



CONSERVING CRITICAL COASTAL RESOURCES IN MEXICO

*Annual Report for Year 3
October 1, 2000 – September 30, 2001*

COASTAL RESOURCE CENTER
University of Rhode Island
Coastal Resources Management Project II

December 2001

*In collaboration with Amigos de Sian Ka'an
Conservation International/Mexico
University of Quintana Roo*

This five year project aims to conserve critical coastal resources in Mexico by building capacity of NGOs, Universities, communities and other key public and private stakeholders to promote an integrated approach to participatory coastal management and enhanced decision-making.

Conservation of Critical Coastal Ecosystems in Mexico is part of the Coastal Resources Management Project II, a partnership between the United States Agency for International Development and the Coastal Resources Center at the University of Rhode Island

Coastal Resources Center - University of Rhode Island
Narragansett, RI 02882 USA
(401) 874-6224
rubi@gso.uri.edu
www.crc.uri.edu



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ANNUAL REPORT FY 2001**

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**HIGHLIGHTS OF FY 2001:
1 OCTOBER 2000 – 30 SEPTEMBER 2001**

This document is the annual report for FY 2001 activities completed by the University of Rhode Island Coastal Resources Center (URI-CRC) in collaboration with its in-country partners to promote integrated coastal management in Mexico. This work supports USAID/Mexico's strategic objective—*critical ecosystems and biological resources conserved*. The primary counterparts in Quintana Roo continue to be Amigos de Sian Ka'an (ASK) and the University of Quintana Roo (UQROO). In the Gulf of California, Conservation International-Mexico (CIMEX) is the primary counterpart.

HIGHLIGHTS OF FY 2001 RESULTS

Xcalak Region

- Declaration of Xcalak Reefs National Marine Park published in the Official Register, November 27, 2000
- Ecological Land Use Plan for Costa Maya approved in October, 2000; regional workshop and regular meetings facilitated to coordinate implementation
- Management plan for Xcalak National Park undergoing final public review
- Community-supported reef monitoring shows initial benefits of no-take zone.
- Amigos de Sian Ka'an receives \$25,000 grant to expand fisheries management and enforcement

Chetumal Bay

- Implementation of Sarasota Bay exchange program as a USAID democracy-environment initiative links water and bay management officials in Chetumal and Sarasota Bays
- First scientific symposium provides overall view of bay issues and provides impetus to form a working group to oversee the development of a status and trends report
- Chetumal Bay fair attracts hundreds of people to celebrate bay uses and values
- Community-tourism business plan completed for Laguna Guerrero

Bahía Santa María

- Early actions mobilize local communities, including the formation of women's groups aimed at developing small businesses that will address bay solid waste problems related to the shrimp fishery
- Final bay management plan completed and approved by Angostura and Navolato municipalities
- Conservation and Development Committee pursues creation of a trust fund for bay management with the two municipalities
- Office established in La Reforma as the base for research, implementation and outreach activities for the estuary management program

Best Practices

- English *Normas Prácticas* manual is published and distributed
- The Mahahual Station design is completed, permits received and draft business plan prepared
- Planning grant implemented characterized mariculture industry practices and funded training workshops to promote "good shrimp practices" as a management tool for Bahía Santa María
- Programmatic strategy developed to address the 'Nautical Route' proposal to create 24 tourism marinas in the Gulf of California and Baja peninsula

Capacity Building

- CI's "managing for results" established a logical framework for 2 sites in Gulf of California
- Mexico-Belize workshop held in December, 2000 to organize NGOs and institutions around common coastal resources
- UQROO formally established its Coastal Resources Program, with and hired new staff
- UQROO creates regional working group and Center for Geographic Information

This year's advances focused on reaching agreements on coordination mechanisms and carrying out specific measures to implement recently approved plans and strategies for the Xcalak Marine Park, Costa Maya tourism development corridor, and Bahía Santa María estuary. In addition, the groundwork has been laid for strengthened organizations which can provide better supporting services to coastal stakeholders. This support includes the creation and staffing of the Coastal Resources Program at the University of Quintana Roo, design and permitting of the Majahual Research and Extension Station, steps toward formation of a trust fund for managing Bahía Santa María, and creation of the Chetumal Bay working group to complete a characterization of bay trends and issues. Efforts continued to expand this year, through additional funding to support complementary activities. As seen in Appendix C, the project and its partners leveraged almost \$400,000 of USAID, Japanese government, private foundation funds, and partner match to compliment the \$500,000 FY01 allocation of this project. This includes the award of \$25,000 to the Amigos de Sian Ka'an from the Commission on Environmental Cooperation, and \$150,000 to Conservation International Mexico from the North American Wetlands Conservation Council, to complete scientific studies of the Bahía Santa María estuary. These advances complement the efforts of the Federal government in Mexico, both in the past and current administrations, which support integrated coastal management as a tool to advance decentralization, sustainable tourism and economic development.

The Project Team also carried out a mid-term progress assessment as part of preparing the FY 2002 work plan, which involved the first meeting held with all current project partners.

FY 2001 Results for the Mexico Conservation of Critical Coastal Ecosystems Project

The FY 2001 results for the Mexico Conservation of Critical Coastal Ecosystems Project (C³RM) are described in the following pages. Information on anticipated challenges, constraints and opportunities for next year are then described, as well as anticipated strategies for achieving results within the evolving context.

Annex A contains the FY 2001 results for USAID/Mexico Results Framework indicators; Annex B lists the publications, and Annex C outlines the sources of leveraged and complementary funding obtained this year. The FY 2001 Financial Report is presented in Annex D and the acronyms used in the reports are listed in Annex E. The project team that participated in this year's activities is listed in Annex F. The information presented is updated through September 30, 2001.

LIFE OF PROJECT RESULT 1: SITE-BASED MANAGEMENT IS ESTABLISHED AND ADVANCED IN PROTECTED AREAS AND CRITICAL ECOSYSTEMS

The project targeted three areas for site-based management in FY 2001 — Xcalak and Chetumal Bay in Quintana Roo state on the Caribbean coast, and Bahía Santa María in the Gulf of California's state of Sinaloa. Tourism, fisheries management and community development are the major coastal management issues in Xcalak. The Manatee Sanctuary, tourism, water quality and urban development are emerging management concerns in Chetumal Bay. The critical themes for estuary management in Bahía Santa María include expansion and operation of shrimp mariculture, declining fisheries, and maintaining wetlands and water quality.

A. Xcalak Region

LOOKING BACK

Anticipated Results for FY 2001

- Prepare a Marine Park Management Plan for adoption and implementation.
- Consolidate management initiatives, biophysical and socioeconomic monitoring, and application of best tourism development practices for areas of the Xcalak Peninsula into ICM action agenda.

Strategies Used

The project continued to subcontract to the Amigos de Sian Ka'an, who in turn worked with the Xcalak community committee and facilitated meetings amongst local, state and federal actors to advance designation and management efforts. Chetumal-based staff provided much of the interaction with community, while Cancun staff provided technical and policy support. URI-CRC assigned an additional staff person to enhance technical assistance to the ASK and the emerging marine park management effort.

Actual Results

Protected Area Management Plan.

The final decree for the *Parque Nacional Arrecifes de Xcalak*, or the Xcalak Reefs National Park, was published in the Mexican Federal Register on November 27, 2000. Amigos de Sian Ka'an has lead the effort to develop a management plan for the National Park, with leveraged funding from the World Wildlife Fund. Five workshops were held on zoning, research and monitoring, financing and administrative regulations to build consensus and support from various community, government, private sector, and academic interests. A draft was submitted to the Federal government in January 2001. In August 2001, the Federal and state governments formed an official committee to review and finalize the management plan. At that point, the negotiations have stalled again. One of the key concerns continued to be that the people of Xcalak want meetings to be held in their community to insure consensus in the village. It is anticipated that the process will continue in the new year, with approval expected in the spring of 2002.

The Director of the Banco Chinchorro Reserve has been assigned as the director for the Xcalak Reefs National Park. The new park has received an allotment of operating funds from SEMARNAT.

Amigos de Sian Ka'an received funding from the North American Commission for Economic Cooperation for \$25,000 to advance fisheries management, monitoring, and enforcement of the Xcalak reefs National Park, with a strong component for community participation and capacity.

Two workshops were held to build the capacity of the local tourism cooperative in interpreting of birds and coral reefs. The bird workshop was attended by 17 individuals and provided hands-on experience on

bird watching and tourism management techniques for habitats and migration periods. This resulted in the development of guidelines for bird watching in one of the critical nesting areas of Xcalak. The workshop also initiated interest to get permits for implementing tours in specified areas of the Chetumal Bay Manatee Sanctuary. The coral reef workshop, provided 15 participants with information on local species of reefs and fish, environmental constraints, as well as tourism and monitoring techniques. An initial draft of lessons learned in the Xcalak process has been written in conjunction with CRC's CRMII activity to document ICM case studies.

Biological & Socio-economic Monitoring and Reporting Program.

A tourism survey has been completed in Xcalak. The survey is aimed at understanding the desires of the tourists to participate in community tourism in Xcalak. To date, approximately 100 have filled this out at their hotels.

The three stations of the Xcalak reefs were monitored in September and October 2000 and March and July, 2001. The October sampling was done directly following Hurricane Keith. In February, an additional transect was added at the northern extreme of the Park, at Rio Huache. Monitoring includes of coral cover, species, and density in addition to fish and algae. An annual report was prepared in September, 2001.

The coral cover in the three sites maintained a relative stable condition. The coverage of algae has increased since the hurricane in two of the sites, which may be due to their ability to grow on those portions of the reefs destroyed by the hurricane waves. There also may be other anthropogenic causes to this as well. Regarding fisheries, two of the stations showed a decline in population directly after the hurricane, however, with an increase reported in March 2001. In *La Poza norte*, the opposite occurred where the post-hurricane population was significantly higher than the others. It is felt that the fish may have used this area as a refuge during the hurricane due to its relative protected nature of the submarine canyon. Overall, when comparing September 2000 and September 2001, the fish population data shows increased density in *La Poza*, indicating the potential benefits of the "no-take" zone.

