Coordinator Output 1 and 3 Coordinators			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>As a sustainability action, microwatershed councils are being established as governance bodies at the community level. These councils operate within specific territories and bring together different sectors. Their objective is to promote the organisation and good management of watersheds.</p> <p>The Agroclimatic Technical Tables (MTA) are spaces for dialogue that bring together local stakeholders, scientists, technicians, representatives from public and private sectors, and farmers. The MTA's purpose is to understand the climate behaviour in a specific area and develop recommendations to reduce the risks associated with climate variability. Through these discussions, the MTA generates agroclimatic bulletins that provide climate</p>			

	projections, potential impacts on crops, and suggestions for decision-making. There are agroclimatic roundtables in the departments of Chimaltenango, Quetzaltenango, Quiché and Totonicapán.			
Key actions:	<p>The microwatershed councils' exit strategy includes the following:</p> <ul style="list-style-type: none"> • Design and implement a training plan to strengthen the capacities of the microwatershed councils for project management. • Link microwatershed management plans in the municipalities through integrated water resource management policies. • Link microwatershed management plans to the technical basin roundtables promoted by MARN. • Formalise the councils, as stated in recommendation No. 16. <p>The exit strategy of the Agroclimatic Technical Tables includes the following:</p> <ul style="list-style-type: none"> • Formalize the MTAs, as stated in recommendation No. 19. • Train MATs' technical teams on the use of climate information (see recommendation No. 10). • Development of the Climate App, with relevant information for the technical teams of the MTAs (see recommendation No. 10). 			
Intended results for key actions:	<ul style="list-style-type: none"> • Microwatershed councils strengthened with technical and administrative capacities for project management. • Agroclimatic tables with capacities to provide climate information to producers 			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	Implementation will take place from 2024 to 2026.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	<p>Deliverables for 2024:</p> <ul style="list-style-type: none"> • Design and implement a training plan • Link the microwatershed management plans to the technical watershed roundtables promoted by MARN. <p>Deliverables for 2025:</p> <ul style="list-style-type: none"> • Report of four workshops to strengthen the capacities of the agroclimatic roundtables on the use of climate information. <p>Deliverables for 2026:</p> <ul style="list-style-type: none"> • Microwatershed councils with their microwatershed management plans in the municipalities, through integrated water resource management policies 			

10. Replicability

Evaluation report recommendation no. 31:	Implement a commitment mechanism to ensure the continued participation and engagement of project demonstration plot beneficiaries and promoters. This could involve formal agreements or defining a minimum target of new beneficiaries to reach for replication.			
Project/programme activity/output/outcome to which the recommendation is relevant:	The recommendation refers to the replicability of the actions. It relates to Output 1			
Responsibility for implementation:	Output 1 Coordinator			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>In the Guatemalan highlands, soil and water management, at the plot and agricultural landscape level, is fundamental to promoting nature-based solutions for climate change adaptation. Given the variability in the rainy season, with changes in the dry and rainy seasons, "smart" systems are required to capture rainwater on dry days and allow for good drainage during heavy rains. This is achieved by combining soil and water conservation methods with the management of agricultural components. For example, soil conservation methods like irrigation ditches can help retain water in the plots, while agroforestry systems can support nutrient cycling (organic matter). These practices are implemented in plots owned by locals in the microwatersheds of the project intervention area.</p> <p>As part of the implementation process, demonstration plots were established in selected municipalities. The plots are used to train extension agents and producers. In each plot, a consultation process was carried out with the owners of the plots to define areas where AFS will be implemented, train on agroforestry practices, species to be used, and distribute of climate information. Through this process, producers identify the benefits of implementing AFS and see the positive impacts on their plots and income. Consent from landowners is key for these actions. Obtaining a letter of commitment from the producers will further solidify the plot as a point of reference for training and development.</p>			
Key actions:	<ul style="list-style-type: none"> Signing a commitment letter with the owners of current or future demonstration plots. Informed consent signed by landowners before implementing water and soil management plots on their plots. 			
Intended results for key actions:	Ensure that the demonstration plots serve as school farms during and after the project, as well as the free, prior and informed consent of plot owners.			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	Implementation will take place from 2024 to 2026.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	n/a			
Timetable for periodic review:	Informed consent signed by owners of established water and soil management plots: December 2024 Consents signed for new water and soil management plots: 2025			

