



United Nations Development Programme
Government of Mexico

Project Title:

Strengthening Management of the PA System to Better Conserve Endangered Species and their Habitats

UNDAF Outcome(s):

Direct effect 6. Environmental sustainability and green economy. All three levels of government, the private sector, academia and civil society will have strengthened their capacities to reverse environmental deterioration, and to sustainably develop natural resources through mainstreaming environmental sustainability, low emissions development, and green economy in the legislative, programming and decision making processes

UNDP Strategic Plan Environment and Sustainable Development Primary Outcome: Growth is inclusive and sustainable, incorporating productive capacities that create livelihoods for the poor and excluded

UNDP Strategic Plan Secondary Outcome: Countries are able to reduce and manage risks of conflict and natural disasters, including from climate change.

Expected CP Outcome(s): CDP (2014-2018) "Promoted risk disaster and low-emission, resilient and environmentally sustainable development strategies, with a gender and multicultural approach for poverty reduction and equity". (Those linked to the project and extracted from the country programme document)

Executing Entity/Implementing Partner: National Commission for Natural Protected Areas (CONANP)

Implementing Entity/Responsible Partners: Fondo Mexicano de Conservación de la Naturaleza

Brief description:

The Government of Mexico is requesting assistance from GEF and UNDP to remove barriers to securing the long-term conservation of the country's biological diversity. The **project goal** is to safeguard globally significant biodiversity of Mexico through establishing instruments and capacities that will ensure the effective and sustainable functioning of PAs with regards to the conservation of priority endangered species. Key aspects to achieve this effectiveness and sustainability are: i) an ecosystem and landscape-wide approach to PA design, planning and management; ii) the involvement of local communities in the management of endangered species and their habitat; and iii) financial sustainability. The **project objective** is PAs in Mexico contribute effectively to the conservation of endangered species. The two main outcomes of the project are: 1. System level frameworks for operational and financial planning and management consolidated to support the conservation of endangered species; 2. PAs and adjoining priority conservation areas are managed effectively at field level for the conservation of endangered species.

Programme Period:		Total resources required \$37,375,114	
Atlas Award ID:	00083944	<i>Total allocated (Grant) resources:</i>	
Project ID:	00092169	• UNDP	590,000
PIMS #	4956	• GEF	5,525,114
Start date:		• Government (CONANP)	25,000,000
End Date		• ENDESU	900,000
Management Arrangements	NIM	• FMCN	2,100,000
PAC Meeting Date	TBD	<i>In-kind contributions</i>	
		• Government (CONABIO)	3,000,000
		• ENDESU	250,000
		• UNDP	10,000

Agreed by:	Date:
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LIST OF ACRONYMS

BD	Biodiversity
CBD	Convention on Biological Diversity
CONABIO	National Commission for Knowledge and Use of Biodiversity
CONAFOR	National Forestry Commission
CONANP	National Commission for Natural Protected Areas
CONAVIS	Conservation and Sustainable Use of Wildlife
CIRVA	International Committee for the Recovery of the Vaquita
COP	Conference of the Parties
DGDIP	General Department of Institutional Development and Promotion
DGOR	General Department of Regional Operation
DGCD	General Department of Conservation for Development
DGVS	General Direction of Wildlife
DES	Department of Evaluation and Monitoring
DPM	Department in charge of Management Programs
DFOR	Department of Regional operation Strengthening
DEP	Department of Priority Species for Conservation
DAPA	Department of Alternative Productive Activities
DCC	Department of Agreement and Coordination
EDGE	Evolutionarily Distinct, Globally Endangered
EIA	Environmental Impact Assessments
ENBM	Mexican National Biodiversity Strategy
ENDESU	Natural Spaces and Sustainable Development
FMCN	Fondo Mexicano para la Conservación de la Naturaleza
GEF	Global Environment Facility
GII	Gender Inequality Index
IUCN	International Union for Conservation of Nature
LGEEPA	General Law of Environmental Equilibrium and Protection
LGVS	General Wildlife Law
NDP	National Development Plan
PA	Protected Areas
PROCER	Conservation Program for Endangered Species
PACE	Program of Action for the Conservation of Species
PES	Payments for Environmental Services
PROFEPA	Federal Attorney of Environmental Protection
RCU	Regional Coordinating Unit
SEMARNAT	Ministry of the Environment and Natural Resources
SAGARPA	Ministry of Agriculture, Livestock, Rural development, Fishery and Food
SCT	Ministry of Communications and Transport
SE	Ministry of Economy
SEDESOL	Ministry of Social Development
SENER	Ministry of Energy
SEDUE	Ministry of Urban Development and Ecology
SRE	Ministry of Foreign Affairs
SHCP	Ministry of the Treasury and Public Credit
UMAs	Conservation Management Units
UN	United Nations

UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
WB	World Bank
WWF	World Wildlife Fund

SECTION 1: ELABORATION OF THE NARRATIVE

PART I: Situation Analysis

1.1. Context and global significance

1. Mexico is a ‘mega-biodiverse’ country, the fourth most biodiverse in the world, and is home to an estimated 12% of the world’s species. These include an estimated 544 species of terrestrial and marine mammals (second only to Indonesia and Brazil), 804 species of reptiles, between 300,000 and 425,000 estimated species of insects and 23,522 known species of plants. The country is the richest in the world in terms of reptile species, the second in terms of mammal species and the fourth in terms of amphibians and plants. An estimated 32% of the national vertebrate fauna is endemic to the country and 52% is endemic to Mesoamerica. The country also includes areas of 51 of the 191 terrestrial ecoregions recognized worldwide.

2. Mexico is also of high global biodiversity importance as the center of origin of many species and varieties with great use potential in both agricultural and forestry sectors. Notable examples include the agricultural crops maize (*Zea mays*), squash (*Cucurbita spp.*) and cotton (*Gossypium hirsutum*), and *Leucaena spp.*, a multi-purpose tree genus with huge potential in smallholder agroforestry systems. Biodiversity has been subject to human use since remote times, and continues to be of great importance in practical as well as cultural and religious terms for most of the country’s 62 recognized ethnic groups.

3. Of the country’s 544 mammal species, 100 are listed as threatened by the IUCN, second only to Indonesia; the country also contains 211 threatened species of amphibians and 61 threatened species of birds. The present project will focus on conserving 14 of the most critically endangered species in the country, selected from the more than 2,000 contained in the country’s list of threatened species (NOM-059)¹. All but one of these species is on the IUCN Red List².

Endangered Species: Target and Driver for Conservation

4. This project will address the conservation of the following 14 endangered species, in and around 21 Protected Areas:

5. **Vaquita (*Phocoena sinus*) (IUCN Critically Endangered)**. This is a rare species of porpoise which is endemic to the northern part of the Gulf of California. Vaquita have never been hunted directly; however, their numbers are declining from an estimated 567 in 1997 to less than 100 in 2014³. The Vaquita is one of the top 100 Evolutionarily Distinct, Globally Endangered (EDGE) Species⁴: these have no close relatives and represent proportionally more of the tree of life than other species, meaning they are top priority for conservation campaigns.

6. **Baja California Pronghorn or Peninsular Pronghorn (*Antilocapra americana peninsularis*) (species IUCN Critically Endangered, subspecies not yet evaluated)**. This species is endemic to Mexico, and its wild population is now estimated at only around 200 individuals.

7. The **California Condor (*Gymnogyps californianus*) (IUCN Critically Endangered)** is a New World vulture and is the largest North American land bird. This condor inhabits northern Arizona, southern Utah and the coastal mountains of central and southern California in the United States, as well as

¹ NOM-059-SEMARNAT-2010 contains all of the country’s IUCN Red List species.

² The exception, *Odocoileus hemionus cerrosensis*, is not included as it has only recently been recognized as a distinct taxon.

³ Report of the Fifth Meeting of the ‘Comité Internacional para la Recuperación de la Vaquita’ (CIRVA-5), July 8-10, 2014. http://www.conanp.gob.mx/vaquita_marina/pdf/vaquita_2014/Report_5ta_Reunion_del_CIRVA.pdf

⁴ <http://www.edgeofexistence.org/species/>

northern Baja California in Mexico. It is one of the world's rarest bird species and as of December 2011, there were 390 condors known to be living, including 210 in the wild.

8. **Golden Eagle (*Aquila chrysaetos*) (IUCN Least Concern)** is currently found in twenty states of Mexico. Currently there are breeding populations in Durango, Zacatecas, Jalisco, San Luis Potosi, Chihuahua, Nuevo Leon, Coahuila, Aguascalientes, and the peninsula of Baja California. Active nests may also exist in Guanajuato and Sonora, Sinaloa and Nayarit. In 2011, Lozano Román recorded 81 breeding pairs and 145 nests in seven Mexican states. The golden eagle has a particularly high cultural value in Mexico, dating to pre-hispanic cultures.

9. The **Mexican Wolf (*Canis lupus baileyi*) (IUCN Least Concern, sub-species unevaluated)** is a subspecies of the Gray Wolf *C. lupus*. It is native to North America, where it is the rarest and most genetically distinct subspecies. Until recently, the Mexican Wolf ranged the Sonoran and Chihuahuan Deserts from central Mexico to western Texas, southern New Mexico, and central Arizona. In 1976, it was declared an endangered subspecies and has remained so ever since. Today, only an estimated 340 individuals survive in 49 facilities within the United States and Mexico.

10. **Sea turtles:** The project will address all six species of sea turtle found in Mexico, namely the Leatherback turtle (*Dermochelys coriacea*) (IUCN Critically Endangered), Loggerhead turtle (*Caretta caretta*) (IUCN Endangered), Green Sea Turtle (*Chelonia mydas*) (IUCN Endangered), Hawksbill Sea Turtle (*Eretmochelys imbricata*) (IUCN Critically Endangered), Kemp's Ridley Sea Turtle (*Lepidochelys kempii*) (IUCN Critically Endangered) and Olive Ridley Sea Turtle (*Lepidochelys olivacea*) (IUCN Vulnerable). The Leatherback Sea Turtle is one of the largest reptiles on earth, and can be found primarily on a few beaches on the Pacific coast in the states of Oaxaca and Michoacan. The Loggerhead Sea Turtle nests along the Yucatan Peninsula at X'Cacel and nearby beaches. The Green Sea Turtle has important nesting beaches on both coasts including X'Cacel and Sian Ka'an on the Yucatan Peninsula and Colola Beach on the Pacific coast. On the Pacific they are known as black turtles. The Hawksbill Sea Turtle is mostly found among the coral reefs of the Yucatan Peninsula. The most important nesting beach for Kemp's Ridley Sea Turtle is at Rancho Nuevo, near the border with Texas on the Gulf of Mexico. The Olive Ridley Sea Turtle uses numerous nesting beaches along the Pacific coast, including Escobilla, a beach that is home to a world famous "arribada", a mass nesting event. Baja California Sur also has several nesting beaches.

11. The **Jaguar's (*Panthera onca*) (IUCN Near Threatened)** natural range extends from southwestern USA to Argentina. The data from the first stage of the National Census of Jaguar in Mexico, or *Cenjaguar*,⁵ indicate that the region where more jaguars exist in Mexico is the Yucatan Peninsula, with about 2,000 individuals, and approximately 4,000 jaguars nationwide. Tropical rain forests, followed by dry forests are vegetation types with the highest density of jaguars. There has been little recognition of the important ecological role played by the species.

12. **Baird's Tapir (*Tapirus bairdii*) (IUCN Endangered)** is found in the states of Campeche, Chiapas, Oaxaca, Quintana Roo, Veracruz, and possibly Yucatán and Tabasco. A recent review on the state of tapir conservation in Mexico⁶ estimates that there are fewer than 2,605 individuals distributed in isolation in the reserves of Mexico. Estimates suggest that there are also populations of Baird's Tapir in Guatemala (under 1,000), Honduras (under 500), Nicaragua (under 500), Republic of Panama (under 1,000), Costa Rica (under 1000), and Colombia (approximately 250).

13. **Cedros Island Mule Deer (*Odocoileus hemionus cerrosensis*) (subspecies not yet evaluated by IUCN)** This subspecies of the mule deer is endemic to Cedros Island in Baja California and is considered in critical danger of extinction by both the U.S. and Mexico Governments.

⁵ Ceballos et al., 2007

⁶ Naranjo, 2009

14. The threats to these species are diverse, including factors such as changes in land use, habitat and ecosystem fragmentation, invasive species, overexploitation of natural resources, and pollution. These threats are related to causal factors including demographic growth, changes in patterns and levels of consumption, and changes in the technologies applied in natural resource management. Section 1.5 provides further detail regarding the specific threats to each of these species.

15. The benefits garnered from the project's interventions will be exponential due to the manner in which these species interact with their environment. While the management strategies described in Part II, 2.2 are tailored to the species' needs and habitat, there will be secondary benefits to the surrounding areas and other species that reside in and depend on them. These are described in further detail in Part II, 2.4.

1.2. Socio-economic context

16. Mexico's population reached 112 million people⁷ in 2009 and is still growing. Despite its relatively high total and per capita GDP and Human Development Index (HDI)⁸, the country's high Gini coefficient (Table 1) is a measure of the large gap that exists between rich and poor. According to INEGI's figures in 2008, 47.7% of the country's population (or 48.9 million people) lived in poverty and most of them (60.8%) lived in rural areas⁹. Although a large number of poor people live in urban areas, those in rural areas face extreme poverty, meaning they lack the means to satisfy basic nutrition needs.

Table 1. Key socioeconomic data

Category	Result
Total population (2010)	112,322,757
Population density	57/km ²
Total GDP (PPP—2011 estimate)	\$1.629 trillion (11 th worldwide)
Per capita GDP (2011 estimate)	\$14,856 (58 th worldwide)
Total GDP (nominal—2011 estimate)	\$1.041 trillion (13 th worldwide)
Per capita GDP (nominal—2011 estimate)	\$9,489 (58 th worldwide)
Gini coefficient (2008)	51.6 (high)
Human Development Index (2013)	0.775 (Rank 61)
Gender Inequality Index (2013)	0.382 (Rank 72)

Indigenous groups

17. In Mexico, the total population of Indigenous Peoples is 12.7 million, distributed among 62 diverse ethnic groups with their corresponding languages and customs. Municipalities with a high proportion of indigenous population are also those that rank lowest in the HDI and have the highest poverty levels. A considerable portion of the best preserved forests and tropical forests and the high part of the water catchment basins of the country's main rivers are located in those same areas with high indigenous concentration. An estimated 19 million hectares of natural vegetation are located in areas with important populations of indigenous groups.¹⁰ These areas include significant portions of ecosystems that support

⁷ INEGI. 2012b. México en cifras. National Institute of Statistics and Geography, Mexico. www.inegi.org.mx

⁸ The Human Development Index (HDI, based on life expectancy, schooling, and national income per capita) for 2013 placed Mexico in the group of High Development, ranking 61st out of 186 countries. PNUD. 2013. Informe sobre Desarrollo Humano 2013, "El ascenso del Sur: Progreso humano en un mundo diverso". Available at: <http://hdr.undp.org/es/estadisticas>.

⁹ SEMARNAT-INE. 2009a. *Op cit.*

¹⁰ Boege Schmidt E. 2008. La cobertura vegetal y el uso de suelo en los territorios de los pueblos indígenas. Pp. 99-135 in: El patrimonio biocultural de los pueblos indígenas de México. Hacia la conservación in situ de la biodiversidad y agrodiversidad en los territorios indígenas (E. Boege Schmidt, ed.). National Institute of Anthropology and History, and National Commission for the Development of Indigenous People. Mexico.

Mexico's unique biodiversity and provide crucial environmental services, including mesophile forests and humid rainforests, habitats important to the species selected for this project.

Migration

18. Migration from rural to urban areas and to the United States is a phenomenon that has been on the rise in the past 40 years due to the lack of opportunities of employment and development in the country and the economic, social, legal or other barriers to develop a profitable management of natural resources. Migration has resulted in the abandonment of forests, leaving them unprotected, thereby increasing their vulnerability to plagues, fires, clandestine logging and illegal extraction of species. The presence of an organized population around the management and preservation of ecosystems and endangered species is fundamental to avoid their loss.

19. Despite high levels of migration, Mexico's population growth is still higher than the replacement rate. It should be noted that Mexico's rate of population growth has declined markedly over the past several decades (registering a rate of 3.3 per cent in 1970, of 2.6 per cent in 1985 and of 1.7 per cent in 2000). Furthermore, the recent global economic crisis (in 2008 and 2009) has resulted in a slight dip in the migration rate with a large number of people returning to Mexico due to lack of employment opportunities abroad. While it is still uncertain whether this downward trend will continue or if it is a temporary event, the current decrease in migration, coupled with population growth above replacement rate lead to greater demands for natural resources, and may result in over-harvesting, increased land conversion and pollution.

Gender

20. Despite its relatively high HDI, when measured with regards to gender, Mexico drops 11 positions because of high gender inequality (Table 1, above). In recent years, women have gained greater access to higher education: for 2010, 40% of women from 15 to 29 years old have acquired mid-level education, while 5.6% have incomplete basic education or no formal education at all. Education is still less accessible for women than for men, with fewer women studying high school and university levels. Moreover, 7.1% of women in Mexico are illiterate, while only 4.9% of men are unable to read or write.

21. The National Survey on Occupation and Employment¹¹ indicates that in 2010, women were the head of 25.5% of all Mexican homes and 11% of rural homes. These women have lower degrees of literacy and lower salaries than men. Also, women perform on average 32.2 hours/week of unpaid work, while men perform 19.8 hours/week. The difference is bigger in rural areas. Furthermore, territorial management is also unequal, with only 23% of women involved in land-tenure, and women's terrains averaging 2.8 has, while men's lands are 5-10 has¹².

Land Tenure

22. Land tenure rights are relatively secure in Mexico. Around 53% of national territory, corresponding to 70% of forests is officially assigned to *ejidos*¹³ and communities, but about 2 million ha are disputed among communities or indigenous groups¹⁴. Mexican Law indicates that the communities and *ejidos*

¹¹ INEGI. 2011. Encuesta Nacional de Ocupación y Empleo 2010. National Institute of Statistics and Geography. Mexico.

¹² SEMARNAT. 2007. Programa Hacia la Igualdad de Género y la Sustentabilidad Ambiental 2007-2012. Ministry of Environment and Natural Resources. Mexico.

¹³ *Ejidors* are a communal form of land tenure established in the revolution of the 1920s to secure rural population access to agricultural lands. *Ejidors* are composed of two different kinds of property rights over land: private parcels and commons. Private land is mostly dedicated to agricultural activities. The commons are mainly dedicated to pasture and forest.

¹⁴ SEMARNAT. 2010. Propuesta de preparación (R-PP) para el Fondo Cooperativo par el Carbono de los Bosques. Ministry of Environment and Natural Resources. Mexico

have complete control over their lands, and can manage them freely, use the natural resources produced in them and decide the land use according to their traditions¹⁵.

23. Many low-income and/or indigenous communities coincide with endangered species habitats in Mexico and this makes them prime candidates for benefiting from the strengthened conservation and participation framework proposed in the project. To begin with, rural communities located in the project areas often have, or can easily develop, an immediate perception of benefits from resident biodiversity and corresponding ecosystem services. On the other hand, the proposed framework would consider local and indigenous knowledge and, in this process, those communities would benefit from improved self-esteem, confidence and sense of achievement, which are important matters for a population historically subjected to discrimination. Finally, this strengthened framework opens up much needed opportunities for income and additional-relevant-knowledge generating activities through the participation in conservation and research actions, as well as support for the local development of productive projects explicitly linked to the conservation of the selected species. Details regarding specific communities that will be engaged by the project can be found in Section IV Part VI.

1.3. Institutional context

24. In 1994, the Ministry of Environment and Natural Resources (SEMARNAT, originally named Ministry of Environment, Natural Resources and Fisheries, SEMARNAP) was established with the aim of promoting environmental protection and sustainable management of natural resources in an integrated manner. The Ministry is a purely normative entity, as it focuses mostly on regulating access to, and use of, renewable natural resources. Other sectorial entities, such as the National Commission of Natural Protected Areas (CONANP), carry out conservation activities. CONANP was created in 2000, as part of SEMARNAT. Its mission is to preserve Mexico's natural capital through protected areas and other conservation instruments and to promote sustainable development in order to reduce poverty, especially in rural areas¹⁶. Table 3 describes the main functions carried out by different units and entities of the Federal Government's environmental sector.

Table 3: Mandates of Federal Government Environmental Entities¹⁷

Area	Mandate
Ministry of Environment and Natural Resources (SEMARNAT)	Protection, restoration, and conservation of eco-systems, natural resources, and environmental goods and services.
Undersecretary of Planning and Environmental Policy of SEMARNAT	Environmental planning, definition of environmental policies, mainstreaming in other sectors of the federal government, compilation and analysis of environmental data.
Undersecretary of Environmental Regulations of SEMARNAT	Elaboration of technical norms (NOMs), bills and regulations.
Undersecretary of Environmental Management of SEMARNAT	Issuance of permits and licenses, including those related to wildlife, forests, EIA, wastes and air emissions.
National Commission of Natural Protected Areas (CONANP)	Manage natural protected areas and implement sustainable regional development programs in areas of high biodiversity.
National Institute of Ecology and Climate Change (INECC, previously INE)	Conduct scientific and technical research to guide the design, implementation, and evaluation of environmental and climate change policies and programs.
National Water Commission (CONAGUA)	Manage and preserve national waters to achieve their sustainable use.

¹⁵ Mexico Constitution of 1917, Article 27 was amended in 1992, ending land redistribution, permitting peasants to rent or sell *ejido* or communal land, and permitting both foreigners and corporations to buy land in Mexico.

¹⁶ CONANP. 2011. National Commission for Natural Protected Areas.

http://www.conanp.gob.mx/quienes_somos/mision_vision.php

¹⁷ USAID - Mexico. 2009. *Op cit.*

Federal Attorney General for Environmental Protection (PROFEPA)	Enforce legal dispositions governing environmental pollution, restoration of natural resources, preservation and protection of forest resources, wildlife, endangered species, coastal zones, natural protected areas, EIA, and regional development plans.
National Forestry Commission (CONAFOR)	Support productive, conservation, and restoration activities in the forestry sector; participate in the development and implementation of policies and plans for sustainable forestry development.
Mexican Institute for Water Technology (IMTA)	Conduct research to improve water management and develop technologies to improve water allocation and enhance water use efficiency.
National Commission for the Knowledge and Use of Biodiversity (CONABIO).	Carry out research on knowledge and use of biodiversity; advise governmental agencies and other sector; help comply with international conventions (particularly CBD), and disseminate knowledge on biological wealth.