While some conclusions can be made from these monitoring events, it is felt that additional monitoring be implemented so that a larger series of data is available to generate a hypothesis about the results. The goals of the marine protected area are to conserve and enhance biodiversity, promote community participation and to enhance the quality of living of the local community. The only effective way of knowing if our strategies are working is to document the relationship of the biodiversity changes and the socioeconomic status and examine if the trends are behaving towards the desirable direction. The team is working with other protected area managers in the region to address these issues, and participated in a workshop in February to promote the idea of integrated protocols for monitoring. However, establishing a consensus on the monitoring protocol and targeting funding for this remain two key constraints. The final report mentions, for example the need to consider using both transects and quadrants to survey coral in order to reduce errors and facilitate comparison with other marine parks in the state.

LOOKING AHEAD

The marine park is one of the key strategies to support participatory management of coastal resources in Quintana Roo's Costa Maya Region, slated for new tourism and economic growth. Negotiations are expected to be completed in the second quarter of FY 2002, with the Xcalak community hoping for a substantive role in park stewardship.

Challenges/Constraints/Observations

The results of the current monitoring program are useful in gaining general insights into what is going on in the various parts of the park. It is important to find funding for long term monitoring in order to evaluate whether the park is producing the desired beneficial results as the management effort gets fully

underway. It will also be important to be able to distinguish changes caused by natural factors or reef succession.

ASK has greatly benefited from the leadership of its new executive director, and has progressed in its abilities to facilitate coastal management processes. ASK has also advanced in clarifying their medium and long-term goals for coastal management and to define/commit the appropriate resources/build capacity to implement multiple projects with multiple partners. This includes a renewed commitment to strengthening the ability of the Xcalak village to participate as stewards in the marine park and to develop itself as an environmentally responsible tourism support center.

The differences between federal and state agencies remained an obstacle to achieving final approval of the management plan for the Xcalak park, thus slowing implementation and fostering continued local frustrations. The private sector and other NGOs and agencies concerned with topics other than the environment also needs to be fully engaged at this stage if the park and the community development of Xcalak is to be realized.

Proposed Strategies

The C³RM program will continue to consolidate work in the region to improve participatory management in the Xcalak region as a demonstration for other appropriate coastal situations. Upon approval of a management plan, a park advisory committee will be formalized, consistent with Mexico's marine protected area regulations. Formal approval of the management plan is expected in early FY 2002. The Xcalak community strategy, originally published in 1997, will be updated and extended to take advantage of park plan implementation. This will include both the tourism component and the urban planning element.

B. Chetumal Bay

LOOKING BACK

Anticipated Results for FY 2001

- Consolidated information, bay issues; build stakeholder and decision-maker support, and build capacity sufficient to identify priority actions and contribute to an integrated management initiative in Chetumal Bay.

Strategies Used

Strategic efforts centered around the planning, preparation, and execution of a Bay Summit, which would catalyze institutions to collaborate in the information exchange and agenda setting event. Collaboration with USAID's Democracy Program and their municipal exchange program provided a mechanism to collaborate more effectively with municipal government and water authority and to link them with ongoing activities in the bay.

Actual Results

Implement Municipal Exchange Between Chetumal and Sarasota.

The democracy and environment program linkages through USAID/Mexico led to six exchange visits between Chetumal and Sarasota, Florida. This permitted sharing of experiences on both bay management and integrated water management programs in Sarasota for possible application in Chetumal Bay. The development and implementation of a bay summit in August with participation of a broader group of stakeholders significantly advanced Chetumal Bay activities.

Advance Priority Actions for Bay Management.

The UQROO team worked with an intersectoral working group to develop and implement the agenda for the *Encuentro de la Bahía*, or the Bay Summit. The group of 7 included academic institutions, NGOs and the three levels of government involved in management. The Sarasota Bay Management Program advised the process and presented their experience in Bay Management. The event was held August 22 to 25 in Chetumal. The objectives of this event were two fold: 1) understand the state of the bay and its data available and 2) develop a coordinated action agenda to address priority issues. Water quality, habitat, policy framework, public education, and international agreements were the themes for both presentations and working group sessions, which closed with a half-day meeting on next steps, which are reflected in the FY 2002 work plan. Products such as a bibliography of existing information and proceedings of the conference have been developed and will be printed in early FY 2002. The UQROO team gathered existing information which was posted on their www site before the event, and will be used as the basis for synthesizing a “State of the Bay” report during FY 2002.

Catalyze Stakeholder Participation Process for Bay Issues.

The ICM network (RedMIRC in Spanish) organized and implemented the second annual Bay Fair in November 2000. Fourteen organizations participated in the fair, and over 500 people attended. This has been a popular cultural event in the City of Chetumal and provides an excellent opportunity to outreach environmental information on the bay and other key issues in the region. UQROO hosted eight seminars this year. For example, the October session facilitated a panel discussion on water quality issues in Chetumal Bay, and catalyzed the initiation of the Bay Summit, planned for August 2001. The March seminar, featuring Dr. Francisco May, focused on governance – a key theme for current efforts of the MIRC team. The seminars have continued to attract members of the NGO, government and academic community and provide a forum for discussion and exchange of information, including upcoming meetings and ideas for collaboration.

The RedMIRC approved the organizational Terms of Reference and agreed that the network will be composed of NGOs, while UQROO will provide technical assistance and facilitate information exchange as appropriate. NGO partner, Biologist Technical College Association (COBIOTEC) assumed the leadership role for the first year. A press conference was held on April 27th to sign the terms of reference and to publicly declare the RedMIRC Network. During the Chetumal Bay Summit in August, the RedMIRC agreed to play a coordinating role for the next stage of the effort. The team has taken advantage of the Sarasota exchange program to motivate participation from the private sector, which has proven invaluable.

Develop a Viable Community-based Bay Tourism Enterprise in Laguna Guerrero.

A professor from UQROO’s Economics Department worked with the tourism guide group and the Ejido to develop a business plan and strategy for advancing community-based tourism in Laguna Guerrero. The business plan was published with much needed guidance on the specific activities of greatest economic investment/benefit. The community will use this to guide their efforts to secure bank loan to purchase infrastructure and to initiate marketing activities. A group of students from Monterrey Technical Institute carried out a special project with UQROO and the communities and developed a community outreach document on the vision developed last year.

LOOKING AHEAD

Challenges/Constraints/Observations

The formation of the UQROO Coastal Resources Program and the successful focusing of effort on Chetumal Bay and its environs gives UQROO a much clearer sense of mission and role. The uneven quality of information about the bay and the relatively small size of key organized bay constituency groups make the next stage of work a great challenge. Even so, the new focus and expanded staffing capability make it much more likely that this new stage will produce results.

It is important to note here that an administration structure for managing the bay and adjacent areas is already established through the Manatee Sanctuary. The initial analysis reveals that the structure/basis for a “multi-stakeholder” administration already exists or in some cases, is just being finalized by the state Secretary of the Environment (SEDUMA). The challenge lies with the implementation of this mechanism including adequate funding and transparency of decision making.

The University and the RedMIRC project team must be prepared to work at the pace of community and political processes, which have not necessarily been the same as the tasks and milestones built into the work plan regarding tourism, for example. In addition, providing training to communities on tourism needs to be matched with a program to promote the services which are developed.

Proposed Strategies

Activities will be focused on increasing the support, outreach, and dialog with a broad group of stakeholders and identifying a proposal for integrated management in the Chetumal Bay watershed (the boundaries of which will be defined by program). Outreach and extension will continue to build a bay identity and generate support for integrated approach to bay management. The August 2001 symposium is leading to preparation of a status and trends report this year. A working group which Red MIRC will help establish, but which is independent of RedMIRC, will coordinate stakeholder involvement in this process. This profile will lay the groundwork for the design and implementation of key integrated management initiatives in the bay. Efforts will be made to link with the Meso-American Barrier Reef Initiative. It is also a focus of Belize-Mexico Alliance (BEMAMCCOR).

SEDUMA has formed an advisory committee, Sanctuary working group, and four sub-committees, and is working towards creating a trust fund. Within this structure, there is a large representation from various stakeholder groups –NGOs, universities, civil society, government representatives and investors. The project will aim to work within the existing framework and strengthen the structure and its implementation towards integrated management of the bay, and adjacent areas of influence.

UQROO matching funds will be devoted to several complementary activities, including the UQROO coastal management program operation and staffing; establishment of programs to promote participation management in local ejidos and communities, and development of a course, “Planning in Latin America” in conjunction with University of New Mexico.

Another focus of this year will be the implementation of the business plan developed in Laguna Guerrero in collaboration with the ejido and government programs promoting community development and tourism. The business plan seeks to build on the community interest and the training received by group of young adults, so that the ejido will invest in projects related to sustainable tourism. This type of tourism is permitted within the Chetumal Bay protected area and favors the adoption of ICM. UQROO will work with the community to seek financing from government sources or local banks for the projects; the community Guide Group, will then be responsible for loan re-payment.

UQROO will continue to facilitate the process; however, they will transfer more responsibility to the community to take leadership of their own program. The project will help build linkages to programs offered by the municipality, state and federal government and will initiate discussions with other communities and government to determine opportunities to promote community-based tourism as a tool to implement the actions of the Chetumal Bay Protected Area. With complementary funds, the UQROO will also continue to advance community-based ICM extension activities in coastal ejidos and communities.

C. Bahía Santa María

LOOKING BACK

Anticipated Results for FY 2001

- Complete the review, adoption and public distribution process for the Bahía Santa María Plan.
- Strengthen the Committee for the Conservation and Development of Bahía Santa María as the coordinator and champion of plan implementation.
- Implement selected early actions aimed at improving government decisions and bay user choices in resource use.

Strategies Used

The continued operation of an office in Culiacan with locally hired outreach and technical staff through CIMEX make it possible to have a much greater consistency of effort and continuity as the program shifts toward implementation of early actions and strengthening the local organization of the program.

Actual Results

Complete the Bay Program Document.

The municipalities of Angostura and Navolato have already endorsed the policies and actions in the bay program document. Adjustments have been made to the draft plan and include more information on the background and context of the plan, with the voice of the Conservation and Development (CCD in Spanish) rather than the passive voice of the technical support documents. In addition to the scientific recommendations which have been a large focus to date, sections have been incorporated that address community needs and municipal activities. Implementation, financing and monitoring/evaluation (drawn from the logical framework) are also incorporated into the plan to guide its implementation. The full text will be reviewed by the CCD and by three independent reviewers not familiar with the document but knowledgeable about bay issues. The document will then be edited and printed in two formats, one being a technical document, and the other more of a public summary of the plan and its implementation features.

Implement an Outreach Program.

