



United Nations Development Programme

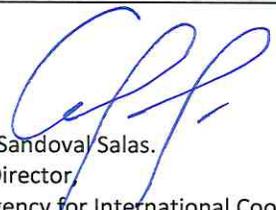
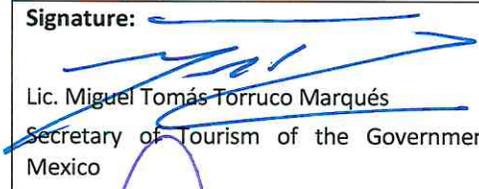
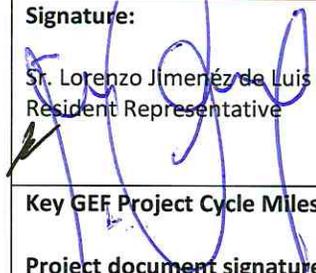
**Project Document template for nationally implemented projects
financed by the various GEF Trust Funds**

Project title: Mainstreaming Biodiversity Conservation Criteria in Mexico's Tourism Sector with Emphasis on Biodiversity-rich Coastal Ecosystems		
Country: Mexico	Implementing Partner: Ministry of Tourism (SECTUR)	Management Arrangements: Country Office Support to National Implementation Modality (Assisted NIM)
<p>UNDAF/Country Programme Outcome: <i>The three levels of government, the private sector, academia and civil society will have strengthened their capacities to reverse environmental degradation and take advantage of natural resources in a sustainable and equitable manner through the mainstreaming of environmental sustainability, low emission development and the green economy in the processes of legislation, programming and decision making.</i></p> <p><i>CPD: Promoting development strategies that are low in emissions and disaster risks, resilient and environmentally sustainable, with a gender and multicultural approach to poverty reduction.</i></p>		
<p>UNDP Strategic Plan Output: <i>IRRF Outputs 1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains; and 2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation (see results framework for detail)</i></p>		
UNDP Social and Environmental Screening Category: moderate	UNDP Gender Marker: 2	
Atlas Award ID: 00097093	Quantum Project ID (formerly Project ID): 00100949	
Quantum Award ID: 00100949.1		
UNDP-GEF PIMS ID number: 5766	GEF ID number: 9613	
Planned start date: 15 October 2020	Planned end date: 15 October 2026	
PAC meeting date: 23 April 2020		
<p>Brief project description: The project proposes an alternative scenario based on the mainstreaming of biodiversity conservation safeguards within the Tourism sector through a new Sustainable Tourism Development model (DTS). The direct causes of ecosystem degradation and loss of biodiversity and ecosystem services in tourism development areas comprise (i) lack of <u>BD-conservation safeguards for tourism development</u>, which has progressively encroached on fragile ecosystems, including BD-rich coastal areas; (ii) <u>inadequate financial and</u></p>		

compensatory mechanisms/incentives to promote sustainable tourism development, resulting in unabated BD-intensive tourism activity, mainly related to boating, fishing, diving, among others; and (iii) absence of demonstrative models of sustainable tourism development to provide viable, replicable best practices for other tourism development initiatives in the rest of the country as well as feedback to improve the DTS model. The underlying causes of degradation include: demographic factors; economic factors; and political - institutional factors. To address this, the project will implement 4 interlinked components: Component 1: Strengthened institutional, regulatory and policy framework promotes Sustainable Tourism Development (DTS); Component 2: Strengthened enabling conditions in the tourism sector address market failures to catalyze financing for biodiversity conservation; Component 3: Biodiversity mainstreaming in coastal tourism development and operation with co-benefits in Blue Carbon enhancement; and Component 4: Knowledge Management and Learning. By laying down the foundations of the long-term public policy regarding BD-friendly tourism, and encouraging specific activities that demonstrate the viability of DTS models that integrate BD conservation safeguards, the project will ensure long-term survival of the biodiversity and ecosystem services they provide, including the maintenance of important blue carbon sinks (wetlands, saltmarshes, mangroves, seagrasses, among others). The project will foster a cohesive legal and institutional foundation with an emphasis on active participation of the local communities and developers to generate an enduring change in the planning and management of tourism development in coastal areas and throughout Mexico.

FINANCING PLAN (only cash transferred to UNDP bank account and budgeted under the same GEF project should be included under this section (1), all others should be included under section (2).

GEF Trust Fund (specify fund)	USD 7,238,613
UNDP TRAC resources	USD 0
(1) Total Budget administered by UNDP	USD 7,238,613
PARALLEL CO-FINANCING (all other co-financing that is not cash co-financing administered by UNDP)	
Ministry of Tourism (SECTUR)	USD 4,200,000
Fideicomiso 2050 para el Desarrollo Regional del Sur Sureste (FIDESUR)	USD 266,700
National Commission for Natural Protected Areas (CONANP)	USD 771,389
National Commission of Forestry (CONAFOR)	USD 2,500,000
State Government Baja California Sur (Ministry of Tourism, Economy and Sustainability, (SETUES)	USD 6,000,000
State Government Quintana Roo (Secretaries: Tourism (SEDETUR), Social Development (SEDESO), and Environment (SEMA))	USD 32,600,000
Amigos de Sian Ka'an (ASK)	USD 2,844,000
Conservation of Mexican Insular Territory (ISLA)	USD 600,000
WWF and other CSO in Oaxaca	USD 600,000
Fundación Avina	USD 250,000
Red Indígena de Turismo Alternativo (RITA)	USD 500,000
Universidad Nacional Autónoma de México- Instituto de Investigaciones Económicas	USD 100,000
Universidad Autónoma de Baja California Sur	USD 1,400,000

	UNDP (Cash)	USD 60,000
	UNDP (In-kind)	USD 20,000
	(2) Total co-financing	USD 52,712,089
	Grand-Total Project Financing (1)+(2)	USD 59,950,702
SIGNATURES		
Signature:  Act. Gloria Sandoval Salas. Executive Director, Mexican Agency for International Cooperation for Development (AMEXID)	Agreed by Government Mexican Agency for International Cooperation for Development (AMEXID)	Date/Month/Year: 12/06/2024
Signature:  Lic. Miguel Tomás Torruco Marqués Secretary of Tourism of the Government of Mexico	Agreed by Implementing Partner Ministry of Tourism of the Government of Mexico	Date/Month/Year: 31-05-2024
Signature:  Sr. Lorenzo Jiménez de Luis Resident Representative	Agreed by UNDP United Nations Development Programme in Mexico (UNDP)	Date/Month/Year: 23-05-2024
Key GEF Project Cycle Milestones: Project document signature: within 25 days of GEF CEO endorsement First disbursement date: within 40 days of GEF CEO endorsement Inception workshop date: within 60 days of GEF CEO endorsement Operational closure: within 3 months of posting of TE to UNDP ERC Financial closure: within 6 months of operational closure		

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LIST OF ACRONYMS

ASK	Amigos de Sian Ka'an
AWP	Annual Work Plan
BD	Biodiversity
BIENESTAR	Ministry of Well-being
CBD	Convention of Biological Diversity
CC	Climate Change
CITES	Convention on International Trade in Endangered Species
CONABIO	National Commission for Knowledge and Use of Biodiversity
CONAFOR	National Forestry Commission
CONANP	National Commission for Natural Protected Areas
DTS	Sustainable Tourism Development
FPIC	Free, Prior and Informed Consent
GAP	Gender Action Plan
GEF	Global Environment Facility
GEFSEC	Global Environment Facility Secretariat
GIZ	German Cooperation Agency
GLT	General Law of Tourism
IPP	Indigenous People Plan
ISLA	Conservation of Mexican Insular Territory
M&E	Monitoring & Evaluation
MTR	Mid-term Review
NBSAP	National Biodiversity Strategy Action Plan
NDP	National Development Plan
NGO	Non-government Organization
PA	Protected Area
PES	Payment for Environmental Services
PIF	Project Identification Form
PIRs	Annual Project Implementation Reviews
POPP	Programme and Operations Policies and Procedures
PPG	Project Preparation Grant
PROFEPA	Federal Attorney of Environmental Protection
RCU	Regional Coordinating Unit
SEMARNAT	Ministry of the Environment and Natural Resources
SAGARPA	Ministry of Agriculture, Livestock, Rural development, Fishery and Food
SCT	Ministry of Communications and Transport
SE	Ministry of Economy
SECTUR	Ministry of Tourism
SEGOB	Ministry of the Interior
SENER	Ministry of Energy
SEDUE	Ministry of Urban Development and Ecology
SEP	Stakeholder Engagement Plan
SRE	Ministry of Foreign Affairs
SHCP	Ministry of the Treasury and Public Credit
STAP	GEF Scientific Technical Advisory Panel
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

UNDP-GEF
UNEP
WB
WWF

UNDP Global Environmental Finance Unit
United Nations Environment Programme
World Bank
World Wildlife Fund

III. DEVELOPMENT CHALLENGE

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

2. Tourism is a priority economic activity for Mexico as it is the nation's fifth-biggest source of revenue, representing 8.7% of the GDP and more than 4 million jobs. In 2017, Mexico placed 6th among the most visited countries with 39.3 million visitors, representing a 12% increase over the previous year¹. The tourism sector leads in the generation of jobs for young people (16-24 years old). The sector typically has high levels of female employment², yet it is highly gender-segregated, with a higher proportion of women working in less prestigious positions, earning less money and having fewer opportunities for upward occupational mobility³. Tourism’s transversal nature places it as an important engine of development and a powerful tool to improve local and regional development; it can provide an improved quality of life for host communities as well as the preservation of natural and cultural capital. However, to date, conventional tourism development and management models present a major threat to Mexico’s globally-important biodiversity (BD), undermining the very assets and therefore sustainability of the tourism industry. With 44 Priority Tourism Spots identified in Mexico and in varying degrees of development, there is an urgent need to include BD conservation safeguards in the Tourism Sector’s development model and practices.

Tourism related threats to biodiversity (BD)

3. Degradation of coastal areas caused by tourism development has occurred in all tourism zones. Massive tourism and high concentrations of human settlements in beach and coastal environments produce significant impacts on natural and cultural areas, and comprise the principal threats to BD and the ecosystem services they provide, including biosequestration by blue carbon sinks. Specifically, tourism-related degradation has affected the functionality of coastal marine ecosystems: dunes, mangrove forests, sea grass, wetlands and coral reefs. Tourism, both directly through infrastructure development and indirectly through expansion of urban areas and increased coastal population pressure, has caused loss of vegetative cover. This results in a loss of habitat and nesting grounds for endemic and migratory species. Furthermore, the loss of vegetative cover has contributed to soil erosion and generated heavy sediment loads, which in turn have degraded the coral reefs. The loss of mangroves and uncontrolled sport fishing has also diminished the productivity of fish populations, affecting food security for local communities and increasing the risk of natural disasters. Wetlands have been drained and filled, decreasing their functionality. The loss of vegetative cover has also reduced the capacity of coastal ecosystems to retain carbon and has exposed coastlines to increased vulnerability to climate change including more damage from severe weather events.

4. The following provides a description of the direct and indirect threats of the conventional tourism model and their impacts on biodiversity:

¹ UNWTO Tourism Highlights 2018 Edition. Furthermore, Mexico's tourism industry is expected to increase its economic importance as international visits rise and new infrastructure is built.

² Garduño Rivera, Rafael. “Factors that influence Women’s Economic Participation in Mexico”, in *Economía Mexicana*, Nueva Época, Vol. Cierre de Época (II) 2013, p.541-564.

³ Sylvia Chant “Gender and Tourism employment in Mexico and the Philippines”, in Sinclair, M. Thea. *Gender, Work and Tourism*. Routledge, 1997.

Direct Threats	Impacts on BD
Physical development in the coastal zone roads, marinas, and large scale hotels and urban and peri-urban settlements.	<p>Mangrove and other coastal forest lands have been cleared for tourism infrastructure development. These forests play a critical role in the maintenance of ecological processes in surrounding marine, estuarine, and terrestrial ecosystems, including maintenance of reef fish populations. Clearance of mangroves has also lead to sedimentation of coral reefs, causing mortality and reef degradation. Baja California Sur (BCS), Oaxaca (OAX) and Quintana Roo (QROO) represent important poles of tourism attraction, and coincide with areas where the mangrove forest cover was removed in direct proportion to the construction of hotels. For example, in QROO, tourism development is responsible for 55% of mangrove destruction and 50% of live coral cover degradation. The drastic fragmentation of the mangrove forest severely compromises the ecological integrity and functionality of the ecosystem and destroyed the hydrological system of the area. The loss of mangrove forests also increases vulnerability to climate change (CC) impacts.</p> <p>Reef degradation leads to erosion of beaches and the exposure of coastlines to wave action which increases with the impacts of CC.</p> <p>Loss and fragmentation of habitat—threatening sea and shore birds including pelicans, frigate birds, herons, egrets, shellfish, crustaceans, and reef fish species.</p> <p>Loss of beach habitat to erosion and development impacts threaten endangered turtle species.</p> <p>Coastal lagoons and wetlands have been filled to make room for the expansion of urban centers and development of tourist infrastructure.</p>
Road improvements and new road construction reduce journey time and provide easier access to sensitive coastal areas for higher volumes of visitors.	<p>Trampling and clearing of beach habitats.</p> <p>Increased pollution from garbage left at beach areas.</p>
Discharge of sewage into waterways and mangroves and onto reefs.	<p>Eutrophication of sensitive coastal wetlands.</p> <p>Critical stress on corals contributing to mortality and biodiversity loss.</p>
Over-consumption of freshwater from aquifers in tourism resort areas leading to salinization.	<p>Loss of habitat for coastal region species.</p>
Motorized water transport to marine and coastal destinations.	<p>Collision damage on reefs, mortality of dolphins, manatees and altered behavior of humpback whale, whale sharks.</p>
Discharge of solid waste into waterways, mangroves, beaches.	<p>Solid waste (plastic) disposal into rivers, wetlands and coastal areas leads to wildlife mortality as birds, fish, turtles and other species become entangled in nylon mesh or ingest plastic bags and other plastic waste.</p>
Unsustainable fishing—to feed tourism demand for sport and consumption.	<p>Increased fishing effort including illegal fishing and use of unselective fishing gear and techniques. These include the use of undersized nets and practice of dynamite fishing—practices that have wide-ranging ecological consequences.</p> <p>Selective removal of species from reef communities (such as queen conch, lobster, grouper, snapper, and parrot fish) has adverse ripple effects on the reef ecosystem.</p>
Demand for building materials (developers often resort to sand mining and dredging to obtain the materials they need).	<p>Loss of nesting habitat for endangered sea turtle species, sedimentation of coral reefs.</p>
Removal of sea grasses by hotels to create “clean” bathing areas.	<p>Large quantities of sediments are freed and deposited on the coral reefs, adding considerable stress to their well-being.</p> <p>Marine species and populations of various reef fish species that depend on the sea grass link between mangroves and reefs have also been negatively impacted by this practice.</p>

Removal of vegetation from dunes to increase size of beach for recreation.	Disintegration of dunes and the loss of dune habitat important for turtle nesting.
Increased demand for watersport activities (boat use, sport fishing, scuba diving and snorkeling, from land-based and cruise ship tourism).	Degradation of marine habitats from increased contact and disturbance, e.g. mooring and anchoring of dive boats, yachts, and less frequently cruise ships on or near coral reefs. Other recreational activities, such as the unregulated use of speed boats, and spear fishing are also destructive to wildlife.
Indirect Threats	Impacts on BD
Forest clearance for agriculture, timber extraction, fuelwood collection and charcoal production, caused by displacement of local coastal communities by tourism development and/or the arrival of new settlers	Forest lost to clearance for agricultural/livestock production. Excessive sedimentation flowing from rivers to reefs. Increase in fires.
Urban development to satisfy immigration of tourism employees to coastal areas leads to pressure on natural resources and increased pollution.	Clearance of mangrove and other coastal habitats Decreased flora and fauna from overfishing, turtle egg poaching, habitat destruction. Increased flow of sewage and wastewater into the sea, affecting coastal and marine ecosystems.
Development of large residential housing complexes (temporary or permanent) across the coastal landscape and along sensitive watersheds	Loss and fragmentation of habitat in the upper watersheds as well as loss of beach habitat. Increased flow of sewage into the sea affecting coastal and marine ecosystems Sea water intrusion leading to increased coastal salinity

5. The degradation caused by the abovementioned threats not only damages the image of the tourism destinations but also affects the competitiveness of the national tourism industry by putting at risk its ability to attract and satisfy an increase in demand. Uncontrolled urban growth in areas of influence around tourism destinations also puts pressure on existing ecosystems, especially with regards to high rates of urban growth/migration in upper watersheds, and leads to a change in land use that increases degradation and vulnerability. As a result, habitat is lost, flora and fauna are threatened, and the ecosystem stability and services they provide diminish. This is ironic given the inherent dependence of the tourism industry on the presence of emblematic species of turtles, whales, fish and birds, among others, to attract tourism. The disruptions in habitat and ecosystem flow not only result in immediate impacts on the BD in the tourism development area, but also surrounding areas including buffer and core zones of Protected Areas (PAs). Consequently, the ecosystem services provided by these areas are compromised. In particular, deforestation or disturbance of blue carbon sinks, such as wetland ecosystems (including mangroves, sea grass and saltmarshes), results in large emissions of CO₂ to the atmosphere⁴: deforestation and ecosystem degradation is the second largest cause of carbon dioxide (CO₂) emissions to the atmosphere after fossil fuel combustion⁵. As such, there is a need to rethink intervention schemes for sustainable tourism and work toward mainstreaming sector-level conservation actions. To prevent the loss of globally-important BD and associated ecosystem services, tourism development and operations must mainstream specific BD conservation criteria in their land-use plans/tools and services, particularly along BD-rich coastal areas.

⁴ Contemporary rates of carbon sequestration through vertical accretion of sediments in mangrove forests and saltmarshes of South East Queensland, Australia and Lovelock, C.E., V. Bennion, A. Grinham, D.R. Cahoon. 2011. The role of surface and subsurface processes in keeping pace with sea-level rise in intertidal wetlands of Moreton Bay, Queensland, Australia. *Ecosystems* 14: 745-757.

⁵ van der Werf, G. R., Morton, D. C., DeFries, R. S., Olivier, J. G. J., Kasibhatla, P. S., Jackson, R. B., Collatz, G. J., and Randerson, J. T.: CO₂ emissions from forest loss, *Nat. Geosci.*, 2, 737–738, 2009

Root Causes and Barriers:

6. The threats described above are rooted in demographic growth, changes in patterns and levels of consumption, and changes in technologies applied in natural resource management. Current tourism models embody all of these, due to their focus on developing attractive touristic sites/activities with little or no consideration for the environmental consequences. SECTUR recognizes that the continuous promotion of the current model is detrimental to its own survival, given the dependence of these developments on the very ecosystem services they unwittingly destroy. As such, the **long-term solution** is to mainstream BD conservation safeguards in tourism sector development and operations to ensure sustainable tourism along coastal areas. However, the following **barriers** prevent achieving this long-term solution:

7. Lack of BD Conservation safeguards in the Tourism Sector's political and institutional framework: SECTUR is responsible for executing public policy on tourism at the national level in accordance with Article 26 of the Constitution, Section A, which promotes a national planning system to be aligned with and adhered to by all federal public administration plans. This planning system should respond to the reality and demands of the country per the Organic Law of the Federal Public Administration. However, there is a lack of coordinated action by government institutions responsible for Environment, Tourism, and Economy regarding the management and use of BD in tourist areas. Consequently, fragile coastal and marine ecosystems are severely impacted by resort and hotel development, resulting in loss of mangrove forest and destruction of sea grass and coral reef ecosystems. This is compounded by clashes in authority and duplicity of functions at the local level between Federal, State and Municipal authorities, resulting in legal instruments not being applied or without specific sanctions and penalties being imposed in the case of environmental infractions affecting BD. Additionally, the institutional framework does not promote or facilitate the engagement of tourism's private sector with BD conservation objectives. Policies that prioritize increasing international tourist arrivals do not incorporate guidelines and regulations to ensure the increased demand does not result in continuing erosion of BD and coastal marine ecosystems. Specifically, the General Law of Tourism (GLT) and its Statutes contain various contradictory articles and intentions:

- Article 32 of the GLT states that Protected Areas shall not form part of the Sustainable Tourism Development Zones (ZDTS), while Article 54 of the Statutes indicates that when a ZDTS is established in the influence zone of a PA, CONANP should be consulted.
- Article 54 covers a variety of different elements, providing vague recommendations on potentially high-impact activities (e.g. the need for Environmental Impact Assessments), and specific orientation for issues with a degree of uncertainty (e.g. current and future climate scenarios).
- Article 3 is vague on the extent of protection of natural resources necessary for tourism development, stating that Sustainable Tourism should comply with “an optimal use of natural resources apt for tourism, helping in their conservation in compliance with the respective laws.”
- Article 25 is the only place where the General Law of Ecological Balance and Environmental Protection is cited; however its mandate with respect to tourism is reduced to the issuance of land-use management programs for tourism.
- There is no specific mention of instruments such as the Protected Area Management Plans or Public Use Programs that establish carrying capacity for tourism activities within PAs.
- NOM 09 SECTUR 2002 has not been updated since 2003. This norm establishes the elements to which specialized, nature-based guides must adhere in specific activities. Currently, nature-based guides lack the mandate and skills to incorporate sustainability in their activities and operations. Mexico's Congress has been considering modifying the norm to include specific criteria to ensure sustainability and better regulation for nature-based guides. These modifications would strengthen the guides' capacity to provide quality service with sustainability criteria, and reduce the impacts

of their activities under the new DTS model. However, they have yet to be formalized and thus the guides are not required to change their *modus operandi* to consider sustainability.

8. Inadequate or non-existent financing and compensation mechanisms: Currently, few financing and/or compensation mechanisms provide effective incentives for BD conservation within the tourism sector. While CONAFOR has implemented Payment for Environmental Services (PES) programmes related to BD and hydrological services in various parts of the country, there is no specific tourism-oriented BD conservation incentive mechanism. This highlights a clear failure in current tourism markets and policies to recognize and place value on the contributions of BD and the ecosystem services they provide, especially the provision of key natural attractions for tourism and biosequestration of greenhouse gas emissions through blue carbon sinks. There is a need for incentives to drive the transition of the tourism sector to a sustainable model and promote diversification, e.g. ecotourism development (economic, financial, grants, etc.). Furthermore, there are no industry-led measures to promote and support conservation in the tourism sector and voluntary mechanisms to cultivate good corporate environmental stewardship on the part of tourism businesses. A recognized national tourism certification system would provide for this, distinguishing the performance of companies with a solid record of stewardship.

9. Lack of proven, viable BD-friendly Sustainable Tourism Development (DTS) and Management models: While there are a handful of independent, small-scale ecotourism ventures around the country, without specific BD conservation safeguards and planning tools, few tourism plans/developments incorporate BD voluntarily. This is due, in part, from weak capacity to develop and execute DTS plans and operations at the local level where cooperation between the State and communities is critical to address threats from unsustainable utilization of natural resources; and a limited capacity to field-test and mainstream BD conservation strategies. An independent impact audit done on SECTUR by Mexico's Congress⁶ states the following lessons learned and barriers for existing initiatives: (i) lack of identification of strategies to develop, innovate and consolidate Sustainable Tourism Products; (ii) lack of identification of destinations; and (iii) lack of coordination mechanisms and low budget availability. These could all negatively impede meeting the objectives of SECTUR's Sustainable Development Program (2019 PP F005 "Development and Promotion of Sustainable Tourism Projects"), and thus potentially intensify the risk of not increasing competitiveness of Mexican tourism destinations, impact tourist affluence and hamper tourism service providers and communities living close to tourism destinations.

10. Absence of a specific knowledge management and exchange mechanism for lessons learned: There are insufficient knowledge management and dissemination mechanisms regarding viable options for sustainable BD-friendly tourism. The tourism sector, the private sector and local communities lack the know-how to promote BD-friendly tourism development strategies as well as the application of legal tools and incentives to adopt sustainable sector practices while maintaining or increasing revenues. Also, the staff of regional and local organizations in charge of guiding, developing and implementing territorial management plans have not yet appropriately addressed strategies that take advantage of the potential provided by environmentally-friendly conservation schemes that are needed to maintain connectivity across the landscape and allow for the continued movement of wildlife between major habitat blocks. Without a systematized effort to inform and educate local communities and government officials, few of the project's interventions will function properly and in a sustainable fashion.

Baseline scenario:

11. In recognition of the above, the Government of Mexico has supported the development of several institutional programs which comprise the baseline of this project, with an estimated value of USD\$ 20 million considering the BD monitoring system, the National Forest Inventory, Policies and programmes for land use planning, tourism development, etc.

⁶ Audit available at http://informe.asf.gob.mx/Documentos/Auditorias/2014_0424_a.pdf

12. SECTUR's Program for Sustainable Tourism in Mexico (2002-2012) regulated environmental, socioeconomic, urban development, and tourism issues and performed 127 diagnoses on sustainability in places where the potential for tourism development had been identified and where an increase in tourism is contemplated in the short and medium term. This was followed by the Program for Regional Sustainable Tourism and "Pueblos Mágicos" (2001-2018), with a value of approximately USD\$ 30 million in 2018 (\$589 Million pesos in 2018, and a total \$3,226 Million pesos from 2001-2018), which contributed to the strengthening of the competitive advantages of domestic tourism through the development of infrastructure and equipment for sustainable tourism development.

13. The "Strategy for Biodiversity Mainstreaming in the Tourism Sector" (2016-2022) aims to consolidate SECTUR's position as an effective coordination instrument, limited to national tourism public policies, in order to take advantage of windows of opportunity that boost inter-sectoral work and contribute to Mexico's biological mega-diversity, becoming a key element that contributes to the economic and social development of the country. An important aspect is the link of sectoral integration of BD conservation and sustainable use with the latest Mexican National Biodiversity Strategy (ENBioMEx), which identifies important issues such as having a coordinating authority that strengthens the implementation of these actions by taking into account collaboration between sectors as a key element to achieving BD conservation and productive sustainability. An essential part of this implementation is the formalization of the operation of strategies in sectoral programs that internalize the integration of BD conservation and sustainable use within their goals and actions, providing the transversality, solidity and long-term approach that is required in its effective execution.

14. SECTUR and CONACyT have co-sponsored a number of projects under the Sector Fund for Research, Development and Technological Innovation in Tourism, e.g. vulnerability assessments, adaptation programs and early warning systems for ten strategic tourist destinations, as described below:

- SECTUR elaborated the "Study of Vulnerability and Adaptation Programs for Climate Variability and Climate Change in 10 Strategic Touristic Destinations, as well as a Proposal for an Early Alert System for Extreme Hydrometeorological Events". The initial study phase finished in 2014 for Acapulco, Guerrero; Boca del Río y Veracruz, Veracruz; Cancún, Quintana Roo; Huatulco, Oaxaca; Ixtapa Zihuatanejo, Guerrero; Los Cabos, Baja California Sur; Mazatlán, Sinaloa; Nuevo Vallarta, Nayarit; Puerto Vallarta, Jalisco; Riviera Maya: Solidaridad y Tulum, Quintana Roo.
- The second phase of this study concluded in December 2018 with an approximate cost of USD\$ 262,444 (\$4,724,000 pesos) in Campeche, Camp.; Coatzacoalcos, Ver.; Costa Esmeralda, Nautla, Tecolutla, San Rafael y Vega de Alatorre, Ver.; Guanajuato, Gto; Manzanillo, Col.; Monterrey, NL; Morelia, Mich.; Puebla, Pue.; San Miguel de Allende, Gto. y Tlacotalpan, Ver.

15. SEMARNAT is currently supporting the development of Local Ecological Land-use Management Programs (*Programas de Ordenamiento Ecológico Local*, POEL for its Spanish acronym) in the municipalities of La Paz, Baja California Sur (BCS) and Tulum, Quintana Roo, as well as the updating of the POEL in Los Cabos, BCS. Additionally, a POEL for the municipality of Santa María Tonameca (in the buffer zone of the Huatulco Bays National Park) was developed and published in the Official Gazette of Oaxaca in May, 2015. An area of opportunity for the project exists for the development of POELs in the municipalities of Santa María Huatulco, Oaxaca, José María Morelos and Felipe Carrillo Puerto, Quintana Roo as part of the activities in the pilot sites. Marine Ecological Management Programs are also under development for the North and Central Pacific Regions which coincide with the pilot sites in BCS and Oaxaca, respectively. Baseline USD\$ 100k (total in this program). During the lifetime of the project new Local Ecological Land-use Management Programs will be launched. Baseline: USD\$300,000.

16. The General Directorate of Environmental, Urban and Tourism Development of SEMARNAT is charged with the promotion of instruments and environmental regulations to protect natural resources and ecosystems, as well as the quality of the environment, the prevention and mitigation of the effects of CC caused by greenhouse gas emissions with respect to air, water and soil pollution, as well as solid waste

management in the sectors of urban development, transportation, and tourism. SEMARNAT and PROFEPA have promoted tourism quality certificates; among them Certified Ecotourism⁷ and Certified Beaches "Blue Flag"⁸. In 2018, there were more than two thousand companies with certificates, for which 146 ecotourism certificates have been issued and 53 beaches plus 2 marinas are Blue Flag⁹ certified. In 2018, SECTUR created the National Tourist Certification System "Distintivo S", which includes the theme of Sustainability: to-date 361 national tourism quality badges have been awarded (Diamond 100, Platinum 62, Gold 77, Silver 53, Bronze 69)¹⁰.

17. SEMARNAT and CONANP are currently implementing a project in the Federal Protected Areas of La Encrucijada, Chiapas; Marismas Nacionales, Nayarit, and Sian Ka'an, Quintana Roo, that is supported by the Mexican Climate Change Fund. The project "Adaptation of coastal ecosystems to Climate Change in Protected Areas in Mexico" is under execution and concluded in 2018. Activities in Sian Ka'an include restoration of mangrove forests in the Playón region in the northern part of the protected area, and the elaboration of a strategy for restoration of coastal dunes, including a diagnostic evaluation and the elaboration of a manual of best practices. The methodology for carbon sequestration is considered for the demonstration sites of the GEF project.

18. CONANP updated its National Tourism Strategy in May 2018, which aims to strengthen the sustainable development of communities living within protected areas through economic activities such as tourism. The strategy will be accompanied by a specific agreement between SECTUR and CONANP that will promote low impact activities, BD conservation and sustainable use, ecosystem restoration, among others, within protected areas and their buffer zones. Additionally, the strategy builds upon a regulatory framework comprised by normative regulations which limit land use change, visitor carrying capacity and sustainable tourism practices. Nonetheless, these efforts are still incipient and national capabilities are yet to be developed in order to fully integrate tourism as an alternative economic activity in protected areas. This project poses a unique opportunity to link BD conservation and sustainable use within and between protected areas with SECTUR's investments and endeavors. Baseline: USD\$ 50,000 total.

19. CONANP has also been steadily increasing its efforts and resources towards developing relevant projects to increase the ecosystem's capacity to face the effects of CC and become more resilient. The main objective of these efforts is to maintain the integrity of ecological processes, ecosystem services and connectivity between protected areas, joining efforts with different sectors of society. This has been reflected in projects ranging from diverse themes, among others: institutional capacity building, monitoring, carbon stock analysis, and the initial development of financial mechanisms to offset GHG emissions. It is now necessary to further use the information about the role of protected areas in terms of risk reduction, CC mitigation and green infrastructure to face CC disasters. Major gaps have been encountered related to the development of financial mechanisms to offset GHG emissions in protected areas; the financial incentive mechanisms proposed in this project would benefit from CONANP's experience to date and help CONANP to improve its actions in this regard. Baseline: USD\$ 130,000 total, including cofinancing of other international initiatives.

