## Stakeholder Engagement

This provides a brief introduction to the principal stakeholders of the Project and strategies for their engagement. It is expected that the project involves a broad segment of local CSO and community-based organizations working on ecotourism, as well as private-sector actors working in the project sites. The active participation of all stakeholders will be necessary for the successful implementation of the project.

The government agencies involved are responsible for Mexico’s tourism policy development, implementation and promotion, as well as the agencies in charge of conserving and promoting sustainable use of natural resources in and between protected areas. As stated in the Organic Law of Public Administration (amended June 16, 2018) the Ministry of Tourism (SECTUR) is responsible for overall formulation and conduction of the development policies for tourism, as well as the promotion of tourism development zones in coordination with the Ministry of Environment and Natural Resources (SEMARNAT) (Article 42); while SEMARNAT and its agencies are in charge of promoting the protection, restoration and conservation of ecosystems, natural resources and environmental goods and services (Article 32). In this respect, the relevant stakeholders are SECTUR, FONATUR, SEMARNAT, CONANP and CONAFOR.

**SECTUR**: The Ministry of Tourism (SECTUR) is the lead agency for project implementation. It is responsible for the development and implementation of Mexico’s tourism policies. In the past few years, SECTUR has incorporated diverse policies to promote sustainable tourism including the Program for Sustainable Tourism in Mexico, the Program for Regional Sustainable Tourism, diagnostic studies on the impacts of CC and CC vulnerability and adaptation in key tourism destinations and the modification of the legal framework to include a new land-use management instrument designated as Sustainable Tourism Development Zones (ZDTS). SECTUR is responsible for the declaration of ZDTS and will work through this GEF project to mainstream biodiversity safeguards in the establishment of ZDTS in the three pilot sites (Maya Ka’an in Quintana Roo; Huatulco in Oaxaca and an area of Cabo del Este region in Baja California Sur).

**FONATUR:** The National Fund for Tourism Development (FONATUR) will provide its administrative and investment experience in the development of tourism sites in Mexico and will support socially and environmentally sound investments in the pilot sites through the further development of green investment criteria. FONATUR is currently supporting the development of one of the pilot sites, Huatulco, Oaxaca.

**SEMARNAT**: The Ministry of Environment and Natural Resources (SEMARNAT) is the national authority for environmental policy development and implementation, charged with the protection, conservation and use of natural resources through several instruments including land-use planning, environmental management, environmental impact, and statistics and information.

**CONANP:** The National Commission for Protected Areas (CONANP) is responsible for the administration and management of Mexico’s national protected areas system. It is responsible for the management of protected areas (PA) adjacent to the pilot areas, including the Sian Ka’an Biosphere Reserve (and associated reef systems and Ramsar site), the Huatulco National Park and Ramsar sites, and the terrestrial and marine parks in the proposed pilot site in Baja California Sur (Sierra la Laguna and Cabo Pulmo, among others). CONANP has institutional presence in the three sites and implements annual management plans in the protected areas of the three regions. PA staff (park directors and regional directors) as well as their advisory councils will be important fora in the coordination efforts in the pilot sites and will ensure the compliance with Mexico’s commitments for the Aichi targets. Community-based organizations, members of local communities and civil society organizations are active participants in PA management; the project has specific measures to promote local participation in and around PAs in the development and commercialization of tourism products.

**CONAFOR:** The National Commission of Forestry will collaborate with the project to build upon experience generated through its Payment for Environmental Services (PES) programs for BD and hydrological services so as to develop articulated economic incentives for tourism-related conservation compensation schemes in Component 2 that can be validated, tested and reported on promptly within the demonstrative models in Component 3.

**CSOs in Mexico** contribute to the development of tourism activities both in and around major tourism centers, as well as in community-based and nature tourism in rural sites. Through the partnerships with SECTUR, the CSOs can increase the viability of articulating and coordinating local level projects that act as pilots for the national sustainable tourism policy. The key CSOs for this initiative are Amigos de Sian Ka’an (**ASK**), Conservación del Territorio Insular (Conservation of Island Territory, **ISLA**) and World Wildlife Fund-Mexico (**WWF**), which will be participating as responsible partners through agreements with SECTUR.