25. The current administrative body that specifically covers wildlife management is the General Direction of Wildlife (DGVS), under SEMARNAT's Subsecretariat of Environmental Protection Management, as well as the General Direction of Regional Operations (DGOR), within the National Commission of Natural Protected Areas (CONANP). The DGVS is the federal agency responsible for implementing the policy to conserve and protect biodiversity, and the management and sustainable use of wildlife and their habitat, including species and populations at risk, and among which are those that are aquatic and forest. As such, it is their responsibility to provide technical advice to state and municipal governments on the adoption of policies and actions related to the management, use, sanitation, control and conservation of wildlife. Furthermore, the DGVS proposes, promotes and authorizes the establishment of Management Units for the Conservation of Wildlife, including for species and populations at risk.

26. The National Forestry Council National Technical Advisory Council for the Conservation and Sustainable Use of Wildlife (CONAVIS), the National Forestry Commission (CONAFOR) and the Payment for Environmental Services (PES) in protected areas, are institutions and instruments that are also relevant to the protection of endangered species. A more thorough analysis with regards to scope and legal structure of the consistency and effectiveness of their policies is provided in Section IV Part V.

27. The institutional role of the CONANP and Conservation Program for Endangered Species (PROCER) are of particular importance. Endangered species are widely distributed in the country, and as such CONANP has decreed many of the sites in which they occur as Federal Protected Area and where this is not feasible, apply other conservation methods. In 2005, CONANP proposed actions that could aid the recovery of endangered species and, in 2007, integrated a program of continuous restoration to recover critical ecosystems, damaged/affected areas, and priority species in the country, especially those subject to a risk category. As a result, the Conservation Program for Endangered Species (PROCER) was established with the aim of recovering selected species by reducing threats through the implementation of the Programme of Action for the Conservation of Species (PACE), which pursues direct benefits in four ways:

- Improving the status of species and ecosystems that contribute to the welfare of society;
- The development of productive alternatives in areas of high poverty, social and economic marginalization;
- Conservation of environmental goods and services that benefit all sectors of society;
- The conservation of genetic diversity as a basis for food security and genetic heritage.

28. Local governments are also key to improving institutional technical, administrative and sustainable development capacities in Mexico. This includes the responsible management of the country's natural resources and environment in an efficient, effective and above all transparent manner. In order to create

space for the strengthening of decision-making at the local level for better quality of life; SEMARNAT, through the DGVS, decided in 2005 to decentralize wildlife management functions to the state governments of Baja California, Chihuahua, Coahuila, Nuevo Leon, Sonora and Tamaulipas, given that they had the institutions and infrastructure to address the issue. However, only the State of Chihuahua has performed adequately in this decentralized framework, while the decentralized offices in the remaining states are not functioning properly, ultimately increasing the risk to the endangered species under their mandate¹⁸.

29. At the organizational level, in addition to the Governmental Organizations (GOs) described above, there are a number of stakeholders involved in endangered species conservation, including: Non-governmental Organizations (NGOs), Grassroots and Community Organizations (COs), Private Companies, Universities, Research Centers, and International Cooperation Agencies. Section IV PART VI Stakeholder Analysis provides a thorough analysis of how these different stakeholders will act and interact throughout the Project.

1.4. Legal and Policy Context

30. Mexico has developed a comprehensive legal framework for environmental and natural resource management. The General Law of Environmental Equilibrium and Protection (LGEEPA) is the cornerstone of Mexico's environmental laws. Until 2000, few environmental laws and regulations complemented LGEEPA's general provisions. Since then, however, the number of environmental and other related legislation has increased notably. The proliferation of laws, regulations and official Mexican norms (currently numbering more than 100) partly reflects a growing sophistication in environmental management, but also represents challenges for environmental enforcement agencies to oversee their compliance. Table 4 summarizes Mexico's main environmental laws with their corresponding regulations.

Table 4: Main environmental laws in Mexico

Instrument/ Legal Hierarchy	Scope
Mexican Constitution (First tier law, 1917)	Defines environmental rights and ownership of renewable and non-renewable natural resources.
General Law of Environmental Equilibrium and Protection (Second tier law, 1988)	Framework law for environmental and natural resource management; defines the attributions of each level of government; defines environmental policy's principles and the instruments for environmental management.
<ul style="list-style-type: none"> Regulations of the General Law of Environmental Equilibrium and Protection in the Area of Natural Protected Areas (Third tier law, 2000, reformed in 2004) 	Regulates the establishment, administration and management of federal natural protected areas.
<ul style="list-style-type: none"> Regulations of the General Law of Environmental Equilibrium and Protection in the Area of Environmental Audits (Third tier law, 2010) 	Regulates environmental audits, which include a firm's equipment and processes, as well as the associated pollution and risks.
<ul style="list-style-type: none"> Regulations of the General Law of Environmental Equilibrium and Protection in the Area of Environmental Impact Assessment (Third tier law, 2000) 	Regulates the Federal Government's use of Environmental Impact Assessment.
<ul style="list-style-type: none"> Regulations of the General Law of Environmental Equilibrium and Protection in the 	Regulates environmental zoning plans at the Federal Level, including marine zones, plans covering areas of two or more states, and the definition of criteria to guide

¹⁸ See Section IV, Part IV Institutional Framework and Capacity Analysis, page 8.

Instrument/ Legal Hierarchy	Scope
Area of Environmental Regional Planning (Third tier law, 2003)	the development of plans by states and municipalities.
<ul style="list-style-type: none"> Regulations of the General Law of Environmental Equilibrium and Protection in the Area of Emissions Registry and Pollutant Transfers (Third tier law, 1988) 	Regulates the registry of emissions and discharges from selected sources to air, water, soil, subsoil, and through wastes.
General Law of Sustainable Fisheries and Aquaculture (Second tier law)	Regulates the promotion and management of fisheries and aquaculture resources.
General Law of Wildlife (Second tier law)	Regulate the conservation and sustainable use of wildlife and its habitat (excluding the use of timber and non-timber goods, marine species, and endangered or at risk species).
<ul style="list-style-type: none"> Regulations of the General Law of Wildlife (Third tier law) 	
General Law for the Prevention and Integrated Management of Wastes (Second tier law)	Determines the responsibilities for hazardous, special, and solid waste management for the Federal, State, and Municipal Governments, respectively.
<ul style="list-style-type: none"> Regulations of the General Law for the Prevention and Integrated Management of Wastes (Third tier law) 	
General Law of Sustainable Forest Development (Second tier law)	Regulates the use and administration of forest resources; recognizes the environmental services provided by forests; aims to reduce poverty rates among forest dwellers’.
<ul style="list-style-type: none"> Regulations of the General Law of Sustainable Forest Development (Third tier law) 	
Law of National Waters (Second tier law)	Regulates use and management of water; defines responsibilities of CNA and watershed organizations; mainstreams environment into water management.
<ul style="list-style-type: none"> Regulations of the Law of National Waters (Third tier law) 	
Law of Biosafety of Genetically Modified Organisms (Second tier law)	Regulates use, trade, and experimentation with these organisms.
<ul style="list-style-type: none"> Regulations of the Law of Biosafety of Genetically Modified Organisms (Third tier law) 	
Law of Organic Products (Second tier law)	Regulates the criteria and requirements for the elaboration, use, verification and certification of organic products.
Law of Sustainable Rural Development (Second tier law)	Aims to improve welfare of rural communities; creates a program that provides resources to protect rural environment, enhance sustainability of rural development, and valuation of environmental services.
General Law of Public Property (Second tier law)	Regulates the concessions of the Federal Maritime and Terrestrial Zone and Lands Reclaimed to the Sea.
Law of Planning (Second tier law)	Mandates the incorporation of environmental criteria in the programs and actions of the Federal Government’s administrative sectors.

31. The implementation of the regulatory framework for the management of wildlife in Mexico has suffered from huge gaps in the consideration of multiple issues related to the use, management, knowledge and conservation of these resources. The precepts to this framework were established in the General Law of Environmental Equilibrium and Protection (LGEEPA) of 1988, the now-obsolete Federal Hunting Act of 1952, the Secretarial Agreements establishing the Hunting Calendar, the Birds Schedule for decorative and songbirds, and the Official Mexican Standard to Determine the Species and Subspecies of Wild Terrestrial and Aquatic Flora and Fauna categorized as Endangered, Threatened, Rare and/or Subject to Special Protection and the specifications for their protection (NOM-059-ECOL -1994).

32. In 2000, the General Wildlife Law (LGVS) was published, defining wildlife as "organisms that remain subject to the processes of natural evolution and developing freely in their habitat, including their smaller populations and individuals that are under the control of man, as well as feral". This definition was a turning point in expanding the concept of wildlife to comprise not only the bodies which traditionally were considered wild flora or fauna, but also others that are typically difficult to classify, such as microorganisms that are part of the ecosystems in which wild flora and fauna live, interact and depend upon in a permanent manner. Furthermore, the LGVS presents a more expansive and inclusive instrument to regulate the conservation and sustainable use of wildlife, covering topics¹⁹ that are essential for the conservation of these renewable natural resources, and which had been absent in previous Mexican laws.

33. While the LGVS has a solid constitutional foundation and is derived from technical and management experience gained from decades of work around the country, it has suffered 17 reforms since 2002 due to political partisan debates, most of them contrary to their stated aims and the Law's internal logic, ultimately rendering it too weak and convoluted for effective implementation and enforcement.

34. In terms of the political and institutional capacity of state and local governments to get involved in wildlife conservation, all have specialized legislation regarding environmental issues and organizational structures aimed at implementing said legislation.

35. All of the abovementioned legal instruments are bolstered by several international conventions, laws, regulations, agreements, notices, official Mexican standards, administrative documents, plans and programs focused on the preservation of Mexico's wildlife.

Part 1B: Baseline Course of Action

1.5. Threats to biodiversity, their root causes and impacts

36. At present ecosystems and species in Mexico are subject to various forms of direct pressure and degradation, both within protected areas and in their surrounding landscapes. The threats to these species are diverse, including factors such as changes in land use, habitat and ecosystem fragmentation, invasive species, overexploitation of natural resources, and pollution. These threats are related to causal factors including demographic growth, changes in patterns and levels of consumption, and changes in the technologies applied in natural resource management. The selected species, and their conservation status and corresponding threats, are as follows:

37. **Vaquita (*Phocoena sinus*)** This is a rare species of porpoise, which is endemic to the northern part of the Gulf of California. Vaquitas have never been hunted directly; however their numbers are declining from an estimated 567 in 1997 and less than 100 in 2014. This decline is believed to be due to the animals becoming trapped in gillnets intended for capturing another species endemic to the Gulf, the totoaba (*Totoaba macdonaldi*). CIRVA, the International Committee for the Recovery of the Vaquita, concluded in 2000 that between 39 and 84 individuals are killed each year by such gillnets. Over the past five years, the Mexican government, together with national and international foundations, has allocated more than

¹⁹ The LGVS makes mention of the duties regarding wildlife conservation and use rights; a system to track sightings; national policy; valuation of ecosystem services; training, education, research and outreach; traditional knowledge, innovations and practices of rural communities; health of wildlife specimens; handling of specimens and exotic populations; conservation and research centers; management units for conservation; management plans; population studies and surveys; National Information Subsystem; legal procedures; identification of endangered species and populations; recovery projects; critical habitats for conservation; management and control of harmful population and specimens; migratory species; release copies to the natural habitat; restocking; reintroduction; translocation; subsistence harvesting; the non-extractive use; collection for teaching purposes and liability for damage to wildlife and their habitats.

\$30 million to save this porpoise and support the livelihoods of the local fishing communities. Most of this money has been used to compensate the fishermen affected by the creation of a vaquita refuge in 2009 and to assist those wanting to switch to safer fishing techniques and other economic alternatives. Despite these measures, the vaquita population continues to decline and will be lost unless the illegal totoaba fishing is stopped immediately by even stronger enforcement of the gillnet ban and to extend the refuge boundaries to cover the entire vaquita habitat. Furthermore, while other threats exist, they are minimal compared to the overwhelming damage caused by by-catch: three risk factors (pollutants, loss of Colorado River input, and genetic inbreeding) were analysed and none were found to appreciably increase the risk of extinction and none would prevent the recovery of vaquita²⁰. The Vaquita is one of the top 100 Evolutionarily Distinct, Globally Endangered (EDGE) Species²¹: these have no close relatives and represent proportionally more of the tree of life than other species, meaning they are top priority for conservation campaigns.

38. **Baja California Pronghorn or Peninsular Pronghorn (*Antilocapra americana peninsularis*)** This species is endemic to Mexico, and its wild population is now estimated at only around 200 individuals. The main causes of population decline are the reduction, fragmentation and alteration of habitat, and illegal hunting. In addition, the species is subject to competition in its grazing areas from domestic livestock: it has been estimated that the forage consumed by each head of cattle is equivalent to that required by between 47 and 220 pronghorn. These threats are compounded by natural factors such as predation (for example by coyotes) and climatic variability.

39. **The California Condor (*Gymnogyps californianus*)** is a New World vulture, the largest North American land bird. This condor inhabits northern Arizona, southern Utah and the coastal mountains of central and southern California, and, in Mexico, northern Baja California. It is one of the world's rarest bird species: as of December 2011, there are 390 condors known to be living, including 210 in the wild. Its low clutch size (one young per nest), combined with a late age of sexual maturity, make the bird vulnerable to artificial population decline. Significant damage to the condor population is also attributed to poaching, especially for museum specimens, lead poisoning (from eating animals containing lead shot), DDT poisoning, electric power lines, egg collecting, and habitat destruction. In early 2007, a California condor laid an egg in Mexico for the first time since at least the 1930s. The population of the condors has risen due to these wild and also captive nestings. In the spring of 2009, a second wild chick was born in the Sierra de San Pedro Mártir National Park.

40. **Golden Eagle (*Aquila chrysaetos*)** The main threat to this species is habitat destruction which by the late 19th century already had driven Golden Eagles from some regions they used to inhabit. In the 20th century, organochloride and heavy metal poisonings were also commonplace, but these have declined as a result of tighter regulations on pollution; at present, the principal factors limiting its population size are the availability of habitat and food. Collisions with power lines have become an increasingly significant cause of mortality since the early 20th century. The golden eagle has a particularly high cultural value in Mexico, dating to pre-hispanic cultures.

41. **The Mexican Wolf (*Canis lupus baileyi*)** is a subspecies of the Gray Wolf *C. lupus*. It is native to North America, where it is the rarest and most genetically distinct subspecies. Until recent times, the Mexican Wolf roamed the Sonoran and Chihuahuan Deserts from central Mexico to western Texas, southern New Mexico, and central Arizona. By the turn of the 20th century, reduction of natural prey like deer and elk caused many wolves to begin attacking domestic livestock, which led to intensive efforts by government agencies and private individuals to eradicate the species. It was also targeted by hunters because of competition over deer, and by trappers for its coat. By the 1950s, the species had been eliminated from the wild, and in 1976, it was declared an endangered subspecies, remaining so ever since. Today, only an estimated 340 individuals survive in 49 facilities within the United States and Mexico. In

²⁰ Gerrodette & Rojas-Bracho 2011 and Jaramillo-Legorreta *et al.* 2013.

²¹ <http://www.edgeofexistence.org/species/>

an effort to bring the species back to the wild, a binational cooperation plan was implemented to (i) manage the captive population from both countries: the Mexican Wolf Species Survival Plan (AZA's MW SSP); and (ii), reintroduce the species to the wild. As a result of these efforts, an estimated 388 individuals live in 52 facilities in the United States and Mexico, in addition to approximately 90 wolves already living in their former natural distribution area, following reintroduction. Coordinated efforts from the U.S. Fish and Wildlife Service and CONANP continue to liberate individuals derived from the captive populations in both countries in order to establish wild populations in Mexico, with occasional genetic exchange among these as well as populations already established in the US. While difficulties continue to be encountered, particularly through resistance from ranchers that consider wolves to be a threat to their livelihood, in general, these efforts have proven fruitful. Last May, for the first time since the species was extirpated three decades ago, five healthy Mexican wolf pups were born in the wild. These pups have an extra added value for the species' reintroduction, since they have never had any contact with humans, unlike captive-bred individuals. Furthermore, in May 2014, two Mexican wolf pups were born in Mexico City's Chapultepec Zoo, the first to result from artificial insemination as part of the abovementioned captive breeding program. While these efforts are important, there are still many threats to overcome to ensure the survival of this species.

42. **Sea turtles:** the six species²² of sea turtle found in Mexico are all IUCN Endangered or Critically Endangered and subject to a wide range of threats. These include hunting for meat, accidental bycatch by fishers targeting other species, entanglement in untended fishing gear, pollution (for example due to the ingestion of balloons and plastic bags, or by chemicals such as phthalates, heavy metals and PCBs from terrestrial sources which drain into their foraging areas), loss or disturbance of nesting beaches (due to beach-front construction, land reclamation, tourism and light pollution which may disorient hatchlings). An infectious tumor-causing disease, *fibropapillomatosis*, is also a problem with some species. Sea turtles are subject to high levels of predation, by both native and introduced species, which may have serious implications for already depleted populations, especially on nesting beaches where birds, small mammals, and other opportunist animals dig up the nests of turtles and consume eggs, while hatchlings are preyed upon by shorebirds, crustaceans, predatory fish, and cephalopods.

43. **Jaguar (*Panthera onca*)** Jaguar populations have been severely affected by a range of threats throughout their natural range (from southwestern USA to Argentina). The major risks to the jaguar include deforestation across its habitat, poaching for skins, hurricanes in northern parts of its range, and the behaviour of ranchers who will often kill the cat where it preys on livestock. These threats are interrelated as habitat loss leads to reductions in the availability of natural prey, leading jaguars increasingly to hunt cattle and consequently to be targeted by ranchers. A less studied factor which is of some concern is the effect of infections arising from contact with domestic fauna that have invaded the jaguar's native range. There has been little recognition of the important ecological role played by the species.

44. **Baird's Tapir (*Tapirus bairdii*)** The major threats to the species are habitat destruction and fragmentation and hunting throughout its range. Although the levels of hunting are low, its impacts are significant because of the species' slow reproductive rate. Estimates suggest that there are less than 5,500 Baird's tapir remaining in the wild, with populations in Mexico under 1,500, Guatemala under 1,000, Honduras under 500, Nicaragua under 500, Republic of Panama under 1,000, Costa Rica under 1000, and Colombia approximately 250. Populations of Baird's tapir are in a continuous decline.

45. **Cedros Island Mule Deer (*Odocoileus hemionus cerrosensis*)** This subspecies of the mule deer is endemic to Cedros Island in Baja California and is considered in critical danger of extinction by both the

²² Leatherback turtle (*Dermochelys coriacea*), Loggerhead turtle (*Caretta caretta*), Green Sea Turtle (*Chelonia mydas*), Hawksbill Sea Turtle (*Eretmochelys imbricata*), Kemp's Ridley Sea Turtle (*Lepidochelys kempii*), Olive Ridley Sea Turtle (*Lepidochelys olivacea*).

US and Mexico Governments. Its main threats are the presence of feral dogs on the island and the destruction of its habitat due to uncontrolled forest fires.

46. The specific threats faced by these species in the areas to be covered by the project are detailed below in Table 5. Specific mangement strategies to address these threats are described in Part II, 2.2.

Table 5. Priority threats by species

Species	Priority threats
Baja California Pronghorn <i>Antilocapra americana peninsularis</i>	<ul style="list-style-type: none"> - Competition with livestock - Climate Change (droughts, altered conditions which may favor disease outbreaks) - Loss, degradation and fragmentation of habitat - Hunting
Golden Eagle <i>Aquila chrysaetos</i>	<ul style="list-style-type: none"> - Loss, degradation and fragmentation of habitat - Shortage of prey - Hunting and poisoning - Impacts with energy lines
Mexican Wolf <i>Canis lupus baileyi</i>	<ul style="list-style-type: none"> - Conflict with humans (ranchers) due to livestock predation - Loss, degradation and fragmentation of habitat
Loggerhead Turtle <i>Caretta caretta</i>	<ul style="list-style-type: none"> - Bycatch in fishing activities - Climate Change (increase in storms and hurricanes) - Loss, degradation and fragmentation of habitat - Hunting and nest poaching - Predation - Diseases (esp. <i>fibropapillomatosis</i>) and parasites - Sporadic massive mortality events in the Gulf of Ulloa
Green Sea Turtle <i>Chelonia mydas</i>	<ul style="list-style-type: none"> - Bycatch in fishing activities - Climate Change (increase in storms and hurricanes) - Loss, degradation and fragmentation of habitat - Hunting and nest poaching - Predation - Diseases and parasites
Leatherback Turtle <i>Dermochelys coriacea</i>	<ul style="list-style-type: none"> - Bycatch in fishing activities - Climate Change (increase in storms and hurricanes) - Loss, degradation and fragmentation of habitat - Hunting and nest poaching - Predation - Diseases and parasites
Hawksbill Sea Turtle <i>Eretmochelys imbricate</i>	<ul style="list-style-type: none"> - Bycatch in fishing activities - Climate Change (increase in storms and hurricanes) - Loss, degradation and fragmentation of habitat - Hunting (for food and jewelry) and nest poaching

	<ul style="list-style-type: none"> - Predation - Diseases and parasites
Kemp's Ridley Sea Turtle <i>Lepidochelys kempii</i>	<ul style="list-style-type: none"> - Bycatch in fishing activities - Climate Change (increase in storms and hurricanes) - Loss, degradation and fragmentation of habitat - Hunting and nest poaching (although it has dropped after conservation actions) - Predation - Diseases and parasites
Olive Ridley Sea Turtle <i>Lepidochelys olivacea</i>	<ul style="list-style-type: none"> - Bycatch in fishing activities - Climate Change (increase in storms and hurricanes) - Loss, degradation and fragmentation of habitat - Hunting and nest poaching - Predation - Diseases and plagues (esp. the beetle <i>Omorgus suberosus</i> Fabricius (Trogidae))
Californian Condor <i>Gymnogyps californianus</i>	<ul style="list-style-type: none"> - Lack of prey - Population below viable size - Poisoning (from eating either animals containing lead shot, poisoned carcasses intended for controlling coyote population or plastic/glass pieces used by inexperienced parents to feed young chicks)
Cedros Island Mule Deer <i>Odocoileus hemionus cerrosensis</i>	<ul style="list-style-type: none"> - Climate Change (drought) - Loss, degradation and fragmentation of habitat - Hunting - Invasive species
Jaguar <i>Panthera onca</i>	<ul style="list-style-type: none"> - Pathogens (molds on agricultural crops invading habitat) - Climate Change (drought) - Loss and fragmentation of habitat - Hunting
Vaquita <i>Phocoena sinus</i>	<ul style="list-style-type: none"> - By-catch of commercial fishing
Baird's Tapir <i>Tapirus bairdii</i>	<ul style="list-style-type: none"> - Pathogens from domestic animals, esp. ungulates - Climate Change (drought) - Loss, degradation and fragmentation of habitat - Hunting

1.6 Baseline Programmes

47. The following baseline has been identified for the project, with a total value of around **US\$45 million** over the project period:

48. **National Protected Areas Fund (FANP):** this was established through an agreement in 1997 between the World Bank, the Government of Mexico and the Mexican Fund for Nature Conservation (FMCN). Since that time, the fund has significantly increased its level of resources, from its initial level of US\$16.48 million to US\$76.1 million today, and has been successful in providing efficient and opportune support to PAs. Through a public-private partnership, the FMCN is responsible for the financial management of the FANP, channels annual interests to fund the basic operation of priority PAs, oversees its management and seeks additional resources. The Government, through CONANP, ensures that the funds are used in the field for strategic conservation activities. Over the last decade, the FANP has increased its capital four-fold, allowing it to support 23 PAs at present. In the first 10 years of the FANP, three quarters of the resources channeled to PAs were spent on contracting complementary PA staff. Since 2008, CONANP has contracted this staff, with the result that now most of the expenditure from the FANP is directed at strategic innovative conservation projects (PIE). The PIE are aimed at consolidating the management of priority PAs, addressing the threats identified in the strategic planning of each area.