20. CONABIO is leading the design of information systems that feed platforms and existing software models with stakeholder-tailored needs and special consideration of a great number of decision makers. This is a much needed innovation in the project region, including the Marine Monitoring System. The BD information systems will bridge the gap between knowledge-policy, which will be strengthened in this case

⁷ as of April 2018 - <https://www.gob.mx/semarnat/acciones-y-programas/nmx-133-ecoturismo>

⁸ Estrategia para el Impulso y Desarrollo del Turismo de Naturaleza en México (SECTUR, 2017).

⁹ <https://www.gob.mx/sectur/prensa/alcanza-mexico-1er-lugar-del-continente-americano-en-numero-de-playas-con-distintivo-blue-flag?idiom=es>

¹⁰ <http://www.sectur.gob.mx/wp-content/uploads/2018/10/Informe-de-Rendicio%CC%81n-de-Cuentas-de-conclusio%CC%81n-de-la-Administracio%CC%81n-2012-2018-SECTUR.pdf> PAG 27

by the close collaboration with SECTUR, State Governments, academic institutions and other stakeholders. The results will also produce several innovative communication products and tools, which will be linked to the information and decision support systems and will include 2D, 3D and 4D geovisualization. Baseline: USD\$ 130,000 per year over the next 5 years to improve the systems. This project will develop capacities among SECTUR, CONANP, CONABIO and other relevant partners to use such tools and adapt them to the local context.

21. Mexico's federal payments for hydrological services program (PSAH) began in 2003 and pays landowners to maintain forest cover under five-year contracts. CONAFOR allocated approximately USD\$ 450 million during 2003-2011 to enroll more than 2.6 million hectares of land in the program. The goals of the PSAH program include "compensating land owners for the environmental services provided by their forest lands" and poverty alleviation. PSAH-type and other similar mechanism could be specifically applied to prioritize mangrove plots within areas of intervention of the GEF project. Although financial allocation has yet to be determined by CONAFOR for continuing the PSAH scheme during the project's life, the baseline scenario for a continued support of PSAH-type mechanism in the three states is deemed quite likely and initially estimated at USD\$ 2.5 million (as reflected in the co-financing sources).

22. ISLA is involved in a number of local and regional initiatives that comprise its baseline. Current baseline programs focus on analyses of tourism-related development and practices in Baja California Sur, including the identification and compilation of good practices for ecotourism, sport fishing, whale watching, as well as training and technical assistance for effective adoption of these practices. ISLA is also supporting the elaboration of 3 Internal Regulations for the *ejidos* of Caduaño, Santiago and San Antonio, as well as negotiation & conflict-resolution tools related to conservation and natural resources management, among others. These baseline programmes have a value of approximately USD\$ 356,667 (\$ 6,420,000 pesos) over the following 2 years.

23. ASK has invested approximately USD\$ 1,500,000 since 2010 to develop the Maya Ka'an destination. This has included feasibility studies, sustainability criteria, design, best practices manuals, brand design, training of ecotourism cooperatives, social media design and implementation, destination promotion, and others. This amount is expected to continue during the project's implementation (USD\$ 1.8M total).

24. Since 2014, WWF has mobilized US\$1,043,500 in Huatulco and its Copalita watershed regarding sustainability criteria for the tourism sector, training for local CSOs and grassroots organizations, identification of alternative tourism routes as well as the development of an alliance for the integrated watershed planning approach for the Copalita-Zimatán-Huatulco basin. The alliance established six strategic areas: sustainable hydrological balance; water governance; water for rural communities; ecosystem services valuation; outreach; and public policy.

25. Despite these various efforts, the scarcity of resources, lack of coordination of concurrent policies and lack of a long-term plan to implement SECTUR's Strategy for Biodiversity Mainstreaming raise the sectoral challenge of designing a new model of tourism development under a systemic approach that harmonizes development with BD conservation safeguards, and effectively extends benefits to the communities that depend on it. Specifically, the mainstreaming of BD conservation in the tourism sector faces major challenges within the legal framework and public policies that regulate it. However, it presents important areas of opportunity for development and wellbeing, promoting options for alternative livelihoods in rural communities while internalizing the costs of conserving BD and thereby achieving reinvestment of the income generated by the tourism sector, as well as buffering negative environmental externalities.

IV. STRATEGY

26. To address the gaps in the baseline scenario, the project proposes an alternative scenario based on the mainstreaming of BD conservation safeguards within the Tourism sector through a new Sustainable Tourism Development model. Considering the context presented above, the Project defines a **Theory of Change (TC)** as follows. First, it acknowledges the direct causes of *ecosystem degradation and loss of biodiversity and ecosystem services in tourism development areas*. As presented earlier, there are three types of direct causes that promote *BD loss and degradation*: (i) lack of BD-conservation safeguards for tourism development, which has progressively encroached on fragile ecosystems, including BD-rich coastal areas, (ii) inadequate financial and compensatory mechanisms/incentives to promote sustainable tourism development, resulting in unabated BD-intensive tourism activity, mainly related to boating, fishing, diving, among others, and (iii) absence of demonstrative models of sustainable tourism development to provide viable, replicable best practices for other tourism development initiatives in the rest of the country as well as feedback to improve the DTS model. The underlying causes of degradation include: demographic factors; economic factors; and policy/institutional factors.

Expected change

27. The project has been developed with the input and lessons learned of various past and ongoing initiatives:

- a) UNDP/GEF/CONANP: *“Strengthening Management Effectiveness and Resilience of Protected Areas to Safeguard Biodiversity Threatened by Climate Change”*. The project’s objective is the Mexican Protected Area system is spatially configured and managed to increase resilience to the adverse impacts of CC on BD. The current project incorporates lessons learned from the Resilience project’s experience in PAs along the Yucatan Peninsula, including Arrecife de Puerto Morelos, Costa Occidental de Isla Mujeres, Punta Cancun y Punta Nizuc, and Manglares de Nichupte. The project has developed community monitoring protocols that can be easily replicated in other areas including biological corridors and different categories of PAs, reserves and land-use management instruments. The resilience project has also developed rapid assessment methodologies for different productive activities including community-based tourism that could be useful to the GEF Tourism project.
- b) CONANP: *“Strategic Framework for Sustainable Tourism in Protected Areas in Mexico”*. This was published in 2018 as part of the strategic lines of action identified in the 2030 Vision document. The framework has 4 areas of contribution to the 2030 Vision: 1. Integration and systematization of information of each PA regarding its potential for tourism and the feasibility of tourism activities; 2. A qualitative analysis of the destination potential in terms of area and natural resources; 3. Prioritization of the destination potential of each PA; and 4. Optimize decision-making process on visitor management in PAs. The gaps analysis carried out on current voluntary and obligatory norms and standards has guided the strategy identified for components 1 and 2 of this GEF Tourism project.
- c) WB/GEF/INECC/CONANP/CONAFOR/FMCN: *“Coastal Watersheds Conservation in Changing Environments Project” (C6)*. The C6 project has identified a number of innovative public-private partnerships for watershed management between state and federal government agencies and hotel associations as well as individual properties. These include payment for environmental services regimes and tax incentives for international travelers to finance conservation activities relevant to Component 2 of the GEF Tourism project.
- d) SECTUR: *“Vulnerability study and adaptation program to climate variability and climate change in 10 strategic tourism destinations, as well as a proposal for an early warning system for extreme hydrometeorological events”*. This study was carried out by SECTUR with support from the National Council on Science and Technology. One of the original 10 sites for the

study was Huatulco. While the study concentrates on CC issues, there is relevant information on processes of coastal sedimentation and erosion that might contribute to the valuation of coastal environmental goods and services. The process also raised awareness on the issue of global environmental threats and challenges with the community and hospitality sector.

e)SECTUR/GIZ: “*Ecosystem-based climate change adaptation in the tourism sector (ADAPTUR)*”. ADAPTUR is a technical cooperation program between SECTUR and the German Cooperation Agency (GIZ) that works in three tourist destinations: San Miguel de Allende, Riviera Nayarit-Jalisco and Riviera Maya. ADAPTUR works through the establishment of public-private partnerships on CC issues. It has a similar approach to this project in that it proposes to include climate criteria in sectoral plans and actions. The strategies that have been developed for inter-agency and public-private dialogue have been reviewed during the preparation phase of the GEF project. It is likely that complementary activities be carried out in the Caribbean region between the project and this GEF project.

28. The current project will build upon relevant results from the abovementioned projects, incorporating experiences learnt and scale up relevant site specific management and planning tools developed by project partners. Ultimately, this project will support the consolidation of models produced by these other projects, especially those related to territorial governance for sustainable development.

29. The project has also taken into account important local experiences, including:

a)QRoo - Amigos de Sian Ka'an (ASK) is a local NGO with more than 30 years' experience working on tourism-related issues in Quintana Roo (QRoo), beginning with tours to the Sian Ka'an biosphere reserve. ASK and its partners have been working on the development of Maya Ka'an as an ecotourism destination for over 6 years, including establishing a brand, sustainability criteria and manuals for their achievements (<http://mayakaan.travel/Guias/>). There are over 17 local businesses already operating in the area, some of them certified by the Mexican government and organized under a network of community tourism cooperatives. Maya Ka'an has market studies, and several surveys and manuals about financing opportunities, training needs, etc. The process to design and create Maya Ka'an as a destination (funded by the IDB, Fundación Carlos Slim, and others) generated a Social Return on Investment of US\$500,000. As such, the site has a solid foundation to expand the concept to other regions in Mexico. Although the concept of the Maya Ka'an destination is still “under construction” it already serves as an innovative and successful process to create new models to diversify Mexico's tourism offer, and reduce pressure on protected areas while generating sustainable development opportunities for local communities. In particular, the experiences learned in Maya Ka'an contribute to the design in activities for BCS in Component 3.

b) OAX – Efforts to promote ecotourism along the coast of Oaxaca (OAX) are not new; the declaration of Huatulco as an Integrally Planned Center in the 1970's began to generate a flow of tourism to the area, as well as other sun and beach sites, while conservation efforts in the area (i.e. turtles) are more than 20 years old. Various organizations have worked in the region since the 1990s, consolidating community-based production and ecotourism projects. In 2016, the Fondo Oaxaqueño for the Conservation of Nature, Fundación ADO and Ayuda en Acción joined forces to define a vision of influencing the area for the next 10 years with regards to promoting ecotourism and generated a diagnosis of needs and an Action Plan to achieve it. This is complemented by the experiences of WWF, CONANP and other institutions working with local communities to engage them in conservation efforts and resolve conflicts related with migration, direct damage to BD (poaching) and land use. A new vision for tourism along the coast of Oaxaca, including the area between two National Parks (Huatulco and Chacahua), has boosted initiatives related to nature-based tourism, managed by local communities in BD-rich

ecosystems such as reefs, beaches, jungle and including diversification in tourism practices (i.e. consolidating bird-watching tourism in the region).

- c)BCS – The most important ecotourism initiative in Baja California Sur (BCS) is Cabo Pulmo; local awareness of the importance of the natural resources of the area began to develop in the 1980s, and in 1995, with the decree of a Natural Protected Area, it was necessary to resort to alternative activities, such as ecotourism. The positioning of Cabo Pulmo as a model, however, has not permeated in the same way in other communities, where the development of ecotourism has not been as successful. The project considers the shortcomings of these efforts in the design of the current interventions. The project further benefits from ISLA’s programs that focus on analyses of current tourism-related development and practices in BCS, including the identification and compilation of good practices for ecotourism, sport fishing, whale watching, as well as training and technical assistance for effective adoption of these practices.

30. Based on the above experiences, the project’s strategy was selected as presented below.

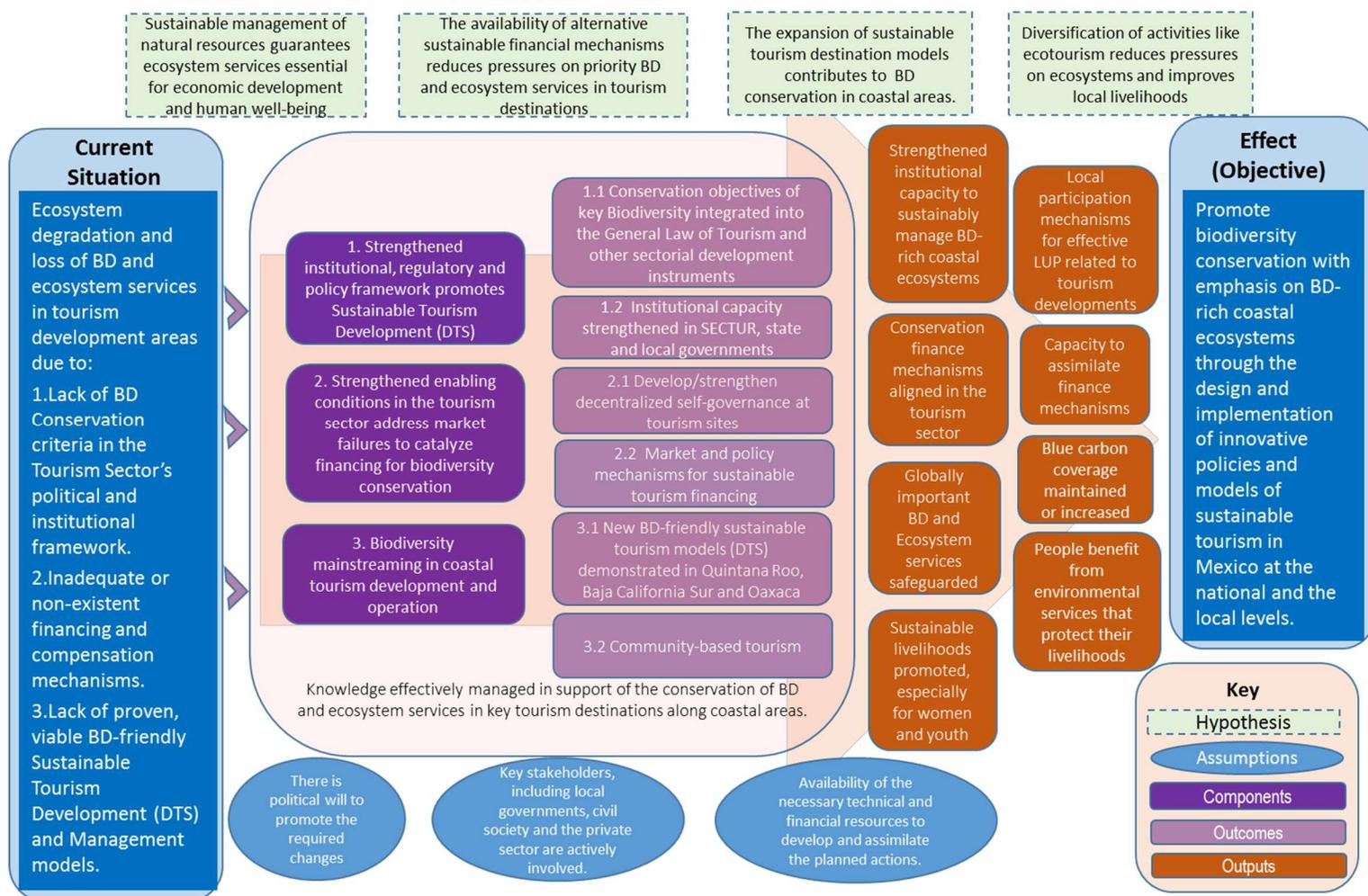
31. The project will contribute to the following UNDAF outcome: The three levels of government, the private sector, academia and civil society will have strengthened their capacities to reverse environmental degradation and take advantage of natural resources in a sustainable and equitable manner through the mainstreaming of environmental sustainability, low emission development and the green economy in the processes of legislation, programming and decision making. It will also contribute to the following CPD outcome: Promoting development strategies that are low in emissions and disaster risks, resilient and environmentally sustainable, with a gender and multicultural approach to poverty reduction.

32. The expected changes (or impacts) are the following:

- a) to contribute to the establishment and compliance of a legal, regulatory and policy framework that provides the bases for an integral Sustainable Tourism Development model that includes BD conservation criteria to safeguard globally-important BD and ecosystem services in tourism areas;
- b) to contribute to the establishment of incentive/ compensation mechanisms for tourism development impacts so as to stimulate and support the promotion, adoption and implementation of the abovementioned Sustainable Tourism Development models; and
- c) in the context of a) and b) to contribute to the capacity of local governments, private sector and SECTUR to plan, implement and manage in a participatory manner the conservation and sustainable use of BD and ecosystems targeted by the tourism sector, especially in terms of the capacity of local users to adopt sustainable economic practices in ecotourism sectors and regional development.

33. The *Theory of Change* revolves around the expectation that by laying down the foundations of the long-term public policy regarding BD-friendly tourism, and encouraging specific activities that demonstrate the viability of Sustainable Tourism Development models that integrate BD conservation safeguards, the project will ensure long-term survival of the BD and ecosystem services they provide, while contributing to the maintenance of important blue carbon sinks (wetlands, saltmarshes, mangroves, seagrasses, among others). The project would provide a cohesive legal and institutional foundation with an emphasis on active participation of the local communities and developers to generate an enduring change in the planning and management of tourism development in coastal areas and throughout Mexico.

Theory of Change: Sustainable Tourism Destinations in BD-rich Coastal Ecosystems



34. To achieve this, the project will pursue the following 4 components:

Component 1. Strengthened institutional, regulatory and policy framework promotes Sustainable Tourism Development (DTS) and management

35. The project envisions sectoral policies and legal frameworks that recognize and value the importance of BD and ecosystem services, and ensure its long-term conservation, promoting sustainable tourism planning, development and operation. As mentioned in the Barriers section, the General Law of Tourism and associated regulations fail to ensure the following:

- Tourism planning incorporates a results-based management (RBM);
- BD conservation safeguards as mandatory policy instruments;
- planning and financial instruments are aligned to land use planning (ZDTS);
- Sustainable Tourism System considers an intersecretarial committee responsible for i) developing RBM tourism planning in accordance with environmental policy instruments; ii) capacity building; and iii) allocating enough resources for its implementation;
- monitoring and assessment system should be implemented by an independent body.

36. To address these shortcomings, the project will pursue the following strategy:

Outcome 1.1 Conservation objectives of key Biodiversity integrated into the General Law of Tourism and other sectorial development instruments, including a subset of key norms and technical regulations for the tourism sector.

Output 1.1.1 General Law of Tourism and other relevant sectoral policy instruments strengthened to include mandatory BD conservation safeguards in tourism development and operations in coastal areas

37. The Project will contribute to the analysis of shortcomings in the institutional and policy framework and tourism promotion policies at different levels (federal, state and municipal) and will propose modifications to enable the conditions necessary to mainstream BD conservation safeguards within the tourism sector. In particular, the project will analyze the opportunities to integrate conservation and sustainable use of BD in the General Law of Tourism and other relevant sectoral policy instruments, as well as the relevant rules and instruments such as environmental impact statements, technical norms (NOM 09) and land use planning/zoning (derived from the General Law of Ecological Balance and Environmental Protection and state laws) among others. Based on the recommendations of the analysis, the project will then support lobbying efforts to ensure its full adoption within the General Law of Tourism and subsequent publication in the Official Gazette.

38. Furthermore, the project will facilitate the review and publication of the National Strategy for Nature-based Tourism in Mexico. Developed in 2017, the Strategy needs to be aligned with the new National Develop Plan and Sector Plans. By supporting this alignment, the project will ensure the Strategy's objective of articulating all the resources, initiatives and actions currently undertaken by the various stakeholders involved in the development of Nature Tourism and strategically directing them to position Mexico as a competitive and globally recognized destination in Nature Tourism and an example of sustainable development.

39. The project will promote the updating of NOM 09 SECTUR 2002 for nature-based guides, which establishes the elements to which the specialized guides in specific activities must adhere and has not been updated since 2003. The project will build upon efforts made in the Mexican Congress regarding the modification of the norm to include more specific criteria to ensure sustainability and better regulation for nature-based guides. In particular, the project will update the Mexican standard and carry out the implementation strategy of NMX-AA-178-SCFI-2016 for sustainable tourism in the Gulf of California. These modifications would strengthen the capacity of the guides to provide a quality service with sustainability criteria, and reduce the impacts of the activities under the new sustainable tourism model. The project would support the finalization, formalization and publication of these modifications and support its implementation through guides engaged in the pilot sites of Component 3, and accompanying compliance framework in Output 1.1.3.

40. By strengthening these federal mechanisms, BD conservation safeguards would be mandatory in tourism development projects, programs, plans and operations in coastal areas, including proscription of land uses defined in sensitive areas.

Output 1.1.2 Biodiversity conservation mainstreamed into tourism planning and regulations, resulting in coherence between land use policies/regulations and the General Law of Tourism and associated regulations/ policy instruments

41. The project will work with the Department of Sustainable Tourism Planning within SECTUR's Undersecretariat of Tourism Planning and Policy, responsible for the sector's planning and operations instruments, to ensure BD conservation safeguards are mainstreamed into land use planning regulations and instruments resulting in coherence between land use policies/regulations and the above General Law of Tourism and associated regulations/policy instruments. Annex N provides a list of safeguards/strategies for mainstreaming biodiversity conservation into land use planning regulations and instruments. The annex details how SECTUR and the project partners (ASK, WWF, ISLA) will implement these safeguards at the

federal and local level in the 3 target sites. To support this, the project will publish a document with information and activities related to BD and tourism conducted by SECTUR to-date and identify opportunities for intervention. It will then ensure that the information and activities proposed in the previous document are included in the new National Development Plan 2019-24 and corresponding Sectoral Plans for Tourism, Environment and Rural Development. The Undersecretariat of Tourism Planning and Policy will be responsible for conducting a public consultation to gather the topics of interest at a national level, and integrate them into the Sector Plan. The project would work with the Undersecretariat to ensure that BD conservation and sustainability safeguards are discussed and integrated into future policies.

42. Furthermore, the project will conduct an analysis of the regulatory framework that defines carrying capacities and limits of acceptable change in tourist corridors. This will include a review of territorial planning, environmental impact statements (including consideration of loading devices), regional impacts, waste management, water, infrastructure development, and connectivity (passengers, goods and services). The project would also conduct a preliminary gap-analysis for mainstreaming BD in the regulatory framework of high-impact tourism activities such as golf courses, bird watching, whale watching, swimming with sea lions and whale sharks, scuba diving/ snorkeling, sports/recreational fishing, and Tren Maya.

43. The project would support the definition of specific land uses and management regimes in priority BD areas, with special emphasis on BD-rich coastal ecosystems at risk from habitat degradation, to instill measures that promote areas for conservation and connectivity appropriate to different site types. These BD Conservation measures would safeguard globally-important flora and fauna as well as their associated ecosystem services, such as Blue Carbon biosequestration, thereby contributing to Mexico's Intended Nationally Determined Contributions (INDCs) to "Increase carbon capture and strengthen coastal protection with the implementation of a scheme of conservation and recovery of coastal and marine ecosystems such as coral reefs, mangroves, sea grass and dunes."¹¹

44. The project will also formulate a guide for the development of the Regional Tourism Territorial Plan, based on the existing federal guide for DTS Zones and the results of the abovementioned analysis on carrying capacities. This Regional-level Guide would provide clear criteria and terms of reference for the elaboration of landscape level tourism development plans as well as suggestions for how and when to engage decentralized associations for collective action in planning tourism development in their respective sites. OUTPUT 3.1.3. would provide the opportunity to develop, review, adopt and implement site-specific landscape level tourism development plans (tools and monitoring systems for gauging impact of tourism development on ecosystems and local communities development).

Output 1.1.3 Compliance framework in place to guarantee application of regulatory instruments for BD conservation in planning and operation of tourism activities and services.

45. In order to create a robust compliance framework, the project will support the operationalization of the National Commitment for Sustainable Tourism for Development (which was signed in 2017 but has not been implemented), through the creation of a National Scientific Committee on Sustainable Tourism in the Framework of the Executive Commission of Tourism (Article 11, General Law of Tourism)¹². Tourism requires a multi-sectoral action, in which work programs are integrated with a view to achieving concrete and measurable objectives in terms of sustainability where the different sectors of the public administration participate. As such, this Committee will serve as an intersectoral mechanism for dialogue, with members

¹¹ Mexico, INDC, 30 March 2015, p. 7

¹² In April 2019, SECTUR invited experts to establish this committee under the name "Tlaltocan de Sustentabilidad Turística" whose objective is to work in a coordinated manner with different key actors from the sector and to join efforts aimed at achieving the sustainability of tourism activity. This Committee will coordinate with other national and state entities to support BD mainstreaming in programs and activities (CONANP and SEMARNAT, among others), and it will be the body that will support the project's work.

from SECTUR, the federal agencies¹³ that are directly related to the activity, private sector organizations (chambers and associations), organized civil society and academia/research centers. Ultimately, its objective is to be a consultative body for the decisions that are taken within the framework of the Executive Commission of Tourism. This committee will be bolstered by mirror committees at the state level, commencing in the three model sites in Output 2.1.1. While the guidelines of the ZDTS mention the possibility of establishing a Technical Administrative Coordination (art 45) and a Citizen Council (art 56), mirror committees are deemed a stronger option to implement federal actions at the local level. These mirror committees will have direct interaction and communication with the National Committee from time to time (operational guidelines will need to be defined) to implement the related actions locally.

46. In addition to the Committee, the project will pursue continual coordination and biannual decision-making meetings between SECTUR, SEMARNAT and CONANP regarding specific activities of the project. In particular, it is envisioned that this periodic coordination will promote the application of and compliance with SEMARNAT's national norm NMX-AA-133-SCFI-2013 Ecotourism Sustainability Requirements and Specifications, on a national scale as well as within the 3 model sites, coordination regarding tourism activities within and around nearby protected areas (including consultations during the development of Subregional Tourism Plans in Protected Areas), periodic review of specific criteria of the environmental impact of the sector, and the alignment of actions related to CC.

Outcome 1.2 Institutional capacity strengthened in SECTUR, state and local governments to mitigate and manage impact of tourism on BD

Output 1.2.1 Capacity development programme institutionalized in SECTUR, State Level Ministries, Private sector, Tour Operators, Municipalities and CSOs with at least 200 people trained by end of project on BD conservation-compatible tourism as well as on the application of the land use plans.

To facilitate the implementation of this adjusted legal/policy framework, the project will support the institutionalization of a capacity development programme targeting SECTUR, Private sector (hotel developers), Tour Operators, Municipalities and NGOs/CSOs. Currently, the department in SECTUR in charge of the topics related to tourism and conservation of biodiversity is very small, only 5 people. However, there are decisions within other departments in SECTUR that need to integrate criteria related to biodiversity conservation. To address this and fulfill the objective of strengthening capacities within SECTUR, a Capacity Development Programme will be developed. Ideally, the Programme should be endorsed by the Tourism Competitiveness Institute (ICTUR), and should include at least the following themes:

I. Trends in tourism development

- Update with data and figures and projections
- Impacts of tourism and its relationship with biodiversity and social issues
- Competitiveness and tourism in Mexico
- Trends (overtourism, adaptation, decentralization, collaborative economy)

II. Sustainability and tourism, basic concepts and international politics

- Introduction to sustainability
- Sustainable tourism, key concepts
- History of Sustainable Tourism, from Lanzarote to COP 13 in Cancún
- International Policy
 - Strategic Plan for Biological Diversity and Aichi Targets

¹³ Member agencies could include, but are not limited to, SECTUR, SEMARNAT, CONANP, SRE, BIENESTAR, ECONOMÍA, AGRICULTURA, SEDATU and CULTURA

- Sustainable Development Goals
- 10YFP

III. National Policy on Sustainable Tourism

- PROSECTUR
- Strategy for the Integration of Biodiversity in the tourism sector
- Strategic Framework for Tourism in Protected Natural Areas
- General Tourism Law and its Regulations

IV. The role of the business sector in tourism and biodiversity

- The Global Sustainable Tourism Criteria for companies and destinations
- Certifications of sustainability
- The private tourism sector and the SDGs
- The private tourism sector in the future

V. Communications for sustainable tourism

- Basic concepts of communications for sustainability
- Identifying the target audience: analysis of Stakeholders
- The communication process
- The use of traditional media and social networks to show progress
- How to achieve a successful sustainability campaign?
- The Sustainability Report and the measurement of business impact

47. In addition, the project “Ecosystem-based Adaptation to Climate Change (EBA)” with the private sector in Mexico seeks to strengthen the tourism sector to implement solutions to adapt to climate change. A network of key actors (public, private, civil society) that works on EBA issues will be created; including training of 300 actors at the local, regional and national level. Through SECTUR, the GEF project will pursue opportunities to benefit from this and generate synergies between the two initiatives.

48. To achieve this, the project will support the coordination of internal capacity development programmes within different areas of SECTUR to ensure alignment of activities, practices, certification and others, including:

- a) Tourism Atlas
- b) Training of key stakeholders
- c) Official and Mexican Norms
- d) Prize for Innovation in sustainable tourism

49. Furthermore, it will promote with SECTUR and other partners good practices for sustainable tourism in high impact tourism projects (Tren Maya and others in charge of federal government), taking into account the results of the planning and carrying capacity analyses in Output 1.1.2.

50. The project aims to develop and train communities of practice (COP) at important sites, and to then work adaptively with these COPs to develop performance criteria (see Output 1.2.3) and compliance with them. It is envisioned that by project end at least 200 people would be trained on tourism compatible with BD conservation and on the application of the land use plans. This could include communication and public consultation of policy instruments; development and implementation of training program (curricula) of members of an intersectoral committee and SECTUR; and training of members of private sector and civil society (NGOs). For example, in BCS, the project would develop and implement a capacity development program aimed at local governments on the integration of BD and its conservation in the tourism sector.

51. It is envisioned that this enhanced capacity will provide SECTUR with the necessary skills to review, adopt and implement landscape land use plans for tourism, covering priority watersheds and coastal corridors in selected areas in Component 3. These would be accompanied by inventory and planning instruments that define specific land uses and management regimes in priority BD areas, including ecosystems and habitat degradation mitigation measures, as well as areas for conservation and connectivity appropriate to different site types based on reliable, standardized and uniform data.

Output 1.2.2 Reliable, standardized and uniform data established, resulting in enhanced capacity of SECTUR to review, adopt and implement landscape based programs for tourism.

52. The establishment of reliable, standardized and uniform data would further enhance decision-making by SECTUR and relevant authorities regarding the identification and planning of new tourism development and operations. To accomplish this, the project will collaborate with the National Institute of Statistics (INEGI) to develop a framework of at least 10 indicators for sustainable tourism development in the ZDTS. These could include indicators for use and management of resources (water, energy, solid waste), protection of landscapes, creations of regional initiatives, budgets used for sustainable tourism activities, and tourism profiles and satisfaction related to environmental and social issues in destinations, among others.

Output 1.2.3 Compliance and Monitoring system in place to promote sustainable use of BD and definition of acceptable limits of changes in important ecosystems to support adaptive measures to reduce direct impacts from tourism.