**ASK:** *Amigos de Sian Ka’an* (Friends of Sian Ka’an, ASK) is a civil society organization with more than 25 years of experience in working in the Sian Ka’an Biosphere Reserve and the surrounding region. For the past decade, ASK and its partners have been working on the development of Maya Ka’an as a tourist destination, including branding, the incorporation of sustainability guidelines and best practice manuals. ASK will be the lead partner with SECTUR in Quintana Roo State to develop new and innovative models of community-based tourism to diversify Mexico’s tourism supply and reduce pressure on protected areas while generating sustainable development opportunities for local communities. ASK will implement the measures necessary to declare the Maya Ka’an site as a ZDTS.

**ISLA:** *Conservación del Territorio Insular Mexicano* (Conservation of Island Territory, ISLA) is a civil society organization with more than 20 years of work on biodiversity conservation, public policy for meeting conservation goals, training and capacity development and community development in Baja California Sur state in the Baja Peninsula in Mexico. ISLA has developed voluntary standards for sustainable tourism management in the 5-state region that comprises the Gulf of California. In the context of the project, ISLA will lead the effort in BCS to certify the Cabo del Este/Sierra la Laguna region as a ZDTS.

**WWF:** World Wildlife Fund (WWF) Mexico is integrated by a team of experienced professionals that operate in the most important and biodiversity-rich eco-regions of Mexico. It is dedicated to the conservation of Mexico’s natural capital, the promotion of public policy and market transformation. WWF has worked with SECTUR on the development of a roadmap for the establishment of a ZDTS in Huatulco since 2015. WWF will be responsible for the integration of steps necessary for the official designation of Huatulco as a ZDTS.

During project preparation, a stakeholder analysis exercise was carried out that was validated through preparation workshops in the 3 proposed sites. This is included as Attachment 1 to this annex.

**Indigenous Peoples**

In the three implementation sites, local indigenous and/or traditional community representatives are expected to fully participate through the local project councils described in the implementation arrangements. Decisions regarding the activities involving Indigenous Peoples and their territories will be made in accordance with the ILO’s Convention 169, to which Mexico is a signatory party, undertaking prior consultation in all cases. Additionally, a new project responsible partner has been identified (RITA – *Red Indigena de Turismo Alternativo*, Indigenous Network for Alternative Tourism) to ensure that specific activities related to the implementation of the Indigenous Peoples Plan (to be presented and validated in the Inception Workshop) are validated and undertaken together with indigenous communities. The project strategy includes activities to promote and upscale community-based tourism practices without negatively affecting the environment and without altering their cultural identity. Furthermore, and in support of the declaration of ZDTS sites, the protected areas adjacent to the proposed sites utilize consultative councils with seats for indigenous representatives, which can serve as an additional participatory mechanism for stakeholder engagement with indigenous populations.

Maya Ka’an is based on the cultural identity of the Yucatec Maya indigenous group, in the in-land region of the Sian Ka’an Bioshphere Reserve in the central part of Quintana Roo state known as *la zona maya* or Maya zone. The central attraction of Maya Ka’an is the immersion of visitors in the cultural and natural resources of this region and the possibility to interact with and learn from the modern descendants of the millenary Mayan culture. The development of local capacities in predominately indigenous communities, small cooperative enterprises and service providers is a central part of the project strategy to be implemented by Amigos de Sian Ka’an. The strategy for capacity development takes into account local and ancestral forms of governance, and when necessary will be carried out in the Mayan language. Training for tourism-related activities also includes language training in English and Spanish. Community members from José María Morelos and representatives of tourism cooperatives Community Tours and Red de Turismo (representing 9 cooperatives in 7 indigenous communities) participated during the workshop to validate the proposed activities in Maya Ka’an in November 2018.

