

the David &
Lucile Packard
FOUNDATION



Mexico Marine Strategy 2018-2021

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INTRODUCTION

History of the Packard Foundation's Marine Work in Mexico



The Packard Foundation has been supporting marine conservation efforts in Mexico for over two decades. With the economic downturn in 2001, the Foundation's Board of Trustees approved focusing our efforts in the Gulf of California, officially launching the Gulf of California Subprogram in 2002. The early stages of our work in the Gulf of California (herein "the Gulf") were tailored to establish a network of marine protected areas (MPAs) to ensure adequate long-term conservation of key ecosystems. As this work progressed and some success

was achieved, the Foundation transitioned to support: management of the network of MPAs (including management of fisheries directly impacting these MPAs); reducing the impact of the shrimp fishery (mainly related to industrial bottom trawling); and protecting key coastal sites (i.e., mangrove wetlands and island ecosystems). In December 2011, the Foundation approved its third 5-year strategy for the Gulf (\$16.5 million USD), with the goal of ensuring sufficient capacity to safeguard the region's biological diversity, ecosystem goods and services, and associated social well-being. The Foundation has invested approximately \$93 million USD since it first began supporting Gulf region work. This investment, and that of other funding partners, has helped grantees and the Mexican government achieve some notable outcomes, including:

Marine Protected Areas (MPAs)

- Establishment of a network of MPAs (managed by the Commission of Protected Areas, CONANP) and the first network of fishery refugia¹ (managed by the Commission of Aquaculture and Fisheries, CONAPESCA), totaling an area of 12 percent of the Gulf's marine territory
- Development and publication of management plans for the region's MPAs and standardized score cards to assess the efficacy of all MPAs²
- Increased funding for MPA management
- Improved institutional arrangements and overall mechanisms for surveillance, tracking, and enforcement within MPAs

¹ Fishery refugia (*refugios pesqueros*) are areas where fishing is limited, usually as no-take zones, with the aim of protecting and rebuilding fisheries.

² https://simec.conanp.gob.mx/pdf_score/2.pdf



Fisheries

- Improvement in the fisheries legal framework, including establishment of a progressive Fisheries Law and fishery-specific regulations
- Improved management of industrial fisheries, with most of these fisheries now either certified by the Marine Stewardship Council (MSC) or in fishery improvement projects (FIPs)
- Significantly reduced impact of the shrimp fishery; key outcomes include:
 - Retirement of old and damaging vessels, with an approximate 50 percent reduction in shrimp bottom trawl effort
 - Development and use of alternative, lower-impact trawl gear
 - Modification of the regulatory framework to accommodate sustainability standards
 - Fair Trade certification for artisanal shrimp fisheries in the state of Sinaloa and improvement in the industrial fishery to the point of entering the precertification process through MSC
 - Establishment of trawl-free areas, particularly around MPAs
 - Marked reduction of industrial shrimp fishing within MPA waters, particularly in the Upper Gulf and Colorado River Delta Biosphere Reserve
- Establishment of the first comprehensive, science-based fishery management plans, with over 10 plans published to date

Coastal Conservation

- Completion of over 48 eradications of invasive mammals on 35 islands, protecting 202 endemic taxa—22 mammals, 31 reptiles, 32 birds, and 117 plants—as well as 227 seabird breeding colonies
- Establishment of a National Strategy for conservation and restoration of the country's island systems
- An improved regulatory framework for protecting coastal areas, particularly mangrove forests, and halting efforts that would have undermined the framework in favor of large coastal development projects
- Formal cancellation of over 20 ill-advised, large-scale coastal development, mining, and energy projects that would have jeopardized ecosystems that are not only iconic, but critical to maintain the health of the Gulf's coastal and marine systems and the communities that depend on them
- Protection of 80,000 acres (32,375 hectares) of coastal lands through fee and easement acquisitions, over 558,000 acres (225,815 hectares) through federal conservation designations, and 440 miles (708 kilometers) of coastline through federal conservation agreements³
- Forged agreements and alliances among the government, business sector, and civil society organizations to carve out a new vision—grounded in sustainability—for the future of coastal development in some areas, particularly in the state of Sinaloa

Capacity Building

- Significantly increased funding from private and public sources for conservation and management efforts in the Gulf region, including the establishment of the Gulf of California Conservation Fund⁴
- Helped build a base of over 40 civil society organizations (CSOs) in Mexico tackling numerous and complex challenges

³ Much of this progress was achieved thanks to a funding collaboration between the Packard, Marisla, and Sandler Foundations, leading to the establishment of the Northwest Mexico Land Conservation Program managed by Resources Legacy Fund.

⁴ The amount of private funds directed to the Gulf in 2005 was approximately \$9 million USD, mostly from U.S.-based foundations. In 2017, this had increased to approximately \$21 million USD from U.S. private foundations, and at least four new Mexican funders.

- Significantly improved the institutional strength of our grantees through training and coaching, most notably via the *Pescadero* Program⁵
- Increased the ability of CSOs to strive for transparency and the application of the rule of law



The outcomes of sustained commitment by the Foundation and its partners are evident, with significant progress achieved to counteract the effects of ever-present threats in the region. However, numerous challenges remain to ensure long-term sustainability and conservation. One of those challenges is the continued fundamental discrepancies between development and actual implementation of the rule of law. Many fisheries, particularly small-scale fisheries, still operate in an atmosphere of illegality and are in decline. While some coastal and rocky reef ecosystems show encouraging signs of

recovery, many others are far from recovered and continue to be heavily impacted. Enforcement within the network of MPAs is still lacking, and the overall area that is protected with thorough enforcement of existing regulations is inadequate (currently no more than 2 percent of the Gulf is fully protected as an area where no extraction of resources is allowed).

While some of the drivers affecting the future of the Gulf are localized and the funding community has made important headway in strengthening a local base for conservation and sound management, many are also systemic in nature and are tied to broader national and international factors that need to be addressed to achieve broad, long-lasting conservation outcomes. Considering this, in the last few years, the Foundation has been transitioning to, firstly, understanding these more systemic drivers at play and, secondly, directing funding to help inform the development of national policies that are more conducive to sustainable use of the country's coastal and marine resources, and that facilitate better implementation of the rule of law.