The addition of a dedicated outreach specialist to the project team greatly boosted education and outreach efforts. The outreach plan prepared in October 2000 has led to the implementation of several initiatives including highly attractive yet substantive brochures, posters and '*murales periódicos*' or news murals posted in public places. Unfortunately, the specialist was unable to extend her role to full time as anticipated, so the project team hired a local specialist to be based in La Reforma village in the Bahía Santa María (BSM).

Support Formalization of Bay Plan Implementation Structures.

The director of legislative research for the state congress drafted a proposal for a legal entity between the towns of Navolato and Angostura, in essence a *fideicomiso*, or trust, which is a parastatal entity of considerable flexibility. While this mechanism is commonly used by communities to carry out projects and provide services, this would be the first time such an entity is formed between two towns for program implementation. The towns would be required to provide a substantial contribution in goods and funds to establish its operation. Such funding could come from the revenue collected by the municipality from Federal Zone taxes. A 30-year trust will be established and managed by a technical committee, which likely will include the two municipalities, Conservation International, the Fishing Coop federation, the University of Sinaloa, a shrimp farmer and community member. This independent group will be responsible for overseeing the programming and financial aspects. The design of the annual operating program is a key element, and this will be drawn from the bay plan and the logical framework and put into the statutes of the trust.

Initiate Pilot Scale Implementation Actions.

The BSM team is focused on identifying tangible responses to management concerns raised by stakeholders. The seed money for small projects in the USAID program is viewed as part of a much larger series of initiatives to move forward with tests of good practices, conservation or restoration actions. For example, the fisheries coop leaders have consistently expressed great concern about the quantity of fish and shrimp larvae taken up by pumping water into shrimp farms. With leveraged funds from the Packard shrimp grant, the team will monitor and classify the amount and species of larvae caught during 24 hours of pumping at a peak time for five months at two sites. CCD members who are aquaculture biologists will help design and implement this monitoring protocol.

Other activities included funding leaders from the women's oyster coop in Sonora as well as local experts to assess proposed experimental culture sites and supervise the entire process from water certification to marketing. Support also moved ahead for a pilot project with a woman's group to apply sanitary technology to convert shrimp heads and waste into shrimp flour, a protein-rich food for family consumption. About 5,000 tons of this material is generated during the shrimp season, all thrown away and causing unhealthy local conditions. A group of 22 women formed a new cooperative, and registered with the state in August 2001. In August, 23 women received training from the Center for Food and Development facility in Mazatlan with the collaboration of the regional training center operated by SEMARNAT. Other activities include community sanitation work, supported with technical assistance by the University of Sinaloa.

La Reforma Field Office.

The CCD established a field office in La Reforma with the substantial support of the Federation of Fishing Cooperatives. Technical specialists will be based there to carry out fieldwork under the North American Wetlands Council project, as well as the new outreach specialist. This move substantially strengthens local commitment and capacity for carrying out the bay plan. The Culiacan office was moved to the University of Sinaloa, strengthening the ties and commitment of the institution to the Bay Management Project.

LOOKING AHEAD

Challenges/Constraints/Observations

Steady effort and continuing improvements in the organization of the CCD have accompanied the consolidation of project team and technical support in Bahía Santa María. The meeting on early actions generated a tremendous response, and the project team was able to skillfully follow through on this immediately. The extensive demand of the community can not be met immediately and will require strategic interventions and capacity building in the following years. Linking environmental concerns with opportunities for economically productive and efficient solutions is a consistently well received strategy. The municipality of Navolato expressed strong interest in receiving assistance in addressing tourism development in Altata, which in fact is rapidly becoming the gateway for tourism and recreational visits to Bahía Santa María. It also was targeted as the site for a new marina under the *Escalera Nautica* proposal. The CCD has accepted the need to work more intensively along the southern border of the bay and to address the linkages with Altata, a fact reflected in the FY 2002 workplan. This requires additional resources and effort that must be considered by the committee.

Proposed Strategies

Adoption of appropriate management mechanisms and initiation of implementation will be the priority this year. The Bahía Santa María Bay management process will include promoting the adoption of a single resource management plan with the new municipal leaders adopting the trust fund for bay conservation and development. CIMEX, in conjunction with the technical committee of the CCD and a legal advisor, will develop written procedures for project administration and decision making by working groups and collaborating partners. Once developed and discussed within the technical committee, these

sets of guidelines will be presented to the executive committee of the Trust Fund, when created, for discussion and approval.

The state of Sinaloa has reactivated the process to complete an environmental ordinance (OET) for the coast. Policies and actions from the Bahía Santa María program will be submitted for incorporation into this OET. This will reinforce our implementation strategy and provide a framework for similar local efforts in Sinaloa's other nine major lagoon systems. Project activities will build on last year's effort and will support development of a program on good management practices in mariculture to be funded by other donors. Efforts will focus on support for developing or executing conservation-based enterprise pilot projects. Technical assistance will be made possible through working agreements with several local institutions. Project team will work with community leaders to write and submit proposals for funding by Mexican government programs.

CIMEX will update and complete the Malacataya Mangrove reserve proposal for presentation as a State reserve. Newly available satellite and the Federal Zone information will be added to GIS and maps to designate areas and buffer zones. Fieldwork will be implemented to verify vegetation, and fauna resources and use policies.

Efforts to enhance gender and ICM will be initiated through early action activities, in collaborations with SEMARNAT's Gender and Environment Program. It is hoped that this can provide input to longer term initiatives to promote leadership and gender equity in ICM, a program which CRC aims to develop in the coming year.

**LIFE OF PROJECT RESULT 2:
LOW IMPACT PRACTICES FOR ENVIRONMENTALLY COMPATIBLE COASTAL
DEVELOPMENT ARE DEFINED AND UTILIZED MORE EFFECTIVELY**

A. Quintana Roo

LOOKING BACK

Anticipated Results for FY 2001

- Apply best tourism development practices for areas of the Xcalak Peninsula into ICM action agenda
- Establish a permanent physical presence in the Xcalak Peninsula through the Mahahual Coastal Station

Strategies Used

The publication of the Federal tourism strategy explicitly supported good management practices and private sector certification and incentives. The team continued to distribute Spanish edition manual of the *Normas Prácticas*. The project implemented a baseline survey of existing practices for the emerging small hotel industry in Costa Maya, where many good management practices have been incorporated into the land use ordinance.

ASK, UQROO and URI worked collaboratively to design the Mahahual Station, and navigated through the complex permit process to prepare for construction of the Center in early 2002. Given its primary purpose to support research and outreach related to coastal management, the Mahahual Station will be used as a training facility for a variety of themes, including low impact tourism.

Actual Results

Distribution of *Normas Prácticas* Manual.

English translation, layout and printing has been completed by CRC after extensive production difficulties. The team had asked SEMARNAT to write a preface and to put their logo on both the Spanish reprint and the English version, and the positive response resulted in the preparation of a statement signed by the Minister of SEMARNAT, Victor Lichtinger. This demonstrates the high level of support for the use of the document by SEMARNAT and is helping to build collaborations for training and implementation.

Mahahual Coastal Management Station.

Staff was hired to work with the UQROO, ASK, and CRC team to design and implement the Mahahual Station. The field assessment and the drawings were completed. Permitting has also been completed. Coordination has begun with the Mexico Renewable Energy Program, which will facilitate and fund the solar energy component of the station. The team is working together well when decisions need to be made, however, the timing of key steps is frequently delayed due to difficulties in bringing the team together or getting consensus over certain issues. A formal agreement was reached which creates a structure and guides the collaboration of the three principal entities. The process provides us with a case study on the implementation of the land use regulatory tools, which will be useful in future evaluation of the regulatory process in the Costa Maya.

Community Low-impact Tourism Practices.

As seen in the IR 1 section, the communities of Xcalak and Laguna Guerrero continue to work on establishing tours and infrastructure to support local guide groups and the implementation of low impact tourism. Contacts have been made with the State Secretary of Tourism to establish bird-watching towers

in these communities, and to expand capacity building opportunities for tourism cooperatives and business development.

LOOKING AHEAD

Challenges/Constraints/Observations

The challenge of promoting good management practices in Quintana Roo continues to be lack of access to the private sector. Additionally, this project element lacks sufficient resources (human and financial) to make significant advances. As discussed below, the USAID's Energy Program will initiate efforts with the private sector in northern Quintana Roo, which will focus on Environmental Management Systems, which is seen as an excellent opening to this sector. The government is interested in use of these practices, but training programs have been difficult, due to the higher turnover rate of government staff.

With regard to the Mahahual Station, the design and permitting fell behind schedule and took several months longer than the initial estimation. Delays were encountered as well in preparing the business plan and finalizing other agreements. In addition, all of the principal parties experienced disruptive changes in personnel assigned to the project. However, the strength of commitment of all parties to continue the project to completion was demonstrated as the delays were addressed. Finally, the original estimates of construction costs had been terribly underestimated, which has caused continued changes in project development and implementation.

Proposed Strategies

A working group will be formed with members of the Environmental Secretariat (SEMARNAT) to institutionalize the use of the good tourism practices guidelines set out in the *Normas Prácticas*. This group will be responsible for impact assessments, and the municipalities (that can guide development through ordinances). Support will also include better information for decision making through the Geographic Information System project, in collaboration with SEMARNAT and Federal Zone Department (ZOFEMAT) and the municipality of Othon P. Blanco. Building upon the advances of the good tourism practices and the challenge of establishing private sector connections, the USAID/Mexico Energy Project has also initiated a pilot project to promote the use of Environmental Management Systems in hotels in the municipalities of Solidaridad, with specific interventions planned for Othon P. Blanco as well. If these efforts prove to be effective, the project may decide to seek additional funding for additional good practices activities from other sources.

A formal memorandum of understanding for the Mahahual Station between ASK and UQROO will be finalized in early FY 2002. The partners will construct and open the station in mid FY 2002. USAID funds will directly support staff and program development for the first year, while the center initiates mechanisms towards self-sufficiency. Station staff will be hired and the executive and advisory committees established as identified in the ASK-UQROO Memorandum of Understanding.

B. Bahía Santa María

LOOKING BACK

Anticipated Results for FY 2001

- Workshop proceedings from mariculture training event on good practices

Strategies Used

Leveraged funding from Packard Foundation and USAID-LAC supported a working group and workshop on good management practices. This was directly linked to BSM management strategy early actions, which had been established by the Committee for Conservation and Development in Santa Maria.

Actual Results

Shrimp Mariculture Good Practices.