53. The project will engage relevant institutional partners in the articulation of roles and responsibilities with respect to territorial development schemes and enforcement of this enhanced tourism framework, ensuring proper coordination and emphasizing common interests. To accomplish this, conflicting/contrary instruments and policies that often hinder coordinated action will need to be analyzed and resolved. This will provide the institutional basis for establishing and executing a Compliance and Monitoring system to promote sustainable use of BD and evaluate acceptable limits of change in BD-important areas to support adaptive measures to reduce direct impacts from tourism. The project will coordinate with PROFEPA, for example, and perhaps the new federal police force (Environmental Gendarmerie), as well as promote surveillance and enforcement at the local level through community partners. Furthermore, the project will develop a methodology/model for Visitors Management in DTS Zones. The general methodology would be defined within the first year of the project, and applied in parallel with management programs to be developed for each ZDTS. Each Visitor's management program would include criteria regarding measuring carrying capacity and acceptable limits of change of a destination, entrance fees, diversification of activities, trails, circuits, and others tailored to the specific ZDTS, based on recommendations from the World Travel and Tourism Council¹⁴. Finally, the project would support the implementation of the Visitor's management program to reduce the impact of tourism in each ZDTS established in the model sites. The local Committees would be the responsible for these programs, as well as the authorities that implement the management programs in the ZDTS.

Component 2. Strengthened enabling conditions in the tourism sector address market failures to catalyze financing for biodiversity conservation

54. Market failures occur when there are unpriced input or unpriced outputs in activities. Externalities associated with tourism which negatively impinge on residents' welfare include: changes in community appearance, overbuilding, changes in the landscape and views, degradation of habitat and ecosystem services, among others. In these cases, governments have a legitimate role to play in correcting the market failures in order to establish the proper value (price) of things such as environmental services. This

¹⁴ <https://www.wttc.org/-/media/files/reports/policy-research/coping-with-success---managing-overcrowding-in-tourism-destinations-2017.pdf>

component will work with the tourism sector to address these market failures and catalyze financing for BD conservation.

Outcome 2.1 Develop/strengthen decentralized self-governance at tourism sites

Output 2.1.1 Decentralized associations for collective action (e.g. landscape associations/stakeholder associations) become the operational mechanism for market and policy mechanisms (to be developed in Outcome 2.2, below), and are given support to test and institutionalize ideas for addressing externalities and market failures.

55. As mentioned in 1.1.3 above, the National Scientific Committee on Sustainable Tourism (“Tlaltocan de Sustentabilidad Turística”) will be supported by the establishment of a State-level Scientific Committee on Sustainable Tourism functioning in the three model sites. These mirror committees will serve as an intersectoral mechanism for dialogue at the local level and delivery of Global Environmental Benefits, by designating a work group/committee to engage the private sector as well as stakeholder associations. These committees will provide support to test and develop ideas for addressing externalities and market failures in each of the ZDTS. For example, it will consider legal changes for tax incentives, new environmental taxes, Payment for Environmental Services, certification schemes, mechanisms for adequate promotion of destinations and sustainable tourism products, among others.

56. The project will also support the strengthening of sustainable tourism activities within the framework of the Advisory Council of Tourism. The Advisory Council is created and functions in accordance with the Law. This Council is currently responsible for safety, connectivity and investment concerns, but has no specific mandate/directive for sustainable tourism or promoting BD in the tourism sector. The project would strengthen this council by establishing a sustainable tourism table/working group within the council to address options for mainstreaming BD conservation safeguards within safety, connectivity and investment options under its purview.

57. Additionally, the project would strengthen SECTUR’s Technical Group on Planning (comprised of CSOs, Academia, NGOs) to mainstream sustainable tourism and BD safeguards in the sector, particularly SECTUR’s Nature Tourism in Mexico Group. It will consolidate the actions of the Nature Tourism Strategy (once published) and position Mexico as a leading country in nature tourism (ecotourism, adventure tourism and rural) with respect to BD, as highlighted in the communications strategy implemented in Component 4.

58. The project will seek to engage and strengthen other relevant stakeholder associations through CONANP, SEMARNAT, Local Ecotourism Networks such as Maya Ka’an, Visit Calakmul, Cook Maya, Sierra Gorda Ecological Group, Joint Towns of Oaxaca, and Subnational Secretariats of Tourism and Environment, among others.

59. The Gender analysis and strategy identified several opportunities for engaging women cooperatives (see Annex G for details).

Outcome 2.2 Market and policy mechanisms for sustainable tourism financing support the optimization of flows of ecosystem goods and services associated with tourism development and operation

Output 2.2.1 Business Plan for pilot tourism sites that assess, record, evaluate, and develop strategies designed to link environmental and economic tradeoff analysis of tourism impact on globally significant BD in coastal areas.

60. The project will promote tourism market and policy mechanisms for financing that supports the optimization of flows of ecosystem goods and services (of relevance to BD) associated with tourism development and operation. To achieve this, the project will develop a Business Plan for each model tourism site that defines:

(1) the financial needs that must be met in order to successfully implement proposed management plan activities, including long-term financial planning, and

(2) potential revenue sources to help meet those needs:

- Valuing goods and services;
- Identifying beneficiaries;
- Determine willingness and ability to pay;
- Define a list of most viable finance options;
- Develop rough estimate of potential revenue.

61. Before identifying financial mechanisms at a particular site, it is important to estimate/identify¹⁵ the overall value of the goods and services produced at a site, aimed at impacts and externalities, thereby providing a valuable input to the decision-making process and strengthening the profile of a particular site. Once ecosystem goods and services are identified, these will be associated with consumer groups and markets with the purpose of recognizing and prioritizing potentially viable BD conservation finance mechanisms. Each of the 3 model sites will implement the following activities:

62. QROO:

- a) Develop long-term financial planning through the Destination Management Organization (DMO) to ensure the financial viability of Maya Ka'an, and to generate funds to ensure its sustainability and BD conservation. The DMO will be the entity to verify and coordinate implementation of the financial plan.
- b) Based on the financial plan, promote the creation of commercial alliances between the local tour operators with local handicraft and food producers, as well as restaurants and hotels in Maya Ka'an, and surrounding destinations such as Tulum and Valladolid.

¹⁵ Bagstad et al., 2013 serves as a reference for sources of information about ecosystem goods and services. The methodologies cited in the paper "A comparative assessment of decision-support tools for ecosystem services quantification and valuation" will be considered for the feasibility assessment of each of the different types of mechanisms prior to their implementation:

1. Ecosystem Services Review (ESR), <http://www.wri.org/> (World Resources Institute (WRI), 2012)
2. Integrated Valuation of Ecosystem Services and Tradeoffs (InVEST), <http://www.naturalcapitalproject.org/> (Kareiva et al., 2011; Tallis et al., 2013)
3. Artificial Intelligence for Ecosystem Services (ARIES), <http://www.ariesonline.org> (Bagstad et al., 2011; Villa et al., 2011)
4. LUCI (formerly Polyscape), <http://www.polyscape.org> (Jackson et al., 2013)
5. Multiscale Integrated Models of Ecosystem Services (MIMES), <http://www.afordablefutures.org>
6. Co\$ting Nature, <http://www1.policysupport.org/cgi-bin/ecoengine/start.cgi?project=costingnature>
7. Social Values for Ecosystem Services (SolVES), <http://solves.cr.usgs.gov> (Sherrouse et al., 2011)
8. Envision, <http://envision.bioe.orst.edu> (Guzy et al., 2008)
9. Ecosystem Portfolio Model (EPM), <http://geography.wr.usgs.gov> (Labiosa et al., 2013)
10. InFOREST, <http://inforest.frec.vt.edu/>
11. EcoAIM (Waage et al., 2011)
12. ESValue (Waage et al., 2011)
13. EcoMetrix, <http://www.parametrix.com> (Parametrix, 2010)
14. Natural Assets Information System (NAIS), <http://www.sig-gis.com> (Troy and Wilson, 2006)
15. Ecosystem Valuation Toolkit, <http://www.esvaluation.org> (Ecosystem Valuation Toolkit, 2012)
16. Benefit Transfer and Use Estimating Model Toolkit, <http://www.defenders.org> (Loomiset al., 2008)

- c) Design and operate an online commercial platform for responsible tourism in Maya Ka'an.
- d) Implement the financial plan to attract funding for specific projects to promote the involvement of local tourism business with BD conservation through:
 1. Creation of private forest reserves.
 2. Development of birdwatching activities linked with bird monitoring.
 3. Implementation of BD-friendly practices in local tourism business, such as the use of appropriate technology to generate clean energy, as well as the proper management of waste water and solid waste by local tourism businesses.

63. OAX:

- a) Develop 10 business plans for 10 local owned companies.

64. BCS:

- a) Develop a strategic and financial plan for the Ecological Center for Sustainable Development of Santiago, B.C.S. that considers options such as an aviary, butterfly garden, botanical garden, cultural forum for education and environmental interpretation, and regional community market, amongst others.
- b) Business plans for 5 companies of the Ecotourism Circuit of the Sierra La Laguna-Cabo Pulmo-Cabo del Este.
- c) Business plans for the Network of ecotourism companies of the Circuit of the Sierra La Laguna-Cabo Pulmo-La Ventana-Sargento.
- d) Diagnosis and strategy to develop commercial alliances between local producers of goods and services and tourism development of Los Cabos and the hotels and restaurants of east Cape and Sierra La Laguna La Ventana-Sargento La Paz, as value chains.
- e) Implementation of commercial alliances with tourism stakeholders in order to develop tourism clusters through activities such as appointments with the private sector and communities, fairs to publicize products, etc.
- f) Develop and implement payment schemes for Hydrological and Biodiversity Environmental Services.

Output 2.2.2 **Conservation finance mechanisms aligned in the tourism sector** to promote BD conservation and regional development in sustainable tourism development areas.

65. The promotion and consolidation of sustainable tourism requires a variety of efforts on many fronts. However, from the point of view of the market (supply, demand, promotion and commercialization) there is a series of gaps to achieve an impact both on the tourist and on the suppliers of products and services, as well as improve the positive impact of tourism and minimize the negative impact. The following table shows the identified market failures, as well as the solutions and the challenges to overcome them. This information is presented in a generic way, since the failures are repeated in the three sites; if there is any specific consideration per site, it is mentioned in the comments column:

Market Failures and Proposed Solutions

Failure	Solution	Challenge for implementation	Comments per site (if any)
There are many certification instruments	Work at national and local level with those schemes that are endorsed by the	Lack of awareness of the offer of advantages and disadvantages of the	The Sustainable Tourism Development Zones should promote

in the market but little certainty	Global Sustainable Tourism Council and in due course, generate a mandatory national certification	certifications and, in specific cases, little credibility of companies and seals that are in the market.	certifications in the companies that operate in the site.
There is no consolidated information in Mexico of responsible destinations and activities	Generate an online platform to access this information.	Link between SECTUR and CPTM on the subject, which historically has been null.	In none has there been a joint campaign with local authorities.
The PES schemes have not been effectively promoted and consolidated.	Have a portfolio of projects for PES and thematic lines of opportunities for the development of new ones.	Transparency in the management of funds.	Amigos de Sian Ka'an has had mixed results; it would be worthwhile to study successes and failures of their models.
There are no incentives (fiscal, market) for companies to do things in a sustainable/bd-friendly manner	Promote that the available funds and operating rules for business projects have sustainability considerations.	Change in rules of operation, should be made gradually.	--
There is no information available on the demand for responsible tourism in Mexico.	Conduct a national study to address the issue, using big data and other technological tools for its realization.	Inexperience in the development of this type of studies at the national level.	Some efforts have been made in the sites but inconsistent and with few results
The tourist does not know about their impacts and how to reduce them.	Carry out a campaign to make the tourist a responsible, bd-friendly tourist.	Link between SECTUR and the CPTM on the subject, which historically has been null.	--
There are few conservation and sustainability mechanisms developed in the sector	Launch a national contest to design mechanisms for financing conservation through tourism.	Available funds, although they could be generated through ICTUR.	It could be done nationally, with an emphasis on the three demonstration sites.
There is little innovation in social entrepreneurship.	Make links with the national and international ecosystem of impact investment, to generate joint work lines.	Inexperience in the subject.	In Cancún there is already a very dynamic ecosystem of entrepreneurship and technology, which could be used as a pilot destination to link with Maya Ka'an.
Perception that sustainable tourism is expensive	Develop and implement campaigns to show the benefits of sustainable tourism, and its importance, indicating that the cost paid for responsible travel includes benefits throughout the value chain.	Lack of available information	Take local examples of tourism benefits and promote them.

66. In order to address the abovementioned market failures, the project will develop a program to consolidate the impact investment and promote the creation of social enterprises for sustainable tourism. It would then put these conservation finance mechanisms into motion to promote BD conservation criteria

and regional development in the areas of sustainable tourism development. In order to accomplish this, several types of instruments will be evaluated from UNEP's 10YFP Programme on Sustainable Tourism:

- **Measurement instruments**—used to determine levels of tourism and impact, and to keep abreast of existing or potential changes.
- **Command and control instruments**—enabling governments to exert strict control over certain aspects of development and operation, backed by legislation.
- **Economic instruments**—influencing behaviour and impact through financial means and sending signals via the market.
- **Voluntary instruments**—providing frameworks or processes that encourage voluntary adherence of stakeholders to sustainable approaches and practices.
- **Supporting instruments**—through which governments can, directly and indirectly, influence and support enterprises and tourists in making their operations and activities more sustainable.

67. The project will conduct a feasibility assessment of each mechanism proposed, in order to predict whether or not a particular instrument will result in net revenue generation at this stage in the business planning process. Only upon its completion can a particular conservation mechanism be identified as viable for a specific site. Stakeholders will be identified and consulted as preliminary information is gathered. Once key stakeholders are engaged and have joined a working group, they may join in the process of information gathering and other activities. Finally, adoption and implementation involves the signing of agreements by government, stakeholders and/or companies, creates oversight committee or other agreed upon mechanism to monitor the application of any instrument or those related with the collection and use of funds for conservation purposes. These committees would be autonomous or interact with SECTUR or the state-level committee or some other actor, as determined on a case-by-case basis. Stakeholders may also form their own associations, which will allow their interests to be more effectively represented, and can reduce transaction costs associated with the development of conservation finance mechanisms or other instruments.

68. To facilitate this, the project will endeavor to align economic and programmatic instruments and public spending efficiency schemes to promote BD conservation and regional development in the areas of sustainable tourism development. The project will collaborate with cofinancing partners such as CONAFOR to build upon experience generated through its Payment for Environmental Services (PES) programs for BD and hydrological services so as to develop articulated economic incentives for tourism-related conservation compensation schemes that can be validated, tested and reported on promptly within the demonstrative models in Component 3 (PES, zero revenue, etc.).

69. Furthermore, the project will highlight the link between promoted incentives and the valorization of ecosystem services. It will seek out instruments such as certification / standards (UNESCO and other certification options) that are recognized nationally and/or internationally and valued for the social and economic benefits they generate.

70. Finally, in order to create a lasting mechanism, the project would launch and operate an annual contest related to sustainable tourism and innovation, including financial support for the implementation of finance mechanisms developed for entrepreneurs and / or NGOs, including:

-**Analysis of solutions mechanisms and how they operate** to address systematic market and policy failures related to tourism development in coastal areas.

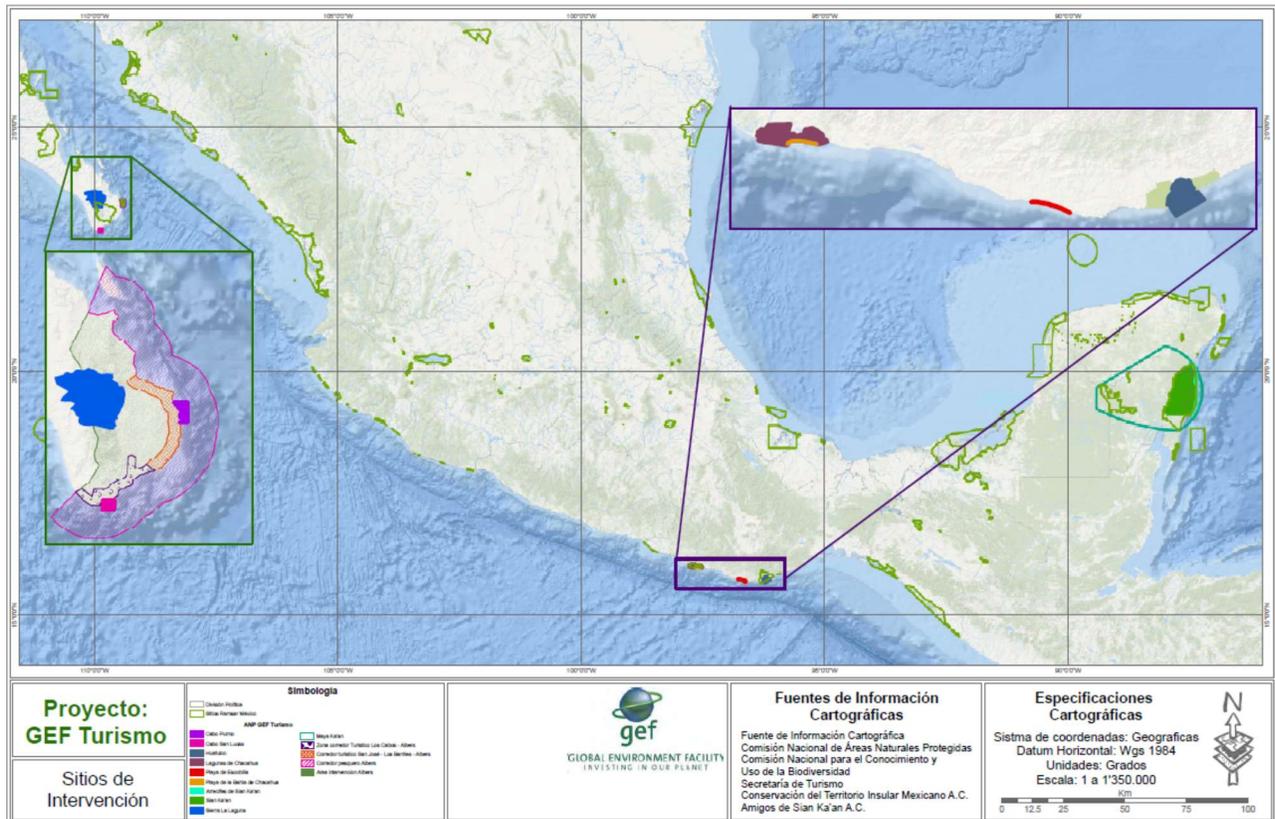
-**Feasibility Assessment** to analyze key factors that may affect the success of the program and the specific instruments to be used.

-**Implementation**

Component 3: Biodiversity mainstreaming in coastal tourism development and operation.

71. Although the demand for sustainable tourism is still relatively small in Mexico, it is expected to grow about 25% annually in the following years¹⁶. This trend forces the country to develop new ecotourism destinations, to increase the sustainability actions in the established tourism industry to satisfy increasing demand and invest in sustainable destinations, and to reduce the impact of an increased public looking for sustainable destinations.

72. This component will work to ensure that governmental, organizational and human capacities are entrenched at different levels to ensure implementation and continuous improvement of the Mexican model of Sustainable Tourism Development (DTS) and operations. This new DTS model is based on the incorporation of environmental, economic and social criteria in tourism management instruments so as to strengthen sustainable and nature-based tourism destinations. Key to this is the recognition of the pressures and threats on globally-important BD that come directly and indirectly from conventional tourism development (see Threats table above). As a means to reduce the pressures from these direct and indirect threats, the project, through Component 3, will support the incorporation of national sustainability policies and practices as envisioned under SECTUR's DTS model and work with national and local stakeholders to establish demonstrative models in the States of Quintana Roo, Baja California Sur and Oaxaca (see map below).



Map: Project Intervention Sites for Sustainable Tourism Destination Zones (ZDTS)

73. These demonstrative models will target new and existing developments within the hotel industry as well as tour operators and local businesses oriented to sustainable tourism, as they represent the most cost-effective entry points for reducing pressures on BD. Proposed interventions at specific pilot sites are prioritized in accordance with SECTUR's new Strategy for Biodiversity Mainstreaming in the Tourism

¹⁶ http://imco.org.mx/wp-content/uploads/2013/10/Turismo2013_Completo.pdf

Sector (2016-2022), consisting of nine axes, grouped in three categories: substantives, coordination & support, and seventy-two strategic lines including identified mechanisms. The project provides a critical opportunity to enable the implementation of the Strategy with clearly defined interventions. The criteria used to identify the project's demonstration sites include the following:

1. Existence of networks and alliances, capacity development efforts;
2. Geographical representation combined with tourism growth potential.
3. Biodiversity conservation criteria, including environmental goods and services deemed critical to the tourism value chain;
4. Existence of well-established tourist destinations in the states of the pilot sites and degree of threats or pressures on BD;
5. Opportunities for the development of productive chains associated with sustainable tourism;
6. Criteria agreed with the various stakeholders in the tourism chain on Good Practices for Integral, Sustainable and Competitive Development (DISC), based on WTO criteria.

74. Based on the above criteria, the Project will work to establish and put into practice cost-effective and replicable DTS models with criteria for BD conservation, with emphasis on BD-rich coastal ecosystems. (Additional detail regarding the selection process and the attributes of each of the target areas is provided in Annex L).

75. The project will support actions to promote effective intergovernmental coordination, including municipalities and states, to implement the DTS model. These would include the articulation of mechanisms for implementation and continuous improvement of the DTS model, community involvement in monitoring of BD, and promotion of sustainable tourism services. To achieve this, the project will establish and strengthen local participation mechanisms for effective participation in land use planning related to tourism developments. This will be complemented by other actions such as:

- Development and implementation of law reforms and regulatory frameworks at national, state and local levels (e.g. building codes, environmental impact analysis, etc)
- Sustainable and integrated tourism planning (including land use planning) and management instruments to balance BD conservation and tourism development;
- Capacity building program aimed at SECTUR, Private sector (hotel developers), Tour Operators in the 3 pilot sites, Municipalities and NGOs/CSOs; environmental education among employees of hotel and tourist service providers; strengthen local business capacities (e.g., implement sustainability criteria among local business and strengthen management capacities in pilot projects);
- Identification and replication of best practices in building codes and operation of hotels through regulations and incentives;
- Direct measures to reduce the impact of eco-tourism in natural protected areas and buffer zones, including improved local natural resources management by local communities, with a specific focus on BD conservation and best practices in operation of tour operators to reduce impacts on BD;
- Monitoring system that reports impacts on BD.
- Development and implementation of a promotional campaign showcasing the wealth of natural capital together with local awareness campaigns showing the link between tourism and conservation of natural spaces.

- Establishment of financial architecture to support BD-friendly criteria in existing and new tourism development;
- Exchange experiences in sustainable tourism between different projects in the pilot areas and the rest of Mexico; “Export” the concept of Maya Ka’an to other tourism destinations around protected areas;
- Formally declare Maya Ka’an and Huatulco each as a “Zone of Sustainable Tourism Development” (Zona de Desarrollo Turístico Sustentable) under the new SECTUR scheme.

Outcome 3.1 New BD-friendly sustainable tourism models (DTS) demonstrated in Quintana Roo, Baja California Sur and Oaxaca and sustainability emplaced

Output 3.1.1 Local participation mechanisms for effective land use planning related to tourism developments (developed and implemented in at least 3 municipalities in coordination with the private sector).

76. The project will work with local partners and stakeholders to support the establishment of local participation mechanisms for effective land use planning related to tourism developments, integrating local actors to sustainable development in each of the 3 sites, as follows:

77. QROO: As a nature-oriented destination, Maya Ka’an serves as a tool to promote local development, improve community livelihoods, and in that way, promote interest and local participation in the conservation of BD. Building upon lessons learned from the Sian Ka’an example, all the proposed actions in the GEF project are oriented to increase capacities of local people and cooperatives to allow them access to the market, while increasing their awareness and participation in BD conservation. Ecotourism, like ecosystem services, is a productive activity that stimulates BD conservation and motivates local actors to protect nature since it is a source of direct income for them. Landscape-level programs involve integrating BD into production systems at a regional scale. That is, BD is considered in the value chain of a tourism products and services. The actions required for this are:

- Establish a Destination Management Organization (DMO) for Maya Ka’an, thereby integrating local actors in sustainable development.
 - Develop mechanisms to ensure that the members of the DMO act as legitimate representatives of their sectors.
 - Link the DMO with other participatory fora in Maya Ka’an, especially the protected areas advisory boards, and the local Watershed Management Councils.
- Implement workshops, familiarization trips and training regarding Maya Ka’an as a ZDTS in order to foster and strengthen a participatory culture in local tourism organizations, colleges, business ventures, cooperatives, cooperative federations, etc.

78. BCS: In the case of Baja California Sur, the policy standard NMX-AA-178-SCFI-2016 provides BD conservation safeguards that should be integrated into land use planning regulations and other instruments as well as the list of measures to be integrated. These include requirements, specifications and sustainability criteria for site selection, design, construction and operation for touristic real estate developments in the Gulf of California. The end result will be best practices adopted by local businesses, capacities and outputs from management programs implemented, the community ecological zoning plans and long-term payment of environmental services¹⁷. The actions required for this are:

¹⁷ The standard that is taken as the basis of the model to be implemented was developed from:

a) The sustainability criteria established by the UNWTO, as well as the biodiversity criteria for tourism

- Establish a Technical Group of local actors and define subgroups for sustainable development initiatives related to:
 - The integration of biodiversity and sustainable tourism;
 - Prepare the proposal of the ZDTS-SLL-Los Cabos, municipalities of La Paz and Los Cabos;
 - Review and update the CIP Master Plan Los Cabos that integrates the criteria of territorial ordination, ZDTS;
 - Analysis and harmonization of Instruments of land uses and Territorial Organization; Integrate local stakeholders, communities and ejidos of the ecotourism circuits and food producers in the State Council of Competitiveness;
 - Social sector of nature tourism.
- Constitute and strengthen a state network of ecotourism.

79. OAX: In the case of Oaxaca, the decree of ZDTS and its associated management program will ensure a more sustainable land use planning that prioritizes conservation of ecosystems and species. The strengthening of the eco-tourism and community tourism network will contribute to ensure best practices regarding BD protection and increase social awareness among tourists and operators. Communication campaigns will also focus on raising awareness and best practices in the sector for BD mainstreaming. Increasing BD monitoring capacities in the site will provide a minimum base of knowledge to better inform policies and interventions. To accomplish this, the project will engage the Huatulco Green Team as follows:

- The Huatulco Green Team (Equipo Verde Huatulco) was established 15 years ago as a leading citizen group in the integration and organization of the different social actors of the tourist development of Huatulco Bays, generating synergies that allow to jointly and strategically define a path towards sustainability. This group serves as a model for the development of local participation mechanisms in other tourism zones. As such, the project will work with the Huatulco Green Team to strengthen local participation in establishing and maintaining Huatulco ZDTS. For example, the project will link the Equipo Verde with other participatory fora in Huatulco, especially the protected areas advisory boards and the local Watershed Management Councils.

Output 3.1.2 Strengthened local business capacities in the development and implementation of local initiatives, including implementing sustainability criteria among local business, strengthen management capacities to test the adjusted DTS in 3 priority areas.

80. The project will work with local partners to strengthen local business capacities in the development and implementation of local initiatives that integrate BD conservation safeguards, including the Certification of 120 tour guides in the new version of the Mexican Norm 009 of nature based guides (once published) (30-40 Guides per destination over 3 years). Site-specific activities include the following:

81. QROO:

established in the framework of the Convention on Biological Diversity (<https://www.cbd.int/tourism/guidelines.shtml>);

b) Other official and voluntary standards that are part of the toolbox for the implementation of the NMX-AA-178, including: the Mexican Standard NMX-AA-133-SCFI-2013 Requirements and regulations of sustainability in ecotourism; the Mexican Standard for Tourist Marinas NMX-AA-119-SCFI-2018 that establishes the requirements and criteria of sustainable performance for the design, construction and operation of tourist marinas; and the Mexican Standard NMX-AA-120-SCFI-2016 establishes the requirements and regulation of sustainability of quality for beaches.

- Consolidate and support diversified ecotourism activities in local businesses between the protected areas in Maya Ka'an (Sian Ka'an, Bala'an K'aax, Chichankanab and ADVC).
- Promote the implementation of Good Practices Guidelines (already developed) in 20 ecotourism companies in Maya Ka'an.
- Certification of 50 tour guides in the Official Mexican Standard 09 of nature based guides and Official Mexican Standard 08 of general guides.

82. BCS:

- Advise, train and certify 5 tourism development companies and providers in the NMX 178 for sustainable tourism in region SLL-LC.
- Train 30 specialized guides in compliance of the NOM 09 TUR in the region Sierra La Laguna-Los Cabos.
- Training for tourism entrepreneurs in relation to the integration of BD conservation.
- Diversification of the tourist offer through the design and strategic planning of ecotourism circuits in the Sierra La Laguna-Los Cabos Region.
- Diagnosis of criteria compliance of the Mexican standard NMX-133¹⁸ of the companies of the ecotourism circuits developed in 3.1.3.
- Advise, train and certify 10 ecotourism companies under the criteria of the NMX 133 ecotourism in the SLL-LC region.

83. OAX:

- Design and implement a capacity building program for eco-tourism and community tourism operators that includes at least 3 fast training courses and a toolbox adapted to their needs and context.
- Strengthen the Network of community eco-tourism through the development of a monitoring and evaluation platform focused on woman empowerment and economic impact
- Certify 50 tour guides in the Official Mexican Standard 09 of nature based guides and Official Mexican Standard 08 of general guides.

Output 3.1.3 Landscape wide programs for tourism development reviewed, adopted and implemented by SECTUR, covering priority watersheds and coastal corridors in 3 selected areas

84. The project will work with SECTUR and local partners to develop, review, adopt and implement landscape-wide programs for tourism development in the 3 sites. This will include accompanying local partners through the steps required to formally declare each site as a Sustainable Tourism Development Zone (ZDTS) as well as developing the corresponding management plans for each ZDTS.

85. QROO:

- Support and generate relevant information for the design of zoning plans of the municipalities that comprise Maya Ka'an (Carrillo Puerto, José Ma. Morelos, and Tulum).
- Formally declare Maya Ka'an as a Sustainable Tourism Development Zone (ZDTS).
- Develop the management plan for the Maya Ka'an ZDTS.

¹⁸ NMX-AA-133-SCFI-2013 Ecotourism Sustainability Requirements and Specifications

- Strengthen the mechanism to pay for environmental services developed by ASK (in forest) and identify new opportunities to link blue carbon with tourism activities.

86. The creation of Maya Ka'an as an ecotourism destination in the Yucatan Peninsula will help to reduce development pressure on the Sian Ka'an Biosphere Reserve, and therefore, directly contribute to the conservation of the BD in this UNESCO's World Heritage Site, as well as the conservation of the Mesoamerican Barrier Reef. Maya Ka'an is involving local communities around Sian Ka'an in viable ecotourism businesses to contribute directly with the conservation of the Mayan Forest; ecotourism depends on healthy, beautiful ecosystems, so it is easy to encourage local people to participate in their preservation through avoided agriculture, prevention of forest fires, economic diversification, payment of ecosystem services, etc. The replication of the Maya Ka'an concept will strengthen BD conservation elsewhere in Mexico.