49. **PROCER:** in 2007 SEMARNAT, through CONANP, established the Programme for the Conservation of Endangered Species (PROCER). PROCER seeks to conserve target endangered species, as well as populations of associated species (of importance for the target species, for example as prey) and habitat. PROCER defines the species to be addressed and prioritizes the actions to elaborate for each one, specifying activities in the Programmes of Action for the Conservation of Species (PACE), which are developed through working groups with the participation of landowners and resource users. Each PACE corresponds to one species, and describes detailed actions for the species itself, its habitat, ecosystem, associated species and their relationship with the local human population, within a vision of medium and long-term periods, including aspects such as reproduction, monitoring, management, recovery, sustainable use, promotion and implementation of scientific and technological knowledge, recovery of traditional knowledge, as well as aspects relating to the implementation and development of environmental legislation. It is estimated that more than 130 academic and civil society organizations participate in PROCER, 70 of which are granted resources (for 74 projects) while others are indirectly associated via individual activities and fora. Approximately 27 of these projects are related to the species and areas selected for this project, and engage approximately 30 academic and civil society organizations. The investment by CONANP in PROCER over the project period is estimated at **US\$4.85 million** per year.

50. **Payments for Environmental Services (PES).** Strategic alliances between civil society organizations have been an important feature of PES initiatives to date. In the case of the Peninsular Pronghorn, for example, two initiatives have been developed to date, with a combined value of around **US\$8.35 million**.

51. **Protected areas:** currently the Government of Mexico invests around US\$ 92.33 million per year in the establishment and management of protected areas, which is complemented by around US\$36.37 million of external cooperation funds. To date these investments have focused on i) expanding and consolidating the SINAP and other conservation modalities; ii) formulating and developing a program for the conservation of high risk species; iii) consolidating tourism in protected areas, generating benefits for local populations; iv) increasing the coverage and effectiveness of the strategy of conservation for development, which guarantees that local and indigenous communities and landowners received incentives and benefits from their participation in conservation; and v) maintaining the participation of members of society in the conservation of protected areas²³. The total investment by CONANP in the management of the PAs of relevance to the target species is estimated at **US\$17 million** over the project period.

²³ CONANP National Programme 2007-2012 http://www.conanp.gob.mx/quienes_somos/pnal2007.php

52. Protected areas constitute a cornerstone of Mexico's efforts to conserve its globally-important biodiversity endowment. The country's national protected area estate consists of 176 Natural Protected Areas, representing 12.92% of the nation's surface area, which are protected and administrated by the federal National Commission of Natural Protected Areas (CONANP), a federal agency (see Table 6).

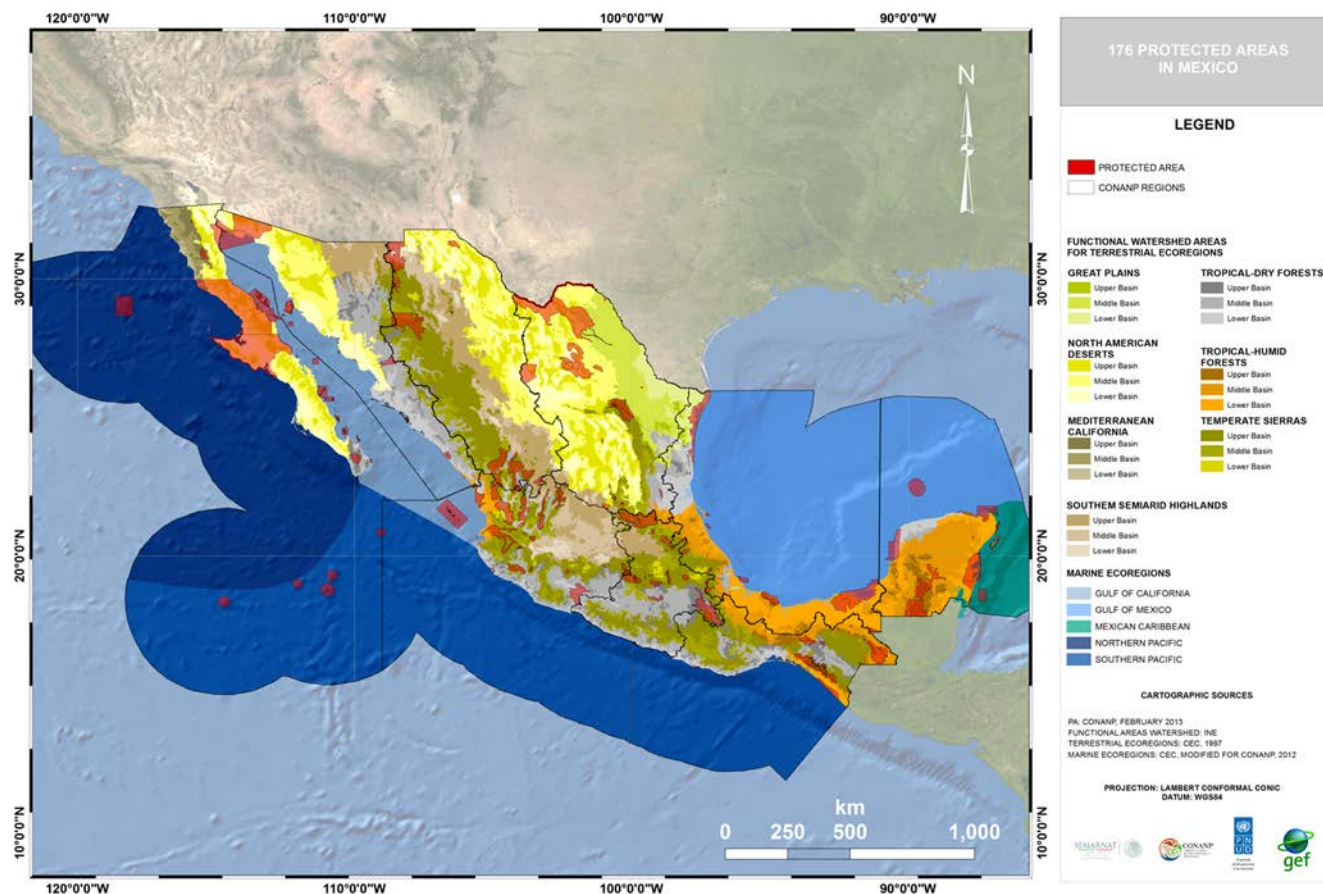
Table 6: Categories of Federal PA in Mexico²⁴

Categories	Objectives	Number	Area (km ²)
Biosphere Reserves	Conservation of intact ecosystems or those requiring preservation or restoration, containing nationally representative, endemic or threatened species. Core zones are limited to preservation, research and education; buffer zones can be used by existing local communities in ways compatible with conservation.	41	126,527.87
National Parks	Conservation of ecosystems of national importance due to scenic beauty, scientific, educational, recreational or historical value, the presence of flora and fauna, or tourism potential. Only activities related to natural resource protection, research, tourism and education are allowed.	67	14,824.89
Natural Monuments	Contain natural elements that are unique or exceptional, have aesthetic interest, historical or scientific value. Only activities related to preservation, scientific research, recreation and education are allowed.	5	162.68
Natural Resource Protection Areas	Areas intended for preservation and protection of soil, watersheds, waters and other natural resources located in land suited for forests, including forestry reserves and zones, protection zones for water bodies and water sources. Only activities related to the preservation, protection and sustainable use of natural resources are allowed.	8	44,440.78
Fauna and Flora Protection Areas	Established in areas that contain habitats on the equilibrium and preservation of which depend the existence, transformation and development of wild flora and fauna. Activities related to preservation, repopulation, propagation, acclimatization, refuge, research and sustainable use of these species are allowed, as well as related education and awareness raising. They can also be subject to sustainable use by existing local communities.	37	66,872.84
Sanctuaries	Established in areas with considerable wealth of flora and fauna, or by the presence of species, subspecies or habitat with restricted distributions. Only research, recreation and environmental education are allowed.	18	1,462.58
Total		176	254,291.64

53. In addition to these federal PAs, there are five other broad categories of PA in Mexico: state, municipal, community, *ejidal* and private (including wildlife use and conservation units - UMAs *Unidad de Manejo para la Conservación de Vida Silvestre* - to promote wildlife management, biodiversity conservation, and rural development). At least 22 states have declared state-level PA; Jalisco and Oaxaca have gone further to establish integrated State-level Protected Areas Systems. Over the last 10 years, many indigenous and *ejidal* communities have formalized PA at the community level; there are currently more than 150 such PA, typically with sizes in the range of 3,000 to 5,000ha.

²⁴ CONANP, 2013 (http://www.conanp.gob.mx/que_hacemos/); SEDUE. 1988. Ley General de Equilibrio Ecológico y la Protección al Ambiente. Ministry of Urban Development and Ecology. Diario Oficial de la Federación (DOF). Last reform published in May 24th, 2013.

Map 1. Protected Areas in Mexico



54. With regards to marine areas, CONABIO has classified coasts based on their physical, biological and climatic similarity, and domestic oceans according to their currents and water masses. Based on this effort, CONABIO has identified 70 priority marine conservation areas, including 23 littoral regions, 33 neritic-littoral regions, nine oceanic regions and five neritic-oceanic regions.²⁵

1.7. Long-term solution for strengthening PA management

55. The long-term solution to the threats described above is the consolidation and expansion of effectively managed and financially sustainable protected areas which include key areas of the natural ranges of the selected species.

56. In order to reduce and eliminate the multiple threats to biodiversity Mexico must first eliminate the following barriers:

²⁵ CONABIO's GeoInformation Portal: <http://CONABIOweb.CONABIO.gob.mx/metacarto/imagen.pl?img=100>

1.8. Barrier Analysis

BARRIER 1 - Inadequate instruments at systemic level for operational and financial planning and management hinder the effective conservation of threatened species in PAs and adjoining priority conservation zones.

57. Despite the existence of favourable regulatory and planning instruments (such as the General Law on Ecological Equilibrium, the Forest Law and the species-specific action plans or PACE), the effectiveness of endangered species conservation initiatives is limited by a number of deficiencies at the national level. As mentioned in the Institutional Context section, the existence of two Federal entities (DGVS and DGOR) in the management of wildlife and their habitat can lead to confusion regarding jurisdiction/authority as well as overlapping interventions. It is possible to overcome the apparent confusion or identity of the powers of both administrative entities if their mandates are subject to appropriate administrative interpretation and application. The project will support this clarification and strengthening of cooperation through the framework actions of Outcome 1.

58. At present, there is a lack of well-developed and integrated systems for generating and managing information at a national/programmatic level (i.e. beyond the level of individual PAs) on the status of the target endangered species, and current or potential threats (including intelligence and monitoring of illegal hunting and trade). The monitoring subsystem in the Information, Monitoring and Evaluation System for Conservation (SIMEC) is restricted to records with information for certain species that are not priority and are limited to PA level. Other databases exist for individual species but they are not consolidated in a system that is accessible to all relevant users.

59. Furthermore, while the national PA system provides for a wide range of management categories (see Section 1.6, Table 5), conservation priorities and the categories assigned to individual species are not revised with sufficient regularity to allow them to adequately reflect evolving conditions and opportunities. For example, movements in the ranges of the target species, such as peninsular pronghorn and vaquita. Few opportunities exist to showcase and replicate evolving best practices with stewardship agreements with local communities. Consequently, while the systems that exist provide the basis for CONANP's recommendations to SEMARNAT's Environmental Impact Assessments, they are not always adhered to when approving permits for development projects. Without consistently updated data and promotion of best practices, CONANP struggles to provide strong and legitimate tools to ensure SEMARNAT acts on its recommendations and requests development projects to consider alternatives that take into account the needs of endangered species.

60. PA management is currently supported by instruments such as PA-specific management plans, annual operation plans, monitoring and oversight protocols and financial/business plans; and the PACE make general and strategic recommendations for the conservation of each of the endangered species. Still pending, however, is the development of linkages between these two levels of planning. In particular, PA management plans are largely limited to issues within the boundaries of the PAs themselves: they do not as yet consider adequately the cumulative and respective contributions of different PAs to the conservation status of endangered species within their overall ranges; nor of the interaction between the PA itself and other management and conservation units within the landscape mosaic as a whole. The cases of the peninsular pronghorn and vaquita, explained above, illustrate this point well: these species move, over different timescales, in and out of PAs, and this needs to be taken into account in the management and monitoring protocols of the PAs. PA management effectiveness, for example, needs to be measured in terms of population levels at landscape level rather than just within the boundaries of the PA itself, and of the existence of refugia and habitat conditions throughout the landscape that will permit this periodic movement.

61. The existing FANP (which has a current capital of \$76.1 million) has very specific objectives related to covering the operational needs of only 23 of the nation's 176 PAs, and its design and operational rules

do not allow it to address the broader financial needs associated with endangered species conservation, which go beyond the boundaries of the original PA estate and involve a wider range of management and conservation activities including landscape-wide habitat management and community-based stewardship. While a formal financial gap analysis has not been done regarding endangered species on a general or individual scale, it is generally recognized that recurrent financial resources from the federal Government²⁶ are inadequate to fund endangered species conservation. These resources are governed by the norms and procedures of the Ministry of Finance, and therefore their availability does not relate to the timing of operational needs at the field level, which typically respond to often unpredictable environmental and biological events and at the same time require long term commitment.

62. Federal subsidies are set annually according to budget availability defined by the Ministry of Finance (SHCP) and approved by the House of Representatives. At the beginning of each fiscal year, each Secretariat defines its budget and distribution among different types of expenditure. Until this definition is confirmed (typically in February or March), it is not possible to define the Terms of Reference (TOR) for convening the target population to submit their applications. Once the TORs are published and the applications reviewed and approved, the different dependencies may sign agreements and / or contracts with organizations (ejidos, communities, universities, etc.) to be the executors of the activities of each PACE under different programs. Typically, under the current system, resources are available to the executor in the months of May or June, which is post-partum for many species and therefore too late to provide support to their conservation in critical moments (i.e. extra forage to ensure adequate nutritional health of birthing females, etc). This situation is compounded by the fact that the annual federal budget and the rules of the SHCP also force the closing of accounts and delivery of final reports in sufficient time for the Secretariats to elaborate their annual report to the SHCP, typically in early December. Ultimately, public resources are available during a timeframe that is often incompatible with the needs of the species they address.

BARRIER 2 - Inadequate capacities and instruments at field level for the effective conservation of threatened species in PAs and adjoining priority conservation zones.

63. Mexico has a large PA estate, and there are plans to expand this to cover up to 30% of the national territory. However, existing PA coverage is not adequate in relation to the conservation needs of many endangered species, in part due to the fact that the species' ranges are dynamic over time due to variations in climatic conditions, the availability of food and anthropogenic threats. For example, one of the main reasons for the establishment in 1989 of the El Vizcaino Biosphere Reserve was the presence of the peninsular pronghorn, however surveys suggested that this endemic subspecies is no longer found in the 400,000ha core zone and may even have moved away from the entire 1.2 million ha Biosphere Reserve as a whole. Similarly, the limits of the Upper Gulf of California and Colorado River Delta Biosphere Reserve were defined in 2005 largely on the basis of the presence of the vaquita (*P. sinus*), but it now appears²⁷ that at least half of the species' population is located outside of the reserve, which makes it necessary to extend conservation efforts (removal of gillnets) to areas beyond the current Reserve.

²⁶ Programa de Conservación para el Desarrollo Sostenible (PROCOCODES)
 Programa de Empleo Temporal (PET)
 Programa de Acción para la Conservación de la Vaquita Marina (PACE-Vaquita)
 Programa de Vigilancia Comunitaria en ANP y Zonas de Influencia (PROVICOM)
 Programa de Recuperación y Repoblación de Especies en Peligro de Extinción (PROCER)
 Programa de Conservación del Maíz Criollo (PROMAC)
 Programa de Monitoreo Biológico en Áreas Naturales Protegidas (PROMOBI)
 Programas de Manejo de Áreas Naturales Protegidas (PROMANP)

²⁷ See p.5, Fig 2 of Vaquita Fact-sheet in Part IV

64. The PACE make varying degrees of provision for local participation in management and conservation of the species in question (as allowed under the General Law for Ecological Equilibrium and the Forest Law, among others). In general, however, the provisions for interactions with local communities are 'broad brush' in nature and there is little capacity or experience at the local level for making them operational. Their implementation in practice is hindered by the lack of detailed analyses, guidelines and plans, which in order to function effectively would require to be integrated with the specific provisions for local participation in each of the PAs in question. While the PAs associated with Turtles, Jaguar and Tapir have established some opportunities for collaboration with local communities to strengthen conservation efforts, local participation is not a standard practice across all PAs with endangered species.

65. A number of the PACE make reference to the need for financial/economic incentives to be provided to local people in order to motivate their participation in conservation and management activities, and to compensate the financial costs to them of modifying their existing productive or extractive activities. However, there is no specification regarding how these recommendations are to be made operational and linked to the various financial incentive schemes currently managed by the Government of Mexico. The PACE for Vaquita, for example, has been successful at establishing incentives to replace gillnets; the PACE for Wolf has established compensation for ranchers when livestock is killed by a wolf; and the PACE for Turtles uses a mix of PET and other incentives to protect nesting grounds. However, none of the incentives have evolved to independent status; all incentives rely on federal resources without a guarantee of their continuation from year to year, and little focus on a long-term solution.

66. Parallel to this, many of CONANP's efforts are hampered by a weak communication strategy regarding the general public as well as a variety of government and non-government organizations that act within and around different PAs. One of the major challenges to any communication process is the high turn-over rates of municipal and state authorities. This requires continuous adaptation of the communication process to ensure effective engagement to inform and build awareness, as well as to coordinate actions within and around the PAs. Coordination is also lacking with other federal agencies, such as CONAPESCA, SAGARPA, etc.; efforts are often duplicated or overlapping and would therefore benefit from a systematic harmonization of all government-related communication activities related to conservation of endangered species and habitats.

1.9. Stakeholder analysis

67. The following is a brief introduction of the main project stakeholders. The project is expected to engage a diverse set of PA stakeholders; primarily those who will be involved in planning and managing the conservation activities in the PA (see Section IV Part VI for more details, along with a description of their main roles both in PA management and in the proposed project). The project's success is dependent upon their active participation in project development and the implementation of project activities.

68. With regards to institutions of the federal government, key to the project are those related to environmental policy and compliance with government programs, especially those with actions associated with issues of conservation and sustainable use of natural resources.

69. The federal government institutions to be involved with the project's implementation are those related to environmental policies led by SEMARNAT, Mexico's federal government institution whose primary purpose is "to promote protection, restoration and conservation of ecosystems and natural resources and environmental goods and services, in order to facilitate their use and sustainable development "(Organic Law of Public Administration, Article 32a, amended on February 25, 2003). As such, key national-level stakeholders are CONANP, CONABIO, CONAFOR which are responsible for the definition of policy and regulations that translate into management tools for the PA.

70. CONANP is responsible for the management of Protected Areas, including their conservation and sustainable development. At the regional level, CONANP Regional Directors are responsible for

oversight of PA management, interventions and interactions. At the local level, community organizations and community members are active participants in the management of the PA, particularly in areas where social property rights exist (communities and ejidos); therefore, the project will make every effort to include and coordinate actions with them.

71. CONABIO is responsible for the promotion, coordination, support and realization of activities aimed at increasing knowledge of biological diversity and its conservation and sustainable use. CONABIO is also responsible for promoting the implementation of biological corridors in six southern states of Mexico: Campeche, Chiapas, Oaxaca, Quintana Roo, Tabasco and Yucatan.

72. CONAFOR is the federal government institution responsible for the promotion of forest management, forest conservation and restoration, and the formulation of plans and programs for sustainable forest management.

73. National NGOs also make an important contribution to the management of protected areas by obtaining resources and providing technical assistance. Key NGOs for the project's interventions include Espacios Naturales y Desarrollo Sustentable (ENDESU), The Nature Conservancy (TNC), the Mexican Fund for Nature Conservation (FMCN), the World Wildlife Fund (WWF), and the AMBIO Cooperative.

74. The success of the project depends mainly on the reduction and/or elimination of the two barriers identified as critical for the conservation of endangered species (Section 1.8). The reduction and/or elimination of those barriers will depend in turn on adequate communication among stakeholders and on the level of participation in the work to be shared by those involved in implementing the project.

75. To address Barrier 1, in addition to CONANP representatives and other key governmental actors, it is necessary to engage the following stakeholders: (i) rural communities and indigenous peoples, to involve them in reflecting on the evolving conditions and opportunities for conservation at the local level, as well as to develop and replicate best practices regarding stewardship agreements in PAs and their buffer zones, and to have appropriate information to respond effectively to the financial needs of sustained community-based stewardship considering the timing of operations for different activities at the field level; (ii) NGOs working with such communities and population, including those working with a gender focus, and (iii) academic and research institutions with experience or interest in the specific areas, also taking into account social issues.