THE FOUNDATION'S OCEAN STRATEGIC FRAMEWORK AND EVOLUTION TO A MEXICO STRATEGY

As the Foundation and its grantees achieved important milestones in the Gulf and we began pivoting to work on national-level issues to support a place-based approach in the Gulf, the Foundation also took stock of all its marine conservation work to develop its first Ocean Strategic Framework (OSF). The OSF was completed and approved by the Foundation's Board of Trustees in March 2016 and is the guiding framework under which all the Foundation's work on marine conservation operates. The framework takes a 15-year outlook and is meant to support synergies across our investments in various geographies and issues and address some of the most pressing threats to global ocean health. Under this new framework, we focus

⁵ The *Pescadero* Program is a multi-donor supported program that has provided capacity training to over 30 Mexican CSOs in areas such as strategic planning, governance, fundraising, communications, and leadership development (<https://www.facebook.com/Programa-Pescadero-fortalecimiento-de-capacidades-1414202258878808/>).

on six countries with global significance for fisheries, aquaculture, biodiversity, and habitat conservation and where collaborative opportunities can make significant progress toward the establishment of more sustainable fishery and aquaculture systems and conservation of marine biodiversity.⁶ A new aspect of the OSF is recognition that aquaculture is growing worldwide, is an important driver of national economies, and has direct bearing over the health of key coastal ecosystems such as mangroves and other wetlands. Given Mexico's important standing in fisheries and aquaculture production (16th largest producer), its role as an economic and political leader in Latin America, its high marine biodiversity value, as well as the Foundation's over 20 years of experience there and our success in forging collaborations across multiple sectors and working with other funders to achieve important outcomes, Mexico is among the Foundation's six focal countries for its ocean work (together with Chile, China, Indonesia, Japan, and the United States).

A summary of Mexico's most salient marine conservation issues and an outline of a national-level strategy for the Foundation's work in the country are presented below. Consistent with the Ocean Strategic Framework's time horizon, this is a four-year strategy with a 2030 outlook. Over the next four years, the Foundation will continue to work in the Gulf as its main regional focus area while dedicating funds and working with other funder partners to affect national-level change that can ultimately benefit the Gulf and other regions in Mexico. The key differences between this strategy and the Foundation's previous work in the Gulf are explicit focus on making national-level changes (through regulatory reform and application of the rule of law) and flexibility to support marine conservation and fishery improvement work in other regions of Mexico where important progress could be made in a four-year timeframe.

VISION AND 2030 OUTLOOK



We envision a future where biodiversity, resilience, and abundance of marine life in coastal and marine ecosystems are rebounding, and where these ecosystems provide increasing benefits for human well-being in the face of growing threats.

The Ocean Strategic Framework adopted by the Foundation's Board of Trustees in March 2016 takes a long-term approach involving a combination of global and country strategies designed to shift global production of seafood from wild fisheries and the most damaging forms of marine aquaculture toward sustainability so that by 2030 a majority of seafood is produced

under sustainable and responsible management systems and policies and our focal countries achieve their marine biodiversity spatial protection targets. This Mexico strategy will contribute to the Foundation achieving its 2030 outcomes by securing conditions to safeguard Mexico's fisheries, coastal and marine ecosystems, and associated social well-being. Specifically, this will be achieved when the following conditions are in place:

⁶ While the OSF has a long-term 15-year outlook, all strategies will be reviewed again in 2021 and every five years after that. The OSF will be reviewed accordingly and be subject to Board approval every five years.

- Existence and implementation of a long-term vision for the sustainability of Mexico’s ocean and coast
- Policies, regulations, and enforcement mechanisms that are conducive to sustainability
- Transparency, participation, and accountability in decision-making and management
- Strong capacity, financial resilience, and leadership of civil society and government conducive to sustainability

MEXICO’S COAST AND FISHERIES: AN OVERVIEW

Trends in Use and Governance of Coastal Systems

Mexico is a country with unique marine characteristics. It shares its coastline with five seas: Northeastern Pacific, Gulf of California, Tropical Pacific, Gulf of Mexico, and Caribbean Sea. It includes over 6,835 miles (11,000 kilometers) of shoreline, with territorial waters embracing 89,510 square miles (231,831 square kilometers), and its Exclusive Economic Zone covers 1,216,222 square miles (3,150,000 square kilometers)—equivalent to India’s territory or to one-third of the United States. Mexico’s ocean and coastline also include 3,872,141 acres (1,567,000 hectares) of estuaries, one of the largest mangrove areas in the world, and over 3,000 geomorphological structures, of which islands, islets, shoals, reefs, and banks stand out.



About 25 percent of Mexico’s population inhabits coastal areas, including approximately 11,500 coastal communities with approximately 15,000 people that fully depend on marine resources. The rapid growth of economic activities in those areas, coupled with unintegrated coastal management policies and weak governance mechanisms, has led to the irregular development of the coastal zone and a series of challenges associated with the lack of sound urban planning. These

circumstances spark socio-environmental conflicts derived from competing use of areas and resources. This competition for resource use in the absence of integrated management and good governance adversely affects quality of life for local communities and their own economic competitiveness, including the following examples:

Tourism

Tourism is one of the country’s most dynamic industries and contributes approximately 8.5 percent to Mexico’s gross domestic product (GDP). Despite recent challenges related to local violence, coastal-related tourism will likely maintain its economic dynamism and high level of government support. This tendency is evident in coastal areas, such as the southern tip of the Baja California peninsula, where about 50,000 new hotel rooms are expected to be built over the next three to four decades. This level of growth would involve conversion of critical coastal habitats, an unprecedented demand for already-scarce water resources, and would create mostly negative impacts on existing marine and coastal protected areas.



Energy

With the passage of Mexico's new energy bill, the country seeks to expand its sources of energy production and auction leases for production to national and international companies (government and private) via renewable (mainly hydroelectric) and non-renewable (crude oil through deep water drilling and natural gas via fracking) sources. While the country has committed to sustainability standards, there are clear environmental risks associated with the implementation of these activities, many of which have a direct bearing on the country's ocean and coast and supporting watersheds. For instance, a series of dams has been proposed for the San Pedro Mezquital River, Mexico's last free-flowing river west of the Sierra Madre mountain range and the main water source feeding Marismas Nacionales, the largest mangrove wetland in Pacific North America.

Maritime Transportation and Ports

Due to the recent approval of Mexico's energy reform, a significant increase is expected in the trade of oil and gas, both domestically and internationally. Thus, it is likely that the country's port system will become one of the fastest-growing sectors in the country. Mexico's geographic location enables these ports to play a strategic role in global maritime commerce.

Mining

Mexico possesses high mining-production potential in both its coastal and marine areas. Mining is already a source of conflict and a driver of environmental change in several coastal states, such as Baja California Sur, Sinaloa, and Sonora. Mining concessions continue to multiply, sometimes inside natural protected areas and other important biodiversity locations. Similarly, marine mining will likely become a source of environmental stress and conflict in the upcoming years. The presence of rich mineral deposits (manganese, nickel, copper, and cobalt) along the Clarion-Clipperton fracture, which extends from Mexico to Hawaii, explains why 14 out of the 22 exploration contracts issued by the International Seabed Authority were granted for this area.

Despite the importance and scale of the above-mentioned trends, there is no integrated, long-term vision for the use and conservation of Mexico's coastal areas. Each successive federal administration enacts policies and implements work plans reflecting a piecemeal, short-term approach toward coastal and marine management, with economic goals usually outweighing environmental protection that could safeguard resources for the long term.