87. BCS:

- Update the Master Plan of the Integrally Planned Los Cabos Center (CIP), which integrates BD criteria in tourism, the ZDTS, the local territorial ordinances, the Risk and Climate Change Program.
- Prepare the Sustainable Tourism Development Zone (ZDTS) proposal for the Sierra La Laguna-Los Cabos Region. Municipalities Los Cabos and La Paz.
- Develop the Management Plan for the ZDTS in the Sierra La Laguna-Los Cabos Region.
- Diagnose, analyze and develop the alignment and legal compatibility of land use instruments.
- Diversification of the tourist offer through the design and strategic planning of ecotourism circuits in the Sierra La Laguna-Los Cabos Region.

88. OAX:

- Complete the required studies to promote the decree of Huatulco as a Sustainable Tourism Development Zone (ZDTS) in close collaboration with local stakeholders, SECTUR and FONATUR.
- Develop the Management Plan for Huatulco following legal requirements and best practices

89. By pursuing the above actions, the project will strengthen stakeholder participation in the development and implementation of local initiatives to test the adjusted DTS in the 3 priority areas in coordination with the private sector. The project would support SECTUR's review, adoption and implementation of landscape land use plans for tourism, covering priority watersheds and coastal corridors in the 3 selected areas with inventory and planning instruments in place defining specific land uses and management regimes in priority BD areas including ecosystems and habitat degradation, as well as areas for conservation and connectivity appropriate to different site types based on the data and standards established in Component 1, Output 1.2.2.

90. Furthermore, the project will work with local partners to identify opportunities to coordinate sustainability and BD conservation investments in each site among actors such as CONABIO, CONANP, SEDETUR, SECTUR, ASK, SEMA, SEDESO and others. This will benefit from lessons learned through the BIOFIN project currently under implementation.

Output 3.1.4 Demonstrative models test methodologies, implementation and monitoring of BD sustainable tourism development modalities in 3 priority areas.

91. During the PPG, local partners reached out to different actors involved in species monitoring to determine baseline data for target BD. During Year 1, the project will conduct a more formal baseline analysis of current tourist and BD monitoring systems in place and identify opportunities for integration. In each of the 3 sites, the project will work with local partners to define a set of BD monitoring indicators

for selected species, establish permanent monitoring sites, and develop a protocol for its integration in current tourism and BD monitoring systems. It is envisioned that this will be a simple but robust BD monitoring system that has the capacity to interphase with the National Biodiversity Monitoring System, and considers tourism impact based on the evaluation of land use change rate from satellite images and/or aerial high resolution photography to assess long term impact on BD. The project will support the implementation of this BD Monitoring System in each of the sites through the purchase of equipment and the training of local monitors to perform periodic monitoring of BD in order to strengthen existing capacities to ensure long-term sustainability.

93. Ultimately, the demonstrative models would serve to test methodologies, stakeholder involvement and implementation of BD sustainable tourism development modalities in 3 priority tourism areas. Due to specific circumstances in all three pilot sites, proponents have prioritized the issue of indicator species taking into consideration existing monitoring efforts and baselines, which can be incrementally expanded. Therefore, proponents have focused on a mix of species that can account for ecosystem health at a local level (target area), but also, would like to continue to consider some migratory species that have a strong presence in target areas, and are considered cornerstone species of tourism-based activities in the areas. Project interventions would monitor the status of the BD listed in the Results Framework.

94. It is expected that part of the monitoring efforts developed through the project will be done in collaboration with cofinancing partners. Indeed, while monitoring systems are not in place for all indicator species, there are currently some efforts available for birds and coral reefs. Since incremental efforts for monitoring a group of species of birds is very low compared to what it takes to monitor a single species, the bird species richness and abundance will be monitored and compared with time series available through e-bird. Current selected project partners already have access to these research groups, however, the project will also seek to partner with additional institutions or NGO's where relevant and available. In Quintana Roo, ASK has been monitoring coral reef health for over 25 years and will continue as part of its cofinancing for this project. The existing monitoring work will be strengthened through its engagement in the project, benefitting from the information obtained and delivered. The indicators that are used include: live coral cover, algae cover, sea grass cover, fish abundance, fish and coral species richness. The sea grass monitoring, in particular, will be relevant to evaluate the co-benefits generated with regards to Blue Carbon enhancement.

95. Additionally, since some of the most important nesting and reproduction sites for migratory species such as marine turtles and whales, respectively, are in the proposed intervention areas, it is relevant to have some degree of monitoring system in place. While the migratory nature of these species means that an oversight on the general life-cycle is complicated, the project should consider the extent and possibility of this monitoring, with the possibility of bringing in more partners if needed, so as to ensure the important Global Environmental Benefits (GEBs). This is particularly true for species such as the sea turtle, which is emblematic of Huatulco, and the humpback whale for BCS. Additionally, coral reef will be monitored in QROO and OAX. Corals are a key indicator species, present in all three pilot sites, and there is preliminary information and baseline studies on current state of corals in the three sites. Eventually, other partners could be incentivized to strengthen and further develop this monitoring.

96. More details on demonstrative models in each area and maps are described in **Annex L**.

97. Furthermore, the project will implement a system to evaluate the Social Return on Investment (SROI) of each of the 3 the destinations as well as the project as a whole.

Outcome 3.2 Community-based tourism supporting improved livelihoods, integrating BD conservation in target areas

98. As described above Ecotourism in the three pilot sites of the GEF project has developed differently, and the status of each of the processes is also different. Consequently, the interventions in each of the pilot sites depends on the current state of tourism in the area, and for this, an analysis of each of them is presented

in Annex K based on the components of the value chain, with the aim of understanding better the dynamics of tourism development and propose advocacy actions.

Output 3.2.1 Promotion of sustainable livelihoods in communities associated with pilot areas

99. The project will support the establishment of a project desk in each of model sites. Rather than create “Community Ecotourism Units”, the Project will work with partners to develop and promote ecotourism services and activities through the respective project desk. Each project desk will work with the indigenous and local communities to determine potential for rural tourism, agricultural tourism, adventure and/or ecotourism, or as a destination of protected spaces. This will be done in accordance with the strategies defined in Annex N. The consultations with indigenous and community organizations will be guided by the Free Prior and Informed Consent (FPIC) to resolve any potential matters that may affect rights and interests, land, territories, resources, cultural heritage and traditional livelihoods, including the used of their traditional knowledge practices. Further, an initial Indigenous Peoples Plan (IPP) will be presented and validated during the Project's Inception Workshop. The IPP will be further developed (with FPIC measures) during the first year of implementation. Besides, activities with indigenous people will be directly supported by the Gender Action Plan and the Stakeholder Engagement Plan.

100. In QROO, the project will engage communities in the development of the ZDTS, and will support the efforts to-date to consolidate the Maya Ka'an region as a sustainable tourism model. The project will coordinate with state authorities to develop a communication and promotion strategy to attract responsible visitors to the region. Potential activities include:

- Contribute to the process to make Punta Allen a model of sustainable community, adopting BD-friendly activities and BD safeguards in terms of ecotourism and sustainable fisheries.
- Identify opportunities to link BD-friendly supplies and products to the tourism industry, thereby promoting sustainable consumption and production.
- Promote sustainable supply chain management linking sustainable commercial alliances with local producers, etc.

101. In OAX, the project will engage communities to strengthen their skills to attend tourists, particularly “specialized tourists” focused on bird-watching, and will also engage in networks (such as Equipo Verde Huatulco) to share experiences and opportunities. The unit will develop a plan to engage local institutions within the development of the region, and work together in a shared vision to position the region as a sustainable tourism destination.

102. In BCS, the project will engage communities in working together to conduct an in-depth analysis of challenges and opportunities to consolidate ecotourism in the region, due to the absence of a regional initiative to engage local communities. Potential activities include elaborating and publishing the participatory exercises of Good Practices of tourism activities that mainstream BD, including:

- Golf courses
- Tourism-recreational nautical activities
- Whale watching
- Sport Fishing.

Output 3.2.2 Women and youth livelihoods promoted, including their empowerment and participation at local level through: Capacity building; Insertion within value chains; Improvement of income and integration / participation in decision- making at the local level.

103. These 3 Demonstrative Models will enhance the promotion of sustainable livelihoods in communities associated with the demonstration areas. The project will work with local partners to identify opportunities for developing and promoting Community Ecotourism in communities with potential for rural

tourism, agricultural tourism, adventure and/or ecotourism, or as a destination of protected spaces. Crucial to this component will be the promotion of women and youth livelihoods, including their empowerment and participation at local level through:

- Capacity building,
- Insertion within value chains,
- Improvement of income,
- Integration/participation in decision- making at the local level.

104. The local Demonstrative Models will provide the opportunity to put in practice capacities for the implementation of regulatory frameworks to ensure the conservation and sustainable use of BD, the implementation of compensation mechanisms and accountability. They will also include the construction of infrastructure and services that consider the conservation of BD associated with the sector. The BD measures identified herein will be explored along with other IUCN BD mechanisms tested in 21 pilot initiatives in Mexico (Tres Rios), Brazil and Panama, among others, to determine their potential for application in this project. For example, during the Tres Rios pilot, all permanent infrastructure was designed and constructed so as to minimize impacts on coastal and dune ecosystems, as well as the natural flow of water in underground freshwater river systems (known locally as cenotes) and mangrove zones (via proximity, height/stilts, etc). The pilots will consider designated routes, themes and zones for development.

105. Local partners have already developed manuals to train local businesses on good environmental practices (e.g. <http://mayakaan.travel/Guias/> and <http://sedetur.qroo.gob.mx/marti/index.php>). These manuals will provide crucial elements to workshops and training programs with local hotels, and tourism companies and cooperatives. Although the recommendations in these manuals are voluntary, local partners have already been successful in including them in formal land use plans, building codes and urban planning, such that some of the principles are now mandatory. The proposed project includes the strengthening of these policy tools at the local and national levels. The project will allow local partners to continue working on the incorporation of voluntary practices in codes and ordinances while working directly with stakeholders to ensure their application. Ultimately, the interventions proposed herein will enhance local competitiveness and effective supply in value chains, as service providers and communities are armed with the capacities to sustainably use BD and engage in actions that enhance the associated ecosystem services.

106. QROO:

- Strengthen the governance of tourism cooperatives in gender equality measures include leadership awards.
- Involving children and young people into actions of conservation, solid waste management and sustainable production and consumption. Specific actions are:
 1. Environmental education addressing BD issues and knowledge (fauna, birds, exotic species and ecosystem etc.) including public events and exchanges of experiences.
 2. Consumption and sustainable production like an activities BD-friendly.
 3. Implementation of the "EcoCine in your community" as a tool for the dissemination of science.
- Empower women and young people in communities through the creation of business initiatives in handicraft, birdwatching, etc. and strengthen existing ones.

107. BCS:

- Carry out a study on the relationship between women and BD in tourism.

- Train children, youth and women in the Sierra La Laguna-Cabo Los Cabos Region in environmental education, interpretation and conservation actions, solid waste management (recycling, reuse), sustainable production and consumption, environmental services and mitigation effects of CC , respecting the culture of the local population and their appropriation of natural resources.
- Train women and youth in the local communities of the Sierra La Laguna-Cabo Pulmo-La Ventana Region through the creation of alternative business initiatives in tourist guides (flora and fauna, bird watching, whale watching, etc.).
- Strengthen the Group of Women Producers of Damiana for commercialization in tourism.

108. OAX:

- Conduct a baseline assessment of woman-biodiversity linkages in community eco-tourism sector regarding BD use, access and benefit sharing.
- Conduct a workshop with local stakeholders in Huatulco to present the results of the study and to define an action plan.
- Elaborate an action plan for Huatulco that will be adopted by local stakeholders.
- Follow-up the implementation of the action plan
- Strengthen the Huatulco Wildlife enterprise that carries out Ecotourism Services Trails and Wetlands S.C. de RL, de C.V. (Bahias de Huatulco, Santa Maria Huatulco), and Cooperativa Lagarto Real in Ventanilla de la Sociedad (Ventanilla, Santa María Tonameca).

Component 4: Knowledge Management and Learning

Outcome 4.1 Awareness raised among tourists and tourism industry stakeholders about sector's impact on BD and its associated ecosystem services, as well as potential for conservation measures; indicated by changes in baseline scenarios of surveys applied at project start and end.

Output 4.1.1 Awareness campaign to the different stakeholders and users of tourism services to promote a different behavior, compensate responsible production and consumption of tourism facilities, goods and services.

109. In order to garner support and sustained interest in the efforts described above, and the adjusted DTS model as a whole, the project will design and execute an awareness campaign aimed at the different stakeholders and users of tourism services to promote different behavior/practices, and compensate responsible production and consumption of tourism facilities, goods and services. The project will perform a market analysis on the profile and attitudes of tourists with regards to sustainability and BD. The results of this analysis will determine the focus and optimal media to guide the development of a national level awareness campaign to promote BD-conscientious behavior in tourism activities. Specifically, a strategy will be developed to raise awareness among tourists and tourism industry stakeholders about the sector's impact on BD, as well as potential for conservation measures in order to stimulate replication in other areas designated as priority tourism destinations. It will also identify tourism services/operators that are currently adopting responsible production and consumption patterns in their facilities, goods and services, with the aim to highlight their experiences and promote them as examples of how to achieve sustainability within the tourism sector.

110. At the national level, this awareness campaign will be implemented through advertisements (printed and electronic media), interviews and short documentaries, social media spots and other material for mass distribution around the country, and especially ports of entry such as airports and bus stations. The project will consider alliances with airlines and hotels to integrate dissemination materials in their

communication channels with tourists. The project will consider something similar to the Palau Pledge (<https://palaupledge.com/>) whereby tourists sign an eco-pledge to behave in an environmentally sustainable way when entering the country. The project will also support the integration of the theme of BD as a basis for promoting the country in National and International Fairs such as Tourism *Tianguis*, FITUR in Madrid, ITB in Berlin and World Travel Market in London.

111. This national awareness campaign will include a tool kit for local application. The project will support the 3 ZDTS in their efforts to tailor this tool kit to be site-specific and develop social media products and networking strategies to promote awareness of the different aspects of Sustainable Tourism Destinations and how different actors can engage in and contribute to achieving sustainability in the tourism sector, from users to providers. This awareness campaign will include tools for gender sensitivity as well as options for engaging indigenous peoples and youth. The awareness campaign will take into consideration indigenous peoples concerns addressed through the Free Prior Informed Consent (PFIC), Indigenous Peoples Plan (IPP), Gender Action Plan (GAP) and Stakeholders Engagement Plan (SEP). For example, the awareness campaign in Quintana Roo would include material in local Mayan language, while the campaign in Oaxaca would include Zapotec.

Output 4.1.2 Communications campaign conducted jointly between private and public actors to position Mexico as a BD-friendly tourism destination and raise tourists' awareness about possible conservation actions.

112. In parallel, the abovementioned awareness campaign will be complemented by a communications campaign conducted jointly between private and public actors to position Mexico as a BD-friendly tourism destination and raise tourists' awareness and demand for conservation actions. The project will develop a national promotion strategy in the form of a Communications Campaign for tourism and BD to promote Mexico and the pilot sites as a model for sustainable tourism. This communications campaign will be developed and implemented in cooperation with public and private actors, including local tourism boards (such as the ones working in Quintana Roo and Los Cabos), local ministries of tourism, international tour operators (such as Apple Leisure Group or Tui, among others), national airlines (such as Aeromexico, Interjet, Viva Aerobus), terrestrial transportation companies (such as ADO, ETN or other buses companies) and major car rental companies. It will consist of a multi-pronged approach directed at local and national audiences to encourage and influence domestic tourism, as well as international audiences, in recognition of Mexico's 6th place ranking among most visited countries in the world. This will include information related to the country's BD, highlighting its status as a mega-diverse country and highlight successful examples of how the tourism industry can mainstream BD conservation safeguards.

Output 4.1.3 Lessons learned, guidance and tools systematized for the development and replication of sustainable tourism services and facilities that are BD-friendly.

113. By supporting the implementation of 3 demonstrative models in 3 distinct regions of Mexico, the project will generate important experiences that provide feedback to the various sectoral policies with evidence of the benefits and challenges of mainstreaming BD conservation safeguards in the tourism sector. To guide this process, the project will first develop a Manual for management, follow-up and monitoring for Sustainable Development Tourism Zones (ZDTS), documenting the recent processes in Tulum and Punta Mita. The project will hold annual meetings with pilot sites to share experiences and align processes to ensure their respective ZDTS experiences are captured and documented in a uniform manner so as to facilitate an impact analysis and suggestions for policy adjustment to be considered in Component 1. This process will serve to foster the creation of a sustainable tourism learning community and exchange of experiences among the three pilot sites.

114. The project will systematize lessons learned, guidance and tools for the development and replication of BD-friendly sustainable tourism services and facilities throughout the country. This systematization of experiences will consist of publishing a document with the project memories, results and lessons learned, including the entire history of the process to create, and consolidate each site as a ZDTS

and the management process to ensure sustainability. Furthermore, the project will publish the impacts mainstreaming BD safeguards as shown in the results of BD monitoring as well as the results of the evaluation of the Social Return on Investment. The consolidation of these experiences will lend to develop and/or update good practices manuals for each site. It is envisioned that the generation and use of information at different levels will improve decision-making for the conservation of BD (knowledge, assessment, prioritization, load capacity, challenges and threats) and that these efforts will thereby allow the cost-effective replication of mainstreaming BD conservation safeguards in the development of other priority destinations.

V. RESULTS AND PARTNERSHIPS

Expected Results:

115. Within the Biodiversity Focal Area, the proposed project is aligned with ***BD 4: Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes/Seascapes and Sectors***, specifically ***Program 9: Managing the Human-Biodiversity Interface***. In compliance with GEF *Outcome 9.1*, the project will support an increased area of tourism-related production landscapes that integrate conservation and sustainable use of biodiversity into management. This will be accomplished through supporting the development and application of land-use plans and practices that include environmental sustainability criteria to guarantee ecosystem health, connectivity and resilience in priority tourism development areas. The project is also aligned with *Outcome 9.2* and will support the incorporation of BD considerations in Tourism Sector policies and regulatory frameworks. Furthermore, among the ecosystem services safeguarded through the project’s BD conservation actions, it is envisioned to provide important benefits with regards to Blue Carbon enhancement. Indeed, the management activities will include approaches designed to protect the prominent carbon pools in these land use systems, i.e. mangrove forests, wetlands and sea grasses. GEF resources will enable Mexico to protect blue carbon stocks in coastal ecosystems and harness their ability to function as a carbon sink and a natural infrastructure for increased resiliency to Climate Change, in accordance with Mexico’s NDCs.

116. Furthermore, the integration of biodiversity in the tourism sector is indispensable to achieving the mission and vision of the CBD’s “Strategic Plan for Biodiversity 2011-2020”, with an emphasis on Aichi Biodiversity Targets, especially Strategic Goal A: “Address the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society”. The project’s execution is aligned with the CBD and Aichi targets through its focus on mainstreaming biodiversity conservation safeguards within the tourism sector so as to address the causes of biodiversity loss associated with the sector. Within its role as the project’s lead implementation partner, SECTUR is well poised at the national level to support the mainstreaming of BD conservation safeguards within its policy programs, as well as engage its state- and local-level counterparts to test these decisions on the ground in the 3 target destinations. The strategy mentioned above will be key in guiding these programmatic and local actions. In particular, the project will contribute to Aichi Targets #1, 3, 4, 5, 11, 14 and 15:

<i>Aichi Target</i>	<i>Project Contribution</i>
<i>1: By 2020, at the latest, people are aware of the values of biodiversity and the steps they can take to conserve and use it sustainably;</i>	<i>Component 4 will provide important communication and knowledge management tools to ensure increased awareness of the value of BD and the steps they can take to conserve and use it sustainably with regards to the tourism sector.</i>
<i>3: By 2020, at the latest, incentives, including subsidies, harmful to biodiversity are eliminated, phased out or reformed in order to minimize or avoid negative impacts, and positive incentives for the conservation and</i>	<i>Component 2 promotes a series of finance mechanisms and incentives for the conservation and sustainable use of BD within</i>

<i>sustainable use of biodiversity are developed and applied, consistent and in harmony with the Convention and other relevant international obligations, taking into account national socio economic conditions;</i>	<i>the tourism sector. These will be piloted in Component 3.</i>
<i>4: By 2020, at the latest, Governments, business and stakeholders at all levels have taken steps to achieve or have implemented plans for sustainable production and consumption and have kept the impacts of use of natural resources well within safe ecological limits;</i>	<i>All 4 Components contribute toward ensuring the mainstreaming of BD conservation safeguards within tourism plans by the Federal and State Governments, as well as businesses and other key stakeholders engaged in tourism services and activities.</i>
<i>5: By 2020, the rate of loss of all natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced.</i>	<i>Through Component 3, the establishment of ZDTS in the 3 target areas and promotion of associated BD-friendly tourism activities and services will ensure a decrease in the rate of loss of natural habitats such as mangroves, coral reefs and sea grass.</i>
<i>11: By 2020, at least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscapes and seascapes.</i>	<i>Through the establishment of ZDTS in the target areas, Component 3 will create biological corridors that in effect extend the protection associated with nearby Protected Areas along the wider landscapes and seascapes.</i>
<i>14: By 2020, ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, are restored and safeguarded, taking into account the needs of women, indigenous and local communities, and the poor and vulnerable;</i>	<i>All 4 Components will contribute to this target through policy, institutional and on-the-ground interventions related to the mainstreaming of BD conservation safeguards within tourism services and activities.</i>
<i>15: By 2020, ecosystem resilience and the contribution of biodiversity to carbon stocks has been enhanced, through conservation and restoration, including restoration of at least 15 per cent of degraded ecosystems, thereby contributing to climate change mitigation and adaptation and to combating desertification.</i>	<i>While this is not a primary focus of the project, the impacts of Component 3 are expected to contribute to this target through the conservation and enhancement of important carbon stocks found in coastal BD such as mangroves, sea grasses and coral reefs.</i>

117. Moreover, the project is consistent with the Sustainable Development Goals (SDG), particularly Goal 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

118. The GEF increment will support the mainstreaming of biodiversity in the tourism sector. As mentioned in the Baseline, individual efforts and interventions need additional support to become systemic across the Tourism sector. While the baseline scenario currently enables some initiatives and incentives to be carried out in the country, the scale of the activities described is not sufficient to achieve the transformational change required to ensure sustainable tourism development and operation. Even considering the inclusion of other governmental programs with fiscal resources that have an indirect impact on BD would not be sufficient if they continue to operate independently. The GEF project would provide

the increment necessary to ensure a more coordinated and effective effort to establish and test a new sustainable tourism development model in 3 tourism and biodiversity hotspots.

119. As mentioned above in the barriers section, an independent impact audit of SECTUR by the Mexican Congress¹⁹ identified lessons learned and barriers for existing initiatives. These could negatively impact the meeting of the objectives of the Sustainable Development program in SECTUR (*PP 005 "Development and Promotion of Sustainable Tourism Projects"*), and thus potentially intensify the risk of not increasing competitiveness of Mexican tourism destinations, impact tourist affluence and hamper tourism service providers and communities living close to tourism destinations. Therefore, funding from the GEF can increase the viability of articulating and coordinating local level projects that act as pilots for the national sustainable tourism policy, including through dissemination of new tourism models (such as Maya Ka'an – platforms of tourism promotion based on BD conservation).

120. Funding from the GEF would also lead to significant strengthening of the planning and regulatory framework, including financial instruments that can increase resources available for other activities such as enforcement, monitoring, adoption of best-practices and increased scale of action.

121. Ultimately, the Project would ensure the safeguarding of globally-important BD and the ecosystem services it provides, including blue carbon sequestration. At the same time, as a country with a high potential for tourism development in areas with high BD conservation value, experiences and mechanisms arising from the project will generate new tools that can be replicated at the local, regional and potentially global level.

122. Under Component 1, GEF funding will build upon existing policies and regulations related to sustainable tourism development to fill in the legal and institutional gaps and provide the synergies necessary to make them operational and effective. The Project will contribute to the analysis of shortcomings in the institutional and policy framework and tourism promotion policies at different levels (federal, state and municipal) and will propose modifications to enable the conditions necessary to mainstream BD Conservation criteria within the tourism sector. The GEF funding for Component 2 will provide the increment that facilitates the establishment of the necessary framework and mechanisms for transparency and clear communication to effectively implement the financial instruments envisioned in this Component. Meanwhile, GEF funding for Component 3 would enable the ground-truthing of the aforementioned Components through crucial demonstrative models in priority areas.

Partnerships:

123. The Cofinancing that has been identified at this time is expected to provide important synergies to the baseline and GEF increment. For example, this project will coordinate with SECTUR and SEMARNAT to ensure institutional support in the development and implementation of a cohesive institutional, regulatory and policy framework for BD-friendly sustainable tourism development in Component 1. ASK and ISLA's cofinancing would be focused on contributing with their expertise and technical assistance in the development and implementation of demonstrative models for DTS in Component 3. Furthermore, this project will coordinate with SECTUR, SEMARNAT and CONANP, as well as universities, CSOs and State Governments to ensure effective synergies with respect to the promotion of sustainable practices and management in the target areas in Component 3. CONAFOR will contribute expertise to the development of compensatory/incentive mechanisms, particularly related to its PES programs for Biodiversity and Hydrological services, and would therefore ensure strong institutional support for activities in Component 2. UNDP's cofinancing will support the strengthening of social protection and continued fight against extreme poverty in the target areas. Please see Section X Financial Planning for further detail.

¹⁹ Audit available at http://informe.asf.gob.mx/Documentos/Auditorias/2014_0424_a.pdf

124. Furthermore, this project will build on and complement a number of initiatives in the areas of BD conservation and sustainable tourism development to share data and establish coordination mechanisms. In particular, the following GEF projects:

- UNDP/GEF/CONANP: *“Strengthening Management of the PA System to Better Conserve Endangered Species and their Habitats”*. The project would coordinate with the Endangered Species project to ensure the exchange of lessons learned for management of BD in priority tourism areas.
- UNDP/GEF/CONANP: *“Strengthening Management Effectiveness and Resilience of Protected Areas to Safeguard Biodiversity Threatened by Climate Change”* The project will coordinate with the Resilience project to determine actions that are relevant for BD Conservation in the Tourism sector, including consideration of BD-rich coastal ecosystems that provide ecosystem services related to CC and resilience such as blue carbon sinks.
- CI/GEF/CONANP: *“Conservation and Sustainable Use of Biological Diversity in Priority Landscapes of Oaxaca and Chiapas”*. The project will coordinate with CONANP to ensure exchange of lessons learned regarding applicable sustainable use of BD in the pilot site of Oaxaca.

125. Furthermore, the project will coordinate with other non-GEF initiatives, such as the above-mentioned ADAPTUR.

Risks and Assumptions

Risk	Rating	Mitigation Actions
Risk 1: The project will support land use planning and regulation in sensitive areas where economic activity could potentially impact the ecosystem. This may result in economic displacement (e.g., loss of access to resources due to land use /regulatory restrictions to indigenous people and local communities) and could generate an opportunity-cost to small-scale producers. However, no loss of access to land or physical relocation is expected. If not implemented properly, the Project could also have an impact on cultural heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices.	Moderate	The project strategy has been designed to compensate potential opportunity costs in the short term by testing a range of incentives and compensation mechanisms in Component 2. It will also work through sectoral programmes and capacity development to transition to new sustainable tourism livelihoods. The main focus of the project strategy is to promote sustainable uses that guarantee the conservation of the biodiversity and ecosystem services as well as livelihoods, particularly of Indigenous Peoples. The regulatory framework on Indigenous Peoples' Human Rights will support decisions regarding activities taking place in indigenous peoples' territories; and, the Free Prior and Informed Consent (FPIC) approach will be applied to resolve any matters that may affect rights and interests, land, territories, resources, cultural heritage and traditional livelihoods, including the used of their traditional knowledge practices. Further, an initial Indigenous Peoples Plan (IPP), developed with FPIC measures, will be presented and validated during the Project's Inception Workshop. The IPP will be further developed during the first year of implementation. Besides, activities with indigenous people will be directly supported by the Gender Action Plan and the Stakeholder Engagement Plan.
Risk 2: There is a risk of limited opportunities for engaging women in tourism activities.	Moderate	During the PPG, a series of workshops were conducted with local stakeholders for the purpose of elaborating an initial gender analysis and action plan for the project. During these consultations, women's groups/leaders raised gender equality concerns regarding the Project and the importance of providing opportunities for women to participate in a productive manner. These concerns and potential solutions have been included in the overall Project proposal, as well as a detailed description with activities in Annex G. Furthermore, the project will facilitate an in-depth analysis of gender in biodiversity and tourism to further strengthen and guide project implementation and sustainability.
Risk 3: The project activities will take place within and adjacent to critical habitats	Low	The demonstration sites were chosen based on SECTUR's list of priority tourism development sites, as well as proximity to critical ecosystems and protected areas so as to promote connectivity through the establishment of 2 ecological corridors. A series of local workshops

<p>and/or environmentally sensitive areas, including legally protected areas and indigenous people's lands. The risk is that unless proposed land uses take into account ecosystem structure and function limitations, it may adversely affect conservation values of these areas.</p>		<p>held during the PPG, served to solidify interest and commitment with target beneficiary groups, i.e. ecotourism cooperatives, among others. Regular consultations will be carried out with local and indigenous people's communities to ensure that all potential local community grievances are discussed. Decisions regarding the activities involving Indigenous Peoples and their territories will be made in accordance with the ILO's Convention 169, to which Mexico is a signatory party, undertaking the FPIC in all cases, including any activity that may include the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples. As indicated above, the Project will develop an Indigenous Peoples Plan, developed with FPIC measures, to be presented and validated in the Inception Workshop. To a large extent, it is likely that the project will be viewed favorably by indigenous and local communities as it will provide training and opportunities for adoption of tourism practices that pose lower environmental degradation and food security risks.</p> <p>The project will work with the sector's planning and operations instruments, through an intersectoral committee at national and local levels, to ensure BD conservation and CC Mitigation criteria are mainstreamed into land use planning regulations and instruments resulting in coherence between land use policies/regulations and the above General Law of Tourism and associated regulations/policy instruments.</p>
<p>Risk 4: Promotion of tourism development and related activities ("nature-based tourism" such as sport fishing) and consumption (restaurants) along coastal areas could attract secondary activities and negatively impact the same BD the project is trying to conserve (i.e. aquatic species).</p>	<p>Moderate</p>	<p>The project will support the identification, publication and application of Good Practices regarding tourism activities such as Sport Fishing and Whale Watching. It will also define carrying capacity and other indicators as an integral part to the management plan for certification of ZDTS. Furthermore, the destination sites will promote commercial partnerships that engage local sustainable businesses.</p>
<p>Risk 5: Land use suitability could change due to climate change, making potential outcomes of the project sensitive or vulnerable to potential impacts of climate change.</p>	<p>Moderate</p>	<p>Mexico's tourism sector, especially the coastal zone, is vulnerable to climate change. The proposed project will help mitigate climate risks by making sure that the revised planning and regulatory framework for tourism infrastructure makes due provisions for climate proofing. In particular, it is expected that the mainstreaming of BD conservation and CC mitigation criteria in tourism development planning and operations will help to lessen the impacts of extreme climate events such as hurricanes on these areas.</p>
<p>Risk 6: Indigenous peoples are present in the selected sites of Oaxaca and Quintana Roo. Some of the environmentally sensitive areas may be located in their lands and unless the culturally appropriate consultations are carried out, the land use planning and tourism policies in these areas may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned.</p>	<p>Moderate</p>	<p>Both Oaxaca and Quintana Roo have large indigenous populations that coincide in varying degrees with the areas identified for demonstrative model interventions. As such, the project will ensure that qualified interventions with local/indigenous communities will be carried out based on FPIC in all cases, and will address any issues related to rights and interests, land, territories, resources, cultural heritage and traditional livelihoods, including the use of their traditional knowledge practices. In addition, most of the groups developing ecotourism projects in Quintana Roo and Oaxaca are integrated by indigenous people, and the interventions of the project will have direct benefits to the groups, their families and communities. The Stakeholder Engagement Plan explains that local indigenous and/or traditional community representatives are expected to fully participate through the local project councils described in the implementation arrangements. Additionally, a new project responsible partner has been identified (RITA – <i>Red Indígena de Turismo Alternativo</i>, Indigenous Network for Alternative Tourism) to ensure that specific activities related to the implementation of the Indigenous Peoples Plan (to be presented and validated in the Inception Workshop) are validated and undertaken together with indigenous communities. The project strategy includes activities to promote and upscale community-based tourism practices without negatively affecting the environment and without altering their cultural identity. Furthermore, and in support of the declaration of ZDTS sites, the protected areas adjacent to the proposed sites utilize consultative councils with seats for indigenous representatives, which can serve as an additional participatory mechanism for stakeholder engagement with indigenous populations.</p>
<p>Risk 7: First time implementation of a GEF project by Ministry of Tourism means a lack of emphasis on GEB results while changing government priorities put pressure on project to change</p>	<p>Moderate</p>	<p>Institutional capacity building and expansion are key elements of the project and will also facilitate execution and the meeting of project obligations; activities to strengthen the capacity of national and local authorities to manage the project are programmed.</p> <p>In addition, there is substantial interest in collaborating with the NGOs ASK, ISLA and WWF to carry out some elements of the project, given their strong local presence and experience in Quintana Roo, Baja California Sur and Oaxaca, respectively.</p>

activities/focus on emerging topics.		
Risk 8: The strengthening and development of new ecotourism businesses has the potential to generate waste.	Moderate	The overall management plans for ZDTS will include carrying capacity and environmental impact considerations. Furthermore, business plans will determine waste generation potential and options for efficiency and responsible disposal.