76. Additionally, to meet the challenges associated with Barrier 2, in addition to CONANP, the main actors involved include: (i) local communities and producers; (ii) Community organizations; (iii) schools; (iv) NGOs and other civil society organizations; (v) local service providers and producer organizations; (vi) compatible projects; (vii) academics, researchers and students present or interested in the specific areas, and (viii) extractive industries.

77. In order to reduce threats, it is important to pay special attention to stakeholders considered to be key because of their manifest of perceived opposition, or for being particularly relevant to the conservation of the corresponding species in the selected areas. The measures taken to promote the inclusion of antagonistic stakeholders and non-allies should not deter those directed to the participation of current allies, considering, in particular, groups that are commonly marginalized: women, children, youth, elders and indigenous peoples.

Table 7. Summary of Main Stakeholders

Key Stakeholder	Role in the Proposed Project
Ministry of the Environment and Natural Resources (SEMARNAT)	Federal entity leading the environment sector, responsible for promoting the protection, restoration and conservation of ecosystems, natural resources and environmental goods and services in Mexico, in order to allow their sustainable use and development. Coordinator of conservation and natural resource management initiatives, at both intra- and inter-institutional levels.
National Commission of Natural	Semi-autonomous dependency of SEMARNAT with responsibility for the

Key Stakeholder	Role in the Proposed Project
Protected Areas (CONANP)	management of protected areas. Overall coordinator of the project.
Natural Spaces and Sustainable Development (ENDESU)	Conservation NGO, implementing conservation initiatives under coordination by CONANP.
Local NGOs	Participants in promoting alternative livelihood, rural development and stewardship schemes.
Private sector	Promotion and support of wildlife-based businesses, for example through provision of accommodation, transport and financial services. Direct financial contributions to FONCER under corporate responsibility and fiscal incentive schemes.
Local communities	Active participants in wildlife stewardship schemes as provided for in federal legislation; beneficiaries of wildlife-based businesses (e.g. tourism); targets of activities to modify livelihood and resource management practices that are incompatible with the conservation of the target species and/or their habitats.

PART II: Strategy

2.1. Project Rationale

78. The GEF's incremental funding and co-funding resources will be used to overcome the above mentioned barriers. This project aims to increase the effectiveness of Protected Areas in Mexico in contributing to the conservation of endangered species. Mexico is a megadiverse country, which is home to a number of endangered and critically endangered species, the populations of some of which have been reduced to a few hundreds of individuals as the result of a range of pressures including land use change, habitat and ecosystem fragmentation, invasive species, overexploitation of natural resources and pollution. To address this problem, SEMARNAT, through CONANP, established the Programme for the Conservation of Endangered Species (PROCER), covering the period 2007-2012. PROCER recognizes that the continued existence of these species is highly dependent on the existence of effectively managed PAs in their remaining areas of natural distribution. As now framed, however, the PA system excludes critical habitats for these endangered species; second, PAs are too small to sustain populations of some endangered species, which move between PAs and unprotected habitats, meaning that there is a need to secure corridors and seasonal dispersal areas; and third, there is a need to strengthen threat management—including through better enforcement.

79. The solution to this situation will involve a strategic expansion in the PA system; management of critical habitats in the landscape as buffer areas by instituting a stewardship framework; engaging stakeholders—private sector and communities to engage in stewardship, and developing incentives to encourage stewardship. This project will build on the achievements of PROCER, ensuring that instruments and capacities are established that will ensure the effective and sustainable functioning of these PAs with regards to the conservation of priority endangered species. Key aspects on which it will focus, in order to achieve this effectiveness and sustainability, are i) an ecosystem and landscape-wide approach to PA design, planning and management; ii) the involvement of local communities in the management of endangered species and their habitat; and iii) financial sustainability.

Table 8: Sites that have been selected for targeted interventions

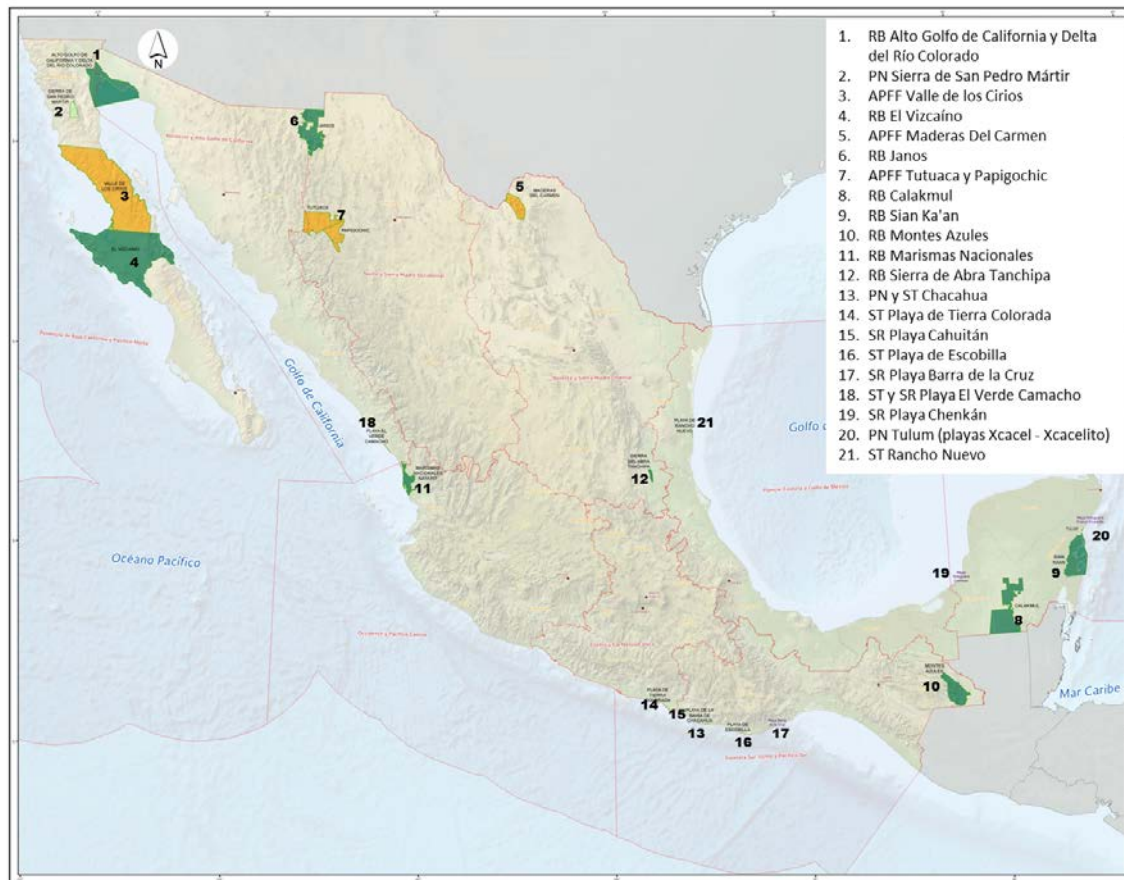
Protected Area	Vaquita	California Condor	Pronghorn	Golden Eagle	Mexican Wolf	Cedro's Mule Deer	Jaguar	Baird's Tapir	Leatherback Turtle	Olive Ridley Sea Turtle	Green Sea Turtle	Loggerhead Turtle	Hawksbill Sea Turtle	Kemp's Ridley Sea Turtle
Alto Golfo de California y Delta del Río Colorado	1													
Sierra de San Pedro Mártir		1		1										
Valle de los Cirios			1	1		1								
El Vizcaíno			1	1										
Maderas del Carmen				1										
Janos				1	1									
Tutuaca				1	1									
Papigochic														
Calakmul							1	1						
Sian Ka'an							1	1						
Montes Azules							1	1						
Marismas Nacionales							1							
Sierra de Abra Tanchipa							1							
Chacahua							1	1	1	1				

Protected Area	Vaquita	California Condor	Pronghorn	Golden Eagle	Mexican Wolf	Cedro's Mule Deer	Jaguar	Baird's Tapir	Leatherback Turtle	Olive Ridley Sea turtle	Green Sea Turtle	Loggerhead Turtle	Hawksbill Sea Turtle	Kemp's Ridley Sea Turtle
Playa de Tierra Colorada									1	1				
Playa Tortuguera Cahuitán									1	1				
Playa de Escobilla										1				
Playa Barra de la Cruz									1	1				
Playa tortuguera El Verde Camacho										1				
Playa tortuguera Chenkán											1		1	
Tulum (including Xcacel – Xcacelito beaches)											1	1		
Rancho Nuevo											1			1

80. These 21 PAs were selected based on several criteria. The presence of target species was the most important factor for selecting the Alto Golfo de California Biosphere Reserve and the Sierra de San Pedro Mártir National Park, home to the endemic Vaquita and California Condor, respectively. Prioritization made by expert groups for species such as Mexican Wolf, Jaguar, Golden Eagle and Tapir was crucial for site selection. For each species of marine turtles, the number of females on nesting beaches, as well as previous conservation and monitoring efforts were determinant. For Pronghorn, Golden Eagle, Wolf, Jaguar and Tapir, criteria such as habitat availability, previous monitoring efforts, work with local communities and critical conflict with livestock were considered. The presence (and current use) of nests was another criteria used for Golden Eagle. The possibility of bolstering the efforts made in this project by choosing federal protected areas situated in the vicinity of state and private protected areas was a transversal factor that was also considered. In the particular case of the Mule Deer, Cedros Island itself is not a PA, but conservation efforts have been carried out in close collaboration with personnel from the Valle de los Cirios Wildlife Protection Area, a site also previously selected for the Peninsular Pronghorn. Another transversal criterion was the feasibility of the proposed conservation actions, taking into account factors ranging from the climate of collaboration within the PAs personnel to safety issues derived from organized criminal activities in certain areas.²⁸

²⁸ See Section IV Part II for details on the characteristics of each PA crucial to their selection.

Map 2. Protected Areas Selected for Conservation of Endangered Species



2.2. Project Objective, Outcomes and Outputs/activities

81. The **project goal** is to safeguard globally significant biodiversity of Mexico through establishing instruments and capacities that will ensure the effective and sustainable functioning of PAs with regards to the conservation of priority endangered species. Key aspects to achieve this effectiveness and sustainability are: i) an ecosystem and landscape-wide approach to PA design, planning and management; ii) the involvement of local communities in the management of endangered species and their habitat; and iii) financial sustainability. The **project objective** is to increase the effectiveness of PAs in Mexico to contribute to the conservation of endangered species. To achieve this, the project will pursue two main outcomes: 1. System level frameworks for operational and financial planning and management

consolidated to support the conservation of endangered species; 2. PAs and adjoining priority conservation areas are managed effectively at field level for the conservation of endangered species.

Outcome 1: System level frameworks for operational and financial planning and management consolidated to support the conservation of endangered species

(Total cost: US\$ 15,154,000; GEF \$2,554,000; Co-financing: \$ 12,600,000)

Output 1.1: Adaptive-management framework to guide cost-effective implementation of endangered species conservation, with a consolidated ecosystemic vision

82. The project will help to make the PACE which have been prepared to date operational for each of the priority endangered species, through the introduction of a decision-support system, based on principles of adaptive management, which will allow resource allocations (human and financial), regulations and strategies to be continually adjusted on the basis of continuous reassessments of conditions on the ground (e.g. threats, species and population status, climate change and operational effectiveness). The strengthening, integration and harmonization of the monitoring mechanisms and GIS tools related to the PACE and the PA system, for example, will allow information on the overall conservation status of each target species to guide ongoing modifications to the management plans of the different PAs within their ranges (i.e. in relation to budgets, strategies, visitor numbers, levels of allowable extractive and productive activities). In particular, the GIS system will be updated with recent geospatial data as well as the inclusion of traditional knowledge regarding the 14 target endangered species, including from platforms such as iNaturalist and eBird. The project will also support the updating of other information pertaining to the 14 endangered species and their conservation priorities, targets, corridors and dispersal areas. This will result in synergies between PAs in terms of connectivity and adaptation to spatial trends in the species' distributions and conservation actions.

83. Although the opinion of the CONANP is compulsory, Environmental Impact Assessments (EIA) are not required to be resolved according to such opinions. The project will support the elaboration of proposed amendments to the internal rules of the SEMARNAT such that the resolutions of the EIA reflect the opinion of the CONANP. For example, permits for tourism development do not necessarily take into account turtle nesting grounds when siting hotel construction. Similarly, fishing permits are not issued taking into account CONANP's advice to reduce the number of fishing nets in vaquita and sea turtles habitat, or agricultural activities are promoted in crucial habitat of predators such as jaguar and wolf.

Output 1.2 Financial framework established to provide sustainable and opportune availability of funds for actions for the conservation of endangered species, through the launch of a revolving fund (the Fund for the Conservation of Endangered Species, FONCER)

84. The project will support the establishment of the Fund for the Conservation of Endangered Species (FONCER), which will complement the financial resources obtained for endangered species conservation from other sources, such as the Government's recurrent budget and limited term donations from private entities and international cooperation agencies. In addition to increasing the total amount of financial resources available for endangered species conservation, FONCER will ensure that resources are available in a predictable and opportune manner so as to respond to the biological rhythms of the target species, their habitats and the threats affecting them. In essence, FONCER will serve as a crucial buffer for conservation initiatives against the delays, fluctuations and short time horizons that are oftentimes associated with recurrent budgets and project-based funding.

85. **Governance Structure:** FONCER will be established as a revolving fund within the overall administrative and governance framework of the existing Mexican Fund for Nature Conservation (FMCN). The insertion of the fund into the existing FMCN will maximize efficiency by allowing it to take advantage of the administrative capacities and mechanisms already existing within that institution,

which have largely been developed with GEF support through past initiatives. This model has been fully tested in the case of the existing Monarch Butterfly Fund, the Gulf of California Fund and the Fire Management Fund, which are managed as separate (but strategically linked) “accounts” with their individual, very specific, objectives and rules of operation, within the overall administrative and governance framework of the FMCN.

86. The project will establish a Technical Committee (CTFONCER), directed by CONANP and with the participation of UNDP for the GEF funds, to approve the annual actions to be executed with support from FONCER in the context of each PACE. The project will ensure that the composition of CTFONCER includes not only government representatives but also NGOs, academia and wildlife experts, as appropriate and per the Terms of Reference to be ratified at project inception. The project will elaborate guidelines and criteria for CTFONCER to consider when determining the types of activities to be funded by FONCER, based on the priorities defined in the PACE. The technical criteria for disbursement of funds will define, for example, who can access the funds, what kind of projects/ activities are eligible, within what timeframe, what results are expected, and how to capture/document the impacts of the interventions.

87. A national NGO, Natural Spaces and Sustainable Development (ENDESU), will act as coordinating organization, with responsibility for directing the activities funded by FONCER in accordance with the annual plans for the implementation of the PACE. This organization will report annual results, in both technical and administrative terms, to the Technical Committee.

88. The project will benefit from lessons learned from FMCN and ENDESU’s individual and joint experiences and will incorporate these lessons into capacity development activities to generate additional revenue streams for FONCER. The project will develop the capacity to identify and harness alternative resources to feed the fund through an open mechanism that allows the increase in capital from public or private, national or international funds.

89. Funding Mechanism: FONCER will be set-up as a single account and managed via two specific management terms based on the following characteristics:

- The first management term serves as a conservation or “grant” mechanism to capture all interest earned on the total capital of FONCER as well as any additional contributions and donations received to further capitalize FONCER. The initial capital will consist of a minimum of US\$2 million: US\$1 million GEF funds and US\$1 million cofinancing from CONANP. This initial capital will be used to generate interest and attract further investments. The project will support the development of capacities and mechanisms for generating this additional income so as to identify and acquire additional revenue streams, part of which will then be fed back into the fund as part of the capital resources while the other part will be used to cover the investment and recurrent costs of the conservation activities for endangered species through the second Administrative mechanism discussed below.
- The second management term will distribute the GEF contributions as a sinking fund (or direct application) during four years. These funds will be deposited into FONCER on an annual basis per the Annual Work Plans approved by the Project Steering Committee and as established in an agreement between CONANP as Executing Agency and FMCN as Responsible Party of the project. Resources will be used per the ProDoc budget approved by the GEF, and the corresponding Annual Work Plans, to meet the PA strengthening objectives in the short and medium term of the project. Initially, approximately US\$1 million a year will be used during 4 years, until this contribution is extinguished, by which time it is expected that the additional funds and capacity generated through the project will be sufficient and available to continue this mechanism.

- The use of the transferred GEF funds will be supported by financial reports approved by UNDP in its role as Financial Accountable for the GEF funds. These reports should be provided according to the principles of transparency, competitiveness and best value for money criteria.

90. The project will be responsible for acquiring further capitalization from a range of sources by supporting the design, negotiation of technical norms, and agreements, including the following:

- Private corporations (through “private-public partnerships”), within the framework of corporate environmental responsibility programmes and taking advantage of the fiscal incentives that exist for such donations. Examples of this are the contributions that have already been made to support efforts related to Sea Turtles, the Pronghorn or Golden Eagle.
- Other sectors that rely on and benefit from ecosystem integrity, such as the tourism industry.
- Income from fines levied in protected areas and related to the management of endangered species.
- Further assignments from CONANP, which will in part reflect the income generated from gate fees and from levies on businesses related to endangered species²⁹. The project will help to maximize the income generation potential of such businesses, for example by supporting the development of tourism “brands” based on charismatic species such as the Jaguar and the Mexican Wolf.

91. These income sources would further be complemented by interest generated on its capital, which will contribute to its maintenance; however in contrast with an endowment fund, and in recognition of its lower level of capitalization, it will not rely solely on interest generation for its existence and functioning.

92. By managing the resources in this way, FONCER can show results in PA strengthening from the start, reach the project’s goals and objectives, and simultaneously prove its effectiveness as a capital fund so as to attract and pursue opportunities to reach the desired level of capitalization. It is anticipated that this two-pronged management mechanism will facilitate the project’s efforts to attract contributions to FONCER aimed specifically at the direct application of conservation (short or medium) of specific endangered species, and provide continual support to conservation strategies over the long-term.

Outcome 2: PAs and adjoining priority conservation areas are managed effectively at field level for the conservation of endangered species

(Total cost: US\$ 20,353,614: GEF \$2,696,114; Co-financing: \$ 17,657,500)

Output 2.1: Strengthened operational capacities at the level of specific PAs for the conservation of endangered species ensure the effective combat of threats and the application of corresponding management strategies.

93. Activities under this component will complement previous GEF investments in the strengthening of the National System of Protected Areas, resulting in selected PAs moving beyond basic operational effectiveness and sustainability to a state in which they are able to respond effectively to the specific management and conservation requirements of the priority endangered species. This will result in the broad-brush strategies set out in the PACE being put into action at field level. Attention will be focused principally on strengthening PA management instruments (management plans, annual plans of operations, monitoring and oversight protocols, stakeholder participation plans and financial/business plans) to ensure that they take these species’ requirements into account, and linking and harmonizing them with the

²⁹ Such income cannot be channeled directly to FONCER: rather it is passed to the Ministry of Finance (*Hacienda*); CONANP then receives an annual budget allocation from *Hacienda* and CONANP will then contribute to FONCER.

provisions of the PACE. The improvement of these instruments will be complemented by the strengthening of existing systems for monitoring and early warning of external threats with potential to affect PAs and endangered species, such as changes in land use, tenure or social/governance structures. GEF funds will also be used to purchase key items of equipment required to strengthen enforcement capacities, and to provide PA managers with training regarding technical and conceptual aspects of the conservation and management strategies proposed in the PACE for the different target species. In particular, during the PPG, the following needs were identified, within the mandate of this project:

Personnel:

Sea turtles: 8 field technicians and 2 mechanics for equipment repairs.

Mexican Wolf: 2 technicians.

Golden Eagle: 2 technicians (1 shared with the California Condor in the Sierra de San Pedro Martir)

Jaguar and Mule Deer: 2 technicians

Infrastructure:

10 ATVs for turtle camps and 3 used vehicles to strengthen monitoring and conservation activities related to the Golden Eagle, California Condor and Mexican wolf.

Additional minor equipment, i.e. communications equipment.

Operations: Capacity strengthening activities related to operations is contemplated for improving the efficiency and effectiveness of conservation interventions of various species.

94. The project will also play a key role in developing synergies between actors at different levels in each of the PAs. It will facilitate and promote cooperation between PA authorities, local and departmental Governments and local communities with regards to enforcement activities, in order to counter threats to endangered species and their habitats in PAs; it will support the development of platforms for coordination and linkage with different agencies of the three levels of Government (PAs may be established at municipal, state or federal level in Mexico); and it will support the integration of instruments for planning, management and monitoring between PAs and the landscapes that surround them in order to help address external threats affecting PAs and to increase their effective size as habitats for endangered species.

95. The Priority Management Strategies³⁰ for PROCER target species to be implemented by the project in order to reduce threats in the relevant PAs include the following:

- California Condor - GEF funding will not be used for the captive breeding/reintroduction of the California Condor, rather it will be used to improve PA management and engage local communities in conservation and habitat management activities, thereby creating optimal conditions for the survival of reintroduced individuals and their wild-born offspring. The project will support post-reintroduction actions under the ongoing “Project for the reintroduction of California condor (*Gymnogyps californianus*) in Sierra de San Pedro Mártir, Baja California, Mexico”, within the framework of the species’ PACE, and measure the effects of these actions on the conservation of the species. The PROCER, through the PACE for Condor, is implementing lead monitoring in wild animals and will implement environmental education in communities to address this problem. Rather than duplicate the PROCER’s efforts, the Project will take a parallel approach to this issue through actions including complementary food supply and monitoring of lead levels in condors’ blood, for all captive, reintroduced and wild individuals. Domestic animals (cattle, horses and rabbits) are fed with a balanced diet for weeks before sacrifice and feeding them to the condors. Also, carcasses found by the Park’s personnel on roads or in the field are

³⁰ See Section IV Part II for a more detailed explanation of the Priority Management Strategies.

scanned for lead content and, if found to be lead free, fed to the condors. Ensuring a safe and balanced diet adds to the condors' survival rates. This will be complemented by the continuity of an observation routine of the animals' behavior that has been put in place to record food consumption levels and weight variation during acclimatization, pre-release and release.