Efforts were launched in October 2000 with a case study presentation at an international conference held in Culiacan and the convening of a local working group to advance this initiative in Bahia Santa Maria. A working group was established in coordination with the Sinaloa Aquaculture Institute to identify management issues and potential solutions to incorporate good management practices into the state aquaculture strategy as well as the operations of shrimp farms. A profile of the shrimp industry was completed along with recommendations for an expanded program to support good mariculture practices. A two-day workshop was held in with industry, government and academia in June 2001. The presentations and working sessions were attended by 62 people and advanced the concepts of good practices in food security and program extension. Also see Life of Project Result 3 for a description of marina good practices work.

LOOKING AHEAD

Challenges/Constraints/Observations

One of the key ongoing challenges is obtaining buy-in from stakeholders in the mariculture industry to implement these practices through voluntary and regulatory actions. Another challenge is to insure that efforts are not solely focused on field extension and increased efficiency within the shrimp ponds, but are targeted at policy, environmental management and social aspects within the context of overall bay management. Finally, it will be important to monitor the use and benefits of good management practices to determine their effectiveness in advancing a more sustainable industry within Sinaloa, and as a potential model for other emerging Gulf of California mariculture sites.

Proposed Strategies

Key to development of a good shrimp practices program is to define a baseline of existing practices. A field survey on a statistically representative number of shrimp farms, will help define the characteristics of the shrimp farm industry in Sinaloa as a basis for establishing pointers for advancing a good management practices program. Regarding management strategies for Bahía Santa María, one main concern is the large amount of by-catch in the form of larvae, post-larvae, and fingerlings of various species of crustaceans, fish, mollusks, etc., that get trapped and die because of the water intake pumps of some shrimp farms. A small case study in two shrimp farms in Bahía Santa María is planned to further evaluate this problem, with results input to the numerical model of the bay to be initiated next year. In addition, the project team will have the opportunity during FY 2002 to incorporate the results of the good practices workshop and profile in the revived effort to prepare an *Ordenamiento Ecológico Territorial* for the Sinaloa coast, focusing on aquaculture and tourism.

Good management practices will be promoted as a tool to advance critical management priorities among key stakeholders within the Gulf of California region. Assistance will be provided to the marina and conservation communities in understanding marina good management practices and the extent to which

existing operations are meeting them. This will also include assistance as how they can be applied to improve existing recreational ports and aid in making wise choices about the development of additional facilities. The first step will be a visit to the region by international experts in marina development in November 2001.

**LIFE OF PROJECT RESULT 3:
IMPROVED POLICIES FOR CONSERVATION AND SUSTAINABLE USE OF RESOURCES
ARE INCORPORATED INTO MANAGEMENT FRAMEWORKS AND ENABLING
CONDITIONS FOR IMPLEMENTATION ARE ENHANCED**

A. Quintana Roo

LOOKING BACK

Anticipated Results for FY 2001

- An ICM Action Agenda for Southern Xcalak Peninsula.

Strategies Used

ASK, UQROO and URI-CRC worked directly and indirectly with municipal, state and federal authorities to advance various policy issues throughout the year. It became evident that the additional resources and effort would be necessary to advance policy and governance in Quintana Roo, which was the impetus for collaborating with the USAID democracy program in Chetumal Bay.

It should be noted that many policy advances have been reported under IR1 for Xcalak, Chetumal Bay, and the Bahia Santa Maria.

Actual Results

An ICM Action Agenda for Southern Xcalak Peninsula.

The concept of this activity changed during the last half of FY 2001. Given the decree of the Xcalak National Park and the decree of the Costa Maya Ecological Ordinance, it was discovered that the Committee for Evaluation and Monitoring could be a key oversight committee for the region. A workshop was held with government, NGO, and institutional actors (38 men, 10 women) in August, 2001 in the Costa Maya to clarify the existing environmental control instruments in the Costa Maya, the roles of actors, and to review the policies being implemented. This workshop was organized in conjunction with the three levels of government responsible for environmental management and tourism development. The results of the 2-day workshop have been presented to the Committee for Evaluation, and will be further reviewed with a subcommittee charged to provide specific recommendations and actions for the committee regarding integrated management of the Costa Maya in early FY 2002.

The Costa Maya GIS database has been designed, assembled and presented to various stakeholders. While this has been seen as an excellent tool for management, there is still resistance to publishing this information on compact disk or making it accessible on the www. The municipality has since taken the step to publish some of the information, and efforts are underway to link with their efforts to expand their effort and promote access via www.

Advance Geographical Information Systems.

As noted in IR4, the project continued to collaborate with the URI-UQROO Applied Leadership project to enhance the Geographical Information Systems (GIS) capabilities of the UQROO. The UQROO and ASK have developed an interactive CD of the Costa Maya GIS System (SICOMA) which has been presented to authorities. This will be reviewed for technical and legal aspects and finalized for distribution on CD and the www. The site will be advertised for use by the UQROO and ASK. Feedback will be sought by users to determine its effectiveness and to understand how this tool can be enhanced for use by decision-makers, practitioners, developers and scientists. While the ultimate goal is publish this on the www and make all information available to the public, there are political issues which need to be addressed by the team. This includes approval from government agencies to make this

information public; passage of a Mexican bill on “freedom of information”, and increased demand by the stakeholders.

Programmatic Funding for ICM.

A 3-year program was established by the National Commission for Science and Technology (CONACYT) for funding applied research for ICM. A regional workshop was co-sponsored with UQROO and CONACYT to get input from researchers and users in Quintana Roo, Yucatan, and Campeche on relevant issues and topics for research and extension. This resulted in five key themes: coastal engineering, monitoring, impacts and contamination, species and coastal environments, tools for ICM, and legal systems and governance. While this is designed as a short term program, it provides an opportunity to expand to long term programmatic development through development of Mexican Sea Grant Program or policy on sustained funding for coastal management.

Federal Zone Case Study.

Discussions with the Federal Zone program of SEMARNAT (ZOFEMAT) have indicated that they are interested in collaborating with the project partners and sites (Chetumal Bay, Bahia Santa Maria) to develop case studies of coastal management. These would become part of the first generation of coastal zone management programs in Mexico to be acknowledged by the Federal government, and would provide input to ongoing policy development for a national program.

LOOKING AHEAD

Challenges/Constraints/Observations

The policy targets that have been set for this project were largely associated with site based management activities, as established under IR1. These efforts have helped to influence an overall policy environment in Quintana Roo, to acknowledge the need for integrated management, and have contributed examples of management and collaboration. However, it is felt that the lack of formal agreement and mandate for regional management and government cooperation in the Costa Maya, has made it difficult to enhance policy at the larger regional level.

There is an excellent opportunity to link formally with the Federal government ZOFEMAT program to provide working field examples of coastal management programs, which would then provide input to National Policy.

Proposed Strategies

Both ASK, UQROO and the Red MIRC are members of the Costa Maya OET Evaluation Committee, and will work to influence both process and the results of this advisory forum. One of the aim of these groups is to help insure that decisions are made in a transparent, integrated fashion. We are pleased to see that USAID has supported World Wildlife Fund to promote enhanced policy in this region, and will aim to collaborate through our partners and direct association of URI where appropriate. Working in conjunction with the OET Committee and the users of the Mahahual Station, the project will develop recommendations for a monitoring plan to track the effectiveness of the OET as a development tool for low-impact tourism. Activities will include the evaluation of current information and monitoring activities to identify biophysical and socio-economic factors to be monitored in the Costa Maya. This will provide information to help establish a baseline and provide input to indicators that can then be used by the Costa Maya OET Oversight Committee and researchers.

Next year’s efforts will continue to establish linkages with other actors involved in ICM in Mexico as a means to build capacity of partners and activities in Quintana Roo while contributing to the field of ICM regionally and nationally. Efforts will be focused on sharing experiences regarding coastal management with colleagues in universities, NGOs and the three levels of government, as well as at the community

level. This will complement the activities listed above in Chetumal Bay and the Xcalak Peninsula. Activities will include meetings with other programs, exchange visits, and participation in conferences and workshops.

B. Gulf of California

LOOKING BACK

Anticipated Results for FY 2001

- Develop a proposal for an institutional framework to integrated management of the region, based on global experiences with regional marine initiatives

Strategies Used

Through the efforts of Conservation International, World Wildlife Fund and several other key players, regional efforts on the Gulf of California advanced substantially this year, with consolidation of a regional alliance of NGOs, government and private sectors. These efforts provide a context for USAID-supported efforts as described below.

Actual Results

The Gulf of California as conservation "hotspot": Conservation International's new global strategy. In anticipation of renewed interest by the Mexican government, as well as taking a lead in the trend toward decentralized, geographic programs, Conservation International (CIMEX) has initiated a reorganization to focus on hot spot regions. This means that CIMEX will devolve its Mexico program to the Gulf hotspot, and a sister initiative for the Meso-American biological corridor, which focuses on Central America and southern Mexico. Within the Gulf hotspot, further decentralization is planned, ultimately creating a series of conservation corridors, each of which will be run by a program director, and contain several projects led by managers. The Bahía Santa María program is one of the leaders in this decentralization, representing the leading edge of the creation of the Sinaloa-Nayarit wetland and estuary corridor. CIMEX will maintain some central support unit activities but funding and operations will be mainly focused on the individual, self-sufficient corridors. This provides the USAID Mexico *Conserving Critical Coastal Ecosystems* initiative with a good opportunity to help build CIMEX's institutional capacity further through site-based management and ICM policy development, as it has to date in BSM and estuary management.

The "Escalera Nautica".

President Fox announced a program in February 2001 to implement the concept of a 'nautical route' of safe harbors and marinas along the Pacific Coast, focusing on the Gulf of California and the Baja peninsula. The initiative is viewed as the key stimulus for expanded tourism in the region. The Alliance for the Sustainability of the Coast of Northwestern Mexico (ALCOSTA) is seeking to participate in proposal review, since this triggers the need for an integrated coastal management approach, both in the siting and development of the facilities and in managing the growth along the shore stimulated in priority conservation areas. The group sought technical assistance from CRC to review the proposal once a copy is obtained and help shape the ALCOSTA's response, which they seek to be as professionally solid as possible. This appears to be the best candidate theme to focus an experience review within the Gulf region. A CD-ROM with information in English and Spanish on marina good practices was compiled and distributed in May 2001 by CRC to more than 100 groups and individuals concerned with the proposal. A visit to several sites with international marina experts was scheduled for November 2001.

Experience Review and Analysis in Support of Regional Initiatives.