126. As per standard UNDP requirements, the Project Coordinator will monitor risks on a semester basis and report on the status of risks to the UNDP Country Office. The UNDP Country Office will record progress in the UNDP risk log. Risks will be reported as critical when the impact and probability are high (i.e., when impact is rated as 5, and when impact is rated as 4 and probability is rated at 3 or higher). Management responses to critical risks will also be reported to the GEF in the annual Project Implementation Report (PIR). The detailed UNDP Risk Log is included in Annex H.

127. As per the social and environmental risk screening exercise conducted at PPG stage the project risk has been categorized as moderate. Annex E includes the project's Social and Environmental Screening Procedure detailing the identified risks and management measures. In particular, the project contemplates several mechanisms for active monitoring and management of potential risks, including site visits, periodic meetings and reports, in accordance with the Monitoring and Evaluation Plan provided in Section VIII. The Grievance Response Mechanism employed by UNDP Mexico CO consists of establishing an early warning system through the monitoring of the project by local and national project coordinators. This is bolstered by periodic site visits and regular communication channels (in person, email, phone, etc). The budget for monitoring and updating safeguards is included in the budget for field visits.

128. Management responses to critical risks as well as the environmental and social grievances will be reported to the GEF in the annual Project Implementation Report (PIR).

Stakeholder engagement plan:

129. The project has been developed in collaboration with relevant stakeholders from the government as well as civil society, as depicted in Annex F and summarized in the table below.

Stakeholders	Role in Project Implementation
Ministry of Tourism (SECTUR)	Implementing Partner and main project proponent
Ministry of Environment and Natural Resources (SEMARNAT)	Provide baseline, support legal regulations such as the environmental impact assessment for new infrastructure, member of Technical Advisory Committee.
United Nations Development Programme (UNDP)	GEF Implementing Agency
Amigos de Sian Ka'an (ASK)	Key partner in the implementation of the demonstrative model in Quintana Roo, Maya Ka'an. (Comp. 3)
Conservation of Mexican Insular Territory (ISLA)	Key partner in the definition of the demonstrative model in Baja California Sur, Sierra Laguna. (Comp. 3)
WWF Mexico	Key partner in the implementation of the demonstrative model in Oaxaca, Huatulco (Comp. 3)
National Commission for Knowledge and Use of Biodiversity (CONABIO)	Provide information regarding species and ecosystems and the monitoring platform, member of Technical Advisory Committee.
National Commission of Forestry (CONAFOR)	CONAFOR will collaborate with the project to build upon experience generated through its Payment for Environmental Services (PES) programs for BD and hydrological services so as to develop articulated economic incentives for tourism-related conservation compensation schemes in

Stakeholders	Role in Project Implementation
	Component 2 that can be validated, tested and reported on promptly within the demonstrative models in Component 3. Also, serve as member of Technical Advisory Committee.
National Commission for Natural Protected Areas (CONANP)	CONANP's mandate is to protect and manage Mexico's Natural Protected Areas. As such, CONANP will provide information regarding species and ecosystems, as well as contribute to the definition of ecological corridors between PAs and tourism areas outside of the protected areas polygons. Also, serve as member of Technical Advisory Committee.
National Tourism Fund (FONATUR)	Responsible for the planning and development of tourism projects, property owner of lots near the demonstrative model zone in Huatulco and other tourism developments. Financially supports the improvement of infrastructure of the sector and capacity building for competitiveness. Will be engaged in the definition and implementation of the demonstrative model in Huatulco.
Tour Operators	Private sector involvement for the design of demonstrative models in Comp 3
Institute of Touristic Competitiveness (ICTUR)	SECTUR-based institute in charge of promoting innovation schemes for increased competitiveness in the sector. Will be consulted for the design of incentive mechanisms in Comp 2, demonstrative models in Comp 3 and the awareness campaign regarding sustainable use of natural resources in Comp 4
National Institute for Indigenous People (INPI)	Guide, coordinate, promote, support, foster, monitor, and assess programs, projects, strategies, and public actions to attain integral and sustainable development and full enjoyment of the rights of indigenous peoples and communities. INPI will be invited to support community participation mechanisms in ZDTS interventions.
Indigenous Network for Alternative Tourism (RITA – Red Indígena de Turismo Alternativo)	RITA will ensure that specific activities related to the implementation of the Indigenous Peoples Plan (to be presented and validated in the Inception Workshop) are validated and undertaken together with indigenous communities.
State Environment Authorities (BCS, OAX and QR)	In charge of normative and legal frameworks, subnational coordination and local development. Will be engaged in the activities related to the Institutional/Policy Framework in Comp 1 and demonstrative models in Comp 3.
State Tourism Authorities (BCS, OAX, QR)	In charge of tourism promotion, value chains and local development. Will be engaged in the activities related to the Institutional/Policy Framework in Comp 1 and demonstrative models in Comp 3.
Municipalities	Responsible for overseeing land-use management at local level, within their areas of jurisdiction, for ensuring that management strategies are appropriate to local needs and for ensuring that the needs of local stakeholders are taken into account in the definition of management strategies. Will be engaged in the activities related to the Institutional/Policy Framework in Comp 1 and demonstrative models in Comp 3.
Local communities	Local communities and rural users of natural resources will be direct beneficiaries of the project in terms of enhancing capacities for governance systems, planning issues, participation tools. They will participate in some of the activities to be implemented in the demonstrative models (Comp.3).
Indigenous Peoples	Participate as partners and beneficiaries of capacity building, business plans, and other activities related to the demonstrative models (Comp. 2 and 3). Representatives of Mayan and Zapotec indigenous communities in Quintana Roo and Oaxaca, respectively, participated in project planning, and will continue to be engaged in implementation and monitoring & evaluation, especially through local consultative councils. An Indigenous Peoples Plan will be presented and validated at the Inception Workshop.
Other CSOs/ NGOs	Participate as partners and beneficiaries of capacity building, business plans, and other activities related to the demonstrative models (Comp. 2 and 3).
Local tourism service providers	Participate as partners and beneficiaries of capacity building, business plans, and other activities related to the demonstrative models (Comp. 2 and 3). For example, in Maya Ka'an, there are 17 communities in the area that have formed an Ecotourism Network and are part of the Maya Ka'an Consultation Committee formed in 2013.

130. With regards to indigenous people, The project will promote the elimination of discriminatory practices in the tourism industry. Decisions regarding the activities involving Indigenous Peoples and their territories will be made in accordance with the ILO's Convention 169, to which Mexico is a signatory party. Therefore, the Free Prior and Informed Consent (FPIC) will be applied to resolve any matters that may affect rights and interests, land, territories, resources, cultural heritage and traditional livelihoods, including the used of their traditional knowledge practices. Further, an initial Indigenous Peoples Plan (IPP) will be presented and validated during the Project's Inception Workshop. The IPP will include FPIC measures and be further developed during the first year of implementation. Besides, activities involving indigenous people will be directly supported by the Gender Action Plan and the Stakeholder Engagement Plan. Additionally, the project will work closely with the Indigenous Network for Alternative Tourism (RITA – Red Indígena de Turismo Alternativo) to ensure that specific activities related to the implementation of the Indigenous Peoples Plan are validated and undertaken together with indigenous communities. The involvement of indigenous groups during the implementation of the project is particularly essential in Huatulco, Oaxaca and Maya Ka'an, Quintana Roo. In Maya Ka'an and Huatulco, traditional practices (e.g. milpa, purpura dye extraction from snails, language, religious practices) need to be protected but also increase the richness and color of the tourism experience. The following provides a brief description of the indigenous populations in the proposed project areas:

- a. In Huatulco, a Zapoteca municipality, 9% of the population is indigenous, distributed among 49 villages (5 of them with an indigenous population of 40%). In the municipality of Tonameca, over 42% of the population is indigenous, predominantly Zapoteca. Furthermore, Huatulco has a floating immigrant population of Chontal people.
- b. In Maya Ka'an, most of the population is Yucatecan Mayan. Mayan people own the land under ejido schemes (communal lands) and are in charge of the existing ecotourism cooperatives. ASK and CONANP work actively with these communities in conservation efforts in and around the Sian Ka'an Biosphere Reserve, and several of the communities are project partners with ASK for the implementation of the Maya-Ka'an Tourism destination. In Quintana Roo, 16.6% of the population is considered as indigenous people, but the proportion is higher in the area of influence of the project; in the municipalities that are located within Maya Ka'an Region the % of indigenous people is: Felipe Carrillo Puerto: 66-8%, Jose María Morelos 53.9% and Tulum 34.1%
- c. In BCS, 1.5% of the population speaks an indigenous language. Most of the indigenous people are immigrants from other regions of Mexico.

Gender equality and empowering women:

131. Gender is a key element in this project. As previously mentioned in the Project Description, the tourism sector as a whole typically has high levels of female employment, due to the demands of the work²⁰. However, the sector is highly gender-segregated, with a higher proportion of women working in less prestigious positions, earning less money and having fewer opportunities for upward occupational mobility²¹. The project is an opportunity and a means to encourage and motivate greater gender equality and involvement of women.

132. For instance, currently in Maya Ka'an, of the 600 direct beneficiaries of this new ecotourism destination, about 30% are women, a percentage with room for improvement. Most of the local cooperatives have women, even at the direction level and one of the cooperatives is composed only of women. The project will empower women in communities through the creation of community business initiatives in handicrafts and birdwatching, among others, and strengthen existing ones. The core group participating are

²⁰ Garduño Rivera, Rafael. "Factors that influence Women's Economic Participation in Mexico", in *Economía Mexicana*, Nueva Época, Vol. Cierre de Época (II) 2013, p.541-564.

²¹ Sylvia Chant "Gender and Tourism employment in Mexico and the Philippines", in Sinclair, M. Thea. *Gender, Work and Tourism*. Routledge, 1997.

in Punta Allen (Orquídeas de Sian Ka'an – 12 women), Kantemó (Cooperativa Bejkax Ha – 8 women), Tihosuco (Cooperativa U Belilek Kaxtik Kuxtal – 5 women). These groups are already operating ecotourism cooperatives in Maya Ka'an. Additional groups will be identified and invited to participate during the project.

133. In BCS, the project will work to define a policy frame for sustainable tourism that includes incentives for women to participate in decision making and in the full tourism chain. Training will be made available to women of the Sierra La Laguna-Cabo Pulmo ecotourism circuit regarding environmental education, interpretation and actions of conservation, solid waste management (recycle, reuse), sustainable production and consumption, environmental services and CC mitigation effects, respecting the local people culture and their appropriation of natural resources. Women will be empowered in local communities of the Sierra La Laguna-Cabo Pulmo ecotourism circuit through the creation of alternative community business initiatives, including tourism guides (flora and fauna, bird watching, whale watching, etc.), preparation of regional foods (local restaurants and camping), sustainable food producers (Program of Internal Procurement of the primary sector, Government B.C.S.), handicrafts, etc., and strengthen existing ones. Women will also be encouraged to participate in sectoral alliances and councils regarding the sustainable management and tourism.

134. Oaxaca has a precarious gender situation in many regions, with over 89% of indigenous married women claiming to be victims of intra family aggression. This implies the need to strengthen a gender component in the process to develop tourism sustainability. "Machismo" is a practice that challenges the implementation of gender good practices in the entire country. 51% of Santa María Huatulco's population are women.

135. During project preparation, gender considerations were included as an integral part of the proposed project strategy through a full gender assessment and development of a project gender mainstreaming plan. During the project inception the mandatory UNDP gender marking will be applied. This requires that each project in UNDP's Quantum system be rated for gender relevance. This will for example include a brief analysis of how the project plans to achieve its environmental objective by addressing the differences in the roles and needs of women and men. Furthermore, gender marking implies the production of the following data by the project's year 2 and by its end: (i) Total number of full-time project staff that are women; (ii) Total number of full-time project staff that are men; (iii) Total number of Project Steering Committee members that are women; (iv) Total number of Project Steering Committee members that are men; (v) The number of jobs created by the project that are held by women; (vi) The number of jobs created by the projects that are held by men.

136. In order to ensure equality, these criteria will be integrated into the project design. The project will ensure that women and youth livelihoods are promoted, including their empowerment and participation at local level through: (i) Capacity building; (ii) Insertion within value chains; (iii) Improvement of income; (iv) Integration/participation in decision-making at the local level.

137. Furthermore, existing gender relationships will be expanded and consolidated based on the valuation of women and youth potential and recognizing their role as revitalizing agents of local economies. Please see the Gender Analysis and Action Plan in Annex G for further detail.

South-South and Triangular Cooperation (SSTrC):

138. The Project will compile lessons learned and engage in fora that foster the exchange of experiences and cooperation amongst other countries pursuing the mainstreaming of BD safeguards within the tourism sector. In particular, the project will reach out to the UNDP/GEF Ecotourism project under implementation in the Dominican Republic to exchange experiences and lessons learned from implementing initiatives that engage the tourism sector in BD-rich coastal areas. It is envisioned that SECTUR and other project partners' participation in international tourism fora will also provide opportunities to develop SSTrC with other megadiverse countries striving to mainstream BD conservation safeguards within the tourism sector.

Sustainability and Scaling Up:

139. The project is innovative in that it is the first project in Mexico to address the mainstreaming of biodiversity conservation criteria in the tourism sector, with emphasis on BD-rich coastal ecosystems. It promotes an integrated view of sustainable management of priority areas as well as the potential to connect with others via an ecological corridor. The project will support the integration of BD conservation criteria in tourism development and related practices as key elements to sustainable regional development, ultimately fostering connectivity and safeguarding ecosystem goods and services.

140. The environmental, productive and social aspects of sustainability are closely related and will be addressed by the project in an integrated manner. Environmental sustainability will be ensured by supporting the incorporation of principles of sustainability into norms and plans that govern practices of productive landscapes, particularly in the Tourism sector, and into landscape level plans that will subsequently take into account the productive potential and vulnerability of different landscape units and habitats, and contribute to the conservation and sustainable use of globally-important ecosystems, as shown in the following table.

State	Surface (Ha)	Total	Mangroves (Ha)	Wetlands (Ha)	Coral Reefs (Ha)	Seagrass (Ha)
Baja California Sur	1,051,539.84		400	14,169.21	1,422.00	-
Oaxaca	20,892.53		56.16	1,231.02	45.90	-
Quintana Roo	3,008,083.52		86,629.50	286,965.81	289.36	25,124.91
Total	4,080,515.90		87,085.66	302,366.05	1,757.26	25,124.91

Table: Surface Area of Globally-Important Ecosystems Covered by each Demonstrative Model²²

141. Productive sustainability will be safeguarded by promoting management prescriptions that respect the ecosystems' regenerative capacity, promoting regeneration and ensuring the viability of key species' populations by promoting habitat stability and BD connectivity within the target areas. Social sustainability will be ensured by promoting the active participation of local stakeholders in the definition of management prescriptions and zoning, and in decision-making. Furthermore, in Mexico, according to employment statistics published by INEGI and the Sectoral Programme for Tourism 2013-2018 (PROSECTUR), tourism in Mexico generates 2.5 million direct jobs and more than 5 million indirect jobs, contributing to 8.4-8.5% of the annual GDP. As such, by enhancing the sustainability of tourism in Mexico, the Project would indirectly sustain an important source of employment. Financial sustainability will be assured through Component 2 via the establishment of sectorial financial and compensatory mechanisms for

²² SOURCES:

- MANGROVES CONABIO. 'Distribución de los manglares en México en 2015', escala: 1:50000. edición: 1. Comisión Nacional para el Conocimiento y Uso de la Biodiversidad. Sistema de Monitoreo de los Manglares de México (SMMM). Ciudad de México, México. Disponible en: http://www.conabio.gob.mx/informacion/gis/?vns=gis_root/biodiv/monmang/mx_man15gw
- WETLANDS INEGI. Humedales Potenciales, escala 1:250,000. Instituto Nacional de Estadística y Geografía. Disponible en: <http://www.inegi.org.mx/geo/contenidos/reccnat/humedales/datosvec.aspx>
- CORAL REEFS INEGI. Conjunto de Datos del Territorio Insular Mexicano, versión 2.0. Disponible en: <http://www3.inegi.org.mx/sistemas/biblioteca/ficha.aspx?upc=889463039839>
- SEAGRASS North American Blue Carbon, 2015. COMMISSION FOR ENVIRONMENTAL COOPERATION. Disponible en: <http://www.cec.org/tools-and-resources/map-files/north-american-blue-carbon-2015>

sustainable tourism development. This will be bolstered by the development of small businesses that contribute to the diversification of the local economy.

142. Historically, SECTUR has invested in BD-related expenditures primarily in actions related to nature tourism, ecotourism, tourism-related rural sustainable development programs, specific tourism routes and infrastructure (Lacandona Rainforest, Monarch Butterfly Reserve), and beach nourishment. However, all Ministries have suffered important budgetary cuts averaging 30% in budget and personnel due to pressures in public finances as the new administration restructures and reprioritizes its resources.

143. Despite the decrease in SECTUR's total budget, sustainable programs, nature-related products, and more importantly coordinated actions with SEMARNAT represent enabling environments to mainstream BD considerations from a sustainable development approach beyond a simple regulatory perspective. In this regard, during COP 13 of the CDB, SECTUR presented its Strategy for Biodiversity Mainstreaming that includes actions of measuring sectoral impact on BD; incentives through products and services of added value that consider criteria for the conservation and sustainable use of BD; instruments for sectoral planning; among others.

144. Furthermore, GEF investment in this project represents an important opportunity to impact SDGs – both directly and as a catalyst for other sources of financing and support. It serves as a platform for the country to fulfill its SDG Agenda through catalytic investment.

145. This proposed UNDP/GEF project envisages the scaling up of the landscape approach at a broader scale based on the valuable information and lessons learned from the proposed pilot experiences. This project will help to incorporate national sustainability policies and practices developed by SECTUR at the local level in Maya Ka'an, BCS and Oaxaca. In other areas of the Yucatan, in BCS, and in Oaxaca, there are already significant investments in ecotourism projects, training and infrastructure. This project will fund the initial steps to develop a promotion and branding strategy to increase visibility and positioning of regions and projects with existing ecotourism initiatives. In other words, the scarce funds available will complement existing investments in ecotourism by increasing the visibility and commercial viability through a promotion and branding platform.

146. In the case of Maya Ka'an, the ecotourism destination concept created within and around Sian Ka'an World Heritage Site, will be introduced in other protected areas of the Yucatan Peninsula, Oaxaca and BCS. While this project will not work directly in those PAs, it will implement activities in the buffer areas of adjacent PAs, with particular emphasis on promoting ecosystem connectivity. As such, the ecotourism model will be introduced through workshops to create local ecotourism committees to implement the first steps toward the creation of a destination known as Maya Ka'an. These include: design of a timeline/workplan, budgeting, fundraising (GEF6 funds from this project and other sources), implementation of feasibility and market studies, identification of local tourism service providers, training, destination branding, adoption of sustainability criteria (GSTC, Maya Ka'an criteria), promotion, etc.

147. To scale-up and replicate this new sustainable tourism model, instruments will be developed for environmental and tourism policy and management that align the efforts of the various authorities involved directly and indirectly in tourism management (alignment of the instruments of territorial management and development programs and support the tourism sector). The demonstrative models will serve as an example to implement the instruments that incorporate these criteria and compile best practices and experiences that facilitate replication in other areas of the country. At the same time, the project will support the strengthening of policy instruments, regulatory frameworks (such as the General Tourism Law and the laws of state tourism) and budgetary programs, so as to establish an enabling environment for replication and scalability. Since the GLT is a Framework Law, its modifications must also be complied with by the states, and while it is beyond the scope and lifetime of the project to tackle that process throughout the country, the project will help define and construct the process needed to align the legislations of the States to the GLT and its regulations.

148. The project envisions the execution of a myriad of complementary financial resources to ensure replication and scalability at the national level over the long-term. The recently published Strategy for Biodiversity Mainstreaming in the Tourism Sector (2016-2022) recognizes that SECTUR's annual budgets must provide streamlined support to target specific BD mainstreaming actions. The project provides an opportunity to support SECTUR in the operationalization of this strategy and proposes to bolster this baseline financing through additional financial instruments. In particular, the following financial instruments have great potential for application in the project.

- a. **Mainstreaming biodiversity in sectorial financial instruments:** FONATUR (*Fondo Nacional de Fomento al Turismo*) is a good opportunity for the integration of BD into the tourism sector. The Fund includes a vision towards sustainable tourism in Mexico, but only focuses on social and economic benefits (social equity, competitiveness, economic growth and development, and job creation). Nevertheless, this could be enhanced to mainstream BD into tourism, as something that is both offered and requested by investors. For instance, one of the Fund's tourism points is Puerto Peñasco (Sonora), which is home to El Pinacate Biosphere Reserve, an important tourist spot since it is part of the MAB Programme of UNESCO due to its BD richness. The Fund could play a more decisive role in mainstreaming BD and ecosystems with tourism development projects by considering BD criteria.
- b. **Local taxes:** Local authorities could redesign tax burdens and aliquots applicable to the tourism sector to generate reinvestment in sustainable tourism projects, and could potentially be applied to BD. For example, FIDETUR (*Fideicomiso de Turismo de los Municipios del interior del Estado de Jalisco*) charges a 3% tax on hotels and lodging. The resources obtained from this tax are used for the promotion of tourism within the State of Jalisco, however, a percentage of the tax could be earmarked for BD purposes. In Solidaridad Municipality, in Playa del Carmen, Quintana Roo, there is an "environmental tax" charged to all tourists that stay in the region which is used for restoration projects.
- c. **Credit products:** NAFIN and BANCOMEXT (Mexican development banks) have designed credit products specifically for the tourism sector that are leveraged with the support of a liquid guarantee fund to facilitate credit access from SMEs and corporate financing.
- d. **Impact investment:** There is an interest for impact investment in Mexico tourism projects which could be financed from impact investment funds in Mexico. Currently, market trends state that 42 investors invested in Mexico, 15 of which are exclusively in Mexico.
- e. **Risk measures:** Both NAFIN and BANCOMEXT have a protocol for managing social and environmental risks. Support could be provided through tailored guidelines when analyzing investment in a biologically sensitive location. These guidelines would be similar to the ones developed by the Maya Ka'an initiative. This would also allow streamlining of safeguards for tourism within the banking protocol.
- f. **Offsets:** There is potential for working with hotels to identify fragile areas within their impact areas. Partnerships could be established to ensure offsetting actions, through a voluntary fee as well as with private sector contributions. In Huatulco, there's an initiative in place called "Huatulco Carbon Neutral", in which companies invite tourists to donate to offset their CO₂e emissions. In Quintana Roo, Amigos de Sian Ka'an has established some programs of Payment for Environmental Services with the hotel sector.
- g. **Georeferencing tools to evaluate proximity and vulnerability of ecosystems to tourism related developments:** The project could develop a set of georeferencing tools for municipalities, government, finance providers and communities to identify BD fragile zones. These would be flagged to limit development in these areas, but most importantly to assess potential BD related risk in the tourism sector.
- h. **Financial vehicles:** There are various funds for environmental projects that could act as the financial vehicles (FONATUR, National Climate Change Fund, Peninsula of Yucatán Climate Change Fund, among others). In addition, national development banks have invested in traditional tourism operations

that can be enhanced through better safeguard screening. Incentives could also be promoted by mainstreaming BD requirements into language for subsidies promoted through the Ministry of Tourism and FONATUR. Additionally, SECTUR participates in different funds and programs, specifically the Special Concurrent Fund (Programa Especial Concurrente -PEC) benefitting ecotourism projects, the Sustainable Regional Tourism Development Program (PRODERMÁGICO), the Beach Recovery Fund, among others.

149. The initial feasibility of these instruments was determined via mechanisms identified through BIOFIN Mexico. These financial instruments could, in turn, catalyze interest among other sources, such as corporate donations, matched funds and/or private investors that seek a stable opportunity supported by a robust policy framework to ensure their investment is secure and subjected to equal treatment. The NGOs participating in the project (ASK and ISLA) will play a crucial role in this given their proven capacity to access philanthropic funds to cover part of the expenses related to the escalation of local initiatives, monitoring, capacity strengthening of local companies, etc. For instance, the creation of Maya Ka'an as a new destination was done through donations from IDB, Carlos Slim Foundation and others for a total of over US\$1 million. Such investment generated a SROI of US\$500,000.

150. The project will not only be looking to ensure new financial resources and flows, but will also build on other UNDP enabled project outcomes, such as BIOFIN, to increase the efficiency of resources already identified. In particular, BIOFIN is working very closely with the Mexican government to include an analysis of policy coherence in a context of decreased fiscal resources within the Strategy for Mainstreaming Biodiversity in the Tourism Sector²³.

151. In order to promote conservation of different ecosystems through tourism, the project will work to map the possibilities to generate funds for this goal; in the tourism sector, there are different mechanisms, such as taxes or rights, PES or voluntary tourist contributions. Each financial instrument should be evaluated for each region, due to the openness of private or public sector to change legislation, or to support voluntary schemes to raise funds for conservation.²⁴ There are three examples of good practices in each instrument:

- i. Taxes: Balears Islands created a program, *Islas Sostenibles*, that is funded by a fee of around \$2.85-\$4.55 USD (2.50 to 4 euros), to support conservation;
- ii. Payment for environmental services: Huatulco has a program named *Huatulco Carbono Neutro*, in which they invite tourists to donate to offset their carbon footprint;
- iii. Voluntary contributions: *Paralelo 28* NGO in Mexico has been successful in funding conservations programs related to whale shark in the Mexican Pacific.

152. The proposed project will thus develop the capacity of institutions and communities to expand the coverage and programmatic scope to include additional developers and tourism operators in the target areas as well as the potential to replicate the sustainable tourism models in other states. Although the type and focus of tourism may vary depending on the region, there is great potential for BD-friendly Sustainable Tourism Development in the consolidated tourism destinations that have already been identified by SECTUR and constitute a viable economic and sustainable option. Furthermore, while the project is specifically targeting the tourism sector, it would serve as a catalyst for BD discussions in the country and would engage counterparts to determine how best to scale-up the policies and results to other sectors, such as transportation, agriculture, and others.

²³ https://www.gob.mx/cms/uploads/attachment/file/175232/Estrategia_Biodiversidad_Turismo_SP_S.pdf

²⁴ In Quintana Roo, the government tried to use part of the tax that the hotel industry uses for promotion to ensure the resolution of social and environmental problems, but the private sector rejected the idea.

VI. PROJECT MANAGEMENT

Cost efficiency and effectiveness:

153. The project strategy is expected to deliver maximum results with available resources. The design includes measures based on good practice and lessons learned within the tourism sector, as well as local conservation efforts. The selected pathway is the most efficient and effective of available options. The demonstration models are cost-effective in several ways. The sites were selected using several criteria related to cost-effectiveness and impact on BD-rich coastal areas among the list of Tourism Hotspots for development. Moreover, the sites were selected for their biodiversity significance to the existing PA system. The pilot demonstrations will therefore effectively build capacity, while capturing tangible benefits to BD and thus further increasing the project contribution to capturing global benefits. Furthermore, the model sites are a cost-effective means of determining the financial feasibility of project results before considering them for up-scaling. The cost information from the models will provide important information to support the decision to replicate best practices from the project across larger geographic areas. Hence, GEF will achieve significant national and international impact with limited funds. Finally, cost effectiveness will be monitored as an integral part of the M&E process. The project budget provides for independent financial auditing on a yearly basis.

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

155. The GEF increment will support the mainstreaming of biodiversity in the tourism sector. As mentioned in the Baseline, individual efforts and interventions need additional support to become systemic across the Tourism sector. While the baseline scenario currently enables some initiatives and incentives to be carried out in the country, the scale of the activities described is not sufficient to achieve the transformational change required to ensure sustainable tourism development and operation. Even considering the inclusion of other governmental programs with fiscal resources that have an indirect impact on BD would not be sufficient if they continue to operate independently. The GEF project would provide the increment necessary to ensure a more coordinated and effective effort to establish and test a new sustainable tourism development model in 3 tourism and biodiversity hotspots.

156. As mentioned above in the barriers section, an independent impact audit done on SECTUR by the Mexican Congress²⁵ and identified lessons learned and barriers for existing initiatives. These could negatively impact the meeting of the objectives of the Sustainable Development program in SECTUR (*PP 005 "Development and Promotion of Sustainable Tourism Projects"*), and thus potentially intensify the risk of not increasing competitiveness of Mexican tourism destinations, impact tourist affluence and hamper tourism service providers and communities living close to tourism destinations. Funding from the GEF can increase the viability of articulating and coordinating local level projects that act as pilots for the national sustainable tourism policy, including through dissemination of new tourism models (such as Maya Ka'an – platforms of tourism promotion based on BD conservation). Funding from the GEF would also lead to significant strengthening of the planning and regulatory framework, including financial instruments that can increase resources available for other activities such as enforcement, monitoring, adoption of best-practices and increased scale of action.