Evaluation report recommendation no. 32:	Provide targeted TA to project beneficiaries focused on leadership, communication, and other relevant skills to empower them to effectively lead and disseminate project outcomes within their communities, enhancing the potential for replication.			
Project/programme activity/output/outcome to which the recommendation is relevant:	This recommendation relates to the replicability of the project. It is linked to Outputs 1, 2 and 3.			
Responsibility for implementation:	Outputs 1, 2 and 3 Coordinators			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>The project includes a training plan for beneficiaries on watershed management, agroforestry systems, forest landscape restoration and access to hydroclimatic information for decision-making at the plot level. Training is also provided on strategic cross-cutting issues such as gender, environmental safeguards and strategic communication. The aim is to provide beneficiaries and partners with tools for disseminating information and best practices. Strategic communication management is also addressed in the training sessions with the organisations that implement grants.</p> <p>At the local level, the project, in collaboration with MAGA, strengthens Rural Learning Centres (CADER) that aim to disseminate knowledge through a horizontal communication approach with rural residents. Women, men, and youth are organised into community groups where the learning method emphasises hands-on experience (learning by doing), incorporating practices, technologies, innovations, and educational processes related to various aspects of rural development. The CADERs have improved the rural economy and family agriculture. Furthermore, the project enhances the technical, administrative, and resource management capabilities of the microwatershed councils.</p> <p>Strengthening the leadership capacities of the producers who lead the CADERs and other extension groups promoted by the grants can enhance the replicability of actions.</p>			
Key actions:	<p>Key producers in the territories will receive an annual leadership course. The training topics will include management, communication, and organisation.</p> <p>A training course will be delivered to women leaders to enhance their capacity for replicability in their organisations, CADER groups and other participatory bodies. Integrate the leadership module in the capacity-building plan of the microwatershed councils and CADER learning centres.</p>			
Intended results for key actions:	Ensure capacity-building and empowerment of community leaders to increase the replicability of the project.			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	<p>Training events with a comprehensive approach (technical, administrative, financial) aimed at organisations that implement small and medium-sized grants in collaboration with FCG on a semi-annual basis (when applicable).</p> <p>Training events on specific technical topics such as implementation of agroforestry systems (semi-annual)</p>			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			

Timetable for periodic review:	Training and support activities will be carried out during the remaining three years of the 2024 - 2026 project. Report on the leadership training workshop to five microwatershed councils and CADER learning centres (report year 2025)
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Evaluation report recommendation no. 33:	Enhance knowledge exchanges within the project (component, beneficiaries, and EEs) and between similar initiatives in the country and the region. This can be achieved through regular forums, workshops, and peer learning sessions where stakeholders can share experiences, best practices, and lessons learned.			
Project/programme activity/output/outcome to which the recommendation is relevant:	This recommendation relates to the replicability of the project. It is linked to Outputs 1, 2 and 3.			
Responsibility for implementation:	Outputs 1, 2 and 3 Coordinators			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	The Project promotes the exchange of experiences through comprehensive training events that provide opportunities for dialogue and participation. These events allow organisations that implement donations to express their concerns, clarify doubts, and engage in practical exercises related to technical, administrative, and financial topics. Actions such as forums and workshops with wide audiences will be included to share lessons learned and strengthen the capacity for replicability.			
Key actions:	One annual forum or seminar, with the participation of beneficiaries, to exchange lessons learned.			
Intended results for key actions:	Increase the exchange of experiences among project beneficiaries to contribute to the replicability of the project.			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	Activities take place in 2024, 2025 and 2026.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	An annual exchange event, such as a forum, workshop or field visit: report 2024 - 2026			