- Golden Eagle – The actions to be supported by the project include: a) Record the number of sightings of golden eagles in each of the selected areas, adding data annually for the duration of the project; b) Count the number of nests used annually in each of the selected areas; c) Carry out management, restoration and protection of habitat for prey, such as water management (construction of water troughs through the creation of levees for the accumulation of rainwater) and the establishment of colonies of prairie dogs (one of the most important prey species of the golden eagle), within the following PAs:

- Sierra de San Pedro Mártir National Park, Baja California.
- Valle de los Cirios Flora and Fauna Protection Area, Baja California.
- El Vizcaíno Biosphere Reserve, Baja California Sur.
- Maderas del Carmen Flora and Fauna Protection Area, Coahuila.
- Janos Biosphere Reserve, Chihuahua
- Tutuaca and Papigochic Flora and Fauna Protection Areas, Chihuahua.

Such actions will be carried out by CONANP personnel, with the participation of either CSOs within initiatives approved on a case by case basis under the framework of PROCER, and/or people from local communities under the framework of participation programs such as PET. Furthermore, in recognition of the impact of chemicals on fecundity, the project will promote activities in line with the species' PACE, which envisages supporting activities directed to determine the effects of pesticides and other toxic chemicals in the survival and reproductive physiology of Golden Eagles in Mexico. Such determination is crucial, since neither the presence nor the potential effect of such chemicals have been studied in Mexico. Such activities could, in the future, lead to engagement of local communities in the monitoring of chemical contaminants in the PAs, and, if possible, identify potential point sources within them.

- Baja California Pronghorn – The Project will support a) the Recording of the total number of individual pronghorns in semi-intensive and extensive management. The goal is to have 120 more individuals at mid-term, and 150 additional individuals to the baseline of 350 by the end of the project; b) Records of the area (in hectares or km²) that is protected by cattle exclusion fences, hence free of both exotic wildlife and cattle, through the implementation of conservation schemes such as PA, UMA, or other protection mechanisms. The goal is to keep the baseline 43,000 hectares and add 10,000 ha. more. The participation of local communities and, ultimately, people from the *ejidos* will be decisive in these actions, since the establishment of new UMAs to preserve the pronghorn under semi-intensive and extensive management has to be promoted by landowners themselves. It is expected that these actions will help to reduce the problem of pronghorn competition for grazing with livestock and increase general coexistence among wildlife and producers. Such actions will be carried out by CONANP personnel, with the participation of either CSOs within initiatives approved on a case by case basis under the framework of PROCER, and/or people from local communities under the framework of participation programs such as PET.

These actions will be implemented in the Valle de los Cirios Flora and Fauna Protection Area and the El Vizcaino Biosphere Reserve.

- Mexican Wolf – GEF funding will not be used for the captive breeding/reintroduction of the Mexican Wolf, rather it will be used to improve PA management and engage local communities in conservation and habitat management activities, thereby creating optimal conditions for the survival of reintroduced individuals and their wild-born pups (the first of which were recorded in May 2014). The Project will

support actions to encourage the participation of landowners in habitat management and wolf conservation. Considering the history of conflicts with land owners in the wolf's historic range in Mexico, landowners and producers will be engaged in training on habitat management, including rangeland management, and conflicts with natural and feral predators, among other things. Such actions would include information workshops and training, as well as promoting the involvement of local communities in participatory surveillance committees. This will be done in addition to continue applying the "Predator's Insurance for Livestock" which is a mechanism currently under implementation that is showing positive results toward reducing human-wildlife conflict related to predators. Moreover, PES programs could be promoted in collaboration with other Government Agencies in areas with potential wolf habitat. Local landowners would also be involved by promoting the establishment of new UMAs in areas with proper wolf habitat. Alternative economic activities with low impact on wildlife would also be promoted. These strategies will be implemented in the following PAs:

- Janos Biosphere Reserve, Chihuahua.
- Tutuaca y Papigochic Flora and Fauna Protection Area, Chihuahua
- Turtles (Green, Kemp's Ridley, Leatherback, Hawksbill, Loggerhead):
 - **Protected nests** (i.e. those that remain on the beach to hatch, without being affected by looting or depredation). When located in protected sites, away from humans and wild animals, in zones with little or no beach erosion, nest position is only marked with flags and they are monitored until hatching begins. It is proposed to calculate the percentage of protected nests to total nests recorded. The sources of information would be the technical reports to nesting season, and plans to carry out monitoring visits to the field as a means of verification.

Table: Protection of Sea Turtle Nests

Turtle	Baseline	Mid-term Target	End of Project Target
Green	80%	88%	98%
Kemp's Ridley	80%	88%	98%
Leatherback	80%	88%	98%
Hawksbill	80%	88%	98%
Loggerhead	75%	85%	95%
Olive Ridley	80%	88%	98%

- **Hatchlings born in nests protected by pens or nurseries.** Calculate the percentage of production of offspring in nests protected in pens or nurseries. The sources of information would be the technical reports to nesting season, and plans to carry out monitoring visits to the field as a means of verification. The project will support strengthened protection of nests, i.e. pens established, nurseries.

Table: Sea Turtle Hatchlings in Protected Nests

Turtle	Baseline	Mid-term Target	End of Project Target
Green	55%	70%	80%
Kemp's Ridley	55%	70%	80%
Leatherback	55%	65%	75%
Hawksbill	55%	70%	80%
Loggerhead	65%	75%	80%
Olive Ridley	55%	70%	80%

- **Monitoring of incubation temperature.** Recording this data would provide important information on the conservation of sea turtles, given the sensitivity to this abiotic factor, referred to in the Turtle fact sheet in Section IV Part 1. The monitoring of incubation temperature has been done for the past year and the project will support the continuation of this effort to acquire mid-term and project end data. The sources of information would be the technical reports from nesting season, and plans to carry out monitoring visits to the field as a means of verification.
- Olive Ridley Sea Turtle: In addition to the above 3 activities, the strategy for the Olive Ridley Sea Turtle includes a **Dossier and final design of a turtle camp for Santuario Playa de Escobilla**. Despite being the largest beach in the world for Olive Ridley Turtle nesting, facilities are very simple and insufficient for the work being done there. The project will support the elaboration of a proposal to the Office of the President / Congress to finance the establishment of a proper Turtle camp with the necessary infrastructure and equipment.
- Cedros Island Mule Deer – The project will support the continuation of actions aimed at reducing the detectability of invasive exotic species, specifically dogs and donkeys in and around the Valle de los Cirios Flora and Fauna Protection Area. The project will open a window for synergies in order to complement CONABIO's IAS project through the strengthening of habitat management, engagement of local communities and local resource users. It will also conduct a first-ever viability analysis of mule deer and their habitat in the Cedros Island, thus laying the foundation to identify and plan future conservation actions for the species.
- Jaguar – The Project will support existing and new Community Monitoring Committees, some of which will also monitor Baird's Tapir. The project will also promote best practices in livestock management to decrease the opportunities for human-jaguar conflicts. Some of these practices include confinement paddocks near houses, electric fencing, rotational grazing, thinning of vegetation along the borders of forests and forest areas, among others. These activities will engage substantial social participation components. Ranches that are already implementing these practices would be engaged as examples and possible trainers. This will be done in addition to continue applying the "Predator's Insurance for Livestock" which is a mechanism currently under implementation that is showing positive results toward reducing human-wildlife conflict related to predators.

To accomplish these actions, the project will work in the following PAs:

- Calakmul Biosphere Reserve, Campeche
 - Sian Ka'an Biosphere Reserve, Quintana Roo
 - Montes Azules Biosphere Reserve, Chiapas
 - Marismas Nacionales Biosphere Reserve, Nayarit
 - Sierra del Abra Tanchipa Biosphere Reserve, San Luis Potosí
 - Lagunas de Chacahua, Oaxaca
- Vaquita The project will build on progress made in the framework of both the Program for the Protection of the Vaquita and the Vaquita PACE by facilitating the decrease in the number of gillnets operating in the Upper Gulf of California. The project's goal is to bring gillnet numbers down by at least 60% by the end of the project by supporting either the retirement of fishermen or their transit to alternative livelihoods such as activities in the services sector, i.e. internet cafes, nature-based tourism businesses. The project will also develop and implement a technology transfer program in the Upper Gulf of California for "Swedish nets," or traps, that are harmless to the vaquita. These activities will engage substantial social participation components.

- **Baird's Tapir** – The Project will support existing and new Community Monitoring Committees, some of which will also monitor jaguar. The project will also rehabilitate pre-identified degraded habitat and watering holes for use by tapirs. These activities will engage substantial social participation components.

- Calakmul Biosphere Reserve, Campeche
- Sian Ka'an Biosphere Reserve, Quintana Roo
- Montes Azules Biosphere Reserve, Chiapas

96. The above-described interventions are summarized in the table below:

Table 9 Priority management strategies for PROCER target species

Species		Priority management strategies													
		A	B	C	D	E	F	G	H	I	J	K	L	M	N
<i>Antilocapra americana peninsularis</i>	Baja California Pronghorn	X				X	X				X			X	X
<i>Aquila chrysaetos</i>	Golden Eagle		X								X				X
<i>Canis lupus baileyi</i>	Mexican Wolf			X								X		X	X
<i>Caretta caretta</i>	Loggerhead Turtle							X	X	X		X	X		
<i>Chelonia mydas</i>	Green Sea Turtle							X	X	X		X	X		
<i>Dermochelys coriacea</i>	Leatherback Turtle							X	X	X		X	X		
<i>Eretmochelys imbricate</i>	Hawksbill Sea Turtle							X	X	X		X	X		
<i>Lepidochelys kempii</i>	Kemp's Ridley Sea Turtle							X	X	X		X	X		
<i>Lepidochelys olivacea</i>	Olive Ridley Sea Turtle							X	X	X		X	X		
<i>Gymnogyps californianus</i>	Californian Condor					X									
<i>Odocoileus hemionus cerrosensis</i>	Cedros Island Mule Deer	X			X						X				
<i>Panthera onca</i>	Jaguar			X								X		X	X
<i>Phocoena sinus</i>	Vaquita								X	X		X	X	X	
<i>Tapirus bairdii</i>	Baird's Tapir		X								X	X			X

Key:

- A. Control of predators (feral animals)
- B. Management of hydrological conditions (e.g. those required by rabbits and prairie dogs used by Golden Eagle as prey, as well as waterholes for tapir individuals' supply)
- C. Management of livestock/predator conflicts (e.g. hunting of wolves and jaguars due to predation of cattle)
- D. Management of fire in order to improve habitat conditions
- E. Post-release support (e.g. monitoring or complementary food supplies) to individuals/populations
- F. Reduction/management of cattle grazing to reduce competition with target herbivores
- G. Protection of turtle nesting sites
- H. Promotion of sustainable fisheries with local communities
- I. Modification of fishing gear (e.g. turtle exclusion devices)
- J. Promotion of natural regeneration of vegetation needed for biological connectivity
- K. Promotion of benefits to local communities and landowners, based on the presence of species and their sustainable use
- L. Determination of refuge areas for marine species
- M. Promotion of protection of areas under diverse models specified under legislation
- N. Promotion of creation of corridors to maintain biological connectivity

Output 2.2: Improved PA coverage and ecosystem connectivity

97. The project will support an increase in the PA estate in order to cover key areas of habitat of importance to the target species, through the declaration of new PAs and/or the expansion of existing ones. These will be complemented by the establishment of biological corridors and wildlife refuge areas between and around these PAs, which will be provided for through the development of spatial land use plans and the definition and application of corresponding regulations for each land use zone. To this end, a preliminary analysis was carried out during the PPG phase of needs and priorities for such expansion, taking into account the current locations of the populations of the target species and of their habitat, the degree to which population health and viability is currently affected by fragmentation, the particular forms of connectivity required by each species to address this situation, and the potential implications of climate change (which may lead to habitat migration, fragmentation and/or modification), as well as expert's advice on prioritization for the conservation of the target species. The following sites have been identified:

- In the case of Pronghorn, the goal is to maintain the baseline 43,000 hectares of habitat free of cattle and predators, and add 10,000 ha. more through the creation of new UMAs; talks are ongoing with ejidos in the Baja California peninsula.
- An area of 2,577,000 has. of semiarid desert covering six municipalities in northwest Zacatecas has been selected for creating a new Biosphere Reserve, in which actions proposed by this project would be implemented, such as those related to habitat enhancement for Golden Eagle, with collateral benefits for many other species, including jaguar and even Mexican wolf.
- The creation of an ecological corridor is envisaged for the protection of the Ecological Corridor of Eastern Sierra Madre (Corredor Ecológico de la Sierra Madre Oriental, CESMO), an initiative that aims to protect sites along the states of San Luis Potosí, Querétaro, Puebla, Veracruz and Hidalgo. This corridor would cover the Sierra de Abra Tanchipa Biosphere Reserve, San Luis Potosí; Los Mármoles National Park, Hidalgo; the Necaxa River hydrographic basin; and the Sierra Gorda Biosphere Reserve, in Querétaro.

Output 2.3: Local communities involved in the management and conservation of endangered species and their habitat

98. The project will facilitate the signing, in each target area, of agreements with landowners for the development and implementation of programmes for the conservation of the target endangered species and their habitats; and of agreements with local communities for the implementation of community-based programmes, aligned with existing government programmes, for integrated resource management and productive diversification, generating direct employment in communities and supporting species and habitat conservation. There is legal provision for such forms of agreements in the Mexican Constitution, the General Law for Ecological Equilibrium, the General Law for Wildlife, the Forest Law and the General Law for Rural Development: these laws allow, for example, for the registration by landowners of wildlife conservation units and forest management units, and the designation of sub-zones of PAs for active use by local communities.

99. The motivation of local communities and landowners to apply resource management practices that are compatible with the conservation of the target species and their habitats will further be promoted by supporting them in registering their lands with Government-based support programmes, for example by designating them as Conservation Management Units (UMAs) for endangered species or Community-based Forest Management areas, or by participating in the national Payment for Environmental Services (PES) Programme. Specific communities or programmes have already been identified to do this with

regards to the Priority Management Strategies for Jaguar, Mexican Wolf and Pronghorn described in Output 2.1 (and in further detail in Section IV Part I). These mechanisms will be key in reducing human-wildlife conflict related to Jaguar (and possibly Mexican wolf) with regards to predation and retaliation after incidents of predation, as well as Baja pronghorn with regards to competition for grazing. The “Predator’s Insurance for Livestock” is a mechanism currently under implementation that is showing positive results toward reducing human-wildlife conflict related to predators. The GEF project will help to improve the capacity of the PAs to implement this insurance mechanism with local ranchers affected by predation on their livestock.

100. The social feasibility and sustainability of the conservation and management strategies proposed will be further promoted by supporting the active participation of local communities in their planning, implementation and oversight, in accordance with the provisions of PA stakeholder participation plans. The project will furthermore support the generation of economic incentives for local communities to participate in the stewardship of endangered species and their habitats, for example by providing training and marketing support for the establishment of nature-based tourism businesses.

101. The project will establish a Stewardship Framework that orients social participation, based on the “*Matrix for Monitoring BD Benefits*” provided in Section IV Part I. This will consist of landowners and other local community members actively participating in and receiving income and employment benefits from stewardship programmes that improve the habitat and conservation status of the 14 target endangered species. The project will work toward an increase of 10% to the current participation baseline in the following programmes:

PROCER: 252,648

PROCOCES: 9,179

PET: 1,547

PROVICOM: 185

PSA: 1,720

Compensations via Livestock Predation Insurance Fund: 29

102. Furthermore, the project will develop and implement pilot community participation plans in selected areas that are considered most suitable and feasible, as well as participatory monitoring of them. Examples identified during the PPG and to be considered during the project include:

a) Golden Eagle

- Evaluate possibilities of using maps of nests in activities involving local communities.
- Coordinate training activities between Community Brigades.
- Promote habitat management with owners and other legitimate landholders.

b) Pronghorn

- Broaden the participation of communities in monitoring and conservation activities.
- Promote productive activities associated with the species.

c) California Condor

- Promote the participation of communities in the municipalities of Tijuana and Ensenada.
- Promote the participation of Civil Society Organizations and schools.

d) Jaguar

- Conduct social work with natural prey: 1) deer, 2) peccary, 3) armadillo, as well as others such as sea turtles.

- Conduct communication and social inclusion campaigns to increase participation in the “Predator’s Insurance for Livestock”.
 - Install suggestion boxes and mediation processes.
- e) Mexican Wolf
- Increase knowledge about the wolf among area stakeholders.
 - Build and strengthen capacity for the participation of local people in wolf conservation activities through range management and attention to predator-related conflicts.
 - Promote the participation of children and youth in monitoring indicators.
 - Identify schools and other spaces to work with children and youth.
 - Install suggestion boxes and mediation processes.
- g) Tapir
- Address the issue of hunters in Chiapas.
 - Promote community-based reporting to acquire data for monitoring system.
- h) Sea Turtles
- Conduct regular meetings with community members to achieve motivation and track the evolution of community participation in these meetings.
 - Coordinate with TAMAR-Brasil to incorporate lessons learned regarding seasonal product lines.
 - Encourage an interactive and positive relationship with researchers.
- i) Cedro’s Mule Deer
- Promote and coordinate the participation of local residents
 - Identify local promoters among seasonal abalone fishermen (key actors).
 - Conduct feasibility analysis of the species and invasive threat reduction.
- j) Vaquita
- Strengthen fishermen associations and support the coordinated work of cooperatives:
 - Create capacities regarding the management of fishing permits.
 - Workshops regarding cooperatives: Regain a sense of community, learn about the advantages of acting as cooperatives and associations of cooperatives, rather than continue to focus on individual gains at the expense of others.
 - Involve fishermen in research cruises.
 - Support adding value to products (refrigeration, processing).
 - Establish agreements to achieve greater effectiveness in the use of resources.
 - Provide scholarships for youth.

103. Furthermore, the Project will implement a communication strategy aimed to engage not only key stakeholders in the selected PAs but also the general public, and keep them informed of the project’s actions and accomplishments. In order to understand the forces, weaknesses, opportunities and threats in the conservation efforts of each of the endangered species selected for this project, a series of species-specific SWOT Analysis was carried out with CONANP staff (Directorate of Priority Species for

Conservation), the results of which led to validate and identify the areas in which this plan should be executed to achieve the overall project objective of improving conservation of endangered species and their habitats.

104. The objective of the Communication Strategy (PPAC) is to facilitate the promotion, association and communication with and between the various stakeholders, in order to strengthen the management of protected areas to improve the conservation of endangered species and their habitats. To achieve this, the project will work to:

- Establish the basis on which the actions and promotion, association and communication products of the project will be developed.
- Promote participation and encourage the commitment of local communities to conservation action and recovery of species at risk, with particular attention to ethnic and gender variables.
- Promote the effective and proactive communication with each of the key stakeholders directly or indirectly related to the conservation of species at risk.
- Encourage the involvement of partners, domestic and foreign, that contribute to FONCER.
- Engage a national audience on the issue of endangered species in Mexico.

105. The project will support the elaboration of a Communications Manual that defines the objectives, tone, message, communication style, etc. to be used in advertising products and promotional programs related to the 14 selected species. This will be complemented by a Communication Protocol that identifies all the different partners in each PA and details the ways, means and frequency with which the exchange of information between the program and local or national authorities involved in the conservation of endangered species is generated. See Section IV, Part VI for a detailed analysis and proposal of the PPAC to be supported by the project.

2.3. Project Indicators, Risks and Assumptions

106. The project indicators, risks and assumptions are detailed in the Strategic Results Framework (Section II).

Risks

107. The risks confronting the project have been carefully evaluated during project preparation, and risk mitigation measures have been internalized into the design of the project. A careful analysis of barriers has been conducted and measured designed to lower or overcome these barriers. The main risks have been identified and are summarized below. Other assumptions behind project design are elaborated in the Logical Framework.

Table 10. Risks and risk mitigation strategy

RISK	RANKING	MITIGATION STRATEGY
Limited commitment to capitalization of fund by public and private sources	Moderate	Raising of awareness on the potential of initiatives related to endangered species conservation (e.g. tourism) to generate income for the Ministry of Finance, and the dependence of this income generation on adequate funds being fed in turn into species conservation, via the fund. Promotion of the benefits for private enterprise in investing in the fund, in corporate image and fiscal terms.
Limited local	Moderate	The project will support the development and implementation of stakeholder

commitment to participating in management and conservation strategies or combating threats		participation plans and their integration with the provisions of the PACE for each species; these will contain provisions to maximize the 'buy-in' to the conservation and management strategies by local people and to identify and minimize or mitigate any potential negative impacts. At the same time it will promote incentive mechanisms and alternative livelihood strategies which will actively contribute to local stakeholders' economic conditions and thereby motivate them to participate in or support the project's activities.
Tourism is deterred by concerns over security	Moderate	Linkage of ecotourism to currently popular destinations, and emphasis in promotional material on the reality of security issues (e.g. incidence of problems is much lower than in Central American countries) and the types of security measures that are in place.
Limited buy-in to the project, or interest in collaborating with other actors, among local, municipal, state or federal actors	Moderate	The project will support dialogue platforms which will bring together actors at these different levels to discuss the mutual benefits to be gained from participation in the project and from collaboration, in the form of, for example, increased and more sustainable economic benefits for actors at community and municipal levels, and increased effectiveness and social sustainability of the actions promoted by federal level actors such as CONANP.
Climate change (CC) modifies habitat conditions in PAs	Moderate	The ecosystem restoration measures to be undertaken through the project will serve in part to reverse the habitat degradation which may be exacerbated by CC: the restoration strategies themselves will be designed to take into account a range of climate change scenarios, rather than solely the current conditions in the areas. Planning and management instruments will be introduced into each of the PAs to increase the abilities of PA managers to respond effectively to CC-related risks, both in the short term (e.g. increased incidence of fires) and medium term (changes in levels of external threats and capacities of ecosystems to respond to them).

Risk Rating: L - Low; M – Moderate; S – Substantial

2. 4. Expected Global, National and Local Benefits

108. **Global benefits:** The project will generate significant benefits at the global level through the conservation of globally significant biodiversity. Activities funded by the GEF will deliver global benefits through the strengthening of 21 existing terrestrial and marine PAs, and the expansion of the PA system by establishing 100,000 hectares of new PAs and biological corridors, which together will enhance the protection of critical ecosystems, their ecosystem services (such as water provision, erosion control, and livelihoods services), and the resident endangered species. The project's PA management activities are designed to protect populations of 14 endangered endemic species: Baja California Pronghorn, Golden Eagle, Mexican Wolf, Loggerhead Turtle, Green Sea Turtle, Leatherback Turtle, Hawksbill Sea Turtle, Kemp's Ridley Sea Turtle, Olive Ridley Sea Turtle, Californian Condor, Cedros Island Mule Deer, Jaguar, Vaquita, and Baird's Tapir.