157. Ultimately, the Project will ensure the safeguarding of globally-important BD and the ecosystem services it provides, including blue carbon sequestration. At the same time, as a country with a high potential

²⁵ Audit available at http://informe.asf.gob.mx/Documentos/Auditorias/2014_0424_a.pdf

for tourism development in areas with high BD conservation value, experiences and mechanisms arising from the project will generate new tools that can be replicated at the local, regional and potentially global level.

158. Under Component 1, GEF funding will build upon existing policies and regulations related to sustainable tourism development to fill in the legal and institutional gaps and provide the synergies necessary to make them operational and effective. The Project will contribute to the analysis of shortcomings in the institutional and policy framework and tourism promotion policies at different levels (federal, state and municipal) and will propose modifications to enable the conditions necessary to mainstream BD Conservation criteria within the tourism sector. The GEF funding for Component 2 will provide the increment that facilitates the establishment of the necessary framework and mechanisms for transparency and clear communication to effectively implement the financial instruments envisioned in this Component. Meanwhile, GEF funding for Component 3 would enable the ground-truthing of the aforementioned Components through crucial demonstrative models in priority areas. Component 4 would support the development of a national-level communications and knowledge management strategy with a package of resources that can be tailored to the local context, ensuring economies of scale in design and overall message, while fostering effective application and uptake at the local level.

Project management:

159. The project will be executed in coordination with SECTUR and the partner NGOs in the 3 sites chosen to implement demonstrative models, as described in the section on Management Arrangements. Each of the 3 sites will have a local coordinator that will be in constant contact with the overall project coordinator to ensure effective coordination and communication regarding implementation of the approved work plans.

160. Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information: To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy²⁶ and the GEF policy on public involvement²⁷.

²⁶ See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

²⁷ See https://www.thegef.org/gef/policies_guidelines

VII. PROJECT RESULTS FRAMEWORK

<p>This project will contribute to the following Sustainable Development Goal (s):</p> <p><i>SDG 12: Ensure sustainable consumption and production patterns (Indicator 12.b.1)</i></p> <p><i>SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystem, sustainably management forest, combat desertification, and halt and reverse land degradation and halt biodiversity loss (Indicators 15.1.1., 15.5.1)</i></p>					
<p>This project will contribute to the following country outcome included in the UNDAF/Country Programme Document: <i>The three levels of government, the private sector, academia and civil society will have strengthened their capacities to reverse environmental degradation and take advantage of natural resources in a sustainable and equitable manner through the mainstreaming of environmental sustainability, low emission development and the green economy in the processes of legislation, programming and decision making.</i></p> <p><i>CPD: Promoting development strategies that are low in emissions and disaster risks, resilient and environmentally sustainable, with a gender and multicultural approach to poverty reduction.</i></p>					
<p>This project will be linked to the following output of the UNDP Strategic Plan:</p> <p>IRRF Output 1.4.1. Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains.</p> <p>IRRF Output 2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation</p>					
	Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	Data Collection Methods and Risks/Assumptions
<p>Project Objective:</p> <p>To promote biodiversity conservation with emphasis on BD-rich coastal ecosystems through the design and implementation of innovative policies and models of sustainable tourism in Mexico at the</p>	<p><i>Mandatory Indicator 1:</i> (IRRF 1.4.1.1) Number of micro, small and medium-sized enterprises utilizing supplier development platforms for inclusive and sustainable value chains.</p>	0	20	40	<p><i>Source of data: # of business plans developed in Component 2 and ecotourism companies engaged in Component 3</i></p> <p><i>Methodology: This is done by counting the number of micro, small and medium-sized enterprises that utilize a platform and/or related initiative to:</i></p> <p><i>d)Improve the sustainability of natural resources;</i></p>

national and the local levels.					<p>e) Improve market access, market share and/or market premiums;</p> <p>g) Engage in policy dialogue to improve the enabling environment or exchange knowledge. This information acts as a proxy measure for the growth and development of inclusive, sustainable, nature-based enterprises.</p>
					<p>Risks/Assumptions: Interest and commitment of tourism sector to adopt sustainable practices that mainstream BD</p>
	<p><u>Mandatory Indicator 2:</u> (IRRF 2.4.1.1) Gender-responsive measures are in place for conservation, sustainable use, and equitable access to and benefit sharing of natural resources, biodiversity and ecosystems:</p> <p>a) Policy frameworks</p> <p>b) Institutional frameworks</p>	<p>a) No</p> <p>b) No</p>	<p>a) No</p> <p>b) No</p>	<p>a) Yes</p> <p>b) Yes</p>	<p>Source of data: Gender Analysis</p> <p>Methodology: This qualitative indicator measures the effectiveness of UNDP support to put in place: a) policy, b) legal and regulatory, c) institutional and/or, d) financing frameworks for conservation, sustainable use, and equitable access to, and benefit sharing of, natural resources, BD and ecosystems, all of which are gender responsive.</p>
<p><u>GEF Core Indicator 3:</u> # direct project beneficiaries (gender disaggregated)</p>	<p>Total: 0</p> <p>QROO: 0</p> <p>OAX: 0</p> <p>BCS: 0</p>	<p>Total: 2872</p> <p>QROO: 1,090 (539 women)</p> <p>OAX: 192 (66 women)</p> <p>BCS: 868 (434 women)</p>	<p>Total: 5,991</p> <p>QROO: 1,816 (898 women)</p> <p>OAX: 255 (87 women)</p> <p>BCS: 2,480 (1,240 women)</p>	<p>Source of data: Surveys, Registries of Certified Persons in SECTUR, Technical file of the ZDTS. Reported in DO tab of the GEF PIR</p> <p>Methodology: Annual Survey via field visits to ZDTS and partner institutions; Counting the number of people trained, who receive local certifications, providers of tourism services who adopt criteria or</p>	

					<i>best practices, people involved in business plans</i>
					<i>Risks/Assumptions: Interest of local and institutional stakeholders to engage in mainstreaming BD in tourism activities.</i>
	<i>GEF Core Indicator 4: Landscape/seascape area directly covered by the project (ha)</i>	<i>Direct: 0 ha</i>	<i>Direct: 3,028,976 ha (no BCS ha since no Plan at MTR)</i>	<i>Direct: 4,080,516 ha</i>	<i>Source of data: BD4Prog9 Tracking Tools</i> <i>Methodology: Application of BD Tracking Tool during PPG, MTR, TE;</i> <i>Direct: area covered by ZDTS decree</i> <i>Indirect: buffer areas</i>
					<i>Risks/Assumptions: Political will and commitment of target sector institutions to plan, implement and enforce ZDTS processes.</i> <i>Stakeholders from target sectors are receptive and willingly engage in ZDTS processes and adopt BD friendly and sustainable practices.</i>
Component/Outcome 1 Strengthened institutional, regulatory and policy framework promotes Sustainable Tourism Development (DTS)	<i>Indicator 5: Level of institutional capacity to support the mainstreaming of BD in the Tourism Sector</i>	<i>Total Score: 21</i> <i>Priority Indicators:</i> <i>Indicator 6: Existence of environmental education programs: Score 0</i>	<i>Total Score: 24</i> <i>Priority Indicators:</i> <i>6:1</i> <i>10:2</i>	<i>Total Score: 35</i> <i>Priority Indicators:</i> <i>6:3</i> <i>10:3</i>	<i>Source of data: Annex M: UNDP's Capacity Development Scorecard adapted for these purposes</i> <i>Methodology: Application of Capacity Development Scorecard in working session with relevant institutions during PPG, MTR, TE</i> <i>Risks/Assumptions: Political will and commitment of local governments, civil society and SECTUR</i>

		<i>Indicator 10: Existence of adequate environmental policy and regulatory frameworks (within the Tourism Sector): Score 1</i>			
	<i>Indicator 6: # of tourism development policy instruments integrate BD conservation and sustainable use safeguards</i>	0	<i>2: Regional Tourism Territorial Plan new Sectoral Plan for Tourism</i>	<i>3: General Law of Tourism Regional Tourism Territorial Plan new Sectoral Plan for Tourism</i>	<i>Source of data: Revised General Law of Tourism, Guide for Regional Tourism Territorial Plan, new Sectoral Plan for Tourism Methodology: gap analysis document, proposal for modifications in the GLT, publication of modified GLT with BD safeguards in national Gazette</i>
	<i>Indicator 7: # of intersectoral mechanisms for dialogue including % women</i>	0	<i>1 National Scientific Committee on Sustainable Tourism established and meeting twice yearly,</i>	<i>1 National Scientific Committee on Sustainable Tourism established and meeting twice yearly,</i>	<i>Source of data: Registry of intersectoral dialogue mechanisms; minutes from meetings Methodology: record the # of recommendations issued by National Scientific Committee on Sustainable Tourism and channeled with the responsible authorities.</i>

			including 45% women	including 45 % women and 20 recommendations emitted by the Committee	Risks/Assumptions: Political will of relevant institutions to actively participate in committee
Component/ Outcome 2 Strengthened enabling conditions in the tourism sector address market failures to catalyze financing for biodiversity conservation	<i>Indicator 8: % of business plans include biodiversity safeguards (BDS)</i>	0% business plans include BDS	50% of business plans include BDS	90% of business plans include BDS	Source of data: Registry of the Chambers of Tourism in each site Methodology: review the business plans from Tourist operators, Developers, Suppliers, Producers
					Risks/Assumptions: commitment of local stakeholders in the ZDTS to actively engage in mainstreaming BDS in business plans
	<i>Indicator 9: # of incentive mechanisms</i> – identified – established – operationalized	0	2 incentive mechanisms (PES agreement between 1 hotel and ZDTS)	5 incentive mechanisms	Source of data: Guidelines, incentive schemes created by SECTUR sites. (Green taxes, blue carbon). Methodology: tbd
					Risks/Assumptions: Political will of SECTUR to establish and promote incentives; interest of stakeholders to pursue incentives
	<i>Indicator 10: # of stakeholder’s oversight committees or other agreed upon mechanisms to monitor collection and use of funds</i>	0 (OAX has a “Citizens Observatory”)	2 committees or other agreed upon mechanisms to monitor collection and use of funds	3 (1 in each site) committees or other agreed upon mechanisms to monitor collection and use of funds	Source of data: Committee documents Methodology: Replication of National Council at local level
					Risks/Assumptions: Political will and commitment of local stakeholders in the SD zones to actively engage in oversight committees

Component/ Outcome 3 Biodiversity mainstreaming in coastal tourism development and operation	<i>Indicator 11: # landscape level tourism development plans</i>	0	2 (QROO and OAX) 0 BCS	At least 3 (each SD site) 1 QROO 1 OAX 1 BCS	Source of data: Tourism development plan documents Methodology: Reported in DO tab of the GEF PIR
					Risks/Assumptions: Political will and commitment to planning processes of national and local stakeholders.
	<i>Indicator 12: % application of landscape level tourism development plans (tools and monitoring systems for gauging impact of tourism development on ecosystems and local communities development)</i>	0%	0% QROO 20% OAX 0% BCS	20% QROO 40% OAX 10% BCS	Source of data: Reported in DO tab of the GEF PIR Methodology: Reported in DO tab of the GEF PIR
					Risks/Assumptions: Political will and technical capacity at national and local levels (managers, sites and SECTUR) to establish and maintain monitoring systems. These monitoring tools depend on the creation of ZDTS Development Plans and the % progress in their application.
	<i>Indicator 13: Population of key indicator species:</i>	226 species	Population maintained or increased	Population maintained or increased	Source of data: CONANP, CONABIO, Methodology: See Fact Sheets
	QR: Number of Bird Species (richness) and number of individuals per species (abundance)	1747 individuals			Risks/Assumptions: Political will and technical capacity at national (CONANP) and local levels to establish and maintain monitoring system in associated PAs. Local interest in pursuing monitoring exercises of key indicator species.
Coral	289.36 ha	Cover maintained	Cover maintained		
Mangrove	86,629.50 ha				
Wetlands					
Sea grass	286,965.81 ha				

		25,124.91 ha			
BCS: Humpback whale Belding's yellowthroat (<i>Geothlypis beldingi</i>) Coral Mangrove		6,820 individuals registered # Birds tbd Year 1 1,422 ha. 400 ha.	Population maintained or increased Cover maintained	Population maintained or increased Cover maintained	Source of data: CONANP, CONABIO, UABCS Methodology: See Fact Sheets
					Risks/Assumptions: Political will and technical capacity at national (CONANP) and local levels to establish and maintain monitoring system in associated PAs. Local interest in pursuing monitoring exercises of key indicator species.
OAX: Humpback whale Olive Ridley Sea Turtle Coral Mangrove Otter		-400 individuals per season -3,214 nests protected in community camps -45.90 ha -56.16 ha -86 in Copalita; 177 in Zimatán	Population maintained or increased Cover maintained	Population maintained or increased Cover maintained	Source of data: CONANP, CONABIO, UMAR Methodology: See Fact Sheets
					Risks/Assumptions: Political will and technical capacity at national (CONANP) and local levels to establish and maintain monitoring system in associated PAs. Local interest in pursuing monitoring exercises of key indicator species.
<i>Indicator 14: Private sector adoption of BD safeguards, as measured by:</i>					Source of data: Sectur and Local Tourism Registry, Surveys of SMEs Methodology: Registry updated by local coordinators; Surveys applied at project start and end
		0	20	40	

	<p># of micro-enterprises adopting biodiversity-friendly tourism activities</p> <p># of tour guides certified in NOM 09 with BD conservation criteria.</p>	0	50	100	<p>Risks/Assumptions: Interest of SMEs to mainstream BD in tourism-related activities; NOM 09 updated (Output 1.1.3)</p>
<p>Component/ Outcome 4 Knowledge Management and M&E</p>	<p><u>Indicator 15:</u> Level of improvement in knowledge, aptitudes and practices (KAP) regarding BD and tourism at national and state levels measured through surveys in Year 1 and Year 6 (including gender disaggregated data) as a result of capacity building programs on mainstreaming BD conservation safeguards in tourism.</p>	<p>KAP survey in PY1. Baseline and targets to be established.</p>	<p>Tbd</p>	<p>Tbd</p>	<p>Source of data: KAP surveys</p> <p>Methodology: Surveys applied at project start and end to assess awareness; compile list of documents/guides / handbooks / lessons learned.</p>
					<p>Risks/Assumptions: KM strategy designed and implemented in pilot zones.</p> <p>Annual planning incorporates systematization activities.</p> <p>Interest and active participation of public and private sector stakeholders, as well as civil society. Receptiveness among institutions to communications related to environmental sustainability in tourism.</p>
	<p><u>Indicator 16:</u> # of requests for BD mainstreaming support in the tourism sector in the surrounding area of the ZDTS sites</p>	0	1	3 (at least 1 per ZDTS)	<p>Source of data: project documents</p> <p>Methodology: Up-scaling similar to the model of the Pueblos Magicos</p>
					<p>Risks/Assumptions: Interest of surrounding communities to mainstream BD in tourism-related activities</p>

VIII. MONITORING AND EVALUATION (M&E) PLAN

161. The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results. Supported by Component 4: Knowledge Management and M&E, the project monitoring and evaluation plan will also facilitate learning and ensure knowledge is shared and widely disseminated to support the scaling up and replication of project results.

162. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP](#) and [UNDP Evaluation Policy](#). The UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&E requirements are met in a timely fashion and to high quality standards. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the [GEF M&E policy](#) and other relevant GEF policies²⁸.

163. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&E requirements (notably the GEF Tracking Tools) across all GEF-financed projects in the country. This could be achieved for example by using one national institute to complete the GEF Tracking Tools for all GEF-financed projects in the country, including projects supported by other GEF Agencies.²⁹

M&E Oversight and monitoring responsibilities:

164. **Project Manager:** The Project Manager is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Manager will ensure that all project staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Manager will inform the Project Steering Committee, the UNDP Country Office and the UNDP-GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

165. The Project Manager will develop annual work plans based on the multi-year work plan included in Annex, including annual output targets to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the GEF PIR, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. ESMP, gender action plan, stakeholder engagement plan etc..) occur on a regular basis.

166. **Project Steering Committee:** The Project Steering Committee will take corrective action as needed to ensure the project achieves the desired results. The Project Steering Committee will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Steering Committee will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

167. **Project Implementing Partner:** The Implementing Partner is responsible for providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E

²⁸ See https://www.thegef.org/gef/policies_guidelines

²⁹ See https://www.thegef.org/gef/gef_agencies

is undertaken by national institutes, and is aligned with national systems so that the data used and generated by the project supports national systems.

168. UNDP Country Office: The UNDP Country Office will support the Project Manager as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in the annual work plan. Supervision mission reports will be circulated to the project team and Project Steering Committee within one month of the mission. The UNDP Country Office will initiate and organize key GEF M&E activities including the annual GEF PIR, the *independent mid-term review* and the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

169. The UNDP Country Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the UNDP POPP. This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; that annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; the regular updating of the risk log; and, the updating of the UNDP gender marker on an annual basis based on gender mainstreaming progress reported in the GEF PIR and the UNDP ROAR. Any quality concerns flagged during these M&E activities (e.g. annual GEF PIR quality assessment ratings) must be addressed by the UNDP Country Office and the Project Manager.

170. The UNDP Country Office will retain all M&E records for this project for up to seven years after project financial closure to support ex-post evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GEF Independent Evaluation Office (IEO).

171. UNDP-GEF Unit: Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP-GEF Regional Technical Advisor and the UNDP-GEF Directorate as needed.

172. **Audit**: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies on NIM implemented projects.³⁰

Additional GEF monitoring and reporting requirements:

173. Inception Workshop and Report: A project inception workshop will be held within two months after the project document has been signed by all relevant parties to, amongst others:

- a) Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project strategy and implementation;
- b) Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
- c) Review the results framework and finalize the indicators, means of verification and monitoring plan;
- d) Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP in M&E;
- e) Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; SESP, Environmental and Social Management Plan and other safeguard requirements; project grievance mechanisms; the gender strategy; the knowledge management strategy, and other relevant strategies;

³⁰ See guidance here: <https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx>

- f) Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and
- g) Plan and schedule Project Steering Committee meetings and finalize the first year annual work plan.

174. The Project Manager will prepare the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Steering Committee.

175. GEF Project Implementation Report (PIR): The Project Manager, the UNDP Country Office, and the UNDP-GEF Regional Technical Adviser will provide objective input to the annual GEF PIR covering the reporting period July (previous year) to June (current year) for each year of project implementation. The Project Manager will ensure that the indicators included in the project results framework are monitored annually in advance of the PIR submission deadline so that progress can be reported in the PIR. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR.

176. The PIR submitted to the GEF will be shared with the Project Steering Committee. The UNDP Country Office will coordinate the input of the GEF Operational Focal Point and other stakeholders to the PIR as appropriate. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.

177. Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.

178. GEF Focal Area Tracking Tools: The following GEF Tracking Tool(s) will be used to monitor global environmental benefits: *list the required GEF Tracking Tool(s), as agreed with the UNDP-GEF Regional Technical Advisor*. The baseline/CEO Endorsement GEF Focal Area Tracking Tool(s) – submitted as Annex to this project document – will be updated by the Project Manager/Team (not the evaluation consultants hired to undertake the MTR or the TE) (*indicate other project partner, if agreed*) and shared with *the mid-term review consultants* and terminal evaluation consultants before the required review/evaluation missions take place. The updated GEF Tracking Tool(s) will be submitted to the GEF along with the completed *Mid-term Review report* and Terminal Evaluation report.

179. Independent Mid-term Review (MTR): An independent mid-term review process will begin after the second PIR has been submitted to the GEF, and the MTR report will be submitted to the GEF in the same year as the 3rd PIR. The MTR findings and responses outlined in the management response will be incorporated as *recommendations* for enhanced implementation during the final half of the project's duration. The terms of reference, the review process and the MTR report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the [UNDP Evaluation Resource Center \(ERC\)](#). As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final MTR report will be available in English and will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and approved by the Project Steering Committee.

180. **Terminal Evaluation (TE):** An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terminal evaluation process will begin three months before operational closure of the project allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects *such* as project sustainability. The Project Manager will remain on contract until the TE report and management response have been finalized. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the [UNDP Evaluation Resource Center](#). As noted in this guidance, the evaluation will be ‘independent, impartial and rigorous’. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final TE report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Steering Committee. The TE report will be publicly available in English on the UNDP ERC.

181. The UNDP Country Office will include the planned project terminal evaluation in the UNDP Country Office evaluation plan, and will upload the final terminal evaluation report in English and the corresponding management *response* to the UNDP Evaluation Resource Centre (ERC). Once uploaded to the ERC, the UNDP IEO will undertake a quality assessment and validate the findings and ratings in the TE report, and rate the quality of the TE report. The UNDP IEO assessment report will be sent to the GEF IEO along with the project terminal evaluation report.

182. **Final Report:** The project’s terminal PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed *with* the Project Steering Committee during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

Mandatory GEF M&E Requirements and M&E Budget:

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ³¹ (US\$)		Time frame
		GEF grant	Co-financing	
Inception Workshop*	UNDP Country Office	USD 15,000	USD 10,000 In-kind from SECTUR if a regional workshop is done in Chetumal (TBD) <i>*The budget will consider the IPP</i>	Within two months of project document signature
Inception Report	Project Manager	None	None	Within two weeks of inception workshop

³¹ Excluding project team staff time and UNDP staff time and travel expenses.

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ³¹ (US\$)		Time frame
		GEF grant	Co-financing	
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP	Project Manager UNDP Country Office	None	None	Semesterly, annually
Project Quality Assurance	UNDP Country Office	None	None	Every 2 years during implementation, Project End
Risk management	Project Manager UNDP Country Office	None	None	Semesterly, annually
Monitoring of indicators in project results framework	Project Manager M&E Specialist	USD 24,000 (Per year: USD 4,000)	CONABIO - CONANP for biodiversity indicators USD 24,000 (per year: USD 4,000)	Annually before PIR
GEF Project Implementation Report (PIR)	Project Manager and UNDP Country Office and UNDP-GEF team	None	None	Annually
Lessons learned and knowledge generation for Component 4	Project Manager	USD 40,000	None	Annually
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager UNDP Country Office	<i>None</i>	UNDP USD 4,000 Responsible parties USD 4,000	On-going
Stakeholder Engagement Plan	Project Manager	<i>None</i>	UNDP <i>USD 4,000</i> Responsible parties USD 4,000	On-going
Gender Action Plan	Project Manager UNDP GEF team	<i>None</i>	UNDP USD 4,000	On-going

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ³¹ (US\$)		Time frame
		GEF grant	Co-financing	
			Responsible parties USD 4,000	
Addressing environmental and social grievances	Project Manager UNDP Country Office	<i>None</i>	State Social Development, Environment and Tourism Ministries USD 4,000	On-going
Project Steering Committee meetings	Project Steering Committee UNDP Country Office Project Manager	<i>USD 12,000</i>	SECTUR USD, 2,000 (transportation costs to-from Chetumal) State Social Development, Environment and Tourism Ministries (transportation costs)	At minimum twice annually
Supervision missions	UNDP Country Office	None ³²	None	Annually
Oversight missions	UNDP-GEF team	None ³²	None	Troubleshooting as needed
GEF Secretariat learning missions/site visits	UNDP Country Office and Project Manager and UNDP-GEF team	None	None	To be determined.
<i>Mid-term GEF Tracking Tool to be updated</i>	<i>Project Manager</i>	<i>None</i>	None	<i>Before mid-term review mission takes place.</i>
<i>Independent Mid-term Review (MTR) and management response</i>	<i>UNDP Country Office and Project team and UNDP-GEF team</i>	<i>USD 30,000</i>	None	<i>Between 2nd and 3rd PIR.</i>
Terminal GEF Tracking Tool to be updated	Project Manager	None	None	Before terminal evaluation

³² The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ³¹ (US\$)		Time frame
		GEF grant	Co-financing	
				mission takes place
Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response	UNDP Country Office and Project team and UNDP-GEF team	USD 50,000	None	At least three months before operational closure
<i>Translation of MTR and TE reports into English</i>	<i>UNDP Country Office</i>	<i>None</i>	<i>None</i>	<i>As required. GEF will only accept reports in English.</i>
TOTAL indicative COST 5% of GEF grant NOT total budget Excluding project team staff time, and UNDP staff and travel expenses		USD 171,000	USD 64,000	

IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Section 1: General roles and responsibilities in the projects' governance mechanism

Roles and responsibilities of the project's governance mechanism:

183. The Implementing Partner for this project is SECTUR. The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document.

184. The Implementing Partner is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Risk management as outlined in this Project Document;
- Procurement of goods and services, including human resources;
- Financial management, including overseeing financial expenditures against project budgets;
- Approving and signing the multiyear workplan;
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

185. Responsible Parties: For Project implementation, SECTUR has partnered with civil society organizations with significant experience in the three target sites: *Amigos de Sian Ka'an* (ASK), World Wildlife Fund (WWF) and *Conservación del Territorio Insular Mexicano* (ISLA), as well as with other

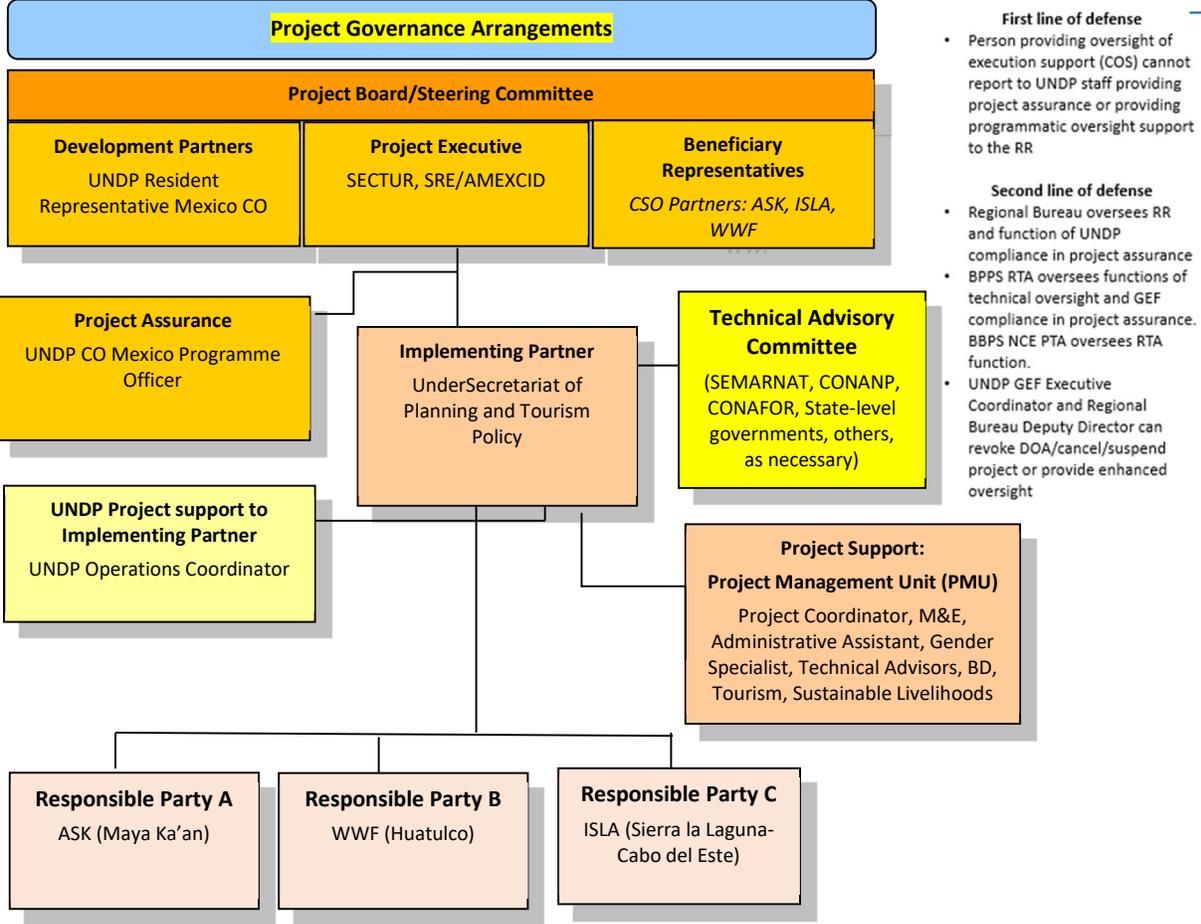
governmental agencies and private sector partners involved with BD conservation and tourism. Project Execution will be carried out by SECTUR as Implementing Partner in collaboration with WWF, ASK and ISLA as Responsible Parties, following the rules and regulations of UNDP as Implementing Agency of the GEF.

186. Project stakeholders and target groups: Please see **Annex F** for a detailed description of how project target groups will be engaged in decision making for the project.

UNDP: UNDP is accountable to the GEF for the implementation of this project. This includes overseeing project execution undertaken by the Implementing Partner to ensure that the project is being carried out in accordance with UNDP and GEF policies and procedures and the standards and provisions outlined in the Delegation of Authority (DOA) letter for this project. **The UNDP GEF Executive Coordinator, in consultation with UNDP Bureaus and the Implementing Partner, retains the right to revoke the project DOA, suspend or cancel this GEF project.** UNDP is responsible for the Project Assurance function in the project governance structure and presents to the Project Board and attends Project Board meetings as a non-voting member.

A firewall will be maintained between the delivery of project oversight and quality assurance performed by UNDP and charged to the GEF Fee and any support to project execution performed by UNDP (as requested by and agreed to by both the Implementing Partner and GEF) and may be charged to the GEF project management costs (only if approved by GEF). The segregation of functions and firewall provisions for UNDP in this case is described in the next section.

187. The project organisation structure is as follows:



188. The UNDP Resident Representative assumes full responsibility and accountability for oversight and quality assurance of this Project and ensures its timely implementation in compliance with the GEF-specific requirements and UNDP’s Programme and Operations Policies and Procedures (POPP), its Financial Regulations and Rules and Internal Control Framework. A representative of the UNDP Country Office will assume the assurance role and will present assurance findings to the Project Board, and therefore attends Project Board meetings as a non-voting member.

189. **UNDP project support:** The Implementing Partner and GEF OFP have requested UNDP to provide support services for the full duration of the project, and the GEF has agreed for UNDP to provide such execution support services provided however that such costs will not be charged to the project budget but will be fully covered by non-GEF resources. The execution support services whether financed from the project budget or other sources - have been set out in detail and agreed between UNDP Country Office and the Implementing Partner in a Letter of Agreement (LOA). This LOA is attached to this Project Document.

190. To ensure the strict independence required by the GEF and in accordance with the UNDP Internal Control Framework, these execution services will be delivered independent from the GEF-specific oversight and quality assurance services.

Section 3: Segregation of duties and firewalls vis-à-vis UNDP representation on the project board:

191. As noted in the [Minimum Fiduciary Standards for GEF Partner Agencies](#), in cases where a GEF Partner Agency (i.e. UNDP) carries out both implementation oversight and execution of a project, the GEF Partner Agency (i.e. UNDP) must separate its project implementation oversight and execution duties, and describe in the relevant project document a: 1) Satisfactory institutional arrangement for the separation of implementation oversight and executing functions in different departments of the GEF Partner Agency; and 2) Clear lines of responsibility, reporting and accountability within the GEF Partner Agency between the project implementation oversight and execution functions.