Evaluation report recommendation no. 34:	Develop a comprehensive strategy for effectively capturing and disseminating project knowledge. This may include documenting best practices, creating knowledge-sharing platforms, and utilizing innovative communication tools to reach a wider audience. By systematically capturing and sharing knowledge, the project can facilitate replication within and beyond its immediate context.			
Project/programme activity/output/outcome to which the recommendation is relevant:	Replicability. The entire project.			
Responsibility for implementation:	Project Coordinator Communication Specialist			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected

<p>Explanation for management response:</p>	<p>According to the Funding Proposal (FP), the Resilient Highlands project has included the "Development of a coherent communication and dissemination strategy to ensure regular information dissemination to stakeholders at various levels" since its design.</p> <p>Since November 2021, the project has relied on the communication strategy or plan as a communication management tool. The document also included a second strategic communication tool: the image manual.</p> <p>The graphic identity manual was updated in June 2022. In March 2023, a content communication strategy proposal focused on agro-climatic information was generated.</p> <p>As of July 2023, these strategic communication tools were analysed and the existing communication strategy was updated, improving the implementation of strategic communication actions, with a focus on target audiences; thus, strengthening the communication capacities of the implementing organisations and expanding the project's dissemination and distribution platform.</p> <p>Steps developed to date:</p> <ol style="list-style-type: none"> 1. Brand analysis, redesign, update and validation of the Graphic Identity Manual or Brand Manual. 2. Dissemination of the new brand book with 15 local organisations implementing small and medium-sized donations. 3. Production and distribution of templates to facilitate the implementation of the new brand. 4. Design of the communication and promotion kit for the project. 5. Exchange communication management experiences with 15 organisations in the Guatemalan Highland. 6. Design the strategic approach for project communication (2023-2027). 7. Participatory design of the new communication strategy. 8. Study of communication habits and preferences of direct beneficiaries of the Resilient Highlands project. 9. Study of communication habits and preferences of the technical staff of organisations that implement small and medium-sized grants. 10. Increase participation share in the IUCN ORMACC communication platform (website, Facebook profiles, Instagram, X, LinkedIn and YouTube channel). This entailed more briefing notes, success stories, videos and social media content. 11. Establishing a production workflow and communication chain for product approvals to ensure technical quality. 12. Creating the WhatsApp channel as an innovative communication tool to reach a wider audience, responding to the results of the studies on communication habits and preferences. 13. Production of outreach materials to disseminate project knowledge, focusing on best practices, through an internship program with students from Universidad Rafael Landívar. 14. Facilitating six communication strategies for disseminating and distributing climate information. 		
<p>Key actions:</p>	<ul style="list-style-type: none"> • Updated Communication Plan for the Resilient Highlands project. • Annual reports on the implementation of the Communication Plan. 		
<p>Intended results for key actions:</p>	<p>Improve the replicability of project's main outcomes both during and after its implementation.</p>		
<p>Priority level of implementation:</p>	<p>1 - urgent/to be addressed first</p>	<p>2 - Not urgent, but important</p>	<p>3 - less urgent and somewhat important</p>
<p>Timeframe for implementation:</p>	<p>Actions will be implemented in 2024, 2025 and 2026.</p>		

Status (delete as appropriate):	Completed: the action has been implemented	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	<ul style="list-style-type: none"> • Update the Communication Plan for the Resilient Highlands project: 2024 • Annual report on the implementation of the 2024 Communication Plan. • Annual report on the implementation of the Communication Plan 2025. • Annual report on the implementation of the 2026 Communication Plan. • Final report on the implementation of the 2027 Communication Plan 			

Evaluation report recommendation no. 35:	Actively seek out for potential synergies with the FP 145 RELIVE project to ensure that lessons learned, and good practices identified throughout the implementation can be effectively shared			
Project/programme activity/output/outcome to which the recommendation is relevant:	Replicability. The entire project.			
Responsibility for implementation:	Project coordinator			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	Two GCF projects are being implemented in Guatemala, with the most recent being FP 145 RELIVE. Several coordination and complementarity meetings have been held, and there is agreement to continue exchanging experiences between the two projects.			
Key actions:	Similar to recommendation 22			
Intended results for key actions:	Increase the replicability of the project's main outcomes by sharing the project approach with partners.			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	Similar to recommendation 22			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	Similar to recommendation 22			