CIMEX commissioned an overview paper, released in October 2000, which provides a good perspective on the social, economic and governmental context at a level of detail not seen in previous regional

planning documents. The governance overview does a good job of setting out the overall framework. It also identifies some areas where legal reform would be beneficial toward promoting integrated decision making for coastal ecosystems that are not part of a protected area program (like Bahía Santa María). The key concept put forward is developing an approach, which effectively uses the "facultades concurrentes y coadyuvantes" in a way that fosters appropriate interactions and complementarity. This is a near term approach while legal reforms are developed over the medium and long term, and is reflected in the methods used in Bahía Santa María and other CIMEX projects. The study notes that state laws and existing land use plans do not include consideration of some of the most important new uses of the coast such as aquaculture and thus need updating urgently.

CRC and CIMEX participated in a Gulfwide priority setting agenda in May 2001. This provided the team with an opportunity to evaluate existing and potential future initiatives for the next two years related to regional management. CRC has developed draft cases of regional experience, focusing on the Wadden Sea and Chesapeake Bay cases to identify aspects of regional management to be considered in the Gulf. A roundtable workshop on the concept of the Large Marine Ecosystem as it might apply to the region was scheduled for December 2001.

LOOKING AHEAD

Challenges/Constraints/Observations

The Gulf is a priority focus of many donors. Therefore, it is very important for USAID programs to be specific and target key elements that can capitalize on the experience of the team and achieve USAID goals. One clear challenge will be to apply lessons learned from other regional experiences in a manner that will be effective in both design and implementation of regional initiatives. CIMEX is disappointed that its proposed Global Environmental Facility for the Gulf of California has been delayed by the national government. However, the Mexican government is moving ahead to prepare a marine environmental plan for the Gulf, stimulated by the *Escalera Nautica* proposal. CIMEX and other NGOs in the region need support to participate effectively in this process.

Proposed Strategies

In FY 2002, CRC and its partner CIMEX will work on defining implementation mechanisms for the Ordenamiento Ecological Marino (OEM). This planning effort will need to be linked with state level planning and decision-making and can draw important insights from related world experience such as the Chesapeake Bay Program. This will include an expert review session on experiences in governing large marine ecosystems and discussions with Mexican officials responsible for regional marine policy and decision-making. Follow-up to these initial steps could include a session or series of meetings with governors or senior environmental officials of the Gulf states who will have to agree to the policies and implementation measures in the regional plan.

Support will also be provided to the development of Regional Vision and Response Capability for ALCOSTA through participation in workshops. As described in Good Management Practice Intermediate Result #2 efforts will be initiated this year to define a program where Marina GMPs can be used to enhance gulf-wide management and tourism development, while building capacity of ALCOSTA to respond regionally.

**LIFE OF PROJECT RESULT 4:
IMPROVED CAPACITY ENABLES ENHANCED SITE-MANAGEMENT, ADOPTION OF
LOW-IMPACT PRACTICES AND MORE EFFECTIVE COASTAL POLICY FOR
CONSERVATION AND SUSTAINABLE USE OF COASTAL RESOURCES**

A. Capacity Building for ICM Partners

LOOKING BACK

Anticipated Results for FY 2001

- Increase the capacity of CIMEX to implement project cycle management
- Develop a Coastal Resources Center at the University of Quintana Roo
- Support development of a short-term agenda for the Belize/Mexico Alliance

Strategies Used

CRC identified strengthening activities with key partners. All partners advanced to high degrees on institutional strategies in coastal management as a component of their larger institutional goals. Individual staff continued to advance through participation in conferences and courses. Team work with URI and other ICM groups continued to be a strong component of information exchange and capacity building.

Actual Results

Developing an Institutional Strategy and Center for Integrated Coastal e Management at UQROO.

The advances made since January 2001 are impressive. Following a change in project coordinator and team members, the new director of the ICM (MIRC in Spanish) program, Dr. Francisco May, has received concurrence and commitment from the University to develop a plan for a MIRC center this year. A diagnosis was made on the activities to date and a preliminary needs assessment for the future center. UQROO's work will incorporate elements from: socio-economic and policy initiatives, ecology and environmental technology, legal justice and public administration, strategic studies, and extension and outreach. The objectives will guide their mission to advance integrated coastal management in the state. The UQROO allocated three more full time positions to this effort - a community planner, natural resource manager, and policy specialist. The new staff was in place by August 2001.

Institutional Strategies for NGO Partners

Both CIMEX and ASK advanced substantially in development of institutional strategies. Missions, visions and medium range objectives have been developed for both organizations. Both strategies include elements related to biodiversity, community participation, policy and capacity building. These strategies will be finalized, and will then require dedication to sustained funding mechanisms and implementation strategies.

Build Capacity for Managing by Results in the Gulf of California.

Gulf of California CIMEX staff has completed basic training in the use of logical framework methodology. This training consisted of two workshops, one in January on the methodology, and one in February 2001 on monitoring indicators. In addition to CI staff, local partners from Santa Maria Bay, Upper Gulf, and from other CI's projects attended the workshops. In addition to workshops, a series of meetings have been carry out with the project teams, both in Santa Maria and Upper Gulf to build the logical framework for their projects. The Upper Gulf team did complete its framework in August 2001, while the Santa Maria team completed 80% of it by the same date. Other projects in the program have also advanced in developing their logical frameworks, which are expected to be completed by December 2001. Activities during FY 2002 will focus on implementing the framework of each project and in developing and implementing a monitoring and evaluation plan for one.

Participation in Regional Alliances with Belize.

The project performed an evaluation and needs assessment of the 11 member organization of the Belize-Mexico Alliance for Management of Common Coastal Resources (BEMAMCCOR). Assisted by USAID's Global Environment program, site visits and interviews were implemented. This was followed up in December, where the BEMAMCCOR held a 3 day workshop, which was funded by USAID south-south funds. The workshop was attended by 25 (17 men, 8 women), representing 11 organizations from Belize and Mexico. The workshop provided a time for the participants to begin to focus on their strengths as a coalition, and identify their priorities both individually and as a coalition. Follow up meetings were held in February and March to finalize the coalition's terms of reference, which was signed by the 11 member organizations on 30 March, 2001. The coalition secretariat, Amigos de Sian Ka'an, led the group through action agenda work sessions over the following months.

Mid-Term Self-Assessment.

Work plan development was initiated cooperatively with all three partner organizations, USAID and CRC. In August 2001, the project team had a two-day workshop in Chetumal to jointly assess progress to date and to confirm program goals for project completion in FY 2003. This provided an opportunity for current project team members, most of whom are new to each other this, to build a broader perspective and place the C³RM project within the evolving context of Mexico, and to prepare the outline of work for the remaining two years of the project. The workshop provided an opportunity for each of the teams to exchange information, techniques, and lessons learned regarding specific initiatives among teams. In terms of workplan development, each team developed outlines for future work, which was then followed by an exercise to critique the three presentations, look for common and conflicting approaches, and identify ways to foster connections among the two coasts. This mid-term assessment provided reflection on the opportunities and challenges of advancing ICM in the Mexican context, and the insights and advances made by the USAID/Mexico program in conjunction with other partner initiatives.

LESSONS AND INSIGHTS FROM MID-PROJECT REVIEW

- The evolving context of environment and coasts in Mexico creates unprecedented opportunities for successful place-based projects to influence federal and regional policy.
- Environmental Land Management plans, OETs, and other ICM- like mechanisms offer new opportunities as well as some challenges for achieving integrated decisions which are being explored through the C³RM.
- The changing context enables strategic partners to engage more effectively with the three levels of government in Mexico.
- C³RM must operate as one project, and there are in fact several points of intersection across site and regional level work on both coasts.
- Some of the ongoing experiments with integration mechanisms for Coastal Management are likely to be applicable locally as well as provide examples of regional and national importance.
- Experience on both coasts highlights the value in supporting the emerging networks and coalitions of organizations.
- The increasing role of municipal government presents a significant opportunity for the project, with positive results being valuable to the country's 167 coastal municipalities.
- Mexico is now beginning to support applied science for coastal management.

Advance Geographical Information Systems and Developing Capacity for GIS at UQROO

This associated effort was funded through the Applied Leadership Office program, Partnering with Higher education for International Development. The goal of the two-year project is “To develop a regional GIS data consortium and an environmental data center at the University of Quintana Roo, Mexico”. Due to the combined bureaucracies of USAID and URI, many months went by before money was made available to UQROO for achieving tasks in the GIS project work plan. Also, the resignation of the project director left a large temporary void. While unfortunate, this experience forced a restructuring of lab personnel and policy which should be beneficial, both to the project and UQROO as this work moves ahead. This also highlighted the substantial institutional commitment of UQROO, with new director, full time GIS technical person, and systems administrator for database development and standardization. A working group is being assembled for the regional GIS group including representatives from regional universities, NGOs, and government research institutions. This group will be responsible for developing standards for data development, format, documentation, and distribution. Meetings with these individuals are on going, with final board members to be named by December 2001. A logo, mission statement, and web page framework have been created as a starting point for discussions and negotiations as soon as the board is finalized.

Participation in International Conferences.

In November, 2000 Amigos de Sian Ka’an and the CRC participated in an international conference “North American and European Perspectives on Ocean and Coastal Policy. This was held in Cancun. The team presented a poster on community-based management and good tourism practices. In addition, CRC participated as a commentator on the panel entitled “Collaboration Across the Americas”. This conference provided the Mexico team with an excellent opportunity to learn from and exchange experiences with other programs in the US and Europe, as well as Mexico itself.

USAID/Mexico provided funding for ASK staff to participate in the International Coral Reef Initiative in Bali. A paper entitled “A Decade of Coral Reef Monitoring of the Sian Ka’an Biosphere Reserve, Mexico” was presented. While in Indonesia, Ms. Loreta visited CRC-USAID sites where community is participating in reef monitoring of a newly formed marine park. These techniques are now being assessed for use in Xcalak.

Program Coordination and Collaborations.

Several trips have been made by CRC staff to coordinate with in-country partners on various initiatives. This provides excellent opportunity for exchange and capacity building for the team. Coordination is enhanced through electronic communication, instant chat programs, and telephone conferences as appropriate. Informal collaboration and coordination has been ongoing with other USAID partners including International City and County Managers Association, The Nature Conservancy, World Wildlife Fund, and the PA Consulting to help insure consistency with programs, synergize projects, and minimize overlap.