Past conservation efforts have mostly focused on protecting critical coastal ecosystems through establishing natural protected areas, Ramsar sites (wetland areas designated of international importance under the Ramsar Convention), private land-conservation agreements, and similar types of conservation tools. CSOs have also focused on challenging ill-advised coastal development projects through advocacy, citizen organizing, and litigation. While successful at the local scale, these efforts may not suffice to address the more systemic and regional-level challenges related to maintaining coastal zone integrity. In recent years, organizations and networks have been working to improve key facets of coastal governance, so that coastal planning and decision-making over controversial projects are based on sound information and occur in a participatory and transparent way. These efforts should be supported, multiplied, and strengthened.

Fisheries and Aquaculture



The country is ranked globally as the 16th largest seafood-producing nation. According to the Food and Agriculture Organization of the United Nations (FAO) and CONAPESCA (Mexico's national fishery and aquaculture agency), in 2012 the Mexican fleet produced 1.4 million metric tons of wild-caught fish, with 1.2 million coming from the Pacific Ocean. According to Trade map, Mexican seafood exports were worth \$1 billion USD in 2012 and according to Mexico's official statistics, account for an estimated 0.24 percent of the gross domestic product (GDP). Although marine capture fisheries

reflect a small portion of the GDP, the industry provides over a million jobs (FAO, 2014). Fisheries are extremely important at the local scale, with various coastal areas depending on fisheries as the primary driver of local economies and as a key source of protein in many impoverished coastal communities. A majority of the Mexican fleet (96 percent) is represented by artisanal or "small-scale" fisheries that use 20-30 ft. outboard motor vessels called pangas. Approximately 35,000 pangas operate in Mexico⁷ and target over 300 species.⁸ Roughly half of the small-scale fisheries fleet forms part of Mexico's fishing cooperative system. There are 6,711 registered fishing cooperatives in Mexico (both industrial and small-scale, and targeting marine and fresh water fisheries), of which 3,096 are small-scale fishing cooperatives operating in coastal-marine areas. Of these, 962 are organized into federations and two national-level confederations of cooperatives representing approximately 31,000 fishers.⁹ The rest of the small-scale fishers who are not part of a cooperative are mostly "free fishers"—fishers who often work under a patron-client relationship with a middleman (usually a buyer and/or a permit holder). Performance of Mexico's cooperatives is highly variable. However, some of the best examples of well-managed small-scale fisheries in Mexico fall under stewardship of well-organized fishing cooperatives.

Over a quarter of Mexico's stocks are unassessed, and illegal, unreported, and unregulated (IUU) fishing is a significant factor, with the total country's catch—including IUU—estimated to be about twice as high as official statistics. Recent studies estimate that sustainably managing Mexico's fisheries and combating illegal fishing could increase the amount of fish in the water by 70 percent, catch by 24 percent, and annual profits by \$200 million USD. The combined economic impact through the wider Mexican economy of these benefits is estimated to be \$435 million USD per year.¹⁰

In recent years, total seafood production in Mexico has increased slightly mainly because of the growth in aquaculture production. Shrimp is by far the highest-value species farmed in Mexico, followed by tilapia, trout, carp, and oysters. Tuna farming and ranching is an emerging sector, with Mexico quickly becoming one of the world's largest harvesters of Pacific Bluefin tuna. As the country aims to increase its overall

⁷ CONAPESCA, personal communication.

⁸ National Fisheries Chart, INAPESCA.

⁹ Jorge Torre (Comunidad y Biodiversidad) and Xavier Basurto (Duke University), personal communication.

¹⁰ Pesca y Economía del Océano; Sustentabilidad y rentabilidad a nuestro alcance, Environmental Defense Fund de México, November 2015.

production, Mexico plans to achieve this increase largely through coastal aquaculture (shrimp production), mariculture (mainly finfish and shellfish) and fresh water aquaculture for trout and tilapia. The country is also exploring the potential to develop new wild-caught fisheries, mainly in the Pacific Ocean. However, regulations tailored to manage aquaculture in a sustainable manner are weak, and there is limited understanding of the country's marine ecosystems' carrying capacity for its projected aquaculture growth.



Mexico's *Ley General de Pesca y Acuicultura Sustentable*, the fisheries and aquaculture law of 2007, provides a legal framework to manage commercial and recreational fisheries as well as aquaculture. It is a progressive law that requires science-based management decisions. It also provides important tools to facilitate ecosystem-based management approaches, including the establishment of fishing concessions (usually single-species territorial use-rights in fisheries or TURFs), fishery refugia (*refugios pesqueros*), seasonal

closures (*vedas*), fisheries spatial planning (*ordenamientos pesqueros*), and fishery management plans. In many ways, Mexico has progressed in laying the foundation for fisheries reform over the next decade. Much of Mexico's industrial fleet is either under MSC certified or on the pathway to sustainability (in MSC assessment or a FIP). Fuel subsidies have been capped at \$2.00 pesos per liter (reducing the incentive to fish without having a clear profit). Over 10 fishery management plans have been produced in the past 10 years and there is a mandate to continue producing these plans for other fisheries in the future. CONAPESCA established grantee partnerships to develop a census of small-scale fisheries throughout most of the Pacific coastline. The first networks of fishery refugia managed by CONAPESCA were established in the Gulf and the Yucatán Peninsula in 2012 and as of January 2018 there were 33 fishery refugia in Mexico with at least 20 more in the pipeline to be established. In addition, civil society participated in a process to develop the first official norm (*Norma Oficial Mexicana, NOM*) that lays the foundation for the establishment of refugia throughout the country. Likewise, a case for sustainable management of Mexico's small-scale fisheries has been made in key fisheries around Mexico, primarily in the North-central Pacific coast, the Upper Gulf of California, the Midriff Islands region of the Gulf of California, and in the Yucatán Peninsula.

While important progress has been achieved, there is still much room for improvement on the regulatory framework, mainly in providing more specificity to existing regulations and in application of the law. In addition, there is a lack of transparency and participation of civil society in the decision-making process. Effective implementation through enforcement of existing regulations is a critical next step. The Foundation supports many grantees that have shown they can effectively advocate for needed improvement in the fishery regulatory framework. We also see opportunities to work on the retailer and demand side of fisheries as levers to promote sustainable fisheries in Mexico. Recent commitments by important retailers in Mexico point in this direction. The funding landscape has also changed dramatically in the past five years, in response to some of these important, yet challenging, fishery issues. Of importance is the role that one of the largest funders in Mexico, the Walton Family Foundation, will be devoting its entire marine

grantmaking strategy in Mexico to improve fisheries management. We will rely on partnerships with Walton and other funders to advance much our fishery improvement work.

MEXICO STRATEGY

The Foundation's Mexico strategy will focus on grantmaking to achieve long-term change where (see Figure 1):

- Most of Mexico's fisheries are on a path toward sustainability, and sound fishery and aquaculture management systems are in place
- A network of sustainably managed areas that are key to maintaining the country's marine biological diversity and productivity is established and self-sustained
- The long-term integrity of key coastal ecosystems is maintained

Theory of Change

The Foundation's Ocean Strategic Framework serves as a blueprint for the Foundation's ocean conservation strategies and grantmaking using a 15-year outlook. The Framework is based on a theory of change for which capacity building and leadership development serve as a key means of achieving our long-term goals.