11. Scalability

Evaluation report recommendation no. 36:	Enhance awareness of the scope and implementation of PROBOSQUE and PINPEP incentives among beneficiaries. This can be achieved through targeted communication campaigns, workshops, and outreach activities to highlight the benefits and eligibility criteria of these incentives.			
Project/programme activity/output/outcome to which the recommendation is relevant:	Project scalability Output 1 Output 2			
Responsibility for implementation:	Output 1 Coordinator Output 2 Coordinator			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>The National Forest Institute (INAB) supports the implementation of the project by providing a counterpart of at least USD\$5,000,000.00 from the PINPEP and PROBOSQUE forestry incentive programmes. To this end, INAB has established internal and external coordination mechanisms related to project implementation, both at the central and regional levels, including subregional offices in the departments of Quetzaltenango, Totonicapán, Chimaltenango and Quiché, among others.</p> <p>The PROBOSQUE and PINPEP programmes are financial mechanisms whose incentive modalities (plantations, natural forests for production or protection, restoration and agroforestry systems) will contribute to reducing erosion and improving water infiltration and recharge rates. In order for beneficiaries to access the incentive programmes, specific communication campaigns will be conducted, including printing outreach materials and organizing three workshops to explain the benefits and eligibility criteria of these programmes. The scope of activities implemented will be expanded to improve access to these incentives.</p>			
Key actions:	<p>In order to improve the scope and implementation of PROBOSQUE and PINPEP incentives, actions will be extended to the following:</p> <ul style="list-style-type: none"> • Implementation of the communication plan (see recommendation 34) • Include and strengthen training on forestry incentives in all project activities (include a specific module on forestry incentives). • Support INAB in the review of forestry incentive files. 			
Intended results for key actions:	Improve the scope and replicability of the project by encouraging more beneficiaries to participate in the PROBOSQUE and PINPEP incentive programmes.			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	Implementation will take place from 2024 to 2026.			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	n/a			
Timetable for periodic review:	<p>Deliverables for 2024</p> <ul style="list-style-type: none"> • Printing of dissemination materials for PROBOSQUE and PINPEP mechanisms (includes communication plan report, as per recommendation 34). • Support INAB in the certification of the PROBOSQUE and PINPEP programmes. • PROBOSQUE and PINPEP Socialisation Workshop Report <p>Deliverables for 2025</p> <ul style="list-style-type: none"> • PROBOSQUE and PINPEP Socialisation Workshop Report • Communication plan report, as recommended 34 			

	Deliverables for 2026			
	<ul style="list-style-type: none"> • PROBOSQUE and PINPEP Socialisation Workshop Report • Communication plan report, as recommended 34 			
Evaluation report recommendation no. 37:	Advocate for increased funds for the PINPEP program. This may involve engaging with policymakers to secure additional resources for the program.			
Project/programme activity/output/outcome to which the recommendation is relevant:	Scalability Project structure			
Responsibility for implementation:	Project Steering Committee Country Director Project Coordinator			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>The National Forest Institute (INAB) supports the implementation of the project, providing a counterpart of at least USD\$5,000,000.00 from the PINPEP and PROBOSQUE forestry incentive programmes. Replicability and scalability can be achieved by incorporating the EbA approach into INAB's policies and incentive programmes.</p> <p>Due to political situations, INAB has experienced a reduction in the overall incentive budget, particularly in relation to PINPEP. The decision to increase the budget lies with authorities beyond those participating in the Steering Committee, such as the Ministry of Public Finance, the Congress of the Republic and the Government Cabinet. Nevertheless, the project can show its results and support INAB's efforts to advocate for increasing the public budget for incentives.</p>			
Key actions:	<ul style="list-style-type: none"> • Support the updating of Guatemala's forestry policy (together with INAB, MARN, MAGA and CONAP). • Hold or participate in at least one national event, showing the positive impacts of climate change adaptation based on ecosystem restoration. • Support INAB in high-level political presentations of project results. 			
Intended results for key actions:	Seek greater replicability of EbA actions in Guatemala by influencing the xpublic budget allocation to forestry incentives.			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	Activities during 2024, 2025 and 2026			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	<ul style="list-style-type: none"> • Update Guatemala's Forest Policy: 2024 and 2025 • One annual event at the national level: 2024, 2025 and 2026 reports • Support INAB in high-level presentations: 2024, 2025 and 2026 reports 			