Coordination between USAID-Global and USAID/Mexico has provided added value and support to this program. This was exemplified by the Japanese International Aid (JICA) mission to Quintana Roo. A team of CRC, USAID/G/ENV and USAID/Mexico participated in a 2-week design mission to support the US-Japan Common Agenda. Water, waste and protected area management were theme areas within a context of integrated coastal management. The USAID/G/ENV team provided technical support which complimented that of the CRC and partners. This type of coordination will benefit the potential future design of a Japan- US-Mexico initiative in Quintana Roo. Additionally, Sharon Murray of G/ENV participated in the design and implementation of the BEMAMCCOR workshop in December 2000.

Coordination has taken place between the environment and democracy programs in USAID/Mexico in aims of developing a joint program in the future. With governance, transparency, and conflict resolution being key issues in integrated coastal management, there are many benefits to developing a coordinated initiative in Mexico.

Project Communication.

The project team has launched a new series of fact sheets. The first is an overview of the project's initiatives. These were produced in Spanish and English. The second fact sheet has been drafted for Bahia Santa Maria and will provide an overview of the management plan and its process. The CRC WWW site (www.crc.uri.edu) has been updated in English and Spanish, and provides more in-depth review of project activities and publications. The UQROO site (www.mirc.uqroo.mx) also has become an effective means of communication on Chetumal Bay issues and advance.

LOOKING AHEAD

Challenges/Constraints/Observations

Two out of three of the in-country teams remained stable this year. However, at the outset of the project year, UQROO went through another change in program manager. The hiring of Dr. May provided a major turning point and the program was in a short amount of time able to achieve some important long-term milestones. The next step of creating a more independent "center" will require additional funds, political support, and success of current projects. The timeframe for this is uncertain.

Regarding the Belize-Mexico Alliance, it has proven difficult to work in the binational arena given the language difference. The alliance members appear to be stronger and more organized on the Mexican side. Fund raising has made little progress. The alliance members are still waiting word from the Meso-American reef initiative.

Proposed Strategies

FY 2002 will focus on developing a program exit strategy and prioritizing medium and long term ICM goals of all partners, including CRC. This will be critical for insuring continuity in key actions, and close out in others. The team will work with USAID to help identify the focus of future programs and need for continued capacity building in ICM and related themes. Key to this will be the development of a capacity building strategy for the partners and other stakeholders in ICM and emerging management themes, such as water resources (quality and quantity), decentralization, and best management practices.

UQROO has committed financial and human resources to the ICM program. In June 2001, three new professors/ researchers were contracted with funds provided by the University. Next year's efforts will provide the opportunity for new MIRC members to take enrichment courses in integrated coastal management (one in the CRC-URI Summer Institute, another in the Institute of Ecology in Xalapa and another in the course given by the University of Guadalajara). This will also provide the UQROO/URI team with an opportunity to evaluate the other ICM courses in Mexico, as input for future UQROO/URI sponsored programs. Additionally, the UQROO will develop mechanisms to promote effective multi-disciplinary and interdisciplinary team work and develop relevant skills and methods (group discussions, group work, shared decision making, information sharing, conflict resolution, information flow, a common vision, mutual respect, and ethics). UQROO/URI will review existing institutional capacity tools to establish a protocol to track progress to set programmatic priorities within their program.

Support for enhancing the abilities of the alliances in both Quintana Roo and Gulf of California will continue. The program will assist the Center for Investigation and Development's (CIAD in Spanish) technical team in completion of a regional vision process for ALCOSTA, and development of a program of activities and training. In addition, efforts will be continued to define its role and build capacity to participate in the review process for the Escalera Nautica, prepare a strategy to promote public involvement the regional impact assessment process, and define and strengthen civil society role in developing site based plans.

ANNEXES

ANNEX A – INDICATOR TABLES

USAID/Mexico Strategic Objective One MIDTERM FY 2001 Results

INDICATOR 4: Number and area of critical ecosystems, in target areas, with improved/adequate management.

INDICATORS 1 and 4: Number and Area of critical ecosystems, in target areas, with improved or adequate management					
Reporting Period: <i>FINAL FY'01</i>			Primary Partner: <i>URI</i>		
			Annual Scorecard Goals (check relevant box)		
Name of Site	Area of Site	Local Partners	Not Met <90%	Met >90% and <110	Exceeded >110%
<i>XCALAK</i>	<i>17,377 Ha water/3000 land</i>	<i>ASK/Community Committee</i>	<i>FY01 Target = 40</i> <i>FY01 actual = 33*</i>		
<i>BAHIA SANTA MARIA</i>	<i>284,346 Ha</i>	<i>CI/Conservation & Development Commission</i>		<i>FY01 target = 34</i> <i>FY01 actual = 33.5</i>	

Comments:

* Xcalak – Given this year’s change from a process of “community” efforts to that of a “national” marine park, the scorecard as an indicator tool has been reinterpreted. In addition, as discussed in the text, the adoption of the park and implementation of the management plan has been a continued challenge, due to political issues, out of control of the project. Such realities and details are not easily represented in the scorecard. In reality, advances in management in Xcalak National Park were made, regarding the development of a national park management plan. While official adoption of the plan has been stalled, the community continues to implement small actions that support the marine park and complimentary tourism activities. It is felt that the system of indicators should be reviewed next year and that perhaps the Nature Conservancy’s scorecards for administration of protected areas be used now that this is a National Marine Park.

Bahia Santa Maria - Advances in Bahía Santa María are moving ahead positively, with local players taking more leadership and responsibility for developing early actions and advancing management plan activities. As seen in the accompanying table, steps 1 (issue identification), 2 (plan preparation) and 3 (adoption) have advanced successfully. As the plan is formally approved, and implementation initiated within the next year, many of the actions in step 4 and 5 will be completed. The FY 2002 target is identified as 46 while the LOP results are identified as 48.5.

Indicator 4: XCALAK

	FY98 Baselines	April 99 status	FY99 Targets	FY00 Status	FY01 status (Oct 01)*	FY01 Targets	FY02 Targets	LOP Targets
Step 1 Issue Identification								
1a mgmnt issues	2	2	3	3	3	3	3	3
1b info gaps	1	2	2	3	2	3	3	3
1c stakeholders	2	2	2	2	3	2	3	3
Step 2 Program Preparation								
2a action plan	2	2	2	2	3	2	3	3
2b theory	2	2	2	2	2.5	2	2.5	3
2c pilot actions	2	2	2	2	3	2	3	3
2d institut design	2	2	2	2	2	2	3	3
2e training plan	1	1	1	1	0	1	1	3
2f cost	1	1	1	1	2	1	3	3
2g stakeholders	1	2	2	2	2	2	3	3
2h public education	1	2	2	2	1	2	2	3
Step 3 Adoption & Funding								
3a gov't approval	1	1	2	3	1	3	3	3
3b funds secured	0	0	0	0	1	0	2	2
Step 4 Implementation								
4a change behavior	2	2	2	2	2	2	2	3
4b training plan impl.	2	2	2	2	.5	2	1	3
4c stakeholders active	2	2	2	2	2	2	2	3
4d adaptive mngmt	2	2	2	2	0	2	1	2
Step 5 Evaluation								
5a baseline data	2	3	3	3	2	3	2	3
5b questions/criteria	1	1	1	1	1	2	3	2
5c modifications	1	1	1	2	0	2	0	2
Total	30	34	36	39	33	40	45.5	56

Indicator 4: BAHIA SANTA MARIA

	FY99 Baseline ¹	Sept 2000 status	Oct 2001 status	FY 2001 Targets	FY 2002 targets	LOP Targets
Step 1 Issue Identification						
1a mgmt issues	1	2	2	3	3	3
1b info gaps	1	2	2	3	3	3
1c stakeholders	1	3	3	3	3	3
Step 2 Program Preparation						
2a action plan	0	1	3	3	3	3
2b theory	0	2	2.5	3	3	3
2c pilot actions	0	0	1	1	2	3
2d institut design	0	1	2	2	3	3
2e training plan	0	0	1	1	2	2
2f cost	0	0	2	2	2	2.5
2g stakeholders	1	2	2	3	3	3
2h public education	0	1	2	2	3	3
Step 3 Adoption & Funding						
3a gov't approval	0	0	2	1	3	3
3b funds secured	0	0	2	1	3	2
Step 4 Implementation						
4a change behavior ²	0	0	0	1	1	1
4b training plan impl.	0	0	1	1	2	1
4c stakeholders active	0	0	1	1	2	2
4d adaptive mgmt ³	0	0	1	0	1	2
Step 5 Evaluation						
5a baseline data	1	2	1.5	2	2	2
5b questions/criteria	0	0	2	2	2	3
5c modifications	0	0	0	0	0	1
Total	4	16	33.5	35	46	48.5

Notes:

¹ Baseline is marked as November 98, when NAWCA funding was initiated

² Item 4a – The only change of behavior at this time (level #2) can be associated with the management of Jaiba (blue crab). However, overall, the level is at #1 this year

³ Item 4d – The program is adaptive to address new issues, even though they are not officially “implementing” the plan.

INDICATOR 5: Number of men and women in target areas practicing sustainable activities promoted by USAID - Table A Mid-Term/Annual Data

INDICATOR 5: Number of men and women in target areas practicing sustainable activities promoted by USAID Project - Table A Final/Annual Data					
Reporting Period: FINAL FY '01		Primary Partner: URI		Date: October '01	
Site	Activity	Local Partner	Number of Men	Number of Women	Total
<i>XCALAK</i>	<i>Sust. Fishing</i>	<i>XCC/fisheries cooperative</i>	17	0	17
Totals (Sum of people participating in sustainable use activities across all activities)			Total # Men 17	Total # Women 0	Total # People 17

Comments:

The number of fisherman in Xcalak account for half of the cooperative membership, who have been participating in program activities, and currently enforce fisheries agreements consistent with the draft management plan for the National Park.

Laguna Guerrero guides have not been conducting tours this year, therefore, they have not been listed as practicing sustainable activities. However, a business plan has been developed and will be the basis of implementing a program this year.

Several activities have initiated in Bahia Santa Maria to contribute to this indicator, however, have not been adopted to date. These include Good Shrimp Mariculture and women's group reuse of shrimp waste for flour.

INDICATOR 6. Number and Percent of new coastal zone enterprises in target areas using best management practices advocated by the USAID-sponsored Coastal Management Program.