Our Mexico strategy aligns with the Framework's theory of change and operates on the assumption that governance of natural resources requires effective management systems, responsive governments, and organized citizens that interact at multiple levels (i.e., from federal to local decision-making processes) and that these various levels feed back on each other. Similarly, Mexico's use of its ocean and coast, just like any other country, is influenced by broader global political and market processes.

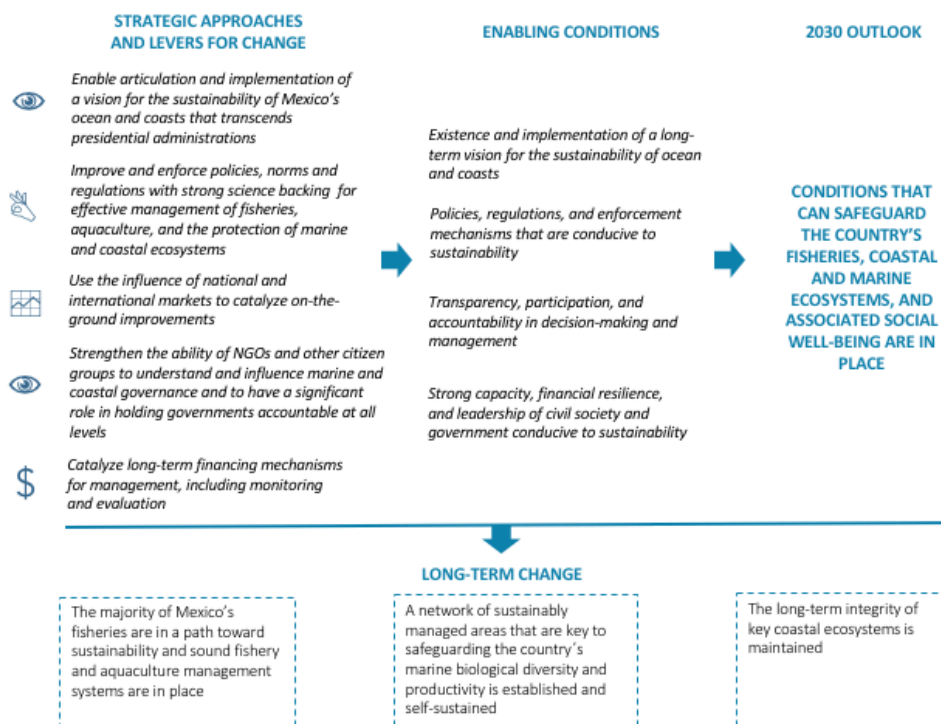
By working with civil society, government, the business sector, and philanthropic partners, we aim to enhance the enabling conditions and policies that are essential for achieving sound marine and coastal resource management in Mexico. We identify the following four enabling conditions (see Figure 1) that should be in place to ultimately safeguard the country's fisheries, key coastal and marine ecosystems, and associated social well-being:

- Existence and implementation of a long-term vision for the sustainability of Mexico's ocean and coast
- Existence of policies, regulations, durable management institutions, and enforcement mechanisms that are conducive to sustainability
- Transparency, accountability, and participation in decision-making and management
- Strong capacity and leadership of civil society and governments conducive to sustainability

To ensure these enabling conditions are in place and reach our goal of securing the conditions that can safeguard the country’s fisheries, coastal and marine ecosystems, and associated social well-being, the Foundation will engage in five strategic approaches and levers for change (see Figure 1):

- Enable the articulation and implementation of a vision for the sustainability of Mexico’s ocean and coast that transcends presidential administrations
- Improve and enforce policies, norms, and regulations with strong science backing for effective management of fisheries, aquaculture, and the protection of marine and coastal ecosystems
- Use the influence of national and international markets to catalyze on-the-ground change¹¹
- Strengthen the ability of CSOs and other citizen groups to understand and influence marine and coastal governance, to have a significant role in holding governments accountable at all levels, and to have the capacity to maintain and sustain conservation outcomes
- Catalyze long-term financing mechanisms for management, including monitoring and evaluation

Figure 1. Theory of Change for the Mexico Marine Strategy



¹¹ For national markets, we will serve as a thought partner with the Walton Family Foundation to bolster mid-chain and retail buyer engagement in Mexico, conduct limited and strategic co-funding to harness this engagement, and support a campaign to build awareness among the chef and restaurant community in Mexico. To leverage international markets, we will work with the Foundation’s Global Seafood Markets team to a) target Mexican fisheries and aquaculture products for which the primary end market is the United States, European Union, and/or Japan; b) adapt current certification approaches to better meet the needs of small-scale fisheries; and c) leverage sustainability standards content to drive a national reform dialogue.

Based on this theory of change, the Foundation will work with CSOs, the Mexican government, and the business sector to help establish and/or strengthen enabling conditions through financial support, by helping forge collaborations between sectors, and by working with funder partners. We will support efforts locally and regionally to help inform the development and strengthening of decision-making at a federal level, while at the same time support organizations working to strengthen the federal regulatory framework so that it is grounded in sustainability and has the capacity to ultimately permeate and have influence over changes throughout Mexico's coast. We will also seek to better understand global market, political, and regulatory processes that have direct bearing on the use of the country's marine and coastal resources and fund efforts aimed at leveraging these broader processes when there is clear evidence they will directly benefit management of coastal resources within Mexico.



Given limited budgets, time, and human resources, the Foundation will be selective and work with initiatives that promise greatest leverage to help reach our goals. We will also be selective across regions and fisheries to catalyze national-level reform. More specifically, building on over two decades of previous grantmaking, over the next four years the Foundation will continue to work in Northwest Mexico (Gulf and Pacific side of the Baja California Peninsula) as a main regional focus area, while also conducting limited grantmaking in the Yucatán peninsula.¹² Both regions are at the heart of innovation for

management of coastal-marine resources while at the same time experiencing some of the country's most acute pressures from coastal development, fisheries, and aquaculture (especially in the Gulf). Toward the end of the four years, we will take stock of the advances made and consider whether Foundation resources should be reallocated.

¹² The Foundation and its partners have made important progress on management of many MPAs and fisheries in the Gulf. In the next four years through 2021, we plan to continue strengthening these, learn from them, and support processes that can incorporate this learning to catalyze broader reform.

Outcomes Related to Long-Term Change

1: Fisheries and Aquaculture

Long-term change we seek: Most Mexican fisheries are on a path toward sustainability, and sound fishery and aquaculture management systems are in place

Fisheries and Aquaculture 2018-2021 Outcomes	Five small-scale fisheries and one industrial fishery will be recognized as sustainably managed; ¹³ target small-scale fisheries in two coastal corridors are showing clear signs of recovery; the industrial shrimp fishery of the Gulf of California continues on its current improvement path; at least three major retailers in Mexico have made sustainable seafood commitments and are sourcing from sustainable Mexican fisheries; there is an increase in the distribution of government subsidies used to support fishery sustainability needs identified by grantees; the Foundation has defined its role in Mexican aquaculture and is investing in one promising mariculture project.
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The Foundation will support work to reduce the ecological impact of fisheries and aquaculture and make wild-caught fisheries and Mexican aquaculture products more competitive in national and international markets by promoting sustainability standards and best practices.