Evaluation report recommendation no. 38:	Focus on strengthening the implementation and coordination of Component 3, which holds the highest potential for scalability, particularly the EWS			
Project/programme activity/output/outcome to which the recommendation is relevant:	The recommendation is relevant to the scalability of the Project. It is implemented in Output 3.			
Responsibility for implementation:	National Project Coordinator Output 3 Coordinator Rafael Landivar University			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	Similar to recommendation No. 10			
Key actions:	Similar to recommendation No. 10			
Intended results for key actions:	Improve the scalability of the project, by implementing the early warning system.			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	Similar to recommendation No. 10			
Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	Similar to recommendation No. 10			

12. Unexpected Results

Evaluation report recommendation no. 39:	Include monitoring of potential unintended results (water demand) to safeguard the positive impact of the project and create key knowledge for other GCF projects.			
Project/programme activity/output/outcome to which the recommendation is relevant:	This recommendation refers to unexpected outcomes with an impact on the overall structure of the project.			
Responsibility for implementation:	Project coordinator Output 1 Coordinator Output 2 Coordinator			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>Ecosystem-based Adaptation activities (actions implemented mainly by Outputs 1 and 2) will positively impact ecosystem services such as soil and water conservation. The number of hectares incorporated into EbA is recorded on quarterly and annually.</p> <p>Information on hectares helps estimate the hydrological balances at the microwatershed and watershed levels, thus estimating how a decrease in erosion, an increase in water infiltration, and runoff may impact its levels. This is done with InVEST models.</p> <p>InVEST models are used to estimate the ecosystem services indicators generated by the project: soil erosion and hydrological balance. The business-as-usual scenario is compared with the current EbA scenario, both projected to 2050 with mid-term data updated to October 2023. Results show that the project is contributing to reduce erosion at a rate of 1.28 tons of soil per hectare per year, equivalent to 18,000 tons of soil that will remain in the plots. Regarding hydrological balance, local recharge will increase by 55,000 cubic meters per year, while quick flow will decrease by 411,000 cubic meters. These are desirable indicators since the project is looking to increase local recharge and decrease quick flow. In comparative terms, the water that will infiltrate is equivalent to the consumption of 180 people in one year. These results show that the project is positively impacting the adaptation capacities of communities.</p> <p>Microwatershed plans also measured the hydrological balance, estimating that up to 30% of the microwatersheds in the highlands could be intensified with rainwater harvesting strategies without impacting the water flow to the lower parts of the microwatersheds. The Mexican Institute of Water Technology (IMTA) generated these estimations using SWAT models and provided technical advice for implementing the keyline approach in plots.</p> <p>However, it is important to collect field data to calibrate the models and gather empirical information on the EbA models being promoted. This includes assessing soil erosion and water balance indicators and identifying any unintended indirect effects.</p>			
Key actions:	Field study on the impact of the project's EbA strategies to reduce soil erosion, increase groundwater recharge, and minimize runoff, as well as mitigate unintended indirect effects.			
Intended results for key actions:	To have evidence of the positive impact that Ecosystem-based Adaptation (EbA) actions are generating in the territory, through soil and water conservation practices.			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	The activities will be implemented from 2024 to 2025.			

Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	<ul style="list-style-type: none"> Quarterly and annual report of hectares related to the GCF core indicator: PMF-A4.0 Improved resilience of ecosystems and ecosystem service. Consultancy/study on the impact of EbA strategies on decreasing soil erosion, increasing groundwater recharge and decreasing runoff, as well as unintended indirect effects. 			