192. In this case, UNDP's implementation oversight role in the project – as represented in the project board and via the project assurance function – is performed by UNDP Resident Representative on Project Board and UNDP CO Mexico Programme Officer providing project assurance. UNDP's execution role in the project (as requested by the implementing partner and approved by the GEF) is performed by the UNDP Operations Coordinator who will report to the Deputy Resident Representative.

193. Section 4: Roles and Responsibilities of the Project Organization Structure:

a) **Project Board:** All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and implementation issues to ensure quality delivery of results. The Project Board (also called the Project Steering Committee) is the most senior, dedicated oversight body for a project.

The two main (mandatory) roles of the project board are as follows:

- 1) **High-level oversight of the execution of the project by the Implementing Partner** (as explained in the [“Provide Oversight”](#) section of the POPP). This is the primary function of the project board and includes annual (and as-needed) assessments of any major risks to the project, and decisions/agreements on any management actions or remedial measures to address them effectively. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, evaluations, risk logs and the combined delivery report. The Project Board is responsible for taking corrective action as needed to ensure the project achieves the desired results.
- 2) **Approval of strategic project execution decisions of the Implementing Partner** with a view to assess and manage risks, monitor and ensure the overall achievement of projected results and impacts and ensure long term sustainability of project execution decisions of the Implementing Partner (as explained in the [“Manage Change”](#) section of the POPP).

Requirements to serve on the Project Board:

- ✓ Agree to the Terms of Reference of the Board and the rules on protocols, quorum and minuting.
- ✓ Meet annually; at least once.
- ✓ Disclose any conflict of interest in performing the functions of a Project Board member and take all measures to avoid any real or perceived conflicts of interest. This disclosure must be documented and kept on record by UNDP.
- ✓ Discharge the functions of the Project Board in accordance with UNDP policies and procedures.
- ✓ Ensure highest levels of transparency and ensure Project Board meeting minutes are recorded and shared with project stakeholders.

194. Responsibilities of the Project Board:

- ✓ Consensus decision making:

- The project board provides overall overall guidance and direction to the project, ensuring it remains within any specified constraints, and providing overall oversight of the project implementation.
- Review project performance based on monitoring, evaluation and reporting, including progress reports, risk logs and the combined delivery report;
- The project board is responsible for making management decisions by consensus.
- In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.
- In case consensus cannot be reached within the Board, the UNDP representative on the board will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.
- ✓ **Oversee project execution:**
 - Agree on project manager's tolerances as required, within the parameters outlined in the project document, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded.
 - Appraise annual work plans prepared by the Implementing Partner for the Project; review combined delivery reports prior to certification by the implementing partner.
 - Address any high-level project issues as raised by the project manager and project assurance;
 - Advise on major and minor amendments to the project within the parameters set by UNDP and the donor and refer such proposed major and minor amendments to the UNDP BPPS Nature, Climate and Energy Executive Coordinator (and the GEF, as required by GEF policies);
 - Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily and according to plans.
 - Track and monitor co-financed activities and realisation of co-financing amounts of this project.
 - Approve the Inception Report, GEF annual project implementation reports, mid-term review and terminal evaluation reports.
 - Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.
- ✓ **Risk Management:**
 - Provide guidance on evolving or materialized project risks and agree on possible mitigation and management actions to address specific risks.
 - Review and update the project risk register and associated management plans based on the information prepared by the Implementing Partner. This includes risks related that can be directly managed by this project, as well as contextual risks that may affect project delivery or continued UNDP compliance and reputation but are outside of the control of the project. For example, social and environmental risks associated with co-financed activities or activities taking place in the project's area of influence that have implications for the project.
 - Address project-level grievances.
- ✓ **Coordination:**
 - Ensure coordination between various donor and government-funded projects and programmes.
 - Ensure coordination with various government agencies and their participation in project activities.

195. **Composition of the Project Board:** The composition of the Project Board must include individuals assigned to the following three roles:

1. **Project Executive:** This is an individual who represents ownership of the project and chairs (or co-chairs) the Project Board. The Executive usually is the senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the project board with representatives of another category, it typically does so with a development partner representative. The Project Executive is: *Ministry of Tourism (SECTUR)*
2. **Beneficiary Representative(s):** Individuals or groups representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, or other government entities benefiting from the project can fulfil this role. There can be multiple beneficiary representatives in a Project Board. The Beneficiary representative (s) is/are: *ASK, ISLA, WWF*
3. **Development Partner(s):** Individuals or groups representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project. The Development Partner(s) is/are: UNDP Mexico Country Office Resident Representative.

- b) **Project Assurance:** Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including compliance with the risk management and social and environmental standards of UNDP. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. Project assurance is totally independent of project execution.

196. A designated representative of UNDP playing the project assurance role is expected to attend all board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meeting and provide board members with the required documentation required to perform their duties. The UNDP representative playing the main project assurance function is/are: Programme Officer, NOA (National Professional Officer-B)

- c) **Project Management – Execution of the Project:** The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall day-to-day management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the board for their review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk registers.

A designated representative of the PMU is expected to attend all board meetings and support board processes as a non-voting representative.

The primary PMU representative attending board meetings is: Project Manager/Coordinator.

X. FINANCIAL PLANNING AND MANAGEMENT

197. The total cost of the project is *USD \$59,950,702*. This is financed through a GEF grant of *USD 7,238,613 and USD \$52,712,089* in parallel co-financing. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only.

198. Parallel co-financing: The actual realization of project co-financing will be monitored during the mid-term review and terminal evaluation process and will be reported to the GEF. The planned parallel co-financing will be used as follows:

Co-financing source	Name of Co-financier	Co-financing type	Co-financing amount	Planned Activities/Outputs	Risks	Risk Mitigation Measures
Recipient government	Ministry of Tourism (SECTUR)	Grant	\$500,000	Sectoral programs supporting project activities such as budget for General Directorate for Sustainable Tourism Planning. Office space, telecommunication facilities, IT services, Geographic information system queries and use, monitoring and evaluation.	Extreme austerity measures in federal government budget represents a challenge for government partner to maintain co-financing during the duration of project.	Planned activities are aligned with sectoral plans and goals, increasing chances of redirecting co-financing to other programs. Once the National Development Plan (PND, acronym in Spanish) enters into effect in July 2019, there will be more certainty regarding budgets approved by Congress to implement existing and new programs that might be in alignment with the project goals.
Recipient government	Ministry of Tourism (SECTUR)	In kind	\$3,500,000	Sectoral programs supporting project activities such as budget for General Directorate for Sustainable Tourism Planning. Office space, telecommunication facilities, IT services, Geographic information system queries and use, monitoring and evaluation.	Same as above	Same as above
Recipient government	Ministry of Tourism (SECTUR)	In Kind	\$200,000	Training, communication strategy, knowledge management, workshops	Low risk	ADAPTUR has an office within SECTUR and joint planning exercises are already being carried out.

Recipient government	Fideicomiso 2050 para el Desarrollo Regional del Sur Sureste (FIDESUR)	Grant	\$151,700	Technical assistance on identifying, registering and evaluating eco-touristic projects. Wages and traveling costs for organizing workshops with the objective to involve local actors from the 9 states that integrates the Sur Sureste region on this initiative. Support the platform for tourism promotion devoted exclusively for eco-tourism projects.	Extreme austerity measures in federal government budget represents a challenge for government partner to maintain co-financing during the duration of project.	Planned activities are aligned with sectoral plans and goals, increasing chances of redirecting co-financing to other programs. Once the National Development Plan (PND, acronym in Spanish) enters into effect in July 2019, there will be more certainty regarding budgets approved by Congress to implement existing and new programs that might be in alignment with the project goals.
Recipient government	Fideicomiso 2050 para el Desarrollo Regional del Sur Sureste (FIDESUR)	In Kind	\$115,000	Technical assistance on identifying, registering and evaluating eco-touristic projects. Wages and traveling costs for organizing workshops with the objective to involve local actors from the 9 states that integrates the Sur Sureste region on this initiative. Support the platform for tourism promotion devoted exclusively for eco-tourism projects.	Same as above	Same as above
Recipient government	National Commission for Natural Protected Areas (CONANP)	In kind	\$771,389	Activities in the buffer zones (Management of ANP). CONANP's main role in project implementation is to contribute to the definition of ecological corridors between PAs and tourism areas outside of the protected areas polygons. PA staff will be important in the pilot sites regarding their close relation with community-based organizations, members of local communities and civil society organizations as active participants in PA management. CONANP's experience on species and ecosystems monitoring systems will enhance	Same as above	Same as above

				activities under Component 3. CONANP will participate in the Technical Advisory Committee to be established, in order to review all technical aspects of project implementation.		
Recipient government	National Forestry Commission (CONAFOR)	In kind	\$2,500,000	CONAFOR will contribute to match GEF funds in components 2 and 3 through the capacities generated by the implementation of the Payment for Environmental Services (PES) programs for BD and hydrological services, as well as for the establishment of a Community Monitoring System for the Sustainable Use of Biodiversity, among other activities.	Same as above	Same as above
Recipient government	State Governments (Baja California Sur)	In kind	\$6,000,000	State government concurrent budgets from Social Development, Environment and Tourism state ministries. State Government Baja California Sur: Ministry of Tourism, Economy and Sustainability (SETUES).	Election cycles in states may shift focus on priority of state sponsored activities	Present advances of project to candidates in state elections
Recipient government	State Governments (Quintana Roo)	In kind	\$32,600,000	State government concurrent budgets from Social Development, Environment and Tourism state ministries. State Government Quintana Roo, Secretaries: Tourism (SEDETUR), Social Development (SEDESO), and Environment (SEMA). SEDESO investment will allow the construction of domestic infrastructure to catch rainwater to fulfill household needs, and to treat wastewater. These actions have two goals in the context of Maya Ka'an: 1) Promote	Election cycles in states may shift focus on priority of state sponsored activities	Present advances of project to candidates in state elections

				community sustainability together with tourism sustainability; and 2) Reduce impacts to the aquifer as a unique ecosystem with unique biodiversity, and as a source of water for people, tourism, wetlands, and coral reef.		
CSO	Amigos de Sian Ka'an (ASK)	Grant	\$2,844,000	See co-financing letters	Low level of risk as they are Responsible Parties	Monitoring of financial commitments through PSC
CSO	Conservation of Mexican Insular Territory (ISLA)	In Kind	\$600,000	See co-financing letters	Low level of risk as they are Responsible Parties	Monitoring of financial commitments through PSC
CSO	WWF	Grant	\$230,216	See co-financing letters	Low level of risk as they are Responsible Parties	Monitoring of financial commitments through PSC
CSO	WWF and other OSC in Oaxaca coast	In kind	\$369,784	See co-financing letters	Low level of risk as they are Responsible Parties	Monitoring of financial commitments through PSC
CSO	Fundación Avina	Grant	\$250,000	See co-financing letters	Responsible partners not included in planning processes and therefore decrease their co-financing commitments	Include responsible partners in PSC and other dialogue mechanisms
CSO	Red Indígena de Turismo Alternativo (RITA)	In kind	\$500,000	See co-financing letters	Responsible partners not included in planning processes and therefore decrease their co-financing commitments	Include responsible partners in PSC and other dialogue mechanism
Universities	Universidad Nacional Autónoma de México-Instituto de Investigaciones Económicas	Grant	\$70,000	See co-financing letters	Low risk	Include consortium in local-level steering committee in Huatulco.
Universities	Universidad Nacional Autónoma de México-	In Kind	\$30,000	See co-financing letters	Low risk	Include consortium in local-level steering committee in Huatulco.

	Instituto de Investigaciones Económicas					
Universities	Universidad Autónoma de Baja California Sur	In-kind	\$1,400,000	See co-financing letters	Low risk	Include UABC in local steering committee in BCS
UNDP	UNDP	Grant	\$60,000	See co-financing letters	Low risk	Low risk
UNDP	UNDP	In Kind	\$20,000	See co-financing letters	Low risk	Low risk
Total Co-financing			\$52,712,089			

199. Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the PSC will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the PSC. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team to ensure accurate reporting to the GEF: a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more; b) Introduction of new budget items/or components that exceed 5% of original GEF allocation.

200. Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

201. Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.

202. Project Closure: Project closure will be conducted as per UNDP requirements outlines in the UNDP POPP.³³ All costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the Project Board during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

203. Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. Operational closure must happen with 3 months of posting the TE report to the UNDP ERC. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

204. Transfer or disposal of assets: In consultation with the NIM Implementing Partner and other parties of the project, UNDP programme manager (UNDP Resident Representative) is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the PSC following UNDP rules and regulations. Assets may be transferred to the government

³³ see <https://info.undp.org/global/popp/ppm/Pages/Closing-a-Project.aspx>

for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file³⁴.

205. Financial completion: The project will be financially closed when the following conditions have been met: a) The project is operationally completed or has been cancelled; b) The Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

206. The project will be financially completed within 6 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Quantum by the UNDP Country Office.

³⁴ See

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default.

XI. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Quantum Proposal or Award ID:	00100949.1	Quantum Primary Output Project ID:	00100949
Quantum Proposal or Award Title:	FSP Biodiversity Mexico's Tourism		
Quantum Business Unit:	MEX 10		
Quantum Primary Output Project Title:	FSP Biodiversity Mexico's Tourism		
UNDP-GEF PIMS No.:	5766		
Implementing Partner:	Ministry of Tourism (SECTUR)		

GEF Component/Quantum Activity	Responsible Party (Quantum Implementing Agent)	Fund ID	Donor Name	Quantum Budgetary Account Code	QUANTUM Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Amount Year 6 (USD)	Total (USD)	See Budget Note
Component 1: Strengthened institutional, regulatory and policy framework promotes Sustainable Tourism Development (DTS)	SECTUR-UNDP	62000	GEF	71300	Local Consultants	84,350	84,900	19,250	5,250	5,250	0	199,000	1
				71400	Contractual Services- Individual	63,967	90,636	72,543	8,713	9,079	7,273	252,211	2
				71600	Travel	0	9,625	2,000	0	0	0	11,625	3
				72100	Contractual Services-Companies	85,500	17,500	37,500	37,500	37,500	37,500	253,000	4
				72200	Equipment & Furniture	0	1,500	0	0	0	0	1,500	5
				72300	Materials & Goods	0	3,424	1,750	0	0	0	5,174	6
				73400	Rental & Maint of Equipment	0	1,000	0	0	0	0	1,000	7
				74200	Audio Visual&Print Prod Costs	2,000	22,000	0	0	0	0	24,000	8
				74500	Miscellaneous	0	250	250	0	0	0	500	9
				75700	Training, workshop, meetings	12,500	36,650	31,000	28,000	25,000	12,500	145,650	10
Sub-Total Comp. 1						248,317	267,485	164,293	79,463	76,829	57,273	893,660	
Component 2: Strengthened enabling conditions in the tourism sector address market failures to catalyze financing for	SECTUR-UNDP	62000	GEF	71300	Local Consultants	0	25,000	25,000	25,000	25,000	25,000	125,000	11
				71400	Contractual Services- Individual	41,000	41,000	41,000	41,000	41,000	41,000	246,000	12
				72100	Contractual Services-Companies	87,500	77,500	15,000	15,000	15,000	15,000	225,000	13
				74500	Miscellaneous	0	4,000	4,000	4,000	4,000	4,000	20,000	14
				75700	Training, workshop, meetings	20,000	40,000	40,000	40,000	40,000	40,000	220,000	15
				UNDP Sub Total Comp.2						148,500	187,500	125,000	125,000

biodiversity conservation	WWF	62000	GEF	71300	Local Consultants	57,500	57,500	0	0	0	0	115,000	16
				72100	Contractual Services-Companies	0	10,000	10,000	10,000	10,000	10,000	50,000	17
				74500	Miscellaneous	1,000	1,000	1,000	1,000	1,000	1,000	6,000	18
				75700	Training, workshop, meetings	15,000	35,000	5,000	5,000	5,000	5,000	70,000	19
					<i>WWF Sub Total Comp. 2</i>	<i>73,500</i>	<i>103,500</i>	<i>16,000</i>	<i>16,000</i>	<i>16,000</i>	<i>16,000</i>	<i>241,000</i>	
	ISLA	62000	GEF	71300	Local Consultants	12,800	30,200	30,200	29,600	19,200	0	122,000	20
				72800	Information Technology Equip	5,000	0	0	0	0	0	5,000	21
				74500	Miscellaneous	1,000	1,000	1,000	1,000	1,000	0	5,000	22
				75700	Training, workshop, meetings	2,500	7,650	6,000	1,000	500	500	18,150	23
					<i>ISLA Sub Total Comp. 2</i>	<i>21,300</i>	<i>38,850</i>	<i>37,200</i>	<i>31,600</i>	<i>20,700</i>	<i>500</i>	<i>150,150</i>	
	ASK	62000	GEF	71300	Local Consultants	10,000	10,000	0	0	0	0	20,000	24
				72800	Information Technology Equip	2,500	500	500	500	500	500	5,000	25
				74500	Miscellaneous	3,000	0	0	0	0	0	3,000	26
				75700	Training, workshop, meetings	3,000	8,750	6,750	5,500	5,500	3,500	33,000	27
					<i>ASK Sub Total Comp. 2</i>	<i>18,500</i>	<i>19,250</i>	<i>7,250</i>	<i>6,000</i>	<i>6,000</i>	<i>4,000</i>	<i>61,000</i>	
	Sub-Total Comp. 2						261,800	349,100	185,450	178,600	167,700	145,500	1,288,150
Component 3: Biodiversity mainstreaming in coastal tourism development and operation	SECTUR- UNDP	62000	GEF	71200	International Consultants	30,000	30,000	30,000	30,000	30,000	30,000	180,000	28
				71300	Local Consultants	17,500	12,000	0	0	0	0	29,500	29
				71400	Contractual Services- Individual	77,000	77,000	77,000	77,000	77,000	77,000	462,000	30
				72100	Contractual Services-Companies	50,000	50,000	0	0	0	0	100,000	31
				74200	Audio Visual&Print Prod Costs	0	20,500	0	0	0	0	20,500	32
				75700	Training, workshop, meetings	6,000	6,000	6,000	6,000	6,425	6,000	36,425	33
					<i>UNDP Sub Total Comp.3</i>	<i>180,500</i>	<i>195,500</i>	<i>113,000</i>	<i>113,000</i>	<i>113,425</i>	<i>113,000</i>	<i>828,425</i>	
	WWF	62000	GEF	71300	Local Consultants	57,895	152,290	80,790	75,790	42,895	23,447	433,107	34
				71600	Travel	9,000	13,400	7,400	5,400	5,000	2,000	42,200	35
				72100	Contractual Services-Companies	80,000	80,000	16,000	0	0	0	176,000	36
				72800	Information Technology Equip	0	0	40,000	4,000	4,000	4,000	52,000	37
				74500	Miscellaneous	0	0	1,200	0	0	1,200	2,400	38
				75700	Training, workshop, meetings	25,000	26,000	33,500	15,000	1,000	3,500	104,000	39
	<i>WWF Sub Total Comp. 3</i>	<i>171,895</i>	<i>271,690</i>	<i>178,890</i>	<i>100,190</i>	<i>52,895</i>	<i>34,147</i>	<i>809,707</i>					

	ISLA	62000	GEF	71300	Local Consultants	45,750	172,600	118,500	118,250	49,000	15,000	519,100	40
				71600	Travel	3,820	24,145	25,145	32,645	22,145	12,250	120,150	41
				72200	Equipment & Furniture	27,800	1,200	6,000	2,000	1,300	0	38,300	42
				72300	Materials & Goods	4,375	13,175	14,100	11,600	11,050	4,375	58,675	43
				72800	Information Technology Equip	0	0	0	3,600	0	0	3,600	44
				73400	Rental & Maint of Equipment	5,250	11,725	12,125	14,425	9,175	5,150	57,850	45
				74200	Audio Visual&Print Prod Costs	4,000	8,000	12,850	17,000	0	4,000	45,850	46
				74500	Miscellaneous	500	1,000	2,000	3,900	0	0	7,400	47
				75700	Training, workshop, meetings	24,807	49,914	56,914	77,565	37,700	26,500	273,400	48
					<i>ISLA Sub Total Comp. 3</i>	<i>116,302</i>	<i>281,759</i>	<i>247,634</i>	<i>280,985</i>	<i>130,370</i>	<i>67,275</i>	<i>1,124,325</i>	
	ASK	62000	GEF	71300	Local Consultants	20,500	91,000	73,600	40,000	40,600	20,000	285,700	49
				71600	Travel	4,000	46,400	37,400	20,900	21,900	15,000	145,600	50
				72100	Contractual Services-Companies	0	35,250	35,250	11,250	11,250	0	93,000	51
				72200	Equipment & Furniture	0	28,500	28,000	28,000	28,000	0	112,500	52
				72300	Materials & Goods	18,000	70,500	10,500	10,500	10,500	0	120,000	53
				72800	Information Technology Equip	17,600	15,000	15,000	0	0	0	47,600	54
				73400	Rental & Maint of Equipment	0	10,000	10,000	2,000	2,000	0	24,000	55
				74200	Audio Visual&Print Prod Costs	2,000	25,800	18,000	0	13,000	0	58,800	56
				74500	Miscellaneous	2,250	9,450	3,900	2,550	4,350	1,200	23,700	57
				75700	Training, workshop, meetings	17,500	91,350	107,500	66,250	93,000	42,350	417,950	58
	<i>ASK Sub Total Comp. 3</i>	<i>81,850</i>	<i>423,250</i>	<i>339,150</i>	<i>181,450</i>	<i>224,600</i>	<i>78,550</i>	<i>1,328,850</i>					
Sub-Total Comp. 3						550,547	1,172,199	878,674	675,625	521,290	292,972	4,091,307	
Component 4: Knowledge Management and M&E	SECTUR- UNDP	62000	GEF	71200	International Consultants	0	0	20,000	0	0	35,000	55,000	59
				71300	Local Consultants	0	0	10,000	0	0	15,000	25,000	60
				72100	Contractual Services-Companies	50,000	0	0	0	0	0	50,000	61
				72400	Communic & Audio Visual Equip	4,000	4,000	4,000	4,000	4,000	4,000	24,000	62
				74200	Audio Visual&Print Prod Costs	0	25,200	25,200	25,200	25,200	25,200	126,000	63
				75700	Training, workshop, meetings	5,000	5,000	5,000	5,000	5,000	5,000	30,000	64
					<i>UNDP Sub Total Comp.4</i>	<i>59,000</i>	<i>34,200</i>	<i>64,200</i>	<i>34,200</i>	<i>34,200</i>	<i>84,200</i>	<i>310,000</i>	

	WWF	62000	GEF	71300	Local Consultants	3,000	6,000	6,000	6,000	6,000	8,000	35,000	65	
				72100	Contractual Services-Companies	0	0	10,000	10,000	10,000	0	30,000	66	
				74200	Audio Visual&Print Prod Costs	0	1,000	6,000	6,000	6,000	1,000	20,000	67	
				75700	Training, workshop, meetings	0	2,000	2,000	2,000	2,000	7,000	15,000	68	
					<i>WWF Sub Total Comp. 4</i>	<i>3,000</i>	<i>9,000</i>	<i>24,000</i>	<i>24,000</i>	<i>24,000</i>	<i>16,000</i>	<i>100,000</i>		
	ISLA	62000	GEF	71300	Local Consultants	0	0	3,000	3,000	3,000	7,000	16,000	69	
				71600	Travel	0	0	14,000	6,000	14,000	3,000	37,000	70	
				72100	Contractual Services-Companies	0	0	15,000	0	0	0	15,000	71	
				74200	Audio Visual&Print Prod Costs	0	1,000	1,000	6,000	6,000	25,000	39,000	72	
					<i>ISLA Sub Total Comp. 4</i>	<i>0</i>	<i>1,000</i>	<i>33,000</i>	<i>15,000</i>	<i>23,000</i>	<i>35,000</i>	<i>107,000</i>		
	ASK	62000	GEF	71300	Local Consultants	0	3,000	3,000	3,000	0	5,000	14,000	73	
				71600	Travel	500	3,500	3,500	500	500	500	9,000	74	
				72100	Contractual Services-Companies	2,000	19,000	9,000	0	0	0	30,000	75	
				74200	Audio Visual&Print Prod Costs	0	2,960	2,960	2,960	2,960	1,960	13,800	76	
				74500	Miscellaneous		5,000	1,000				6,000	77	
				75700	Training, workshop, meetings	6,000	7,000	2,000	2,000	2,000	12,000	31,000	78	
					<i>ASK Sub Total Comp. 4</i>	<i>8,500</i>	<i>40,460</i>	<i>21,460</i>	<i>8,460</i>	<i>5,460</i>	<i>19,460</i>	<i>103,800</i>		
	Sub-Total Comp. 4						70,500	84,660	142,660	81,660	86,660	154,660	620,800	
	Project Management Costs (PMC)	SECTUR-UNDP	62000	GEF	71400	Contractual Services- Individual	36,000	48,000	48,000	48,000	48,000	48,000	276,000	79
					72200	Equipment & Furniture	6,000	0	0	0	0	0	6,000	80
					72400	Communic & Audio Visual Equip	1,000	1,000	1,000	1,000	1,000	500	5,500	81
					72500	Office Supplies	1,196	1,000	1,000	1,000	1,000	500	5,696	82
					72800	Information Technology Equip	4,000	1,500	1,500	1,500	1,500	0	10,000	83
					73400	Rental & Maint of Equipment	2,000	1,500	1,500	1,500	1,000	0	7,500	84
					74100	Professional Services	4,000	4,000	4,000	4,000	4,000	4,000	24,000	85
					74500	Miscellaneous	2,000	2,000	2,000	2,000	1,000	1,000	10,000	86
		Sub-Total PMC						56,196	59,000	59,000	59,000	57,500	54,000	344,696
	Project Total						1,187,360	1,932,444	1,430,077	1,074,348	909,979	704,405	7,238,613	

Budget Notes:

GEF Component/Quantum Activity	Budget Note	Quantum Budgetary Account Code	QUANTUM Budget Description	Total (USD)	Comment
SECTUR-UNDP as Responsible Party					
<u>Component 1:</u>	1	71300	Local Consultants	\$199,000	<p>National consultants to provide technical expertise for the delivery of the following products: Output 1.1.1 Strengthened General Law of Tourism and other relevant sectoral policy instruments; Output 1.1.2 Guide for the development of the Regional Tourism Territorial Plan and Regulatory Study on sports-recreational fishing; Output 1.2.3 Compliance and Monitoring system for Visitors Mgt.:</p> <p>1 Local environmental lawyer @\$1,000 /8 months= \$8,000 to develop a regulatory framework of sport-fishing. 1 Local Coordinator Environmental specialist @\$1,000/month for 14 months = \$14,000. 1 Local environmental lawyer @\$1,000/month for 14 months = \$14,000. 1 Local specialist in mainstreaming BD in tourism @\$1,000/ month for 9 months = \$9,000 to update the NOM-09-TUR 2002. 1 Local sport fishing specialist @\$1,000/month for 12 months = \$12,000 to develop a diagnostic and regulatory framework of sport-fishing. Consultant of 100 days @ \$250/day = \$25,000 to conduct the legal analysis and present proposal to the congress Consultant of 70 days @ \$350/day = \$24,500 to conduct the legal analysis and present proposal to the congress Consultant of 70 days @ \$350/day = \$24,500 to meet with national agencies and contribute to the tourism, rural and environment agenda Consultant of 80 days @ \$250/day = \$20,000 to integrate the document with information from SECTUR and allies 1 Local specialist in tourism @ \$1,000/month for 12 months = \$12,000. 1 Local specialist in mainstreaming BD in tourism law and public administration @\$5,000 1 National specialist in mainstreaming BD in tourism law and public administration @ \$5,000 1 Local specialist in Diagnostic of mainstreaming biodiversity in state and municipal public administration @ \$5,000 1 Local specialist in Mainstreaming BD in sustainable tourism @ \$750/ training for 3 days a year for 4 years = \$9,000 for training government officials to develop a capacity program to local governments in tourism sector. 1 National specialist in planning of ZDTS @\$600/day for 5 days for 4 years = \$12,000.</p>

2	71400	Contractual Services- Individual	\$252,211	<p>Technical Advisor @ \$62,386 for years 1-6 corresponding to technical contributions to Component 1 as stipulated in TOR;</p> <p>1 Local specialist in legal mainstreaming BD in tourism by 9 months @ \$925/month to update the NOM-09-TUR 2002.</p> <p>Consultant expert in capacity building programs - @ \$20,000/year during years 1-3</p> <p>Consultant expert in sustainable tourism and good practices- @ \$25,000/year during years 1-3</p> <p>Consultant of 100 days @ \$300/day to work with SECTUR and INEGI to develop the indicators</p> <p>Layout of the Guide - design consultancy 45 days @ \$100/ day</p> <p>1 Local environmental lawyer 1@\$1,000/month for 12 months.</p>
3	71600	Travel	\$11,625	Travel to ZDTS sites related to diagnostic and regulatory framework of sports-fishing
4	72100	Contractual Services- Companies	\$253,000	<p>Design the national and local committees, including institutions, workplan and management (\$50,000);</p> <p>review the Strategy (\$18,000);</p> <p>Develop Good Practices models for Whale Watching and Sports Fishing (\$35,000);</p> <p>Support the implementation of the actions for visitors management and carrying capacity in 3 sites (\$37,500 /year during years 3-6= \$150,000)</p>
5	72200	Equipment & Furniture	\$1,500	Laptop and printer to compile information and document activities of BD and Tourism to date
6	72300	Materials & Goods	\$5,174	Materials to publish a document with information and activities related to BD and tourism conducted by previous administrations and mainstreaming best practices in the Tourism, Environment and Rural Plans of the new government.
7	73400	Rental & Maint of Equipment	\$1,000	Maintain IT equipment
8	74200	Audio Visual&Print Prod Costs	\$24,000	<p>Costs to publish the Strategy in the Diario Oficial de la Federación - 20 days @\$100/day</p> <p>Printing - 500 guides @ \$40/guide on FSC-certified (sustainable) paper</p> <p>Printing internal document - 100 documents @ \$20/documents on FSC paper</p>
9	74500	Miscellaneous	\$500	Unforeseen costs and other expenses
10	75700	Training, workshop, meetings	\$145,650	<p>Coordination and decision meetings with project partners (SEMARNAT, CONANP, CONABIO, INEGI); Coordination of internal capacity development programmes within different areas of SECTUR to ensure alignment of activities, practices, certification, etc.</p> <p>2 meetings @\$325 = \$650 to update the NOM-09-TUR-2002.</p> <p>3 Meetings @ \$1,000 = \$3,000 for the regulatory framework of sport fishing.</p> <p>4 Meetings @ \$1,000 = \$4,000 for the regulatory framework of mainstreaming BD in high impact tourism projects (i.e. Tren Maya).</p> <p>Biannual Meetings at national and local levels in 3 sites: 2 meetings per year in 4 sites (national and pilot sites) = 40 meetings @ \$2,500 per meeting = \$100,000 - Note: year 1 and year 6 only 1 meeting.</p> <p>Biannual meetings with SEMARNAT and CONANP to review activities of the project= 10 national meetings @ \$2,500 per meeting = \$25,000 (Note: year 1 and year 6 only 1 meeting.)</p> <p>4 Meetings @\$1,000 per meeting = \$4,000 to update the Master Plan of the Integrally Planned Los Cabos Center (CIP), which integrates the BD criteria of gender and intercultural equity in</p>

				tourism, those of the ZDTS, the local territorial ordinances, the Risk and Climate Change Program. 3 workshops @ \$3,000 for 2 days x 3 years = \$9,000 to train 20 local governments on integration of biodiversity in the tourism sector	
Sub-Total Comp. 1			\$893,660		
Component 2:	SECTUR-UNDP as Responsible Party				
	11	71300	Local Consultants	\$125,000	Strengthen sustainable tourism activities within the framework of the Advisory Council of Tourism: Consultant expert in sustainable tourism @ \$10,000/year during years 2-6 Consultant to launch and operate an annual contest related to sustainable tourism and innovation with SECTUR and partners @\$15,000 /year during 5 years
	12	71400	Contractual Services-Individual	\$246,000	Technical Advisor @ \$5,000/year, during years 1-6 corresponding to technical contributions to Component 2 as stipulated in TOR; 3 Local coordinators @ \$12,000/yr each = \$36,000/yr, corresponding to technical support to Component 2 per TORs
	13	72100	Contractual Services-Companies	\$225,000	Design the national committee including the actors and responsibilities @ \$50,000. Develop a program to consolidate the impact investment ecosystem in Mexico and promote the creation of social enterprises for sustainable tourism @ \$75,000 consultancy Develop an annual contest related to sustainable tourism and innovation @ \$25,000 consultancy Advertise/promote the contest, benefits, policies and results @\$15,000/year during 5 years
	14	74500	Miscellaneous	\$20,000	Unforeseen costs and other expenses (prizes for the annual contest, to be defined once contest is designed)
	15	75700	Training, workshop, meetings	\$220,000	Operation of the committee year 1 with biannual meetings (expect private resources will support the committee from Year 2 on); 2x\$10,000 Event to present the annual contest @\$40,000 / per year for 5 years
	<i>SECTUR-UNDP Sub Total Comp.2</i>			<i>\$836,000</i>	
	WWF as Responsible Party				
	16	71300	Local Consultants	\$115,000	Consultancy for business plans for 10 locally owned companies (\$7,500 per business plan) Total \$75,000 Consultancy to identify opportunities and develop a strategy for sustainable production and consumption for the tourism sector in Huatulco: Total \$40,000
	17	72100	Contractual Services-Companies	\$50,000	Consultancy to identify commercial links between BD-friendly supplies and products with the tourism industry: Total \$50,000
	18	74500	Miscellaneous	\$6,000	Unforeseen costs and other expenses
	19	75700	Training, workshop, meetings	\$70,000	Meetings, workshops and fairs to link BD-friendly suppliers with tourism service operators (hotels, restaurants, guides): Total \$25,000 At least 3 meetings with 10 locally owned company representatives (\$1,500 per meeting): Total \$45,000
	<i>WWF Sub Total Comp. 2</i>			<i>\$241,000</i>	