This work will be conducted in tandem with and supported by efforts to help improve existing policies at the national level and regional enforcement mechanisms related to fisheries management. These include, but are not limited to, strengthening policies for fishery management and enforcement of MPAs and providing technical information for the passage of fishery-specific regulations. We will also support work to reinforce transparency and civil society participation for responsible fisheries.

For our aquaculture work, we will devote 2018-2019 to understanding current trends of marine aquaculture in Mexico and the potential for the Foundation's future engagement. We will do this in coordination with the Foundation's overall assessment of its aquaculture work and with the Science arm of the Foundation's Conservation & Science program, as some of the learning questions we will address are related to carrying capacity of ecosystems to support the development of aquaculture and defining key scientific data the country should keep in mind as it engages in future aquaculture development. We expect to make targeted investments on aquaculture improvement by 2021.

Various activities outlined in the fisheries and aquaculture outcome section of this strategy are linked to the Foundation's Global Seafood Markets Strategy. As mentioned before, we see opportunities for market engagement in Mexico and for cross-cutting collaboration with other funders on this front. In addition, much of our work on fisheries will be carried out in partnership and coordination with the Walton Family Foundation. With Walton, we will foster and participate in a collaborative, cross-sector effort aimed at advancing fisheries sustainability in Mexico. Using a collective impact approach, this effort aims to

¹³ As measured by performance consistent with a Marine Stewardship Council (MSC), FairTrade and/or Seafood Watch green certification/rating. While some fisheries in Mexico have already obtained this recognition thanks to Foundation support and that of its partners, the aim here is to focus on fisheries that have not yet reached that level of international recognition.

develop a common agenda for addressing issues of governance, markets, and community well-being. The collaboration will encourage a shared measurement system, mutually reinforcing activities, and ongoing communication among CSO partners and representatives of government, industry, markets, and communities.

2: Protection and Sustainable Management of Marine Areas

Long-term change we seek: Expand and strengthen a network of sustainably managed marine areas that are key to safeguarding the country's biological diversity and productivity

Marine Areas 2018-2021 Outcomes	All of the country's MPAs that had been established as of 2015 will have published and updated management plans; at least five MPAs are showing demonstrable results that their protection status has improved both the condition of the ecosystems they are meant to protect as well as the well-being of adjacent coastal communities; three new federal CONANP-managed MPAs and five new CONAPESCA-managed fishery refugia have been established; there is a clear strategy and regulatory framework within CONAPESCA to establish and manage fishery refugia countrywide, including the establishment of a public-private fund for management of refugia.
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Within this set of outcomes, in combination with our coastal conservation and restoration work (see next section), we aim to help maintain ecological resilience, fisheries, and biological richness by protecting and effectively managing key interconnected coastal-marine areas.

Although one of the major achievements of Foundation grantees has been progress in designating MPAs, particularly in the Gulf region, for the most part these protected areas still lack adequate management and financing to be durable and effective. Moreover, further expansion of sustainably managed marine areas could result in greater biodiversity and fisheries benefits for the country.

We plan to support efforts to continue establishing MPAs and fishery refugia in the Gulf while at the same time conducting some limited grantmaking to expand protected area designations in the Yucatán Peninsula. Both initiatives will build on efforts the Foundation helped to get started and that are currently in progress. In addition, during the next four years we will support work on effective

Recent MPA Designations

Mexico's presidential administration of Enrique Peña Nieto created three large MPAs in the Pacific and the Mexican Caribbean, including the largest no-take area in North America (not including Hawaii) surrounding the Revillagigedo Islands. With these new declarations, Mexico has surpassed its target under the international Aichi targets agreement. However, much of these MPAs are aimed at protecting deep water and/or oceanic ecosystems and have currently no clear mandate nor mechanisms to protect near-shore coastal ecosystems. In addition, the declarations do not seek to manage coastal fisheries within the MPA boundaries.

As we welcome Mexico's new presidential administration of Andrés Manuel López Obrador, we hope to foster understanding and dialogue on potential governance arrangements for management of these new large MPAs, including institutional arrangements among different jurisdictions and government agencies. We will also continue to underscore the importance of managing interconnected key coastal ecosystems.

governance systems for the entire network of MPAs and fishery refugia established as of 2015. This includes efforts to improve the cost-effectiveness of environmental monitoring and surveillance, and support the use of the resulting monitoring information in management decisions. Additionally, through the Transparency, Accountability, and Participation work, we will support efforts to strengthen public participation in MPA budget formulation and monitoring.

3: Coastal Conservation

Long-term change we seek: The ecological integrity of key coastal ecosystems is maintained

Coastal Conservation 2018-2021 Outcomes	Three new federal coastal protected areas have been established and their management plans have been published; coordinated efforts exist for the long-term protection of two coastal corridors through citizen engagement and local or regional policies and norms; fringe (red) mangrove cover area has been maintained in the Gulf; existing policies to protect mangrove ecosystems have been maintained; the San Pedro Mezquital River continues to flow freely into Marismas Nacionales; restoration efforts are completed on four Mexican islands; the environmental impact assessment process has been strengthened to protect key coastal ecosystems.
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Under this set of outcomes, we aim to establish conditions necessary to help maintain the ecological integrity of key coastal sites so that commercial species are sustained, threatened species are protected from extinction, and ecologically important processes and habitats that are fundamental for the maintenance of the country’s coastal productivity and biodiversity are protected. Key coastal sites refer to a select number of places at the land-sea interface that are most important for marine life, in particular, mangrove estuaries and island ecosystems.

Island Restoration

Moving forward, most of our island restoration work in Mexico will be supported through our Marine Birds Strategy in close coordination with this Mexico Strategy. In addition, we don’t plan to continue funding the protection of coastal areas via acquisitions and concessions. The Resources Legacy Fund has remaining funds to follow through with deals currently in the pipeline. If additional ground-breaking opportunities emerge, we would assess the possibility for one-off engagements with the infusion of additional funds.