Evaluation report recommendation no. 40:	Provide revenue-generating alternatives, including access to markets, to diversify income sources and improve the financial sustainability of the project interventions. This could involve supporting entrepreneurship capacities, facilitating market linkages, or providing training on income-generating activities to project beneficiaries.			
Project/programme activity/output/outcome to which the recommendation is relevant:	Output 1 Output 2			
Responsibility for implementation:	Outputs 1 and 2 Coordinators.			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>The project was designed to implement climate change adaptation measures, including forest landscape restoration in areas with high climate threats. By analysing restoration opportunities, the project identified EbA measures that improve water recharge and reduce erosion. The project has also developed a financial analysis of the restoration costs.</p> <p>One EbA measure is implementing agroforestry systems that include timber and/or fruit trees, which are attractive to farmers and increase their income. The arrangements are made in the existing productive systems preferred by producers, which the project aims to enhance with more tree cover rather than restructuring them. This, in turn, allows the producers to maintain their own commercial or self-consumption chains.</p> <p>However, to increase the replicability of the approach, specific market access modules can be included in the training process without detracting from the central project themes.</p>			
Key actions:	<ul style="list-style-type: none"> Support the capacities of farmers who implement agroforestry systems with workshops to learn about market mechanisms for their products. Continue to involve the department of fruit growing and agroindustry DEFRUTA of the Ministry of Agriculture, Livestock and Food (MAGA) to support farmers in the technical and agro-industrial elements. Continue working with cooperatives such as COINACHI, whose products have found local, national and international markets. Provide training on income-generating activities to project beneficiaries. 			
Intended results for key actions:	Improve farmers' knowledge to be able to market their products produced by the implementation of agroforestry systems.			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	Implementation will take place from 2024 to 2026.			

Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	n/a			
Timetable for periodic review:	<p>Deliverables for 2024: Report on training workshops for farmers implementing agroforestry systems on market mechanisms for fruit trees such as avocado, apple and peach, with the support of DEFruta's fruit growing and agroindustry department.</p> <p>Deliverables for 2025: Report on training workshops for farmers implementing agroforestry systems on market mechanisms for fruit trees such as avocado, apple and peach.</p> <p>Deliverables for 2026: Report of an experience-sharing of producers from the Chixoy River watershed with local producers who implement actions and have experience in marketing fruit locally and internationally.</p>			

Evaluation report recommendation no. 41:	Increase awareness among project stakeholders about the impacts of climate change on water availability and the potential effects on the financial sustainability of water-intensive investments such as greenhouses for water-intensive crops			
Project/programme activity/output/outcome to which the recommendation is relevant:	This recommendation refers to unintended outcomes with an impact on the overall structure of the project.			
Responsibility for implementation:	Project coordinator Output 1 Coordinator Output 2 Coordinator			
Management response (delete as appropriate):	Agree	Partially agree	Disagree	Rejected
Explanation for management response:	<p>Similar to recommendation 39</p> <p>It should also be noted that the project does not directly promote greenhouse investments, but rather agroforestry systems and other land uses that restore ecosystems.</p> <p>The project does promote agroforestry systems based on fruits, such as avocados, which have a high water demand. However, as indicated in recommendation 39, it is estimated that microwatersheds could be intensified by up to 30% without affecting water availability for non-agricultural and human uses.</p> <p>To monitor undesirable impacts, the study mentioned in recommendation 39 will be developed and InVest estimates will be made at the microwatershed level.</p>			
Key actions:	Similar to recommendation 39			
Intended results for key actions:	Ensure that the possible undesirable effects are known, and that alternatives are available to mitigate them.			
Priority level of implementation:	1 - urgent/to be addressed first	2 - Not urgent, but important	3 - less urgent and somewhat important	
Timeframe for implementation:	Similar to recommendation 39			

Status (delete as appropriate):	Completed: the action has been implemented.	Initiated: The implementation of the action has started but is not yet finished.	Not yet initiated: the action is yet to be implemented.	Key action no longer applicable: The action has no longer been deemed relevant.
If action is no longer applicable, please provide justification:	N/A			
Timetable for periodic review:	Similar to recommendation 39.			