Comments:

A survey was developed in the Costa Maya of 47 hotels to determine what the practices are within the new hotels, however, it has not been analyzed to date. It is hoped that a reliable means of monitoring the use of good management practices can be initiated this year with the initiation of a Costa Maya Committee. Given the fact that the Costa Maya Land Use Ordinance has been officially decreed, and it contains over 2 dozen "good practices" advocated in the Normas Practicas manual, we need to determine if it is appropriate and feasible to monitor the use of these policies for USAID reporting.

INDICATOR 7. Policy Matrix

Forestry and Land Use Policy Matrix - Policy Table: Status of October '01						
<i>Final FY '01</i>						
Primary Policy Category Code (letter)	Secondary Policy Category Codes (letter)	Country: _____Mexico_____	Scope (N or S or R)	Expected Policy Stages in FY 2001 (Stage #)	Status in September 2000	Status in September 2001
		Policy Description				
V	w	<i>Xcalak management policy defined by government- Marine Park Declared in June 00, and published in the Federal Register in Nov 00 – incl tourism/ fisheries mgmt</i>	R	3	2	3
W	T	<i>Bahia Santa Maria Bay Management Plan Developed</i>	S	2	1	1+
T	w	<i>Costa Maya Ecological LandUse Ordinance (this is being tracked by the program, however, we do not have specific authority or control over its implementation)</i>	S	3	2	3

Policy Categories:

T - facilitates improved land use planning

w - improves integrated coastal management

o - other (please specify)

v - facilitates establishment & conservation of protected areas

z - clarifies and improves land and resource tenure

Scope:

S - Subnational - policies that affect a tribal nation, province, state or region that are neither national nor site specific in impact.

N - National - policies that influence issues on a countrywide level.

R - Regional

Policy Steps:

1. Policy preparation and presentation: Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.

2. Adoption: Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.

3. Implementation and enforcement: Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.

Comments on Indicator 7:

Xcalak Management Policy

- Policy addresses the need to manage the conservation and use of the coral reef and marine resources for fisheries, tourism, and other appropriate access. The Park was officially announced by President Zedillo on June 5th, 2000 and was published in the Federal Register on November 27, 2000.
- Implementation has been initiated. Implementation of protected areas is guided by an approved management plan and the designated Park Director. Dr. Thomas Camarena, director of Banco Chinchorro National Reserve, has been named director for Xcalak National Park, however, no additional staff or funds have been provided to date. A draft management plan has been developed by the project team in collaboration with the community, and is currently under review by a Review Committee appointed by the state environmental secretariat. The Committee was officially inaugurated in August 2001, and has held three meetings, however, the review and approval has been stalled for political reasons not totally understood by the team.
- Management activities have been initiated, despite the formalization of the management plan. A tourism survey has been implemented, where 83 tourists filled out questionnaires at their hotel with information regarding their preferences for community-based tourism. Coral reef monitored was performed by technical staff, in collaboration with community members. Three courses were implemented for the tourism cooperative (see indicator 9).

Bahía Santa María Bay Management Plan Developed

- The draft Bay Strategy has been approved by the two municipal councils, however, awaits formal adoption by these bodies. Due to recent elections, this has been postponed until March 2002, when the new municipal governments are in place and operational. The documents and structure to create a trust fund have been drafted, and will also be approved early in FY02 to provide a funding mechanism for the strategy. Municipalities will contribute to this fund annually. New staff has been hired to open a local office in La Reforma to begin to implement early implementation actions, which combine community development, economic return, and active participation of both women and men in three local villages.

Costa Maya Ecological LandUse Ordinance

- The Ordinance was officially mandated on October 20, 2000. The project has drafted a user-friendly www page design which provides information and maps on the Costa Maya as a key outreach tool, however to date, has not been approved for www use. The ordinance is being implemented by municipal and state officials, however, its effectiveness has not been monitored in an official manner. On June 5, 2001 a committee was named to monitor and oversee the implementation of the ordinance. Both UQROO, ASK, and members of the Red MIRC are on the committee. The ASK-URI project team held a workshop for the committee (see indicator 9) and other key partners in August 2001 to define the role of the committee and specific actions to implement to perform monitoring and oversight.

INDICATOR 8. Number of Target Mexican NGOs demonstrating improved ability to manage environmental projects effectively.

INDICATOR 8. Number of Target Mexican NGOs demonstrating improved ability to manage environmental projects effectively.	
Reporting Period: <i>FINAL FY '01</i>	Primary Partner: <i>URI</i>
Name of Institution	Sites Where They Work
<i>ASK</i>	<i>Coast from Cancun to Xcalak</i>
<i>UQROO</i>	<i>Southern Quintana Roo</i>
<i>Conservation International</i>	<i>Gulf of California/Bahia Santa Maria</i>
<i>Red MIRC</i>	<i>Southern Quintana Roo</i>
<i>Laguna Guerrero Guide Group</i>	<i>Southern Quintana Roo</i>
<i>Alliance of Gulf of California</i>	<i>Gulf of California</i>
<i>Belize Mexico Alliance</i>	<i>Southern Quintana Roo</i>
<i>Mujeres Unidas de Bahía Santa María</i>	<i>Bahia Santa Maria</i>

Institutional capacity indices have not been implemented for the partner institutions or the other NGO institutions. However, individual groups have performed various types of exercises to

Amigos de Sian Ka'an – Strategic plan has been developed by ASK for the southern Quintana Roo coastal program. This is based on the existing needs of the region, and incorporates the results of the strengths-weakness-opportunities-threat analysis.

Conservation International – Logical framework has been completed for Bahía Santa María program. CI has developed a 10 year vision for their institution in the GOC.

University of Quintana Roo – the University has hired 3 additional technical staff and committed resources for the next year. The UQROO project has become a “program”, indicating institutional commitment to staff and administrative support. The strategy for the MIRC center has been developed and will need to be approved by the board of governors. *An Institutional Framework Analysis for a Center within a University* has been developed by URI, and used by UQROO to define its baseline. This will be revised in early FY 2002 to insure that the instrument is useful for setting goals and evaluating progress for the UQROO center.

RedMIRC. – Red MIRC has officially signed a terms of reference, which identifies key actions and roles and responsibilities. The secretariat has moved from the UQROO to one of the NGOs, COBIOTEC. The REDMIRC has been recognized by the municipality and other key stakeholders as a forum for discussion and integration amongst sectors on coastal matters.

Belize-Mexico Alliance for Common Coastal Resources. An institutional analysis was performed on individual members in the fall of 2000. The December 2000 workshop defined a series of opportunities for the coalition, followed by the adoption of a terms of reference, which has been signed by the member institutions from Belize and Mexico. This outlines the key actions, roles and responsibilities. A workplan has been completed and will be used to seek funding.

Mujeres Unidas de Bahía Santa María – This new Women’s Cooperative, formed in August 2001, has 22 founding members. The cooperative is devoted to developing revenue generating projects which support the BSM strategy. They will initiate a program for producing shrimp flour from shrimp waste (shrimp heads which are normally discarded).

Alliance of Gulf of California - The Alliance (ALCOSTA) has received funding from the Packard Foundation (through Conservation International) to advance its activities. They will be hiring a executive director to work with the executive committee and the partner organizations. The Alliance will develop its vision in January 2002, to help guide their activities.

INDICATOR 9. Number of individuals participating in training and technical exchange programs.

INDICATOR 9. Number of individuals participating in training and technical exchange programs.					
Reporting Period: <i>FY '01 FINAL</i>				Primary Partner: <i>URI</i>	
Name of Training Activity	Date of Training Activity	Local Partner	# Men	# Women	Total # People
Sinaloa Workshop on Shrimp Mariculture BMP	October 2000 1 day	CI	5	0	5*
BEMAMCCOR Strategy, Mission and goals Workshop.	December 7-9 2 ½ days	ASK	17	8	25*
Logical Framework Workshop in Bahía Santa María	February 2 days	CI	18	4	22*
Internship – Ricardo Gonzalez student from University of Miami working w/ASK	Sept- March 2001	ASK	1		1
North American and European Perspectives on Ocean and Coastal Policy – International workshop, Cancun, Mexico	October 2000 2 days	ASK	2	1	3*
Sarasota/Chetumal Exchange – experiential exchange for water and bay management issues and actions	December 15-20 4 days	CRC	2		2*
Study tour to Indonesia Project Sites for ICM and Presentation of Coral Reef Work at International Conference	12 days	ASK		1	1*
Exchange program to Saraosta. Chetumal Water commission traveled to Sarasota to learn about county operation of the water/wastewater utilities system	April 23-27	UQROO	3		3*
Workshop on tourism and bird watching - Xcalak	April 27-29 2.5 days	ASK	17	0	17*
Workshop on early actions	May 1 day	CI	40	100	140 estimate
Workshop on reefs and monitoring – Xcalak	May 28-30 3 days	ASK	15	0	15*
Workshop on good management practices for shrimp – leveraged from USAID-LAC	June 20-22 2.5 days	CI	53	9	62*
CONACYT workshop to identify funding priorities for ICM in Yucatan Peninsula	June 8 DAYS	UQROO	27	12	39 estimate
Costa Maya Committee – developing a strategy for the Committee	Aug 17-18 2 days	ASK	38	10	48*
UQROO seminars – 8 months	Monthly 3 hours each	UQROO	10	10	20 (est)

Encuentro Bahia Chetumal	Aug 22-24. 2.5 days	UQROO	106	40	146*
Self assessment for program team	August 2 days	URI	8	3	11*
Workshop on business development for shrimp flour	August 22-24 2.5 days	CI	0	23	23*
Sarasota/Chetumal Exchange – experiential exchange for water and bay management issues and actions	Sept 15-20 4 days	UQROO	3		3*
Totals (Sum of participants across all training activities)			Total # Men 365	Total # Women 221	Total # People 586