Over the last 15 years, the Foundation supported important progress in protecting the Gulf’s coastline by working with other funding partners to apply an unprecedented amount of funds toward coastal land acquisitions, the establishment of conservation concessions and easements in key coastal areas, island restoration, and the designation of coastal protected areas. Notable outcomes of this work have been: a) the purchase of Espiritu Santo Island to establish it as a protected area with a subsequent transfer to Mexico’s CONANP for long-term management; b) the collaboration with Marisla and Sandler foundations to establish the Northwest Mexico Land Conservation Program managed by Resources Legacy Fund (RLF), which has led to 6,060,754 acres (2,452,700 hectares) proposed for federal designation as natural protected areas, protection of 80,000 acres (32,375 hectares) of coastal lands through fee and easement acquisitions, protection of over 558,000 acres (225,815 hectares) through federal conservation designations, and protection of 440 miles (708 kilometers) of

coastline through federal conservation agreements; and c) the removal of invasive mammals from 35 islands, leading to the protection of 202 endemic taxa. Moving forward, the Mexico Strategy will focus on four key and complementary lines of work that build on previous successes. First, we will continue to support efforts to establish at least three federal coastal protected areas managed by CONANP and publish management plans for these areas. Second, we will strengthen the portfolio of policies applicable to coastal conservation. Policy strengthening, whether by enhancing the applicability of existing policies or establishing new ones, can go a long way toward providing broad protection to coastal sites. We will continue to support work that creates and reinforces policies and standards applicable to coastal conservation and strengthens the capacity of citizens to participate in the policy process. This work will include: 1) advancing policies and norms at the regional and local levels, 2) supporting aligned action at the national level, 3) strengthening formal mechanisms for public participation in the policy process, and 4) building alternative channels that provide citizens constructive ways to engage in the policy process (see section on Transparency). Thirdly, we will continue to support work to conserve Mexican island ecosystems in coordination with the Foundation’s Marine Birds strategy. Finally, we will strengthen the capacity of civil society to press for better decision-making in coastal development. When confronted with potentially devastating development projects, CSOs have successfully used a variety of tools, including coalition building, communications, social mobilization, and litigation. To continue strengthening citizen responses to ill-advised coastal development, we will support individual and collective efforts to influence decision-making in coastal development and to incentivize the engagement of diverse constituencies. The bulk of this work will focus on the Gulf region, including the Marismas Nacionales and San Pedro Mezquital River basin areas, where the approval of a large-scale dam threatens the last free-flowing source of water toward the Marismas wetlands.

Outcomes Related to Enabling Conditions

Capacity Building and Sustainable Financing

Capacity Building and Sustainable Financing 2018-2021 Outcomes	By 2020, the <i>Pescadero</i> Program for CSOs will be properly evaluated, culminating in demonstrably increased capacity of CSOs, and a path forward for the Program’s future is established jointly with co-funders; a national-level capacity assessment of fishing cooperatives is completed and a path forward to strengthen fishing cooperatives is determined jointly between at least one of the two confederations of cooperatives, the Mexican government, and key grantees; current level of philanthropic support reaching the Gulf region is maintained or increased and at least \$2 million USD in new funds are being distributed annually for fisheries management and coastal conservation in Mexico; annual federal spending for CONANP and CONAPESCA has increased; at least four alliances of CSOs have successfully influenced regional or national-level decisions and policies related to the strategy approaches.
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We will support efforts to strengthen individual, organizational, and network capacity and financial resources for long-term management, conservation, monitoring, and the participation of civil society in marine and coastal resources governance in Mexico. These efforts will include:

- Continuing the current *Pescadero* Program timeline for grantees working in NW Mexico and at a federal level as well as assessing the appropriate follow-on work for the program
- Strengthening the Kanan Kay Alliance for management of coastal ecosystems and small-scale fisheries in Quintana Roo (Yucatán Peninsula) by ensuring governance is improved and a comprehensive strategic plan is developed and implemented

- Continue supporting fishing cooperative leaders through various training opportunities and fisher-to-fisher exchanges
- Complete an assessment of Mexico’s cooperative system, determine key capacity needs and opportunities, and support pilot efforts to improve the capacity of fishing cooperatives based on this assessment¹⁴
- Continue helping grantees strengthen their funding efforts, including working with grantee Fondo Mexicano to strengthen the Gulf of California Fund,¹⁵ secure the release of Global Environmental Facility (GEF) funds to protect the country’s watersheds, and to obtain new GEF funding for MPA enforcement in the Gulf
- Work directly with other current and potential Mexican and U.S. funding partners as well as international cooperation agencies (e.g., GIZ, GEF) to increase funding for marine conservation and fisheries management in Mexico
- Support connection, collaboration, and networking among CSOs
- In collaboration with the Foundation’s Organizational Effectiveness Program, support efforts to identify and strengthen new local leaders, increase organizational and network capacity for effective advocacy at the national level, and increase the capacity of the media to track and communicate key coastal-marine conservation and fishery management issues

Vision for Sustainability of Mexico’s Ocean and Coast

Vision for Sustainability of Ocean and Coast 2018-2021 Outcomes

Mexico establishes a politically visible, national-level, participatory platform that actively advocates for a long-term vision for the well-being of the country’s ocean and coast.

A core problem for sustainable development and marine and coastal conservation in Mexico is that the country lacks a long-term vision for integrated management of the country’s ocean and coast, a vision that could be “buffered” from changes in Mexico’s political administrations.

Considering this, we will support the articulation and implementation of a vision and participatory platform for the sustainability of Mexico’s ocean and coast that has the backing of civil society, academic community, and the government as well as a supportive mechanism to maintain and carry forward that vision through successive presidential administrations.

We will first learn from the experiences and long-term visions led by other movements in Mexico, such as those for transparency and anti-corruption, and convene a small group of strategic and political thinkers of Mexico (most of whom have already been contacted during initial discussions) to jointly discuss the idea and develop a strategy to move forward, if considered appropriate.

¹⁴ The Packard Foundation supported strengthening the capacity of fishing cooperatives and fisher leaders in Mexico for over a decade. However, this was done more on an ad hoc basis through added support for specific regional or topical initiatives (e.g., for effective management of an MPA or a specific fishery). In 2016 the Packard and Walton Family Foundations began supporting grantees COBI, Niparajá, and Duke University in the development of a national-level study of fishing cooperatives in collaboration with leadership from one of Mexico’s confederations of cooperatives. We will continue supporting this analysis and the potential implementation of its recommendations.

¹⁵ A signature support of the Foundation over the past 10 years has been the establishment of the Gulf of California Fund (GCF) managed by Fondo Mexicano. The GCF operates with a \$9.2 million USD endowment (formerly the Gulf of California Endowment for Marine Protected Areas) and annual contributions (approximately \$300 thousand USD) from the Foundation, Fondo Mexicano, and Lindblad Expeditions. The existence of the GCF has been a key catalyzer and acted as counterpart for new GEF funds to protect watersheds in the Gulf of Mexico and the Gulf of California. However, more investments are required to fully trigger the release of all GEF funds committed for protection of watersheds and additional effort is needed to build up the endowment funds for long-term management of the Gulf’s MPAs.

Transparency, Accountability, and Participation (TAP)

Transparency, Accountability, and Participation (TAP) 2018-2021 Outcomes	At least three salient public problems related to fisheries, management of marine areas and/or coastal conservation are solved through the use of TAP-related tools and approaches; a learning and advocacy group, integrated by at least five organizations, continues to meet regularly and has implemented at least two collaborative strategies to improve marine and coastal governance; two citizen-driven online information nodes enable the transformation of data into actionable information on selected public policies and/or resource-use and help advance other strategic outcomes.
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We will support efforts to improve the technical and strategic abilities of organizations involved in advocacy and policy work to improve marine and coastal governance using TAP-related tools and approaches.