109. Over the long-term, once the legal framework, along with the needed financial and operational efficiencies, are in place, further global environmental benefits will be incurred through strengthened PA management resulting in increased conservation of endangered species and their habitats, beyond the 14 target species of this project.

110. **National benefits:** The project will enhance and better distribute biodiversity conservation capabilities, both within CONANP and other participating stakeholders. The establishment of a systematic monitoring system for endangered species will provide tools for strengthened institutional decision-making on a national level. The project will increase national awareness of the diverse social and economic benefits produced by conserving endangered species.

111. **Local benefits:** Through the identification and provision of alternative livelihood activities (e.g. nature-based tourism, use of more selective fishing gear, best agricultural livestock practices and NTFP such as medicinal herbs, orchids and honey) for local populations – both private landowners and local/indigenous communities - the project will enhance local support for conservation, and will stimulate the development of self-reliance and sustainable economic use of biodiversity resources. Improved relations with regional government agencies will also facilitate the flow of other social and economic benefits to previously disenfranchised areas. Furthermore, the project will work directly with local populations to access increased funding from various development funds to support sustainable economic alternatives within and surrounding PA lands. The project will provide these stakeholders with the knowledge and mechanisms to adapt their use of the PAs and their buffer zones, in ways that optimize their economic and social welfare, while sustainably conserving their biodiversity values. By establishing the legal and policy framework to allow for the operation of activities such as conservation-based tourism, and to enable new financial incentives to support such operations, the project will also directly benefit private landowners. In addition, secondary beneficiaries, including NGOs and other government agencies and partners in project delivery, will benefit from capacity building.

2. 5. Policy Conformity and Country Ownership: Country Eligibility and Drivenness

112. **Strategic Objective and Programme Conformity:** The project corresponds with Objective 1 of the GEF Biodiversity Focal Area (to improve the sustainability of protected area systems) inasmuch as it will improve the management effectiveness of existing PAs for the conservation of priority endangered species, through the development of adaptive management frameworks, operational capacities and mechanisms for the participation of local communities, increase their coverage through the incorporation of new PAs and biological corridors, and increase their financial sustainability through the establishment of an Endowment Fund.

113. **CBD Conformity:** This project aligns with the National Biodiversity Strategy (ENBM) published in 2000, specifically with those actions and objectives grouped under the strategic line of Protection and Conservation of Biodiversity in Mexico. The ENBM covers four strategic themes: protection and conservation, biodiversity valuation, knowledge and information management and use diversification. The project is related directly to a number of the principal components of the areas of action of the ENBM, including the following: in situ conservation; the recovery of elements of biodiversity; the control of exotic species; environmental services; the updating of institutional provisions related to biodiversity values; research, inventories and studies; environmental education, dissemination and training; management of information on biodiversity; and productive diversification.

114. **Aichi Targets:** The project will contribute principally to Aichi Strategic Goal C Target 12 (“by 2020 the extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained”). It will also contribute to Strategic Goal B Target 5 (“by 2020 the rate of loss of all natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced”) and Strategic Goal C Target 11 (“by 2020, at least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscapes and seascapes”).

Country Eligibility

115. Mexico ratified the Convention on Biological Diversity on 3rd November 1993 and is eligible for UNDP assistance.

Link to National Strategies

116. In seeking to ensure the continuity of actions for the conservation of endangered species and protected areas and their areas of influence, the project is aligned with Strategy 4.3 of the **National Development Plan** “to attend on a priority basis to the Mexican species in danger of extinction”. The project is in accordance with the third priority of the **national tourism policy**, “sustainable destinations”, the aim of which is that tourism maintains a healthy relationship between man and the environment, respecting natural and cultural resources; and the fourth, “competitive businesses”, which seeks to strengthen small and medium sized businesses.

117. The project is in accordance with Strategy 2 of the **Sector Programme for the Environment and Natural Resources**, on the recovery of endangered species, and corresponds directly to its line of action aimed at the implementation of the Programme for the Conservation of Endangered Species and its related Action Programmes for Species Conservation.

Linkages with UNDP Programme

118. **UNDP Country Programme:** The proposed project is in line with the 2008-2012 United Nations Development Assistance Framework (UNDAF) agreed between the Government of Mexico and the UN, in particular with its stated priority of “Institutional and individual capacities strengthened to stop and /or reverse environmental degradation, support natural resources conservation, encourage participatory management, natural resources governance and promote human development through policies and programmes for sustainable development”. The project also is aligned with UNDP Mexico’s 2008-2012 Country Programme Document, which recognized the need “to strengthen national policies and the coordination instruments to achieve a sustainable development.” In this regard, the UNDP commits through the project to support capacity building at the national, regional and local levels. UNDP Mexico has a well-established group of professionals in its environment team that will support project implementation, composed of three individuals who have worked for many years on the design, implementation and monitoring of GEF projects in biodiversity, sustainable land management and climate change. This team will receive technical support from the specialists in UNDP’s Environment and Energy Practice in the Latin American Regional Service Centre, as well as technical backstopping from UNDP’s global network of specialists.

119. **UNDP Comparative Advantage:** UNDP provides a comparative advantage for this project given its strengths as a development agency with significant experience in working with the management of protected areas in Latin America, the Caribbean and worldwide as well as with productive economic sectors, specifically including initiatives to mainstream biodiversity into their practices. UNDP’s work on biodiversity and environmental management through past and ongoing initiatives at the national and regional level has resulted in a strong relationship with the GoM that will facilitate effective actions by government executing agencies and stakeholders participating in this project. In addition, UNDP’s extensive experience in developing governance frameworks and inter-sectoral coordination will be of great benefit to the project. The project will not only benefit from UNDP’s extensive experience in the field of PA and landscapes management but will also build upon its current initiatives addressing wildlife and/or threatened species in countries such as Ecuador and Malaysia.

Linkages with other projects, including UNDP GEF Portfolio

120. This project will build on the considerable advances achieved by GEF investments in Mexican protected areas to date. Foremost among these have been the four success national projects implemented by the International Bank for Reconstruction and Development (IBRD), aimed at consolidating the national protected areas system through the establishment and strengthening of tools for planning, management and financial sustainability. The bases established by those projects will be fundamental to the success of the current project, as they will provide the framework into which the current project will insert strategies for taking into account the implications of climate change on biodiversity and protected areas and providing for their financial sustainability.

121. Lessons on practical aspects of PA management learnt from site-specific projects such as “El Triunfo Biosphere Reserve: Habitat Enhancement in Productive Landscapes” and “Biodiversity Conservation in the Sierra Gorda Biosphere Reserve” are incorporated into project design where relevant to species-related threats, such as climate change impacts on biodiversity related to protected areas, communities and coordination with stakeholders. Furthermore the project will share data with the GEF-financed project “Integrated assessment and Management of the Gulf of Mexico Large Marine Ecosystem.”

122. The project will also work with new GEF initiatives currently beginning implementation to share data and establish coordination mechanisms. These include the two latest initiatives submitted by UNDP and the GoM:

123. CONANP’s new initiative on the national PA system resilience to climate change: Initial assessments made for this project are consistent with the need of actions for improving resilience of target species. By improving the management of the 21 PAs, and with the habitat improvement actions envisaged, the project is expected to increase resilience of the PAs and the target endangered species, and ultimately decrease vulnerability to climate change. Details on implementation of such actions proposed will be determined considering the Resilience project, including consultations with its coordination unit, in order to strengthen rather than duplicate efforts.

124. CONABIO’s new initiative to strengthen national capacities to manage, control and prevent IAS: Initial assessments made for this project coincide in IAS being a major threat for species such as Cedro’s Mule Deer and Baja California Pronghorn. As in the prioritization made for this project, the most urgent actions for those species include control of IAS and cattle fencing. Details on implementation of the actions proposed in these lines for these two species will be determined considering the IAS project, including consultations with its coordination unit, in order to strengthen rather than duplicate efforts.

125. The project will also make an effort to establish coordination arrangements with UNEP’s initiative to support biodiversity conservation in the Sierra Tarahumara of Chihuahua.

126. The project’s sustainable production systems and biodiversity conservation incorporate a watershed-based vision in different aspects of the design of the project strategy that is complementary to the World Bank’s Conservation of coastal watersheds initiative.

127. The project will coordinate with the World Bank Mexico Mesoamerican Biological Corridor project, which is now being implemented by the Biological Corridors and Resources Coordination Unit (CCRB) at CONABIO. The CCRB is currently working on the conservation and sustainable use of eight corridors in the south-east of the country, in Campeche, Chiapas, Quintana Roo, Tabasco and Yucatan, and is expanding to the state of Oaxaca, ensuring that this project takes into account the objectives and principles of the MMBC project, while at the same time learning from and building upon its achievements in relation to the establishment and management of biological corridors and local participation.

2. 6. Sustainability

128. Environmental Sustainability: The project will support long-term viability of globally significant biodiversity in Mexico on a number of fronts, through strengthening the country’s legal framework as

well as implementing in situ actions to improve the conservation of endangered species through more effective PA management. The project will result in improving the environmental sustainability of PA networks. The project will also assist with creating greater environmental sustainability in community areas.

129. Institutional sustainability: The Project will address the need to improve the enabling environment for effective in situ conservation in Mexico. Through Outcomes 1 and 2, the Project will support capacity building activities and other initiatives aimed at creating the appropriate institutional environment and human capacities for effectively ensuring strengthened conservation and management of endangered species. Furthermore, the establishment of a systematic monitoring system for endangered species will provide tools for strengthened institutional decision-making. For example, the updating of information pertaining to the 14 endangered species and their conservation priorities, targets, corridors and dispersal areas will result in synergies between PAs in terms of connectivity and adaptation to spatial trends in the species' distributions and conservation actions. Direct capacity building will take place through training programs. In-direct capacity building will result from implementation of various project activities. Much of the project's efforts are focused upon providing institutions with the tools required for long-term institutional integrity. Strengthening the country's legal framework will alleviate current institutional inconsistencies and conflicts.

130. Financial Sustainability: The project's long-term financial sustainability will be assured by the design and implementation of legal and policy changes so that CONANP and the FONCER Technical Committee will be better able to generate, manage, and allocate financial resources associated with conservation of endangered species. In addition, Pilot activities will test the potential, determine standards and build capacities for revenue generating activities. By the end of the project, FONCER will be completely operational and tested through the financing of on-the-ground implementation of the project's Priority Management Strategies, as well as the generation of interest and acquisition of additional resources to ensure funding availability beyond the lifetime of the project.

131. FONCER's establishment within FMCN comes with an inherent expectation for success and sustainability, backed by the institution's 20 years of experience in managing conservation-related funds. FONCER would have transparency in resource management, quality in the development of conservation projects, consensus in decision-making with committees of experts on the subject, and the support and approval of key partners in government agencies. By ensuring long-term funds for the implementation of activities, the project will guarantee the sustainability of endangered species conservation efforts in Mexico.

132. Social sustainability: Efforts to ensure sustainable support from diverse stakeholders are a key component of the Project. The sustained participation of current partners is crucial, as well as commonly marginalized groups, such as women, children and youth, seniors, and members of local and indigenous communities. To create the basis for social sustainability, the project was developed in a highly participatory fashion, including staff from key public institutions, the private sector, NGOs and other stakeholders from civil society. Participation and social acceptance will be enhanced through the execution of a comprehensive Stakeholder Involvement Plan (Section IV, Part VI), which identifies stakeholder interests and possible conflicts and responsive mitigation measures to assure strong and effective stakeholder participation. The project recognizes that in order to sustain the benefits of social inclusion and other positive effects on project outcomes beyond the lifetime of the project, it is essential to build and strengthen a favorable conservation environment in which there are local controls to threats and it is more feasible to facilitate, promote and coordinate the participation of opposing actors.

133. Other elements of project design to address social sustainability include the principle that involvement should go beyond consultation and information provision; promoting local involvement in conservation and research activities as well as support for the development of productive projects which are explicitly, though not necessarily directly, related to the conservation of the species. Local stakeholder

participation in capacity building and communication activities is also considered essential for the project. For better inclusion of local communities, the different groups within them should be involved in monitoring the implementation of their participation plans, considering qualitative follow up based on their own perceptions of participation processes and their results. There will also be awareness raising to increase societal appreciation of the benefits of BD and the value of ecosystem services they provide.

2. 7. Replicability

134. Mexico is a megadiverse country with a wide variety of ecosystems, landscapes and species under varied levels of risk. The project will be implemented in 21 terrestrial and marine protected areas to address the conservation needs of 14 endangered species. In this way, actions and specific strategies will be identified for each species and in the context of the PAs in which they live. Through Output 2.1, each pilot will allow the identification of actions and strategies that could easily be adapted and replicated in other PAs that host similar species or are confronted with similar threats. It is important to mention that the selection process by which the PAs were identified for this project was built and designed to be replicated in other PA systems and protection mechanisms. Consequently, this could be adapted for use in State and Municipal protected area systems.

135. Some of the species in this project have a distribution across several countries, creating an important opportunity for exchange of lessons learned and replication of successful strategic management actions. For example, the existence of populations of Baird's Tapir in Guatemala, Honduras, Nicaragua, Panama, Costa Rica, and Colombia highlights the potential for replicating activities and strategies as deemed appropriate to their national contexts.

2. 8. Cost-Effectiveness

136. In line with the GEF Council's guidance on assessing cost-effectiveness of projects (Cost Effectiveness Analysis in GEF Projects, GEF/C.25/11, April 29, 2005), the project development team has taken a qualitative approach to identifying the alternative of best value and feasibility for achieving the project objective.

137. The project pilots, in particular, are cost-effective in several ways. The pilot sites were selected using several criteria related to cost-effectiveness, such as co-financing opportunities. Moreover, the sites were selected for their high revenue generation potential, along with their biodiversity significance in the existing PA system. The pilot demonstrations will therefore effectively build capacity, while capturing tangible benefits to biodiversity and thus further increasing the project contribution to capturing global benefits. The pilots serve as cost-effective means of determining the financial feasibility of project results before considering them for up-scaling, not only at the national level, but for other endangered species as well. Furthermore, several species share some or all of the same territory, thus the strengthened capacity and effectiveness in PA management will benefit more than the target species. For example, the Golden Eagle shares habitat and nesting grounds with the California Condor in the Sierra de San Pedro Mártir PA, such that the efforts placed on habitat recuperation will benefit both species, and ultimately have a secondary positive impact on habitat used by other non-target species. The cost information from the pilots will add important information to support the decision to replicate best practices from the project across larger geographic and thematic areas. The Project will also use cost-effective measures, such as the existing Protected Areas Forum, for promotion and sharing of Lessons Learned beyond Mexico to other countries. Hence, the GEF will achieve significant national and international impact with limited funds.

138. Cost effectiveness will also be monitored as an integral part of the monitoring and evaluation process. The project budget provides for independent financial auditing on a yearly basis.

139. Finally, cost effectiveness is ensured through a prescribed project management process that will seek the best-value-for-money. UNDP rules as well as CONANP rules employ a transparent process of bidding for goods and for services based on open and fair competition and selection of best value and best price alternatives. Procurement will be managed by UNDP in coordination with CONANP ensuring the application of all effective regulations. An independent committee is utilized for all procurement of personnel and selection of contractors.

PART III: Management Arrangements

140. The project will be executed under National Implementation Modality (NIM), with Execution by the National Commission of Natural Protected Areas (CONANP) and in collaboration with FMCN as Responsible Party, following the standards and regulations of the United Nations Development Programme (UNDP), per its role as Implementing Agency.

141. The Implementing Partner is the entity responsible for the project outcomes, and who is accountable for its management, including monitoring and evaluation activities, the achievement of outputs and effective use of resources. A single Implementing Partner is designated to lead each project. This Partner may establish agreements with other organizations or entities in order to support the achievement of the outputs envisaged in the project, this/these other/s instance/s is/are called: Responsible Party(ies). The Responsible Party is designated by the Implementing Partner to support the implementation, planning and / or monitoring of certain activities / components within the project's framework, using their technical skills and management services to support the achievement of project objectives. Project partners will assume responsibility for the different outcomes and outputs expected from the project, carrying out activities related to their actual capabilities in the field, ensuring effectiveness and efficiency of GEF funding. An Implementation Agreement will be signed between the Implementing Partner and the Responsible Party during the project inception phase.

142. The *National Commission of Natural Protected Areas (CONANP)* is the Executing Agency (Implementing Partner), responsible for the fulfillment of the project's results. Its main responsibilities related to the project are to:

- Lead the project implementation with the support of the Project Coordination Unit (PCU);
- Participate together with UNDP, in selecting the Project Coordinator;
- Designate a representative to act as a permanent liaison between UNDP, the Ministry of Foreign Affairs and the Project Coordinator, and to participate in the Project Steering Committee meetings, and others as required, to ensure that the necessary inputs are available to execute the project;
- Monitor the project's work plan and progress;
- Coordinating the activities of all other project partners, and providing overall technical oversight of programs and outputs of project contractors and short-term consultants (with the support of the PCU).
- Approve ToR for technical personnel and consultancies for project implementation;
- Provide the name and describe the functions of the person or persons authorized to deal with UNDP concerning the project's matters;
- Participate in the selection process of the consultants and approve all hiring and payment request;

- Prove the technical capacity to develop the project;
- Provide the name and describe the functions of the person or persons authorized to sign the project's budget and/or substantive revisions of the project.

143. The *United Nations Development Programme (UNDP)* is the world development network established by the United Nations with a mandate to promote development in countries and to connect them to the knowledge, experience and resources needed to help people achieve a better life. Its main responsibilities related to the project, in its role as *Implementing Agency*, are to:

- Designate a programme officer responsible for providing substantive and operational advice and to follow up and support the project's development activities;
- Advise the project on management decision making, as well as to guarantee quality assurance;
- Be part of the project's Steering Committee and other Committees or Groups considered part of the project structure;
- Administer the financial resources agreed in the budget / workplan and approved by the project's Steering Committee; monitor financial expenditures against project budgets / workplans; and oversee the provision of financial audits of the project;
- Oversee the recruitment and hiring of project staff, the selection and hiring of project contractors and consultants; and the appointment of independent financial auditors and evaluators;
- Co-organize and participate in the events carried out in the framework of the Project;
- Use national and international contact networks to assist the project's activities and establish synergies between projects in common areas and/or in other areas that would be of assistance when discussing and analyzing the project;
- Provide Support in the development and instrumentation of the project's gender strategy.
- Ensure that all project activities, including procurement and financial services, are carried out in strict compliance with the procedures of the UNDP / GEF.

144. The *Ministry of Foreign Affairs (SRE)*. The Government of the United Mexican States has designated the Technical and Scientific Cooperation Directorate of the SRE as the official counterpart of UNDP in Mexico. Its main responsibilities related to the project are:

- As the entity responsible for technical cooperation in Mexico, to act as the Mexican government's official counterpart to UNDP; specifically, and in accordance with the National Development Plan, to formalize approval of the project cooperation documents presented to UNDP by federal, state and private entities;
- If necessary, to make a written request to UNDP for reports on the project;
- To approve the annual audit plan for the project and, in accordance with UNDP standards and procedures, to convene an information and consultation meeting prior to the audit;
- If considered necessary, to attend at least one meeting a year of the project's Project Steering Committee;
- As required, to participate in tripartite meeting or in any follow-up or reorientation sessions.

145. Fondo Mexicano de Conservación de la Naturaleza (FMCN): The project will be supported administratively by the Mexican Fund for Nature Conservation, who will serve as a Responsible Party in the administration of FONCER. Through this fund, the resources required to execute the project's procurement processes, contracts and other administrative process requirements referred to in the annual work plans approved by the Project Board. To this end, the CONANP and the Mexican Fund for Nature Conservation signed a partnership agreement where the details of these responsibilities will be defined.

146. UNDP will supervise the progress in the work plans approved and its impact on the expected outcomes of the project, as well as the associated financial reports, ensuring compliance with criteria of transparency, competitiveness and best value money.

147. GEF resources supporting activities will be channeled through the FMCN, which will be responsible for managing and reporting on these activities against annual work plans to be approved by the PSC under the terms of a cooperation agreement and rotating fund mechanism. FMCN will provide reports to UNDP under the terms of the cooperation agreement and also to the PCU as part of its overall reporting responsibilities to the PSC.

148. Project implementation will be carried out under the general guidance of a Project Steering Committee (PSC), which will be responsible for making management decisions for the project by consensus, especially the operational plans, annual reports and budgets of the project. The PSC will be co-chaired by CONANP and UNDP and will meet at least three times per year to review project progress and approve upcoming work plans and corresponding budgets. Other members of the PSC will include representatives of other stakeholders as deemed appropriate and necessary (the membership of the PSC will be reviewed and recommended for approval at the project Inception Workshop). The GEF Project coordinators from other GEF-funded partner projects will be invited to participate in sessions to ensure proper project coordination and cross-fertilization if necessary.

149. The PSC will be in charge of the overall supervision of the project, providing strategic guidance for its implementation, ensuring that this proceeds in accordance with a coordinated framework of government policies and programs, and in accordance with the agreed strategies and targets laid out in this Project Document. The PSC will also approve and supervise the hiring and work of staff under the Project Coordination Unit, detailed below. In order to ensure UNDP's ultimate accountability, the PSC decisions should be made in accordance with standards that ensure development results, cost-effectiveness, fairness, integrity, and transparency.

150. The responsibilities of the PSC shall include, but not be limited to:

- Review, approve and amend this project document, including the Monitoring and Evaluation (M&E) framework, the budget, and the implementation plan;
- Monitor compliance with the Project's objectives;
- Discuss progress and identify solutions to problems facing any of the project's partners;
- Review and approve the AWP and the consolidated financial and progress reports;
- During the life of the project, review proposals for major budget re-allocation such as major savings or cost increases, or for use of funds for significantly different activities;
- Review evaluation findings related to impact, effectiveness and the sustainability of the project;
- Monitor both the budget and the prompt delivery of financial, human and technical inputs to comply with the work plan;
- Ensure the participation and ownership of stakeholders in achieving the objectives of the project;

- Ensure communication of the project and its objectives to stakeholders and the public;
- Approve the project communication strategy and public information plans prepared by the PSC;
- Facilitate linkages with high-level decision making;
- Convene ordinary meetings to consider the Technical Committee's proposals and recommendations, as well as the progress made by the project; and
- Convene, if necessary, extraordinary meetings.

151. As mentioned in Output 1.2, the project will also create a FONCER Technical Committee (CT-FONCER), which will discuss all technical project decisions related to the actions funded through this mechanism. CT-FONCER, directed by CONANP and with the participation of UNDP for the GEF funds, will approve the annual actions to be executed with support from FONCER in the context of each PACE. The project will ensure that the composition of CTFONCER includes not only government representatives but also NGOs, academia and wildlife experts, as appropriate and per the Terms of Reference to be ratified at project inception.