Oaxaca State has the most ethnic and linguistic diversity of Mexico, and Huatulco has a significant indigenous population of Zapotecan people. In contrast to Maya Ka’an, however, the indigenous population in Huatulco is in the minority, with most of the inhabitants recorded in the national census as non-indigenous or mestizo attracted to the Huatulco job market. Municipal governments have consultative councils that include representatives of indigenous communities and cooperatives. Tourism promotion in Oaxaca in general, and in Huatulco in particular, is strongly linked to indigenous culture, including gastronomy and nature and community-based tourism in indigenous areas surrounding Huatulco. Representatives from the municipal government (tourism, indigenous affairs, environment) and from community-based tourism cooperatives participated in the workshop held in October 2018 to validate the proposed activities in Huatulco.

Sierra la Laguna-Cabo del Este is a mostly mestizo population with a number of agrarian communities and ejidos that are ruled by traditional governance customs. The indigenous population in this region corresponds to internal migration from other parts of Mexico to incorporate workers in the local labor market. In this respect, the proposal for Sierra la Laguna-Cabo del Este has been prepared in close consultation with local community authorities, and the design of rural tourism circuits in full collaboration with the ejidos and communities. Representatives from the Santiago ejido communities and local fisheries cooperatives participated in the project validation workshop held in October 2018.

***Civil Society***

The project design contemplates the development of public-private partnerships to promote biodiversity-friendly development options in the tourism sector, between federal, state and municipal governments, and civil society organizations with broad experience in conservation and low-impact tourism development. This strategy builds on Mexico’s successful experiences in building public-private partnerships for protected areas conservation.

The primary CSO stakeholders in the project listed above will liaise and engage with community-based organizations and local communities (including *ejidos*, a unique form of land tenure in Mexico created following the Mexican Revolution) in the three sites, as well as with other second tier organizations that work in the three regions on different aspects of tourism and sustainable use of natural resources. These networks of CSOs will support local planning and coordination of project activities, as well as contributing to the knowledge management, technical assistance and business plan development activities considered under the project. CSO and grassroots organizations dedicated to different aspects of biodiversity conservation, community tourism and small-scale productive activities will be invited to share information and experiences within the KM component (4) of the project.

The project management structure will ensure participation of key stakeholders during project planning, implementation and monitoring and evaluation. The Project Steering Committee will be the principle decision-making body of the project and will be made up of the three CSO partners together with government agencies and UNDP. The function of the steering committee is to review, approve and support eligible activities identified in the annual work plan prepared by the Project Coordination Unit (PCU). The Steering Committee will provide support for additional stakeholder partnerships identified during project implementation and orient the PCU on engagement strategies with local-level organizations. Other stakeholders may be invited to participate in the Steering Committee on an *ad hoc* basis, and the establishment of technical advisory groups is contemplated in the project design, if needed.

Local committees will be established in support of the activities to be carried out in the three sites, providing a multi-disciplinary approach to validation and evaluation of the strategies adopted for each site, identifying best practices and contributing to the adaptive management of the project. Local CSO and grassroots organizations, indigenous and *ejidal* communities, protected areas personnel, local universities and municipal and state government representatives are expected to form part of the local committees.

A map of indicative routes of interaction and engagement between the PCU and the committees and other stakeholders is presented below in Figure 1.

**Figure 1**. Stakeholder interaction with the PCU



**Attachment 1**

**Stakeholder analysis**

The objective of a stakeholder analysis is to identify the key actors that are critical to the success of a project, and to define strategies to be able to involve them in, or manage them in the process. The analysis presented here seeks to provide information to the partners of the GEF Tourism project about these actors (at an international, federal level and for each of the project's pilot sites) and the interest they may have in promoting sustainable tourism.

The methodology used for the analysis is based on https://www.stakeholdermap.com/stakeholder-analysis.html and is adapted from other similar work processes. For this process, two stages were developed:

1. Identification of stakeholders

1.1. Initial list of Project stakeholders.

2. General stakeholder analysis

2.1. Categorization of stakeholders in quadrants based on their influence on the project and the interest / knowledge they have regarding it. Only the top two quadrants will be developed at the federal level and by destination.