This strategy builds on efforts begun under the Foundation’s previous Gulf Strategy. The intent is to establish a favorable enabling environment for marine and coastal governance. This work includes continuing to: 1) create and support the adoption of norms and practices that enable greater transparency; 2) ensure that information about resource management is collected and used (and in some cases generated) by citizens; and 3) implement pilot projects to strengthen transparency and accountability processes. Given that this is a relatively new field, we will invest in learning and sharing new knowledge with the community of organizations and funders across the region. We will support the work of previous Foundation grantees who have become effective champions for TAP as well as new organizations with experience working on TAP issues throughout Mexico and that have been pivotal in strengthening the country’s TAP regulatory framework.

Policies, Regulations, Durable Management Institutions, and Enforcement

Policies, Regulations, Durable Institutions, and Enforcement Mechanisms 2018-2021 Outcomes	The fishery regulatory framework has improved in such a way that: a) the use of science in decision-making and the overall management process is more transparent, b) it facilitates more and effective formal participation of civil society, and c) rights-based management is clearly defined and accounted for; there is a national strategy for the future establishment and management of fishery refugia that is backed by government, the fishing sector, and civil society; at least three new fishery management plans have been developed and are being implemented; bylaws of the Fisheries Law have been published; international regulations and accords (such as IUU import policies, United Nations resolutions and standards of the Convention on International Trade in Endangered Species, CITES) are being used effectively to ensure sustainable and responsible management of the country’s coastal-marine resources.
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The Foundation will support efforts to improve the development and enforcement of the regulatory framework for sustainable use of the country’s coastal-marine resources. Much of this work is linked to our three other enabling conditions (TAP, Vision for Sustainability, and Capacity Building). We will also support analyses that could be used to inform the evolution of the regulatory framework, as well as existing and new discussion platforms for policy reform.

Funding Plan



The Foundation is not alone in its goal to protect Mexico's ocean and coast. Other Mexican and international donors are working to achieve complementary outcomes. Due to its knowledge and experience working in Mexico, as well as positive relations built along the way, the Foundation is in a unique position to collaborate and create synergies with existing partners and new funders, thus leveraging foundation assets and fostering aligned philanthropy.

We estimate the total grant funding that will be required to implement the activities described in this strategy is approximately \$23 million USD annually. We have developed this plan with the expectation of a \$3 million USD/year budget for the Foundation's Mexico Marine Strategy. We also expect additional support from cross-program collaborations within the Foundation, including program-related investments, Organizational Effectiveness, Science, and Global Seafood Markets dollars. The current level of support for marine conservation in Mexico is roughly \$23 million USD, provided by mainly Mexican and U.S. funding partners (not including funding from bilateral and multilateral institutions). We anticipate that most of these donors will maintain at least their current level of support through 2021.

Monitoring, Evaluation, and Learning (MEL)


We define monitoring as regular data gathering (including through the direct interaction of program staff with grantees in the region) that the program carries out for management purposes. Evaluation refers to the use of an objective "third party" to assess the effectiveness of program implementation or grants to serve both a management and oversight function. Our MEL work will be conducted in close coordination with the Foundation's broader Ocean Strategic Framework MEL efforts so that our in-country efforts can effectively align with broader data needs and help identify any gaps of information.

The overall MEL plan for the Mexico Strategy is as follows:

Monitoring

There are three components to our monitoring plan. First, we will establish regular processes for gathering and recording data relevant to progress toward each of the outcomes described in this strategy (see Table 1 for a summary of all outcomes and monitoring approaches). These data will allow us to test assumptions, evaluate progress, and prepare documents for internal use.

Second, we will work with grantee Fondo Mexicano to prepare a biannual report summarizing information on indicators of the biological condition, mainly for the strategy's initial focal regions (Gulf of California and Yucatán peninsula) and fisheries (see Table 2). Stabilization and improvement of these indicators of biological condition are the goal of our grantmaking strategy. While these indicators are unlikely to show



definitive trends during a four-year strategy, they will nevertheless help establish a baseline for future assessments and they will be key to assess progress toward our 2030 outlook. For shorter-term outcomes, we will have various means of accessing and collecting information on a regular basis (see Table 1), and all this information will be rolled up to an annual report.

In some cases, we will devote targeted funding to expand existing monitoring data to go beyond the Gulf. An example of this is information related to improvement of MPAs. Thanks largely to Foundation support, CONANP in collaboration with Fondo Mexicano has for the first time completed scorecards for all its Gulf MPAs, which were published in December 2016.¹⁶ Each MPA will have scorecards renewed every five years. This effort has been a model for MPAs throughout the country and during the next four years we plan to help CONANP and Fondo Mexicano expand this effort at a national level.

Third, at the midpoint of this strategy (in 2020) we will take steps to broaden advisory input into our strategy to assess progress and identify whether course corrections would be beneficial. More specifically, we plan to organize a series of meetings with various key working groups we have helped form (i.e., MPAs, coastal conservation, fisheries [with Walton through the Collective Impact initiative], and TAP). Participants in these meetings will review progress to date toward the strategic outcomes, what is working, what is not, and which components may need some course correction or adaptation given emerging challenges and/or opportunities.

These discussions would aim to help us answer the following key learning questions:

- What were the main barriers to and success factors in the implementation of the strategy? Are the existing “capacities” of key CSOs sufficient to implement this strategy?
- What are the key changes that have occurred to which we can draw, to the best degree possible, a “cause and effect” related to the Foundation’s investment?
- Is the Foundation’s investment “on-track” toward achieving long-term changes and its 2030 outlook?
- How could the strategy or its implementation be strengthened to better achieve its goals?
- What is the perception of grantees regarding the Foundation’s performance and impact in Mexico?
- Should the Foundation consider reducing more of its work in the Gulf and redirect these funds to other needs in Mexico, including other regions and/or issues at a federal level?
- Are the assumptions in this strategy still salient?

Third-Party Evaluation

While we don’t plan to conduct a third-party evaluation of the entire strategy, we do plan to commission retrospective analyses on our TAP and capacity building work. We’re doing so because these are relatively new targeted investments of the Foundation which will be carried out in conjunction with other funders and we see relevance in learning if the initial set of approaches and outcomes were appropriate or not to adjust for the establishment of similar programs or continuation of the same ones in the future. The nature and scope of these reviews will be defined during the first year of strategy implementation.