152. The National Project Director (NPD), a senior staff member of CONANP, will be responsible for oversight of the Project and carries overall responsibility and accountability. The NPD will keep the PSC updated on project advances and challenges as needed, and will report to the PSC on progress made and issues to be resolved. The NPD will establish and provide overall guidance to the PCU, and is responsible for overseeing the work undertaken by the PCU team. The NPD will submit relevant documentation to the PSC for endorsement.

153. Day-to-day management and coordination of the project will be under the supervision of the Project Coordination Unit (PCU), located in the facilities of the National Commission for Natural Protected Areas. The PCU will be responsible for the general management actions of the project, such as the preparation of consolidated annual work plans and technical and financial reports to be presented to the PSC, with the aim of ensuring that advances in relation to the goals and key milestones of the project are achieved as planned. The PCU will report to the NPD (Project Director). The PCU of this project will be comprised of a Project Coordinator, and a Monitoring and Evaluation Specialist.

154. The Project Coordinator will be contracted through UNDP and will be responsible, under the supervision of the NPD, for the overall integration and follow-up of studies, research and project technical activities. He/she will assist in the supervision of project implementation, liaising directly with the NPD, and will undertake quarterly operational planning and provide guidance on day-to-day implementation. The PCU will ensure institutional coordination among the many project partner institutions and organizations.

155. Administrative and professional personnel collaborating as advisors will interact on an ongoing basis with the NPC and the PCU technical and professional teams, according to needs arising during project implementation. An important and common part of the staff ToRs will be to identify measures on how to sustain the capacity development activities and results beyond the Project duration. The initial part of these measures will be integrated into the project work plans. Notably, the intent is that the planned Specialist positions will become fixed Government-funded positions after the end of project.

156. A 3-month ***Inception Phase*** will be used to carefully plan the whole project implementation process, culminating in the Inception Workshop. In addition, the necessary communication structures will be established between the main project components and partners to ensure optimal coordination and that key stakeholders are in full agreement with project objectives and hence committed towards the outcomes to be achieved.

Financial and other procedures

157. The financial arrangements and procedures for the project are governed by the UNDP rules and regulations for National Implementation (NIM). Financial transactions will be based on direct requests to UNDP from the Executing Agency (CONANP) for specific activities (included in work plans and financial reports). The arrangements for financial reporting, requests for transfer of funds, and the advance and disbursement of funds will, in turn, be detailed in MOUs between CONANP and FMCN. All procurement and financial transactions will be governed by national rules and regulations, and must be compatible with the UNDP rules and regulations.

158. Dollarization clause: “The value of any contribution received by the United Nations Development Programme as part of this Agreement, and which is made in a currency other than the U.S. Dollar, is determined by applying the operational rate of the United Nations prevailing on the date that such payment is made effective. If there is a change in the operational rate of the United Nations before UNDP uses the entire amount paid, the balance will be adjusted according to the value of the currency at that date.”

159. If a loss is registered in the value of the fund balance, UNDP shall inform the Donor with a view to determining whether the donor has to provide more funding. Without having any such additional funding, UNDP may reduce, suspend or terminate assistance to the program / project. In the case where there is an increase in the value of this balance, this increase will go to the project to implement its activities, in agreement with the donor.

160. All accounts and all financial statements are expressed in U.S. dollars. The exchange rate used in each case shall be the monthly exchange rate set by the UN in Mexico. Notwithstanding the foregoing, payments to suppliers are made in local currency. In cases where the total contributions exceed the total reference amount, a budgetary review of the project will be carried out as per UNDP requirements.

Direct Project Services

161. In its role as GEF Implementing Agency (IA) for this project, UNDP shall provide project cycle management services as defined by the GEF Council (described in Section IV Part VIII). The Government of Mexico shall request UNDP to provide direct project services specific to project inputs according to its policies and convenience. These services –and the costs of such services - are specified in the Letter of Agreement in Section IV Part VIII. In accordance with GEF Council requirements, the costs of these services will be part of the executing entity’s Project Management Cost allocation identified in the project budget. UNDP and the Government of Mexico acknowledge and agree that these services are not mandatory and will only be provided in full accordance with UNDP policies on recovery of direct costs.

162. In order to accord proper acknowledgement to GEF for providing funding, a GEF logo should appear on all relevant GEF project publications, including among others, project hardware and vehicles purchased with GEF funds. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgment to GEF. The UNDP logo should be more prominent -- and separated from the GEF logo if possible, as UN visibility is important in its capacity as GEF Implementing Agency.

PART IV: Monitoring and Evaluation Plan and Budget

163. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures by the project team and the UNDP Country Office (UNDP-CO) with support from UNDP/GEF Regional Coordination Unit in Panama. The Strategic Results Framework Matrix (in Section II) provides impact and outcome indicators for project implementation along with their corresponding means of verification. The METT tool is going to be used as one of the main instruments to monitor progress. The M&E plan includes: inception report, project implementation reviews, quarterly operational reports, a mid-term and final evaluation, etc. The following sections outline the principal components of

the Monitoring and Evaluation Plan and indicative cost estimates related to M&E activities (Table 11 below). The project's Monitoring and Evaluation Plan will be presented and finalized at the Project's Inception Meeting following a collective fine-tuning of indicators, means of verification, and the full definition of project staff M&E responsibilities.

Project Inception Phase

164. A **Project Inception Workshop** will be conducted with the full project team, relevant government counterparts, co-financing partners, the UNDP-CO and representation from the UNDP-GEF Regional Coordinating Unit, as well as UNDP-GEF (HQs) as appropriate. A fundamental objective of this Inception Workshop will be to assist the project team to understand and take ownership of the project's goals and objectives, as well as finalize preparation of the project's first annual work plan on the basis of the project's logframe matrix. This will include reviewing the logframe (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise finalize the Annual Work Plan (AWP) with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project. Additionally, the purpose and objective of the Inception Workshop (IW) will be to: (i) introduce project staff with the UNDP-GEF *expanded team* which will support the project during its implementation, namely the CO and responsible Regional Coordinating Unit staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and RCU staff vis à vis the project team; (iii) provide a detailed overview of UNDP-GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the Annual Project Implementation Reviews (PIRs) and related documentation, as well as mid-term and final evaluations. Equally, the IW will provide an opportunity to inform the project team on UNDP project related budgetary planning, budget reviews, and mandatory budget rephasings. The IW will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff and decision-making structures will be discussed again, as needed in order to clarify for all, each party's responsibilities during the project's implementation phase.

Monitoring responsibilities and events

165. A detailed schedule of project reviews meetings will be developed by the project management, in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative time frames for Steering Committee Meetings, or other relevant advisory and/or coordination mechanisms and (ii) project related Monitoring and Evaluation activities.

166. **Day to day monitoring** of implementation progress will be the responsibility of the Project Coordinator based on the project's Annual Work Plan and its indicators. The Project Team will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion. The Project Coordinator will fine-tune the progress and performance/impact indicators of the project in consultation with the full project team at the Inception Workshop with support from UNDP-CO and assisted by the UNDP-GEF Regional Coordinating Unit. Specific targets for the first year implementation progress indicators together with their means of verification will be developed at this Workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. The local implementing agencies will also take part in the Inception Workshop in which a common vision of overall project goals will be established. Targets and indicators for subsequent

years would be defined annually as part of the internal evaluation and planning processes undertaken by the project team.

167. **Periodic monitoring** of implementation progress will be undertaken by the UNDP-CO through quarterly meetings with the project local implementation group, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. UNDP Country Offices and UNDP-GEF RCUs as appropriate, will conduct yearly visits to projects that have field sites, or more often based on an agreed upon schedule to be detailed in the project's Inception Report/Annual Work Plan to assess first hand project progress. Any other member of the Steering Committee can also accompany, as decided by the PSC. A Field Visit Report will be prepared by the CO and circulated no less than one month after the visit to the project team, all PSC members, and UNDP-GEF.

168. **Annual Monitoring** will be ensured by means of the project Steering Committee (PSC) meetings being the highest policy-level meeting of the parties directly involved in the implementation of a project. PSC meetings will be held at least once every year. The first such meeting will be held within the first twelve months of the start of full implementation. The project implementation team will prepare a harmonized Annual Project Report and Project Implementation Review (APR/PIR) and submit it to UNDP-CO and the UNDP-GEF regional office at least two weeks prior to the PSC for review and comments. The APR/PIR will be used as one of the basic documents for discussions in the PSC meeting. The project proponent will present the APR to the SC, highlighting policy issues and recommendations for the decision of the PSC members. The project proponent also informs the participants of any agreement reached by stakeholders during the APR/PIR preparation on how to resolve operational issues. Separate reviews of each project component may also be conducted if necessary.

Project Monitoring Reporting

169. The Project Coordinator in conjunction with the UNDP-GEF extended team will be responsible for the preparation and submission of the following reports that form part of the monitoring process.

170. A **Project Inception Report** will be prepared immediately following the Inception Workshop. It will include a detailed First Year Work Plan divided in quarterly time-frames detailing the activities and progress indicators that will guide implementation during the first year of the project. This Work Plan would include the dates of specific field visits, support missions from the UNDP-CO or the Regional Coordinating Unit (RCU) or consultants, as well as time-frames for meetings of the project's decision making structures. The Report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months' time-frame. The Inception Report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation. When finalized the report will be circulated to project counterparts who will be given a period of one calendar month in which to respond with comments or queries. Prior to this circulation of the IR, the UNDP Country Office and UNDP-GEF's Regional Coordinating Unit will review the document.

171. **The APR/PIR** is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for Project Coordinators and offers the main vehicle for extracting lessons from ongoing projects. It also forms a part of UNDP's Country Office central oversight, monitoring and project management, as well as represents a key issue for the discussion at the Steering Committee meetings. Once the project has been under implementation for a year, the CO must complete

an APR/PIR together with the project implementation team. The APR/PIR can be prepared any time during the year (July-June) and ideally prior to the SCM. The APR/PIR should then be discussed at the SCM so that the result would be an APR/PIR that has been agreed upon by the project, the executing agency, UNDP CO and the key stakeholders. The individual APR/PIRs are collected, reviewed and analysed by the RTAs prior to sending them to the focal area clusters at the UNDP/GEF headquarters.

172. **Quarterly Progress reports:** Short reports outlining main updates in project progress will be provided quarterly to the local UNDP Country Office and the UNDP-GEF regional office by the project team. See format attached.

173. **UNDP ATLAS Monitoring Reports:** A Combined Delivery Report (CDR) summarizing all project expenditures, is mandatory and should be issued quarterly. The Project Coordinator should send it to the Project Board for review and the Implementing Partner should certify it. The following logs should be prepared: (i) The Issues Log is used to capture and track the status of all project issues throughout the implementation of the project. It will be the responsibility of the Project Coordinator to track, capture and assign issues, and to ensure that all project issues are appropriately addressed; (ii) the Risk Log is maintained throughout the project to capture potential risks to the project and associated measures to manage risks. It will be the responsibility of the Project Coordinator to maintain and update the Risk Log, using Atlas; and (iii) the Lessons Learned Log is maintained throughout the project to capture insights and lessons based on good and bad experiences and behaviours. It is the responsibility of the Project Coordinator to maintain and update the Lessons Learned Log.

174. As and when called for by UNDP, UNDP-GEF or the Implementing Partner, the project team will prepare **Specific Thematic Reports**, focusing on specific issues or areas of activity. The request for a Thematic Report will be provided to the project team in written form by UNDP and will clearly state the issue or activities that need to be reported on. These reports can be used as a form of lessons learnt exercise, specific oversight in key areas, or as troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered. UNDP is requested to minimize its requests for Thematic Reports, and when such are necessary will allow reasonable timeframes for their preparation by the project team.

175. Technical Reports are detailed documents covering specific areas of analysis or scientific specializations within the overall project. As part of the Inception Report, the project team will prepare a draft Reports List, detailing the technical reports that are expected to be prepared on key areas of activity during the course of the Project, and tentative due dates. Where necessary this Reports List will be revised and updated, and included in subsequent APRs. Technical Reports may also be prepared by external consultants and should be comprehensive, specialized analyses of clearly defined areas of research within the framework of the project and its sites. These technical reports will represent, as appropriate, the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels.

176. Project Publications will form a key method of crystallizing and disseminating the results and achievements of the Project. These publications may be scientific or informational texts on the activities and achievements of the Project, in the form of journal articles, multimedia publications, etc. These publications can be based on Technical Reports, depending upon the relevance, scientific worth, etc. of these Reports, or may be summaries or compilations of a series of Technical Reports and other research. The project team will determine if any of the Technical Reports merit formal publication, and will also (in consultation with UNDP, the government and other relevant stakeholder groups) plan and produce these Publications in a consistent and recognizable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.

177. During the last three months of the project the project team will prepare the ***Project Terminal Report***. This comprehensive report will summarize all activities, achievements and outputs of the Project, lessons learnt, objectives met, or not achieved, structures and systems implemented, etc. and will be the definitive statement of the Project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the Project's activities.

Independent Evaluation

178. The project will be subjected to at least two independent external evaluations as follows: An independent ***Mid-Term Evaluation*** will be undertaken at the mid of the third year of implementation. The Mid-Term Evaluation will determine progress being made towards the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF.

179. An independent ***Final Evaluation*** will take place three months prior to the terminal Steering Committee meeting, and will focus on the same issues as the mid-term evaluation. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The Final Evaluation should also provide recommendations for follow-up activities. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF.

Learning and Knowledge Sharing

180. Results from the project will be disseminated within and beyond the project intervention zone through a number of existing information sharing networks and forums. In addition, the project will participate, as relevant and appropriate, in UNDP-GEF sponsored networks, organized for senior project personnel working on projects that share common characteristics. The project will identify and participate as appropriate, in scientific, policy-based networks that may benefit from the project's lessons learned and/or be of benefit to the project.

181. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Identifying and analyzing lessons learned is an on-going process. The need to communicate such lessons is one of the project's central contributions and this will be done at least on an annual basis by producing Biodiversity Experience Notes (BEN). UNDP/GEF shall provide a format and assist the project team in categorizing, documenting and reporting on lessons learned. To this end a sufficient amount of project resources will need to be allocated for these activities.

Table 11. Project Monitoring and Evaluation Plan and Budget

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop and Report	<ul style="list-style-type: none"> ▪ Project Coordinator ▪ UNDP CO, UNDP GEF 	Indicative cost: 25,000	Within first two months of project start up

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
	<ul style="list-style-type: none"> SEMARNAT/CONANP 		
Measurement of Baseline Indicators and Means of Verification of project results	<ul style="list-style-type: none"> UNDP/CONANP/PCU will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members. 	Indicative cost: 15,000	Start, mid and end of project (during evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on <i>output and implementation</i>	<ul style="list-style-type: none"> Oversight by Project Coordinator Project team CONANP 	Indicative cost: 25,000	Annually prior to ARR/PIR and to the definition of annual work plans
ARR/PIR	<ul style="list-style-type: none"> PCU UNDP CO UNDP GEF CONANP 	0	Annually
Periodic status/ progress reports	<ul style="list-style-type: none"> PCU UNDP CO CONANP 	0	Quarterly
Project Steering Committee Meetings	<ul style="list-style-type: none"> Project Coordinator UNDP CO CONANP 	Indicative cost: 0	Following Project IW and subsequently at least Quarterly
FONCER Technical Committee Meetings	<ul style="list-style-type: none"> Project Coordinator FMCN UNDP CO CONANP ENDESU 	Indicative cost: 5,000	Quarterly
Mid-term Review, including update of METT and ESSP	<ul style="list-style-type: none"> PCU UNDP CO UNDP GEF CONANP External Consultants (i.e. review team) 	Indicative cost: 25,000	At the mid-point of project implementation.
Final Evaluation, including final METT and ESSP	<ul style="list-style-type: none"> PCU UNDP CO UNDP GEF CONANP External Consultants (i.e. evaluation team) 	Indicative cost : 30,000	At least three months before the end of project implementation
Project Terminal Report	<ul style="list-style-type: none"> PCU UNDP CO CONANP local consultant 	Indicative cost: 5,000	At least three months before the end of the project
Audit	<ul style="list-style-type: none"> UNDP CO 	15,000 (indicative cost per year: 3,000)	Annually

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
	<ul style="list-style-type: none"> PCU 		
Visits to field sites	<ul style="list-style-type: none"> UNDP CO UNDP GEF (as appropriate) Government representatives 	For GEF supported projects, paid from IA fees and operational budget	Annually
TOTAL indicative COST Excluding project team staff time and UNDP staff and travel expenses		US\$ 145,000 (+/- 5% of total budget)	

Audit Clause

182. The project will be audited in accordance with the UNDP Financial Regulations and Rules and applicable audit policies. An audit to the Project is an integral part of UNDP financial and administrative management within the framework of UNDP's accountability, internally and with regards to the GEF. The project will be audited to ensure that resources are administered in accordance with the financial regulations of the project document, workplan and budget. The project's budget should contemplate the resources needed to carry out the audit. The firm selected by UNDP Mexico and the Government of Mexico, through a bidding process and subjected to a rigorous evaluation within the principles of transparency, neutrality and cost benefit will take over this exercise in accountability.

Communications and visibility requirements

183. Full compliance is required with UNDP's Branding Guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects need to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The [GEF logo](http://www.thegef.org/gef/GEF_logo) can be accessed at: http://www.thegef.org/gef/GEF_logo. The [UNDP logo](http://intra.undp.org/coa/branding.shtml) can be accessed at <http://intra.undp.org/coa/branding.shtml>.

184. Full compliance is also required with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines"). The GEF Guidelines can be accessed at: [http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding the GEF%20final_0.pdf](http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf). Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

185. Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

PART V: Legal Context

186. This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Mexico and the United Nations Development Program, signed by the parties on February 23rd, 1961. The host country implementing agency shall, for

the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

187. The UNDP Resident Representative in Mexico City is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto by the UNDP-GEF Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes: (i) Revision of, or addition to, any of the annexes to the Project Document; (ii) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation; (iii) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility, and; (iv) Inclusion of additional annexes and attachments only as set out here in this Project Document.

SECTION II: STRATEGIC RESULTS FRAMEWORK AND GEF INCREMENT

Project Strategy	Objectively verifiable indicators				
Objective:	Indicator	Baseline	Target	Means of Verification	Risks and Assumptions
PAs in Mexico contribute effectively to the conservation of endangered species	Change in policy, institutional and regulatory conditions in support of conservation of endangered species.	<ul style="list-style-type: none"> - 0 PAs have adequate operational capacity to implement the PROCER - The opinion of CONANP is not binding for Environmental Impact Assessment (EIA) results 	<ul style="list-style-type: none"> -21 PAs have adequate operational capacity to implement the PROCER - Proposed amendment to the internal rules of the SEMARNAT such that the resolutions of the EIA reflect the opinion of CONANP 	<ul style="list-style-type: none"> Tools and guidelines for planning and management of selected PAs Laws or regulations issued Ecological Management Program 	<ul style="list-style-type: none"> Assumption: Available funds are sufficient for covering species' needs. Risk: Procedures for designating new PAs take longer than expected. Organized criminal activities affect safety conditions in target areas. Extreme weather events, Fires, Pests and Invasive species, beyond predicted levels.
	Change in CONANP's financial capacity to address endangered species conservation	0 Revolving fund. Financial resources governed by the norms and procedures of the Ministry of Finance; their availability does not relate to the timing of operational needs at the field level. Other resources are not predictable and/or available with the appropriate timing	<ul style="list-style-type: none"> 1 Revolving fund established (Fund for the Conservation of Endangered Species, FONCER) allowing timely access to resources 14 activities / projects supported by the Fund 	<ul style="list-style-type: none"> FONCER documents FONCER Committee minutes 	
	# of hectares under improved management in favor of endangered species conservation	0 ha (total PA 25,394,779 ha in 176 PAs)	2,000,000 ha in 21 PAs	Official Gazette; PA documents and other certificates	
	Average METT score of the BD-1 Tracking Tool	62%	72%	METT Scorecard applied at PPG, MTR, and TE	

Outcome 1	Indicator	Baseline	End of Project Target	Means of Verification	Risks and Assumptions
1. System level frameworks for operational and financial planning and management consolidated to support the conservation of endangered species	% Development of a National monitoring system for endangered species	<p>0% of the monitoring system developed. A monitoring system does not exist, rather there are individual databases on populations and geo-references.</p> <p>0% GIS system updated and including traditional knowledge regarding the 14 target endangered species</p> <p>0 endangered species' information updated regarding conservation priorities, targets, corridors and dispersal areas</p>	<p>100% of the national system for monitoring the populations and conservation status of the 14 target endangered species developed and operational to reflect current or potential threats, and PA management effectiveness in relation to threat reduction.</p> <p>100% GIS system updated and including traditional knowledge regarding the 14 target endangered species</p> <p>14 endangered species' information updated regarding conservation priorities, targets, corridors and dispersal areas</p>	<p>Monitoring platform</p> <p>Reports of specific species</p> <p>Database system to monitor populations</p> <p>Database with information validated by GIS</p>	Data provided is accurate and sufficient to create a robust monitoring system for decision-making
	Regulatory framework adapted to ensure that CONANP's opinions are binding	Environmental Impact Assessments (EIA) are not required to be resolved according to the opinions of the CONANP	Proposed Amendment to SEMARNAT's internal Rules to ensure the opinions of the CONANP are binding in EIA resolutions	Proposed Amendment to SEMARNAT's internal Rules	Institutional timing and political will are in line for the elaboration and adoption of an amendment
	Capacity for planning, implementation and monitoring of site-specific co-managed strategies for conservation of endangered species in PAs.	<p>Average scores for Capacity Development Scorecard:</p> <p>CR1: 6</p> <p>CR2: 9</p> <p>CR3: 6</p> <p>CR4: 3</p> <p>CR5: 3</p> <p>Total: 27</p>	<p>Average scores for Capacity Development Scorecard:</p> <p>CR1: 8</p> <p>CR2: 10</p> <p>CR3: 7</p> <p>CR4: 5</p> <p>CR5: 5</p> <p>Total: 35</p>	<p>Official Gazette</p> <p>SEMARNAT Reports</p> <p>SEMARNAT annual work plan</p> <p>FONCER reports</p> <p>GEF Capacity Development Scorecard applied at PPG,</p>	

		<p><u>Areas to be improved³¹:</u></p> <p><u>CR1 Indicator 2:</u> Some PAs have established formal co-management mechanisms.</p> <p><u>CR3 Indicator 9</u> - Most PAs have adequate Management Programs but are implemented partially or not at all due to financial constraints and outdated data.</p> <p><u>CR4 Indicator 13</u> - Capacity and technological needs are identified.</p>	<p><u>Specific Improvements:</u></p> <p><u>CR1 Indicator 2:</u> - Co-management mechanisms are formally established in selected PAs.</p> <p><u>CR3 Indicator 9</u> - Management instruments are updated with endangered species conservation priorities and implemented effectively in selected PAs.</p> <p><u>CR4 Indicator 13</u> - Capacity and technological needs are satisfied in selected PAs (personnel and materials as well as the technical capacity to adequately manage conservation priorities of 14 endangered species).</p>	<p>MTR and TE</p> <p>Updates on conservation priorities of the target endangered species</p> <p>Updated POAs</p> <p>Training questionnaires</p>	
	Availability of funding in a timely manner per biological characteristics and field operations needs	<p>50% funding is available in a timely manner per biological characteristics and field operations needs.</p> <p>0 financial instrument exclusive to endangered species</p>	<p>70% funds for conservation actions are received in a timely manner.</p> <p>1 Revolving fund (Fund for the Conservation of Endangered Species, FONCER) established:</p> <p>a) CT FONCER comprises Govt and Civil Society representatives with operational structure to ensure efficient operation with technical criteria for disbursement of funds</p> <p>b) Revenue streams from alternative resources feed the fund through an open mechanism that allows the increase in capital from public or private, national or international funds</p>	<p>Funding reports of conservation activities</p> <p>FONCER Documentation</p>	<p>Resource availability to invest in endangered species-based BD management practices.</p> <p>Willingness within the GoM to commit funding/resources to endangered species conservation.</p> <p>Natl. & Intnatl. macroeconomic conditions remain stable.</p>

³¹ CR1 Indicator 2: Existence of operational co-management mechanisms; CR3 Indicator 9 - Extent of the environmental planning and strategy development process; CR4 Indicator 13 - Availability of required technical skills and technology transfer

Output 1.1 National level adaptive-management framework to guide cost-effective implementation of endangered species conservation, with a consolidated ecosystemic vision

Output 1.2 Financial framework established to provide sustainable and opportune availability of funds for actions for the conservation of endangered species, through the launch of a revolving fund (the Fund for the Conservation of Endangered Species, FONCER).