The following chart presents the categorization of Stakeholders based on the upper quadrants of the influence / interest matrix, both at the national level and for each of the pilot sites. These were presented and reviewed during participatory workshops in the preparation phase of the project and feedback was received and incorporated.

|  |
| --- |
| **Federal Level** |
| **High Influence / Low Interest** | **High Influence / High Interest** |
| Instituto Nacional de los Pueblos Indígenas (National Institute for Indigenous People) -INPI -Fondo Nacional de Fomento al Turismo - FONATURTourism Commission in the Chamber of DeputiesTourism Commission in the Chamber of SenatorsConsejo Nacional Empresarial Turístico (National Tourism Council)Asociación de Hoteles y Moteles de México (Hotels & Motels Association)Fomento BanamexGrupo ADO – Fundación ADOThe Nature ConservancyFondo Mexicano para la Conservación de la Naturaleza (Mexican Fund for the Conservation of Nature)Agencia Española de Cooperación para el Desarrollo(Spanish Agency for Development) Universidad Anáhuac (Anáhuac University) | Secretaría de Turismo Federal (Ministry of Tourism in Mexico) -SECTUR -Secretaría de Medio Ambiente y Recursos Naturales Federal (Ministry of the Environment in Mexico) - SEMARNATComisión Nacional de Áreas Naturales Protegidas (Protected Areas National Commission) CONANP National Commission of Forestry (CONAFOR)WWF MéxicoEarthCheckAgencia Alemana de Cooperación (German Cooperation Agency) GIZ - – Proyecto ADAPTUR |
| **In Quintana Roo** |
| **High Influence / Low Interest** | **High Influence / High Interest** |
| Comisión de Turismo del Congreso de Quintana Roo (Tourism Commission in QRoo Congress)Secretaría de Ecología y Medio Ambiente de Quintana Roo (Local Ministry of the Environment)Consejo de Promoción Turística de Quintana Roo (QRoo Tourism Board) Cooperativas de ecoturismo de Maya Ka’an (Red de Turismo Comunitario)Fomento BanamexGrupo ADOAlianza Fundación Carlos Slim WWFThe Nature ConservancyThe Travel FoundationUniversidad AnáhuacUniversidad del CaribeInstituto tecnológico de Felipe Carrillo PuertoAyuntamiento de Felipe Carrillo Puerto (Municipality)Ecoturismo Genuino (CSO)La Mano del Mono (CSO)Alafita y Asociados (consultant company) | Comisión Nacional de Áreas Naturales Protegidas (Protected Areas National Commission) CONANP, Regional Managment, Sian Ka’an Biosphere Reserve Direction, Tulum National ParkAgencia Alemana de Cooperación (GIZ) – Proyecto ADAPTURSecretaría de Turismo de Quintana Roo (Local Ministry of Tourism) |
| **In Oaxaca** |
| **High Influence / Low Interest** | **High Influence / High Interest** |
| Secretaría del Medio Ambiente, Energías y Desarrollo Sustentable (Local Ministry of the Environment))Secretaría de Turismo de Oaxaca (Local Ministry of Tourism)Conservation InternationalCooperativas de Ecoturismo de la Costa de OaxacaComisión de Turismo del Congreso de Oaxaca (Tourism Commission in Oaxaca Congress)Ayuda en AcciónFundación ADOUniversidad del Mar | Comisión Nacional de Áreas Naturales Protegidas (Protected Areas National Commission) CONANP, Huatulco National Park, Chacahua Lagoons National Park, and Mexican Center of the TurtleFondo Oaxaqueño para la Conservación de la Naturaleza (Oaxaca Fund for Conservation of Nature)WWF MéxicoLa Mano del MonoEquipo Verde Huatulco (local destination management organization) |
| **In Baja California Sur** |
| **High Influence / Low Interest** | **High Influence / High Interest** |
| Comisión Nacional de Áreas Naturales Protegidas (Protected Areas National Commission) CONANP, Gulf of California Islands Protectede Area, Cabo Pulmo National Park, Cabo San Lucas Protected Area Fondo Nacional de Fomento al Turismo (FONATUR), local office Comisión de Turismo del Congreso de Baja California Sur (Tourism Commission in BCS Congress)Asociación de Hoteles de Los Cabos (Los Cabos Hotel Association)Alianza Fundación Carlos Slim WWFThe Nature ConservancyUniversidad Autónoma de Baja California SurInstituto Tecnológico de Estudios Superiores de los Cabos (ITES)Ecoturismo Genuino (CSO)Red Turismo Sostenible AC (CSO) | Comisión Nacional de Áreas Naturales Protegidas (Protected Areas National Commission) CONANP, Sierra La Laguna Biosphere ReserveComisión Nacional para el Conocimiento y uso de la Biodiversidad (CONABIO)Secretaría de Turismo, Economía y Sustentabilidad de Baja California Sur (Local Ministry of Tourism and Sustainability)Alianza para la Sustentabilidad del Noroeste Costero, A.C, ALCOSTA (CSO) |