¹⁶ Comisión Nacional de Áreas Naturales Protegidas. 2016. Fichas de evaluación ecológica de áreas naturales protegidas del Noroeste de México. 240 pp. Disponible en línea: <https://simec.conanp.gob.mx/evaluación.php?menu=4>

Table 1. Summary of Outcomes and Monitoring Approaches

Approach	2021 Outcome	How Monitored
Fisheries/ Aquaculture	Five new small-scale fisheries and one industrial fishery recognized as sustainably managed	Annual review of web-based publications (Seafood Watch, MSC, Fair Trade); discussions with Collective Impact fisheries initiative
	Target small-scale fisheries in two coastal corridors showing signs of recovery	Grantee reports; discussions with Collective Impact initiative
	The industrial shrimp fishery of the Gulf of California continues its current improvement path	Grantee reports
	Three major retailers in Mexico have made sustainable seafood commitments	Meeting agreements of Collective Impact initiative
	Increase in the distribution of government subsidies used to support fishery sustainability needs identified by grantees	Annual assessments of “ <i>Pescando Datos</i> ” platform. Grantee reports
	The Foundation has defined its role in Mexican aquaculture and is investing in strengthening one promising mariculture project	Internal discussions
MPAs/Refugia	All MPAs that had been established as of 2015 have published and updated management plans	Review of CONANP Scorecards
	Five MPAs are showing demonstrable results that their protection status has improved ecosystems and well-being of adjacent coastal communities	Review of CONANP Scorecards; discussions with MPA and transparency working groups
	Three new CONANP-managed MPAs and five new CONAPESCA-managed fishery refugia have been established	Official gazette
	Strategy and regulatory framework within CONAPESCA to establish and manage fishery refugia, including the establishment of a public-private fund for management of refugia	Grantee reports
Coastal Conservation	By 2022, three new federal coastal protected areas have been established and their management plans published	Official gazette
	Coordinated efforts exist for long-term protection of two coastal corridors	Grantee reports; coastal working group
	Fringe (red) mangrove cover area has been maintained in the Gulf; existing policies to protect mangrove ecosystems have been maintained	Mangrove cover: CONABIO national mangrove assessment; mangrove policies: Grantee reports, coastal working group

	The San Pedro Mezquital River continues to flow freely into Marismas Nacionales	Grantee reports
	Restoration efforts are completed on four Mexican islands	Grantee reports
	Environmental impact assessment process has been strengthened to protect key coastal ecosystems	Grantee reports and discussions with coastal working group
Approach	2021 Outcome	How Monitored
Enabling Condition 1: Capacity Building and Sustainable Financing	The <i>Pescadero</i> Program will be evaluated, culminating in increased capacity of CSOs, and a path forward for the Program's future is established jointly with co-funders	FONNOR (final program evaluation); discussions with grantee (FONNOR) and funding partners
	A national-level capacity assessment of fishing cooperatives is completed and a path forward to strengthen fishing cooperatives is determined	Grantee reports
	Current level of philanthropic support reaching the Gulf region is maintained or increased and at least \$2 million USD in new funds are being distributed annually for fisheries management and marine conservation in Mexico	Gulf region: Gulf of California Funders annual survey; Mexico wide: Data from Mexico funders group spearheaded by Fondo Mexicano and Fundación Claudia y Roberto Hernández
	Annual federal spending for CONANP and CONAPESCA has increased	Federal budget, grantee FUNDAR analysis
	At least four alliances of CSOs have successfully influenced regional or national-level decisions and policies related to the Strategy approaches	Grantee reports; meeting notes (transparency group, Collective Impact initiative, Barco Abierto, and ALCOSTA)
Enabling Condition 2: Vision for Sustainability of Ocean and Coast	Mexico establishes an Ocean Policy and a politically visible, national-level platform that actively advocates for a long-term vision for the well-being of the country's ocean and coast	Group meeting notes; official gazette
Enabling Condition 3: Transparency, Accountability, and Participation	At least three salient public problems related to fisheries, management of marine areas and/or coastal conservation are solved using TAP-related tools	Grantee reports; Transparency Group reports
	A learning and advocacy group continues to meet regularly and has implemented at least two collaborative strategies to influence marine and coastal governance	Transparency Group meeting notes and reports; grantee reports
	Two citizen-driven online information nodes enable the transformation of data into actionable information on selected	Transparency Group meeting notes and reports; grantee reports

	public policies and/or resource-use	
Enabling Condition 4: Policies, Regulations, Durable Management Institutions, and Enforcement	Mexico's fishery regulatory framework has improved (is more transparent, has increased participation of civil society, rights-based management included, there is a plan and support for fishery refugia, and three new fishery management plans developed and implemented)	Discussions with and meeting notes of Collective Impact initiative; grantee reports
	The bylaws of the Fisheries Law have been published	Official gazette
	International regulations and accords are being used effectively to ensure and reward sustainable and responsible management of the country's coastal-marine resources	Discussions with various working groups (Collective Impact, Transparency, Coastal)

Table 2. Monitoring of Long-Term Trends and Response of Key Species, Targeted Resources and Ecosystems

Monitoring Target	Data Sources	Data Compilation	Frequency	Mechanism in Place or Foundation to Create
State of Rocky Reef Ecosystems	CMBC, Niparájá, COBI, UABCS, Pronatura, CEDO, Healthy Reefs Initiative score cards	Data Mares, Fondo Mexicano, MAR Fund (for Yucatán)	Ongoing data gathering, annual assessments	System now mostly in place. The Foundation may need to strengthen mechanism for compilation at national level
State of Fisheries and Aquaculture	INAPESCA, EDF, CMBC, SFP CEDO, COBI, WWF, Niparájá, Pronatura	EDF, INAPESCA, SFP, DataMares, Barco Abierto	Ongoing data gathering for some fisheries, annual assessments	Fondo Mexicano now rolling up much of this information for the Gulf of California. The Foundation may need to help establish a mechanism to “role up” some of the existing data at a national level and improve assessments of aquaculture
State of Sea Turtle Populations	Grupo Tortuguero, Southwest Fisheries Science Center	Grupo Tortuguero, Southwest Fisheries Science Center	Ongoing data gathering, annual assessments	System for the most part in place. May need to provide additional funds to improve scientific analyses
State of Marine Mammal Populations	Southwest Fisheries Science Center, UABCS INEC, CICIMAR	INEC, CONANP, UABCS	Annual and Biannual assessments	INEC and SWFSC implementing monitoring program for vaquita. UABCS/CICIMAR doing annual census of marine mammals
Mangrove Cover	CONABIO	CONABIO	Every five years	System now in place via CONABIO. May collaborate with Science Program for finer resolution via Stanford/Carnegie
Ecosystem and Bird Population Responses to Island Restoration	GECI, INEC, UCSC	GECI, UCSC	Ongoing, biannual assessments	Only a subset of islands is being adequately monitored. The Foundation may need to provide additional funding for monitoring via Marine Birds Strategy



Exit Strategy

This four-year strategy has been developed with a 2030 outlook in accordance with the Foundation's Oceans Strategic Framework. Therefore, we do not expect to exit our work in Mexico in the next four years. However, by 2020 we do anticipate we will ramp down some components of work specifically tailored for the Gulf. The Foundation has supported increased capacity in the Gulf over the past 25 years which has catalyzed, among other things, more funding and stronger civil society organizations. A modest reduction in support tailored for the Gulf would allow the Foundation to strengthen work at a federal level while at the same time support conservation and management efforts in other focal areas that could ultimately allow grantees to achieve country-wide goals.

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