Outcome 2	Indicator	Baseline	End of Project Target	Means of Verification	Risks and Assumptions
2. PAs and adjoining priority conservation areas are managed effectively at field level for the conservation of endangered species	% implementation of Priority Management Strategies ³² for the reduction of threats to each of the 14 target endangered species	<p>0% implementation of Priority Management Strategies for the reduction of threats to each of the 14 target endangered species resulting in:</p> <p>Golden Eagle: 19 nests without habitat conservation interventions</p> <p>Baja California Pronghorn: 350 individuals in 33,000 ha of livestock-free areas</p> <p>California Condor: 31 individuals have access to</p>	<p>100% implementation of Priority Management Strategies for the reduction of threats to each of the 14 target endangered species resulting in:</p> <p>Golden Eagle: at least 19 nests with habitat conservation interventions</p> <p>Baja California Pronghorn: 500 individuals in 53,000 ha of livestock-free areas</p> <p>California Condor: 43 individuals have access to lead-free food</p>	<p>Planning and Management Instruments / Guides for 21 PAs:</p> <p>POAs/Conservation Plans / Emergency protocols for the spp.</p> <p>PROCER reports</p> <p>Turtle nesting reports</p>	

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- A. Control of predators (feral animals)
- B. Management of hydrological conditions (e.g. those required by rabbits and prairie dogs used by Golden Eagle as prey, as well as waterholes for tapir individuals' supply))
- C. Management of livestock/predator conflicts (e.g. hunting of wolves and jaguars due to predation of cattle)
- D. Management of fire in order to improve habitat conditions
- E. Post-release support (e.g. monitoring or complementary food supplies) to individuals/populations
- F. Reduction/management of cattle grazing to reduce competition with target herbivores
- G. Protection of turtle nesting sites
- H. Promotion of sustainable fisheries with local communities
- I. Modification of fishing gear (e.g. turtle exclusion devices)
- J. Promotion of natural regeneration of vegetation needed for biological connectivity
- K. Promotion of benefits to local communities and landowners, based on the presence of species and their sustainable use
- L. Determination of refuge areas for marine species
- M. Promotion of protection of areas under diverse models specified under legislation
- N. Promotion of creation of corridors to maintain biological connectivity

		<p>lead-free food</p> <p>Jaguar and Tapir:2000 ha habitat in PAs covered by community watch committees</p> <p>Mexican Wolf: 0 activities to involve landowners in habitat mgt & wolf conservation</p> <p>Mule Deer:100% detection of dogs and donkeys on Isla Cedros</p> <p>Vaquita:82% net use in the Upper Gulf of California</p> <p>Loggerhead Sea Turtle:75% protected nests & 65% offspring from protected nests</p> <p>Hawksbill Sea Turtle:80% protected nests & 55% offspring from protected nests</p> <p>Olive Ridley Sea Turtle:80% protected nests & 55% offspring from protected nests</p> <p>Leatherback Sea Turtle:80% protected nests & 55% offspring from protected nests</p> <p>Kemp's Ridley Sea Turtle: 80% protected nests &55% offspring from protected nests</p> <p>Green Sea Turtle:80% protected nests & 55% offspring from protected nests</p>	<p>Jaguar and Tapir:118776 ha habitat in PAs covered by community watch committees</p> <p>Mexican Wolf: 10 activities to involve landowners in habitat mgt & wolf conservation</p> <p>Mule Deer: 5% detection of dogs and donkeys on Isla Cedros</p> <p>Vaquita: 40% net use in the Upper Gulf of California</p> <p>Loggerhead Sea Turtle: 95% protected nests & 80% offspring from protected nests</p> <p>Hawksbill Sea Turtle: 98% protected nests &80% offspring from protected nests</p> <p>Olive Ridley Sea Turtle: 98% protected nests &80% offspring from protected nests</p> <p>Leatherback Sea Turtle: 98% protected nests &75% offspring from protected nests</p> <p>Kemp's Ridley Sea Turtle: 98% protected nests &80% offspring from protected nests</p> <p>Green Sea Turtle: 98% protected nests &80% offspring from protected nests</p>	PROVICOM reports	
Population of target species maintained and/or increase as a result	Baseline values TBD during Year 1: Baja California Pronghorn	Populations maintained or increased: Baja California Pronghorn Golden Eagle	PROCER reports		

	of improved management of key habitat	Golden Eagle Mexican Wolf Loggerhead Turtle Green Sea Turtle Leatherback Turtle Hawksbill Sea Turtle Kemp's Ridley Sea Turtle Olive Ridley Sea Turtle California Condor Cedros Island Mule Deer Jaguar Vaquita Baird's Tapir	Mexican Wolf Loggerhead Turtle Green Sea Turtle Leatherback Turtle Hawksbill Sea Turtle Kemp's Ridley Sea Turtle Olive Ridley Sea Turtle California Condor Cedros Island Mule Deer Jaguar Vaquita Baird's Tapir	Turtle nesting reports PROVICOM reports	
	# of hectares managed according to the connectivity and habitat needs of 14 endangered species.	0 hectares added to PAs based on endangered species range/habitat	At least 100,000 has. added to PAs and biological corridors in collaboration with local communities based on endangered species range/habitat.	Official Gazette; PA documents and other certificates	Consensus among local stakeholders for PA expansion and connectivity
	Management effectiveness of 21 PAs with regards to the conservation of 14 target species	METT Scores: 80 Alto Golfo de California y Delta del Río Colorado 62 Sierra de San Pedro Mártir 53 Valle de los Cirios 75 El Vizcaíno 67 Maderas Del Carmen 52 Janos 51 Tutuaca 51 Papigochic 68 Calakmul 76 Sian Ka'an 80 Montes Azules 54 Marismas Nacionales 66 Sierra de Abra Tanchipa 48 Chacahua 59 Playa de Tierra Colorada 54 Playa Tortuguera Cahuitán 56 Playa de Escobilla 56 Playa Barra de la Cruz 69 Playa tortuguera El Verde Camacho 60 Playa tortuguera Chenkán	METT Scores: 90 Alto Golfo de California y Delta del Río Colorado 72 Sierra de San Pedro Mártir 63 Valle de los Cirios 85 El Vizcaíno 77 Maderas Del Carmen 62 Janos 61 Tutuaca 61 Papigochic 78 Calakmul 86 Sian Ka'an 85 Montes Azules 64 Marismas Nacionales 760Sierra de Abra Tanchipa 58 Chacahua 69 Playa de Tierra Colorada 64 Playa Tortuguera Cahuitán 66 Playa de Escobilla 66 Playa Barra de la Cruz 79 Playa tortuguera El Verde Camacho 70 Playa tortuguera Chenkán Tulum 70 Rancho Nuevo	METT Scorecard applied at PPG, MTR and TE	Continued GoM support for PA management improvement

		Tulum 60 Rancho Nuevo			
	Stewardship framework facilitates gender- and indigenous -sensitive management of critical habitats in the landscape as buffer areas	<p>0 Stewardship Framework oriented toward social participation, consistent with the monitoring matrix of benefits to BD</p> <p>0% increase of landowners and other local community members participating in and benefiting from stewardship programmes and other economic incentives that improve the habitat and conservation status of the 14 target endangered species:</p> <p>PROCER: 252,648 PROCOCODES: 9,179 PET: 1,547 PROVICOM: 185 PSA: 1,720 Compensations via Livestock Predation Insurance Fund: 29</p> <p>0 Communication strategy, actions and communication tools are currently scattered and insufficient.</p> <p>0 PAs implementing emergency protocols</p> <p>12 POA with strategies for community participation in endangered species conservation</p>	<p>1 Stewardship Framework oriented toward social participation, consistent with the monitoring matrix of benefits to BD</p> <p>10% increase of landowners and other local community members actively participating in and receiving income and employment benefits from, stewardship programmes and other economic incentives that improve the habitat and conservation status of the 14 target endangered species:</p> <p>PROCER: PROCOCODES: PET: PROVICOM: PSA: Compensations via Livestock Predation Insurance Fund:</p> <p>1 Communication strategy to engage key stakeholders and the general public and keep them informed of the actions in the selected PAs.</p> <p>21 PAs implementing conservation plans/ emergency protocols</p> <p>21 POAs with strategies for community participation in endangered species conservation</p>	<p>Minutes from Community Watch Council meetings</p> <p>Agreements with gender and indigenous organizations</p> <p>Mapping of actors in selected PAs</p> <p>Plans for community participation in PA</p> <p>ESSP</p> <p>Portfolio of incentives</p>	Local actors understand the role of conservation measures in reducing social vulnerability.
Output 2.1 Strengthened operational capacities at the level of specific PAs for the conservation of endangered species ensure the effective combat of threats and the application of corresponding management strategies.					
Output 2.2 Improved PA coverage and ecosystem connectivity					

Output 2.3 Local communities involved in the management and conservation of endangered species and their habitat through the establishment and operationalization of local committees for the conservation of priority endangered species, as well as participation networks.

SECTION III: TOTAL BUDGET AND WORKPLAN

Award ID:	00083944	Project ID(s):	00092169
Award Title:	MEX: Strengthening Management of the PA System to Better Conserve Endangered Species and their Habitats		
Business Unit:	MEX10		
Project Title:	Strengthening Management of the PA System to Better Conserve Endangered Species and their Habitats		
PIMS no.	4956		
Implementing Partner (Executing Agency)	National Commission for Natural Protected Areas (CONANP)		

GEF Outcome/Atlas Activity	Responsible party	Source of funds	Atlas Budgetary Account Code	ERP/ATLAS Budget Description/ Input	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Budget Note
					US\$	US\$	US\$	US\$	US\$	US\$	
1. System level frameworks for operational and financial planning and management consolidated to support the conservation of endangered species.		GEF	71200	International consultants	0	0	7,000	0	7,000	14,000	1
		GEF	71300	National consultants	44,000	39,000	69,000	39,000	69,000	260,000	2
		GEF	75700	Training, Workshops and Confer	26,000	1,000	1,000	1,000	1,000	30,000	3
		GEF	71400	Contractual Services- Individual (personnel)	60,000	60,000	60,000	60,000	60,000	300,000	4
		GEF	72100	Contractual Services- Companies	37,500	75,000	75,000	75,000	37,500	300,000	5
		GEF	71600	Travel	24,000	24,000	24,000	24,000	24,000	120,000	6
		GEF	72600	Grants: Initial capital for FONCER	1,000,000	0	0	0	0	1,000,000	7

		GEF	74200	Audiovisual and print production	5,000	5,000	5,000	5,000	5,000	25,000	8
		GEF	72300	Materials and Goods	30,000	30,000	30,000	0	0	90,000	9
		GEF	72800	Information Technology Equipment	5,000	10,000	5,000	0	0	20,000	10
		GEF	73400	Rental & Maint of Other Equipment	75,000	75,000	75,000	75,000	75,000	375,000	11
		GEF	74500	Miscellaneous	4,000	4,000	4,000	4,000	4,000	20,000	12
					1,310,500	323,000	355,000	283,000	282,500	2,554,000	
2. PAs and adjoining priority conservation areas are managed effectively at field level for the conservation of endangered species		GEF	71200	International consultants	0	0	7,000	0	7,000	14,000	13
		GEF	71400	Contractual Services- Individual (personnel)	302,114	310,000	310,000	310,000	310,000	1,542,114	14
		GEF	71600	Travel (operation)	30,000	30,000	30,000	30,000	30,000	150,000	15
		GEF	72200	Equipment and Furniture	95,000	95,000	0	0	0	190,000	16
		GEF	72300	Materials and Goods	90,000	90,000	30,000	30,000	0	240,000	17
		GEF	73400	Rental & Maint of Other Equipment	139,000	139,000	69,000	69,000	69,000	485,000	18
		GEF	74500	Miscellaneous	15,000	15,000	15,000	15,000	15,000	75,000	19
	Subtotal GEF Outcome 2				671,114	679,000	461,000	454,000	431,000	2,696,114	
Project Management		GEF	71400	Contractual Services- Individual (personnel)	46,000	46,000	46,000	46,000	46,000	230,000	20
		GEF	71600	Travel	2,500	2,500	2,500	2,500	2,500	12,500	21

		GEF	74100	Professional services and audits	1500	1500	1500	1500	1500	7,500	22
		GEF	74599	Direct Project Costs	5,000	5,000	5,000	5,000	5,000	25,000	23
	Sub-total Project Management cost				55,000	55,000	55,000	55,000	55,000	275,000	
	Grand total				2,036,614	1,057,000	871,000	792,000	768,500	5,525,114	

Summary by Atlas category

Atlas Budgetary Account Code	ERP/ATLAS Budget Description/ Input	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		US\$	US\$	US\$	US\$	US\$	US\$
71200	International consultants	0	0	14,000	0	14,000	28,000
71300	National consultants	44,000	39,000	69,000	39,000	69,000	260,000
75700	Training, Workshops and Confer	26,000	1,000	1,000	1,000	1,000	30,000
71400	Contractual Services- Individual	408,114	416,000	416,000	416,000	416,000	2,072,114
72100	Contractual Services- Companies	37,500	75,000	75,000	75,000	37,500	300,000
71600	Travel	56,500	56,500	56,500	56,500	56,500	282,500
72600	Grants (initial capital for FONCER)	1,000,000	0	0	0	0	1,000,000
74200	Audiovisual and print production	5,000	5,000	5,000	5,000	5,000	25,000
72200	Equipment and Furniture	95,000	95,000	0	0	0	190,000
72300	Materials and Goods	120,000	120,000	60,000	30,000	0	330,000
72800	Information Technology Equipment	5,000	10,000	5,000	0	0	20,000
73400	Rental & Maint of Other Equipment	214,000	214,000	144,000	144,000	144,000	860,000
74100	Professional services and audits	1500	1500	1500	1500	1500	7,500
74599	Direct Project costs	5,000	5,000	5,000	5,000	5,000	25,000
74500	Miscellaneous	19,000	19,000	19,000	19,000	19,000	95,000
Total		2,012,614	1,033,000	847,000	768,000	744,500	5,525,114

Summary of Funds by Outcome

Source	Amount	Amount	Project Mgt Costs	Total
	Outcome 1	Outcome 2		
GEF	2,554,000.00	2,696,114.00	275,000.00	5,525,114.00
Government of MEX (CONANP): Cash	9,000,000.00	14,407,500.00	1,592,500.00	25,000,000.00
Government of MEX (CONABIO): In-kind	2,000,000.00	1,000,000.00		3,000,000.00
ENDESU: Cash	360,000.00	540,000.00		900,000.00
ENDESU: In-kind	100,000.00	150,000.00		250,000.00
UNDP: Cash – for project	295,000.00	295,000.00		590,000.00
UNDP: In-kind – for project	5,000.00	5,000.00		10,000.00
FMCN	840,000.00	1,260,000.00		2,100,000.00
Total	15,154,000.00	20,353,614.00	1,867,500.00	37,375,114.00

Part II: Budget Notes

Outcome	Atlas Budgetary Account Code	ERP/ATLAS Budget Description/ Input	Total US\$	Budget Note #	Budget Notes
Outcome 1.	71200	International consultants	14,000	1	International Consultants: Specialized Consultants for identifying and measuring project progress; identifying lessons learnt and providing expertise (mid-term review/ final evaluation)

	71300	National consultants	260,000	2	National consultants: Specialists for identifying and measuring project progress; identifying lessons learnt and providing expertise (including initial measurement of baseline indicators and means of verification for project progress, mid-term review and final evaluation or as required), as well as for delivering specific products regarding the updating of definitions of target species' conservation priorities, targets, corridors and dispersal areas, as well as specialists for delivering products related to the species conservation needs identified during the PPG phase, including the development of participation plans for each species and AP.
	75700	Training, Workshops and Confer	30,000	3	Inception workshop and report (within first two months of project startup) and FONCER Technical meetings
	71400	Contractual Services- Individual (personnel)	300,000	4	Contractual services individual: 5 staff for supporting on strengthening GIS system support based on updated and reliable data, as well as monitoring and supporting the fulfillment of targets established.
	72100	Contractual Services- Companies	300,000	5	Contractual services (Companies/Organizations): Financial and administrative management of the project activities, seek additional funding to feed the FONCER and assist in the preparation of quarterly and annual work plans and progress reports for review and monitoring by CONANP.
	71600	Travel	120,000	6	Travel: National travel for team and field staff for supervisory and advisory visits, on issues of systemic nature.
	72600	Grants: Initial capital for FONCER	1,000,000	7	Grants: Initial capital for co-financing the creation of the Fund for the Conservation of Endangered Species (FONCER), which will complement the financial resources obtained for endangered species conservation from other sources.
	74200	Audiovisual and print production	25,000	8	Audio Visual & Print Production Costs: Publications, manuals, pamphlets for awareness-raising of different sectors, and/or guides on species identification, as identified according to the advocacy, partnership and communication strategy generated at the PPG phase.
	72300	Materials and Goods	90,000	9	Materials and Goods: GIS and other equipment, materials and goods required for GIS system update and support.
	72800	Information Technology Equipment	20,000	10	Information Technology Equipment: IT equipment for GIS system update and support.
	73400	Rental & Maint of Other Equipment	375,000	11	Rental & Maintenance of Other Equipment: fuel for vehicles, maintenance and minor repairs of vehicles and equipment for use in the field for strengthening the GIS system and updating definitions of species' conservation priorities, targets, corridors and dispersal areas.
	74500	Miscellaneous	20,000	12	Miscellaneous expenses: Potential contingencies due to currency exchanges and other emerging expenses.
Subtotal Outcome 1			2,554,000		
Outcome 2	71200	International consultants	14,000	13	International Consultants: Specialized Consultants for identifying and measuring project progress; identifying lessons learnt and providing expertise (including Mid-term review/ final evaluation)

	71400	Contractual Services- Individual (personnel)	1,542,114	14	Contractual services individual: 1) 12 field technicians (for marine turtles nesting sites' camps, Mexican Wolf, golden eagle, California Condor, Jaguar and Mule Deer); 2) two mechanics for marine turtles nesting sites' camps.
	71600	Travel (operation)	150,000	15	Travel: Given the distances and large and remote field sites resources will be allocated to national travel for technical team and field staff within field sites, supervisory and advisory visits of Mexico City-based project staff and consultants to field sites, and occasional travel of field staff to Mexico City for planning and assessment meetings.
	72200	Equipment and Furniture	190,000	16	Equipment and Furniture: Mainly vehicles: 10 quads and 3 ATV (All Terrain Vehicles), necessary for travel of technical staff within the remote and logistically challenging field sites in support of field-level activities, particularly marine turtle nesting beaches in the case of the quads, and Golden Eagle, Californian Condor and Mexican Wolf for the bigger ATVs.
	72300	Materials and Goods	240,000	17	Materials and Goods: communication and other equipment, materials and goods required for staff communication and field work.
	73400	Rental & Maint of Other Equipment	485,000	18	Rental & Maintenance of Other Equipment: oil for vehicles, maintenance and minor repairs of vehicles and equipment for use in the field.
	74500	Miscellaneous	75,000	19	Miscellaneous expenses: Emergency fund for potential contingencies related to the target species' conservation, envisaged during the PPG phase.
Subtotal Outcome 2			2,696,114		
Project Management Costs	71400	Contractual Services- Individual (personnel)	230,000	20	Contractual Services- Individual: Project Management Staff: 1. project coordinator/administrator, and 2. monitoring and evaluation specialist.
	71600	Travel	12,500	21	Travel: for project staff attending field visits and meetings.
	74100	Professional services and audits	7,500	22	Professional services and audits: for monitoring performance and transparency of the administration, a GEF/PNUD requisite
	74599	Direct Project Costs	25,000	23	Direct Project Costs: Estimated costs of Direct Project Services requested by the GoM to UNDP for executing services (procurement; travel etc.) and as requested by the GoM through the Letter of Agreement (Annex G). Direct project service costs will be charged at the end of each year based on the UNDP Universal Pricelist (UPL) or the actual corresponding service cost. The amounts indicated here are estimations based on the services indicated in the Letter of Agreement, however as part of annual project operational planning the direct project services to be requested during that calendar year would be defined and the amount included in the yearly budgets.
Subtotal Project Management Costs			275,000		
Project Total			5,525,114		