Priority stakeholders

In the following chart, the priority stakeholders for project implementation, possible alliances and co-financing are listed, as identified during project preparation (several have changed due to the new 2018-2024 federal administration):

|  |  |  |  |
| --- | --- | --- | --- |
| **No.** | **Institution** | **Contact** | **Geographic influence** |
| 1 | SECTUR | Simón Levy, Subsecretario de Planeación y Política Turística Deputy Minister on Planning and Policies | National and in three pilot sites |
| 2 | FONATUR | Rogelio Jiménez Pons, Director of FONATUR | National and in three pilot sites |
| 3 | SEMARNAT | Katya Puga Cornejo, Subsecretaria de Planeación y Política Ambiental - Deputy Minister on Planning and Policies  | National and in three pilot sites |
| 4 | CONANP | Andrew Rhodes, Comisionado Nacional- National Director Lucía Ruiz, in charge of tourism issues | National and in three pilot sites |
| 5 | National Commission of Forestry (CONAFOR) | Taryn Sánchez Montesinos, Titular de la Unidad de Asuntos Internacionales y Fomento Financiero - Head of the Unit for International Affairs and Financial Development | National and in three pilot sites |
| 6 | Comisión de Turismo de la Cámara de Diputados - Tourism Commission in the Chamber of Deputies | Luis Alegre, Coordinador de la Comisión, Diputado por Quintana Roo | National and Quintana Roo |
| 7 | Comisión de Turismo de la Cámara de Senadores - Tourism Commission in the Chamber of Senators | Antonio García Cornejo, Coordinador de la Comisión, Senador por Michoacán | National |
| 8 | Secretaría de Turismo de Quintana Roo – Ministry of Tourism in Quintana Roo | Marisol Vanegas Pérez, Secretaria de Turismo  | Quintana Roo |
| 9 | Secretaría de Turismo de Oaxaca - Ministry of Tourism in Oaxaca | Juan Carlos Rivera Castellanos, Secretario de Turismo | Oaxaca |
| 10 | Secretaría de Turismo, Economía y Sustentabilidad de Baja California Sur - Ministry of Tourism and sustainability in BCS | Luis Humberto Araiza López, Secretario Turismo, Economía y Sustentabilidad | Baja California Sur |
| 11 | The Nature Conservancy | Isabel Studer Noguez, Directora Ejecutiva para México y Centroamérica  | National and Quintana Roo |
| 12 | Alianza para la Sustentabilidad del Noroeste Costero, A.C, ALCOSTA | Esteban García-Peña, Coordinador Ejecutivo | Baja California Sur |
| 13 | Fondo Oaxaqueño para la Conservación de la Naturaleza | Francisco Rincón Gallardo Elguero, Director | Oaxaca |
| 14 | Equipo Verde Huatuco | Lorenzo Alfaro Ocampo, Coordinator | Oaxaca |
| 15 | EarthCheck | Erica Lobos, Respresentative of Mexico and Latin America | National and in three pilot sites |
| 16 | German Cooperation Agency (GIZ) –ADAPTUR Project | Thomas Schneider, Project Coordinator, ADAPTUR | National and Quintana Roo |