* list available for participants

ANNEX B – PROJECT PUBLICATIONS FOR FY 2001

REPORTING FOR FY 2001	Key Author	Date	Type of Document
UQROO Coastal Management Program Activities. Gaceta Año 4/Number 16 – UQROO magazine with insert on MIRC program	UQROO	Oct 2000	Newsletter
Alianza---Para la sustentabilidad del noroeste costero Mexicano. USAID/CRC/CI/Packard	CIMEX	Oct 00	Brochure
Como separar y clasificar la basura	UQROO	Nov 00	Brochure
Que es la Composta y cuales son sus beneficios	UQROO	Nov 00	Brochure
Los Raudales and Laguna Guerrero Community Profile	UQROO	Dec 00	Bulletin
Annual Report October 1, 1999 – September 30, 2000 Conservation of Critical Ecosystems in Mexico	CRC	Dec 00	Program Document
ICM fact Sheet #1 - english	CRC	Jan 01	Fact sheet
ICM fact Sheet #1 - spanish	CRC	Jan 01	Fact sheet
Project posters on Bahia Santa Maria and key management themes (8 posters), including shrimp mariculture, fisheries and co-management	CI	Oct – Mar 01	Poster
Terms of Reference BEMAMCCOR – signed	ASK	Mar 01	Formal agreement
Terms of Reference RedMIRC – signed	ASK/ UQROO	Mar 01	Formal agreement
Log Frame – Bahia Santa Maria – Draft framework	CI	Mar 01	Program Strategy
Bahia Santa Maria Fact sheet English	URI/CI	Mar 01	Fact sheet
Bahia Santa Maria Fact sheet Spanish	URI/CI	Mar 01	Fact sheet
Marinas Turisticas y El Medio Ambiente: Un compendio de documentos en ingles y espanol sobre los impactos ambientales y buenas practicas en la construccion y operacion de marinas turisticas costeras. D. Robadue. Mayo 2001.	URI	May 01	CD-Rom
Alvarez, M., E. Ochoa, A. Villalva and E. Siu. Perfil de caracterizacion de las Practicas de Camaronicultura en Sinaloa. Julio 2001. Leveraged funding from Packard Foundation	Ecocostas/ CI	July 01	Technical Report
Bibliography of Chetumal Bay Studies	UQROO	July 01	Report & www site
Xcalak National Park Management Plan - DRAFT	ASK	July 01	Technical Report
Information Systems CD for Costa Maya - DRAFT	UQROO/A SK/URI	Aug 01	CD – www pending
Business Plan, Laguna Guererra	UQROO	Aug 01	Technical report
UQROO strategy for MIRC Center	UQROO	Aug 01	Institutional Strategy
ASK strategy for coastal management	ASK	Aug 01	Institutional strategy
Experiences in Environment and Democracy – Chetumal Bay – Sarasota Exchange. Article in Intercoast Fall 2001	URI - UQROO	Aug 01	Newsletter
Environmental Impact Assessment – Mahahual Center	ASK	Aug 01	Technical document
Architectural plans for Mahahaul Center	UQROO	Aug 01	Technical document
Strategic plan for Bahia Santa Maria - DRAFT	CI/URI	Sept 01	Technical document – plan
CCD Trust – Fideicomiso – DRAFT	CI	Sept 01	Formal Agreement
Annual Monitoring report for the Xcalak Reefs National Park (including quarterly reports)	ASK	Sept 01	Technical Document
Molina, C., P. Rubinoff, and J. Carranza. 2001. Guidelines for low-impact tourism along the coast of Quintana Roo, Mexico (English version).	URI/ASK	Sept 01	Manual

ANNEX C – LEVERAGED FUNDING

- *UQROO*. The salary for three full time equivalents was provided by UQROO to work directly on this project. \$60,000.
- *Bahía Santa María Project*. Funding awarded to Conservation International by North American Wetlands Council, Packard Foundation, and local match. \$150,000.
- *Amigos de Sian Ka'an*. Funding for monitoring bird habitat in Costa Maya. Funding provided by Canadian Migratory Bird Program \$3000.

Complimentary funds were received in FY00 for implementation in FY01. These were reported in the FY00 final report, however, are listed here again, due to the fact that the activities occurred during FY01.

- *Coalition Building and Action Planning for the Belize-Mexico Alliance for the Management of Common Coastal Resources (BEMAMCCOR)*. Funding awarded to the Amigos de Sian Ka'an on behalf of BEMAMCCOR. \$18,860
- *Development of the Xcalak Marine Park Management Plan*. Funding awarded to the Amigos de Sian Ka'an by the World Wildlife Fund. \$17,231
- *Enhancing Democracy and Environment Linkages*. Funding awarded to ICMA-Mexico for building capacity of Chetumal officials. \$66,000
- *Extension of Good Shrimp Mariculture Practices to Mexico*. Funding awarded to CRC by USAID Hemispheric Free Trade. \$20,000
- *Partnering with Higher Education to Enhance Environmental Management*. Funding awarded by USAID to the University of Rhode Island for a joint project with UQROO. \$100,000 for a two year program
- *Promotion of Good Shrimp Mariculture Practices in Bahía Santa María*. Funding awarded to CRC by Packard Foundation. \$34,000
- *Training and Experience Exchange for Community-Based Ecotourism/Nature Guides*. Funding awarded to the University of Quintana Roo English Department by USAID South-South Cooperation. \$7,520

ANNEX D – FINANCIAL REPORT

**Programmatic Financial Report
October 01, 2000 to September 30, 2001**

	Budget ¹	Encumbered & Expended	Balance
PERSONNEL			
CRC Personnel	\$ 119,534	\$ 118,706	\$ 828
CRC Fringe	\$ 35,420	\$ 39,701	\$ (4,281)
SUBTOTAL	\$ 154,954	\$ 158,407	\$ (3,453)
SUBCONTRACTS			
Amigos	\$ 38,000	\$ 38,000	\$ -
Mahahual Center Coord.	\$ 43,600	\$ 43,600	\$ -
UQROO	\$ 34,662	\$ 34,662	\$ -
CI	\$ 49,750	\$ 49,750	\$ -
SUBTOTAL	\$ 166,012	\$ 166,012	\$ -
OPERATING	\$ 12,002	\$ 6,670	\$ 5,332
TRAVEL	\$ 85,748	\$ 54,825	\$ 30,923
SUBTOTAL DIRECT COSTS	\$ 418,716	\$ 385,914	\$ 32,802
CRC Overhead 24% (excluding equip & subcontracts)	\$ 60,649	\$ 52,776	\$ 7,872
TOTAL	\$ 479,365	\$ 438,690	\$ 40,674

Notes: ¹ Budget includes carryover of \$79,509 from 99/00 Fiscal Year

ANNEX E – ACRONYMS

ALCOSTA	Alliance for the Sustainability of the Coast of Northwestern Mexico
ASK	Amigos de Sian Ka'an, A.C.
BEMAMCCOR	Belize-Mexico Alliance for Management of Common Coastal Resources
CCCEP	Mexico Conservation of Critical Coastal Ecosystems Project
C ³ RM	Conserving Critical Coastal Resources in Mexico
CCD	Committee for the Conservation and Development in Bahía Santa María
CECARENA	Center for Natural Resource Conservation
CIAD	<i>Centro de Investigación Alimentación y Desarrollo</i> – Research Center for Food and Development
CIMEX	Conservation International/Mexico
CRC	Coastal Resources Center
CRM II	Coastal Resource Management II Program
ECOSUR	<i>Colegia de la Frontera Sur</i> – College of the Southern Border
FY	Fiscal Year
GEF	Global Environmental Facility
GIS	Geographical Information Systems
GOC	Gulf of California
ICM	Integrated Coastal Management
IR	Intermediate Result
INE	<i>Instituto Nacional de Ecología</i> – National Ecology Institute of Mexico
LOP	Life of Project
MEO	Municipal Ecological Ordinance
MIRC	<i>Manejo Integrado de Recursos Costeros</i> – Integrated Coastal Management
MPA	Marine Protected Area
NGO	Non-government organization or civic associations
OEM	<i>Ordinamiento Ecológico Marino</i> - Ecological Marine Ordinance
OET	<i>Ordenamiento Ecológico Territorial</i> – Ecological Zoning Ordinance
RedMIRC	<i>Red de Manejo Integrado de Recursos Costeros</i> – Quintana Roo Coastal Management Network
SEMARNAT	<i>Secretaria de Medio Ambiente y Recursos Naturales</i> – Environmental Secretariat of Mexico
SEDUMA	<i>Secretaria de Desarrollo Urbano y Medio Ambiente</i> – Secretary of Urban Development and Environment
SICOMA	<i>Sistema de Información de la Costa Maya</i> – Costa Maya GIS
SO	Strategic Objective
UQROO	University of Quintana Roo
URI	University of Rhode Island
USAID/G/ENV	US Agency for International Development – Global Environment Center
USAID/Mexico	US Agency for International Development – Mexico Program
WWF	World Wildlife Fund
ZOFEMAT	<i>Zona Marítima Federal Terrestre</i> – Federal Maritime Zone Program

ANNEX F – PROJECT TEAM

MEXICO – AMIGOS DE SIAN KA'AN

Marco Lazcano Barrero	ASK Director
Carlos López Santos	Project Coordinator
Wady Hadad Lopez	Extension Officer
Arturo Can Moo	Program Associate
Carlos Vidal	Community Promoter
Ricardo Gonzalez	Mahahual Coordinator

MEXICO – UNIVERSITY OF QUINTANA ROO

Efrain Villanueva Arcos	Rector
Felipe Medina	Dean of Sciences and Engineering
Francisco Rosado May	Program Coordinator (new)
Rafael Romero Mayo	Program Associate
Alejandra Dzay Graniel	Program Assistant
Ann Snook	Program Associate (new)
Suzana Kissman	Program Associate (new)
Enrique Mota	Program Associate (new)
Elma Llovera	Communications (new)
Teresa Chan González	Administrative Assistant (new)
Eduardo Galicia Zamora	Program Coordinator*
Ma. Carmen Pedroza	Program Associate*

MEXICO - GULF OF CALIFORNIA

Alejandro Robles	Director, CI Mexico and Central America
Maria Angeles Carvajal	Coordinator of Gulf of California Programs
Armando Villalba	Coordinator of Bahía Santa María Program
Francisco Zamora	Projects Coordinator
Humberto Gurrola López	Culiacan Office Manager
Ana Luisa Toscano	Outreach Coordinator
Julia Acuña	Budget Specialist

UNIVERSITY OF RHODE ISLAND – COASTAL RESOURCES CENTER

Stephen Olsen	Director
Lynne Hale	Associate Director
Pam Rubinoff	Project Leader
Don Robadue	Coastal Management Specialist
Carlos Garcia Saez	Coastal Management Specialist
Patty Harrington	Administrative Specialist

USAID/MEXICO

Paul White, Director
Charles Schnell
Heather Huppe

USAID/GLOBAL ENVIRONMENT CENTER

Richard Volk
Sharon Murray

* indicates turnover of staff



CONSERVING CRITICAL COASTAL RESOURCES IN MEXICO