ISLA as Responsible Party				
20	71300	Local Consultants	\$122,000	<p>1 Local Professional in strategic planning @\$3,000 to develop strategic planning and a financial plan as part of the Ecological Center.</p> <p>1 Community liaison @ \$21,000 (\$500 by 42 months), follow up the local actions of the strategic planning of the Ecological Center for Sustainable Development of Santiago, B.C.S.</p> <p>1 Community Liaison @ \$14,400 (\$800 x 18 months) to develop commercial alliances between local producers of goods and services and tourism development of Los Cabos and the hotels and restaurants of east Cape and Sierra La Laguna La Ventana-Sargento La Paz, as value chains.</p> <p>1 consultant @ \$20,000 (\$400 month/ 50 months) to implement of the commercial alliances of the internal store with tourism stakeholders in order to develop tourism clusters.</p> <p>1 Consultant @ \$42,000 (\$1,000 month/42 months) to develop and implement payment schemes for Hydrological and Biodiversity Environmental Services tourism associated.</p> <p>1 Community Liaison @ \$7,200 (\$300/ 6/4 years) to San Antonio watershed.</p> <p>1 Community Liaison @ \$7,200 (\$300/ 6/4 years) to Santiago watershed.</p> <p>1 Community Liaison @ \$7,200 (\$300/ 6/4 years) to Caduaño watershed.</p>
21	72800	Information Technology Equip	\$5,000	Information Technology Equip 1 PC computer @\$2,000, 1 Multifunctional printer @\$1,000, 1, projector@\$500, 1 Laptop @\$1,400, 1 speaker\$100
22	74500	Miscellaneous	\$5,000	Unforeseen costs and other expenses
23	75700	Training, workshop, meetings	\$18,150	<p>4 Workshops @ \$4,000 (\$1,000 each) of implementation the strategic planning for the Ecological Center for Sustainable Development of Santiago, BCS.</p> <p>2 Workshops-Producer Fair @ \$8,000 (\$4,000 each) to develop commercial alliances between local producers of goods and services and tourism development of Los Cabos and the hotels and restaurants of east Cape and Sierra La Laguna La Ventana-Sargento La Paz, as value chains.</p> <p>Workshop to guide business plans @ \$2,150</p> <p>Meetings to develop and implement PES schemes, 2 each year for 4 yrs @ \$4,000 (\$1000 /year x 4 years).</p>
<i>ISLA Sub Total Comp 2</i>			<i>\$150,150</i>	
ASK as Responsible Party				
24	71300	Local Consultants	\$20,000	Develop business plans for locally owned tourism companies; identify opportunities and develop a strategy for sustainable supply chain management linking sustainable commercial alliances with local producers, e.g. ecotourism, food and beverages and other local / indigenous suppliers
25	72800	Information Technology Equip	\$5,000	Information Technology Equip 1 PC computer @\$2,000, 1 Multifunctional printer @\$1,000, 1, projector@\$500, 1 Laptop @\$1,400, 1 speaker\$100
26	74500	Miscellaneous	\$3,000	Unforeseen costs and other expenses
27	75700	Training, workshop, meetings	\$33,000	<p>Support the creation and training of a marketing team to Maya Ka'an integrated by local people: @ \$10,000 (5 workshops (1 to create the team, 4 to support) \$2,000 x workshop)</p> <p>Business appointments between the marketing team in Maya Ka'an and tour operators, hotels and restaurants surrounding Tulum and Valladolid: @ \$2,500 (1 Business appointments/\$250; 5 Business appointments*2 years)</p>

				Perform annual bird festival in Maya Ka'an @ \$15,000 (1 Event at \$2,500*6) Training in how to implement BD-friendly practices to local tourism business: @ \$5,500 1 Training/\$500 (\$500*11)	
			<i>ASK Sub Total Comp. 2</i>	\$61,000	
			Sub-Total Comp. 2	\$1,288,150	
Component 3:	SECTUR-UNDP as Responsible Party				
	28	71200	International Consultants	\$180,000 Senior expert in ZDTS and land use @ \$20,000/year during 6 years; Junior expert in ZDTS and land use @ \$10,000/year during 6 years	
	29	71300	Local Consultants	\$29,500 Develop a Manual for Management, Follow up and Monitoring of Sustainable Development Zones (ZDTS), based on the processes in Tulum and Punta Mita: Consultant of 100 days @ \$250/day to develop the Manual Layout of the Manual - design consultancy 45 days @ \$100/ day	
	30	71400	Contractual Services- Individual	\$462,000 Technical Advisor @ \$5,000/year, during years 1-6 corresponding to technical contributions to Component 3 as stipulated in TOR. 3 Local coordinators @ \$24,000/yr each = \$72,000/yr, corresponding to technical support to Component 2 per TORs	
	31	72100	Contractual Services- Companies	\$100,000 Company to design a private tourism committee for integration of biodiversity in tourism companies, including the actors and responsibilities @ \$25,000. Company to develop the Program with ecosystem impact investment in Mexico @ \$50,000 consultancy Company to develop an annual contest related to sustainable tourism and innovation, benefits, policies and results @ \$25,000 consultancy	
	32	74200	Audio Visual&Print Prod Costs	\$20,500 Printing Manual for Management, Follow up and Monitoring of Sustainable Development Zones (ZDTS) - 250 manuals @ \$82/guide on FSC paper	
	33	75700	Training, workshop, meetings	\$36,425 Workshops and training related to Gender Action Plan with national stakeholders @ \$36,425	
				<i>SECTUR-UNDP Sub Total Comp.3</i>	<i>\$828,425</i>
	WWF as Responsible Party				
	34	71300	Local Consultants	\$433,107 Complete the required studies to promote the decree of Huatulco as a Sustainable Tourism Development Zone (STDZ) in close collaboration with local stakeholders, SECTUR and FONATUR: Tourism specialist for 1,105 days (\$155 per day) @ \$171,275 Develop the Management Plan for Huatulco following legal requirements and best practices: 2 consultancies of 100 days (\$350 per day) @ \$70,000 Design of financial options for visitation monitoring and control in the 9 bays of Huatulco, based on best practices as well as national and international experiences: Consultancy of 20 days (\$250 per day) @ \$5,000 Conduct a baseline analysis of current tourist and biodiversity monitoring systems and define opportunities for their integration. Define a set of biodiversity monitoring indicators for selected species in specific sites to be defined (leatherback and olive ridley turtles, corals, humpback	

				<p>whale, mangrove and otter) in Huatulco coastal areas and develop a protocol for its integration in current tourism and biodiversity monitoring systems): Biodiversity specialist Consultant 1,105 days at \$136.047 per day @ \$150,332</p> <p>2 Consultancy to Implement a system to evaluate the project's and the destination's Social Return on Investment (SROI): 1 consultancy/\$10,000 (2x\$10,000) @ \$20,000</p> <p>Gender: Conduct a baseline assessment of linkages between women and in the community eco-tourism sector, considering biodiversity use, access and benefit sharing: 1 consultancy for 50 days (\$300 x day) Includes local travel and at least 1 survey @ \$15,000</p> <p>Gender: Elaborate an action plan for Huatulco that will be adopted by local stakeholders: 1 consultant/facilitator for 10 days (\$150 per day) @ \$1,500</p>
35	71600	Travel	\$42,200	<p>Develop the Management Plan for Huatulco following legal requirements and best practices (Flights + accommodation + per diem) 6 trips per year * 2yrs (\$1,000 per trip) @ \$12,000</p> <p>Strengthen monitoring capacities - Travel expenses of 9 field trips to cover different seasons in the year (\$800 per trip) @ \$7,200</p> <p>Implement a system to evaluate the project's and the destination's Social Return on Investment (SROI) - Travel domestic to staff of support and verification. @\$8,000</p> <p>Gender: Follow-up the implementation of the action plan (Flights+ accommodation + per diem+ local transportation) 15 trips (\$1,000 per trip) @\$15,000</p>
36	72100	Contractual Services-Companies	\$176,000	<p>Design and implement a capacity building program for eco-tourism and community tourism operators that includes at least 3 focused training courses and a toolbox adapted to their needs and context. @\$40,000</p> <p>Strengthen the community eco-tourism network by developing a monitoring and evaluation platform focused on women empowerment and economic impact. @\$6,000</p> <p>Strengthen the community eco-tourism network by developing a monitoring and evaluation platform focused on women empowerment and economic impact. @\$10,000</p> <p>Complete the required studies to promote the decree of Huatulco as a Sustainable Tourism Development Zone (STDZ) in close collaboration with local stakeholders, SECTUR and FONATUR. @\$120,000</p>
37	72800	Information Technology Equip	\$52,000	Information technology equipment to strengthen monitoring capacities (cameras, GPS, biodiversity and visitation monitoring equipment) Total: \$40,000 + \$4,000 license and accessories per year (yrs 3-5)
38	74500	Miscellaneous	\$2,400	Unforeseen costs and other expenses
39	75700	Training, workshop, meetings	\$104,000	<p>Design and implement a capacity building program for eco-tourism and community tourism operators that includes at least 3 focused training courses and a toolbox adapted to their needs and context. Training expenses (\$10,000 per course) @\$30,000</p> <p>Train and certify 30 tour guides in the Official Mexican Standard 09 of nature-based guides and Official Mexican Standard 08 of general tourism guides. (\$ 1,000 per certified guide) @\$30,000</p> <p>Develop the Management Plan for Huatulco following legal requirements and best practices. At least 3 workshops with local stakeholders (\$ 5,000 per workshop) @ \$15,000</p> <p>Strengthen monitoring capacities: At least 3 training sessions to personnel responsible for monitoring activities (\$5,000 per training) @\$15,000</p>

				<p>Implement a system to evaluate the project's and the destination's Social Return on Investment (SROI): 2 public events to publicize the SROI @\$5,000</p> <p>Implement a system to evaluate the project's and the destination's Social Return on Investment (SROI): 4 workshops with the local actors @\$4,000</p> <p>Gender: Conduct a workshop with local stakeholders in Huatulco to present the results of the study and to define an action plan: 1-day workshop for 50 persons (\$100 per person) @\$5,000</p>
			<i>WWF Sub Total Comp. 3</i>	\$809,707
ISLA as Responsible Party				
40	71300	Local Consultants	\$519,100	<p>1 Local Consultant Coordinator @\$20,000.</p> <p>3 Local consultants to generate and integrate the technical file of ZDTS @\$69,000.</p> <p>2 Local consultants to generate and integrate the technical file of ZDTS @ \$30,000.</p> <p>Diagnostic of the legal instruments; Analyze and propose the alignment and legal compatibility of land use instruments. @\$28,000</p> <p>1 consultant to prepare the Coastal, Marine and Terrestrial Community Monitoring System and train the community monitors. @\$15,000</p> <p>1 Training coordinator and 1 assistant to train 20 community monitors and 8 follow up meetings with the community monitors. @\$22,800</p> <p>1 Part time Environmental criteria indicators specialist and 1 part time GIS technical. @\$30,000</p> <p>5 monitoring years, represents production of coral heads to restore the impacted sites by tourism practices (anchors) and climate change, monitoring the growing rates in colonies restored and measures the blue carbon production @\$15,000.</p> <p>10 monitoring field campaigns of 1 week each, on board of the sport fishing fleet of East Cape and Cabo San Lucas; 1 coordinator and 1 assistant leading the monitoring 1 week per quarter per 10 campaigns. @\$12,000</p> <p>2 Community monitors x10x \$400 = \$8,000.</p> <p>1 consultancy to monitor the semi desertic mangrove areas of La Paz bay. 4 monitoring campaigns a year @\$ 15,000</p> <p>1 Part time Coordinator -Environmental criteria indicators specialist and 1 part time GIS technical. @\$16,000</p> <p>1 local consultant to coordinate and 1 assistant to analyze, evaluate and systematize the results of the Good Practices Criteria of the NMX-178 in 5 tourism enterprises implemented. @\$12,000</p> <p>1 local nautical tourism recreational consultant and 1 assistant to develop the diagnosis of the nautical recreational tourism and the good practices 12 months in two years. @\$15,000</p> <p>1 Whale Watching local consultant and 1 assistant to develop the good practices diagnosis 12 months. @\$12,000</p> <p>1 sport fishing consultant and 1 assistant to develop the sport fishing diagnosis year 2. @\$6,000</p> <p>1 sport fishing coordinator to carry on the participatory Good Practices of sport fishing. @\$7,500</p> <p>Update the Marina Good Practices. The actual Marina Good Practices Manual published in 2004 and the Marinas Mexican Standard NMX-119 published in 2006 and updated in 2018: 1 Marina Good Practices consultant @\$12,000</p>

					<p>Constitute and strengthen a state network of ecotourism: 1 Consultant @\$1,000 by 13 months of the network. @\$13,000</p> <p>Advise, train and certify 5 tourism development companies and providers, securing gender participation in the NMX 178 for sustainable tourism in region SLL-LC: 1 Consultant @\$1,000 by 30 months to 1-6 years @\$30,000</p> <p>Advise, train and certify 10 ecotourism companies under the criteria of the NMX 133 ecotourism in the SLL-LC region including gender participation: 1 Consultant@ \$1,000/months x 21 @\$21,000</p> <p>Consultant to prepare ZDTS proposal @\$30,000</p> <p>Consultant to develop Mgt Plan for ZDTS @\$15,000</p> <p>Consultant to design ecotourism circuits @\$20,000</p> <p>Consultancy of 1 specialist in gender tourism and environment \$ 10,000</p> <p>1 trainer and gender coordinator, 2 community trainers of children, youth and women in environmental education of the Sierra La Laguna Los Cabos Region per 8 environmental education workshops. @\$20,800</p> <p>2 community trainers to train youth and women of the Sierra La Laguna Los Cabos Region in business activities related to ecotourism and environment agendas. @\$14,000</p>
41	71600	Travel		\$120,150	<p>Local travel technical group of local actors securing gender participation with working subgroups in initiatives. \$9,100</p> <p>4 Travel to La Paz-CDMEX 1 persons @\$675 = \$2,700</p> <p>Local travel technical group @\$250 by day /100 days in 5 years. \$25,000</p> <p>Materials and goods to monitor the implementation of the criteria of the NOM-09-TUR. \$2,500</p> <p>Domestic travel to train and certify 10 ecotourism companies under the criteria of the NMX 133 ecotourism in the SLL-LC region@\$500 a day/person. \$14,000</p> <p>Domestic travel to staff to support and collect information. \$7,500</p> <p>Travel to CDMEX to develop the Management Plan for the ZDTS in the Sierra La Laguna-Los Cabos Region. \$5,000</p> <p>Domestic travel to staff and experts on the subject. \$3,000</p> <p>1 lawyer x 6 travel to diagnostic and analyze the local legal instruments. \$6,000</p> <p>Travel to management the data base structure with federal and local governments. \$2,000</p> <p>5 summer monitoring weeks campaigns (1 per year) in two sites Cabo del Este and Cabo San Lucas. Each annual monitoring campaign comprises local travel cost for the team, five graduate students and 2 coordinators 1 of the UABCS and 1 of SCRIPPS Institution. @\$8,000</p> <p>Domestic travel cost (Transportation and meals) for four people to monitoring the presence of yellowthroat and the tolerance to people in six different field wetlands of the Sierra La Laguna and San José estuary. Monitoring once per quarter. @\$12,600</p> <p>Domestic travel expenses for four people per 1 week \$1,000 x 9 = \$9,000.</p> <p>Domestic travel expenses for 4 people for 1 week per year. @\$6,250</p> <p>Domestic travel to monitoring the mangroves of La Paz Bay \$3,000</p> <p>Domestic travel to monitor the environmental and social impacts in tourism generated by the project. \$2,500</p> <p>Domestic travel and material expenses for the sport fishing trips. \$2,000</p>

	42	72200	Equipment Furniture	&	\$38,300	<p>\$6,000 3 Laptop, 2 printers to train and certify 5 tourism development companies and providers in NMX 178</p> <p>\$3,000 1 Laptop and camera to train and certify 10 ecotourism companies under the criteria of the NMX 133</p> <p>\$3,000 Equipment (Laptop, printer, camera) to prepare the Sustainable Tourism Development Zone (ZDTS) proposal for the Sierra La Laguna-Los Cabos Region</p> <p>\$2,000 GPS, Binoculars, electronic distanometer, free diving kit.</p> <p>\$16,300 for 2 GIS computers, printer and plotter \$6,000. 1 Laptop for field work \$1,200; GIS software and environmental and social data base \$5,000; 1 mapping system drone \$3,500, and 2 GPS \$600 = \$16,300.</p> <p>\$1,000 Camping and bird watching equipment</p> <p>\$1,300 1 Laptop</p> <p>\$ 3,000 Professional Drone with HiFi video camera</p> <p>\$ 1,500 GPS \$500. Camera \$1,000 =\$1,500</p> <p>\$ 1,200 1 Laptop</p>
	43	72300	Materials Goods	&	\$58,675	<p>\$7,200 Materials and goods for integrating the Technical Group of local actors securing gender participation with working subgroups</p> <p>\$15,000 Materials and goods to advise, train and certify 5 tourism development companies and providers in NMX 178</p> <p>\$ 9,000 Materials and goods to advise, train and certify 10 ecotourism companies under the criteria of the NMX 133.</p> <p>\$3,000 Materials and goods to prepare the Sustainable Tourism Development Zone (ZDTS) proposal for the Sierra La Laguna-Los Cabos Region</p> <p>\$ 1,000 Gas for 8 field trips to prepare the monitoring system and to train the local monitors.</p> <p>\$2,500 Gas for terrestrial vehicle to attend 12 training workshops.</p> <p>\$5,000 Materials and goods for monitoring, active restoration and blue carbon measures.</p> <p>\$1,125 Material and Gas to attend the monitoring visits.</p> <p>\$1,750 Gas to attend the Good Practices Criteria of the NMX-178 in 5 tourism enterprises implemented.</p> <p>\$1,500 Gas for terrestrial vehicle to attend 12 tourism and recreational marine meetings.</p> <p>\$1,500 Gas for terrestrial vehicle to attend 9 whale watching meetings.</p> <p>\$1,200 Sport fishing equipment and materials.</p> <p>\$2,000 Gas to transport to Cabo del Este and Cabo San Lucas to realize the diagnosis and to the Good Practices participatory meetings.</p> <p>\$ 1,500 Gas to attend the marina meetings.</p> <p>\$2,400 Gas to attend the environmental education workshops.</p> <p>\$2,000 Environmental education materials</p> <p>\$1,000 Materials and goods for Santiago Damiana workshops.</p>
	44	72800	Information Technology Equip		\$3,600	Computer \$2,600, scanner \$500, printer \$500 for Local Coordinator
	45	73400	Rental & Maint of Equipment		\$57,850	\$5,000 Maintenance for terrestrial vehicle to train and certify 5 tourism development companies and providers in NMX 178.

				<p>\$3,000 Maintenance of terrestrial vehicle for Sustainable Tourism Development Zone (ZDTS) proposal for the Sierra La Laguna-Los Cabos Region</p> <p>\$4,000 Rental & Maint of Equipment for developing the Management Plan for the ZDTS in the Sierra La Laguna-Los Cabos Region</p> <p>\$1,700 Maintenance of terrestrial vehicle used to Train 20 community monitors with the Community Monitoring System</p> <p>\$ 500 Energy, internet and phone. \$500</p> <p>\$20,000 Rent a boat for 1 week in East Cape and Cabo San Lucas \$4,000 per year x 5 =\$20,000 for monitoring of reef fish and corals as indicators of biodiversity in East cape and Cabo San Lucas.</p> <p>\$18,750 1 week rent a boat = \$3,750 x 5 years =\$18,750 for monitoring of humpback whale Megaptera novaengliae in Cabo del Este Cabo San Lucas.</p> <p>\$ 900 Tune up of terrestrial vehicle for Evaluation of the Good Practices criteria of the NMX-AA-178-SCFI-2016</p> <p>\$ 2,000 Rent a boat for 5 days \$1,500 and tune up of terrestrial vehicle \$500 to collect information for the nautical activities diagnosis</p> <p>\$ 2,000 Rent a boat for three field campaigns \$1,500. Tune up of terrestrial vehicle = \$500.</p>
46	74200	Audio Visual&Print Prod Costs	\$45,850	<p>\$10,000 Audio Visual&Print Prod Costs to Prepare the Sustainable Tourism Development Zone (ZDTS) proposal for the Sierra La Laguna-Los Cabos Region</p> <p>\$8,000 Audio Visual&Print Prod Costs to Develop the Management Plan for the ZDTS in the Sierra La Laguna-Los Cabos Region</p> <p>\$2,000 Print the Coastal, Marine and Terrestrial Community Monitoring System.</p> <p>\$8,000 Prepare and print four community training manuals in: BD conservation; Sustainable tourism; Environmental services and climate change and; Ecotourism and community development.</p> <p>\$4,000 Print the results of evaluation of implementation criteria of NMX-178.</p> <p>\$3,000 Print the Good Practices Manual of tourism-recreational nautical activities year 4 quarter 3.</p> <p>\$2,400 Print the Good Practices Manual of whale watching</p> <p>\$6,000 Prepare the final draft and print the Sport Fishing Good Practices Manual.</p> <p>\$2,450 Print the Marina Good Practices Manual.</p>
47	74500	Miscellaneous	\$7,400	Unforeseen costs and other expenses
48	75700	Training, workshop, meetings	\$273,400	<p>\$3,000 3 product transformation training workshops for Damiana Women Producers Group.</p> <p>\$3,000 3 commercialization training workshops for Damiana Women Producers Group.</p> <p>\$12,000 1 Meeting/year for Mainstreaming Biodiversity in sustainable tourism @\$2,000 by 6 years.</p> <p>\$ 4,000 2 Meetings per year to review the advance of the ZDTS @\$400/2 per year/5 years.</p> <p>\$18,000 2 Meetings of analysis and harmonization of land use instruments @\$2,000 x 9 meetings.</p> <p>\$5,000 2 Meetings @\$500/2 per year/5 years</p> <p>\$18,000 9 Meetings @\$2,000 to strengthen a network of ecotourism = @\$18,000.</p>

					<p>\$36,000 Training for tourism entrepreneurs in relation to the integration of BD conservation with gender and intercultural equity criteria. 1 Training course by year @\$6,000</p> <p>\$ 18,000 1 Annual workshop @\$3,000 to exchange experiences.</p> <p>\$33,000 Training courses for 6 guides by year @\$5,500</p> <p>\$9,000 3 Workshops to design and plan the ecotourism circuits \$3,000.</p> <p>\$21,000 Training courses for ecotourism enterprises @ \$1,000/week x 21</p> <p>\$8,000 Workshops</p> <p>\$2,000 1 Integrated Coastal Management workshop for the construction, management and evaluation of sustainable indicators for the STDZ.</p> <p>\$5,000 5 Work sessions with local actors.</p> <p>\$15,000 Official event to declare Los Cabos-La Paz a Sustainable Tourism Development Zone.</p> <p>\$ 5,000 Diagnosis, analysis and monitoring of sustainable indicators.</p> <p>\$15,000 6 Work sessions with local actors.</p> <p>\$4,000 6 Meetings to present and analyze the harmonizing advances.</p> <p>\$2,500 12 training workshops for community monitors and follow up meetings with the community monitors.</p> <p>\$1,200 1 Technical design of sustainable indicators workshop to analysis and evaluate the sustainable criteria of biodiversity integration in the tourism sector.</p> <p>\$5,000 1 workshop with tourism services enterprises and environmental education campaign to train and promote the coral conservation, restoration and management use of touristic diving sites.</p> <p>\$2,000 1 meeting to present the result of the NMX-178 Implementation Good Practices. With tourism entrepreneurs and governments.</p> <p>\$ 3,650 8 participatory meetings of construction of Good Practices year 3 and 2 participatory meetings Year 4 @\$250 per meeting. 2 general meetings to review the Good Practices draft year 4 @\$575 per meeting.</p> <p>\$3,000 9 participatory meetings @\$250 each for construction of Good Practices years 1 and 2, \$250 x 9 = \$2,250. 2 general meetings @\$375 per meeting for Good Practices consensus year 4</p> <p>\$4,000 10 participatory meetings of construction of Good Practices year 3, \$250 x 10 = \$2,500. 2 general meetings @\$750 each for Good Practices year 4</p> <p>\$3,250 8 participatory meetings of construction of Good Practices.</p> <p>\$4,800 8 environmental education workshops for children, youth and women regarding environmental education, interpretation and conservation actions, solid waste management (recycling, reuse), sustainable production and consumption, environmental services and mitigation effects of climate change, respecting the culture of the local population and their appropriation of natural resources.</p> <p>\$7,000 7 workshops to train women and youth in the local communities of the Sierra La Laguna-Cabo Pulmo-La Ventana Region in alternative business initiatives in tourist guides (flora and fauna, bird watching, whale watching, etc.).</p> <p>\$3,000 Six training workshops meetings for Damiana Women Producers Group</p>
<i>ISLA Sub Total Comp. 3</i>				<i>\$1,124,325</i>	

ASK as Responsible Party				
49	71300	Local Consultants	\$285,700	<p>\$37,500 3 Local consultants to generate and integrate the technical file of ZDTS.</p> <p>\$15,000 2 Local consultants to generate and integrate the technical file of ZDTS.</p> <p>\$16,000 Local Consultants to update the 4 Maya Ka'an good practices manuals.</p> <p>\$25,000 2 Consultancy to Implement a system to evaluate the project's and the destination's Social Return on Investment (SROI)</p> <p>\$1,200 Surveys and focal groups to collect information for ZDTS</p> <p>\$36,000 Contractual Services- Individual to integrate the Information for ZDTS.</p> <p>\$80,000 Contractual Services- Individual to strengthen the mechanism to pay for environmental services.</p> <p>\$75,000 Contractual Services- Individual to Systematize and Follow up on the biodiversity-friendly activities and the BD safeguards that are implemented in the community, ecotourism and sustainable fisheries. \$15,000/year during years 1-5</p>
50	71600	Travel	\$145,600	<p>\$8,000 Domestic travel to staff to apply the Good Practices Guidelines in 20 ecotourism companies in Maya Ka'an.</p> <p>\$6,000 Annual Familiarization trips (4*\$1,500) to promote participation in the local tourism organizations, colleges, business ventures, cooperatives, cooperative federations, etc.</p> <p>\$1,600 Domestic travel to strengthen a participatory culture in the local tourism organizations, colleges, business ventures, cooperatives, cooperative federations, etc.</p> <p>\$5,000 Domestic travel of staff to monitor the implementation of the Official Mexican Standards.</p> <p>\$15,000 Domestic travel to staff to support and collect information to formally declare Maya Ka'an as a Sustainable Tourism Development Zone (STDZ).</p> <p>\$8,000 Domestic travel to staff and experts on the subject of the management plan for the Maya Ka'an STDZ</p> <p>\$20,000 Domestic travel to staff to monitoring the implementation of the Mechanism to pay for environmental services.</p> <p>\$5,000 Domestic travel of staff to gather information for a simple but robust BD monitoring system and interphase with the National Biodiversity Monitoring System.</p> <p>\$8,000 Domestic travel of staff of support and verification of a system to evaluate the project's and the destination's Social Return on Investment (SROI).</p> <p>\$30,000 Domestic travel of staff of support and verification of the process to make Punta Allen a model of sustainable community adopting biodiversity-friendly activities and BD safeguards in terms of ecotourism, sustainable fisheries.</p> <p>\$5,000 Domestic Travel of staff to compile information on local suppliers of BD-friendly products for the tourism industry</p> <p>\$6,000 Domestic travel of staff to promote sustainable supply chain management linking sustainable commercial alliances with local producers, etc.</p> <p>\$15,000 Domestic travel of staff to implement the "EcoCine in your community".</p> <p>\$6,000 Domestic travel to strengthen the governance of tourism cooperatives in gender equality measures include leadership awards.</p>

				\$7,000 Domestic travel of staff to empower women and young people in communities through the creation of business initiatives in handicraft, birdwatching, etc. and strengthen existing ones.
51	72100	Contractual Services-Companies	\$93,000	\$48,000 Generate GIS Information. (\$24,000/year*2) \$45,000 Contractual Services-Companies to implement the program to certificate to 40 tour guides in the Official Mexican Standard 09 of nature-based guides or Official Mexican Standard 08 of general guides.
52	72200	Equipment & Furniture	\$112,500	\$ 32,500 Equipment & Furniture for new local ecotourism businesses as well as to strengthen 20 community enterprises. \$80,000 Equipment & Furniture to strengthen the mechanism to pay for environmental services developed by ASK (in forest) This equipment will be detailed in the agreements to be signed by UNDP and Responsible Parties for implementation of activities at the local level.
53	72300	Materials & Goods	\$120,000	\$32,000 Materials & Goods to implement BD-Friendly Good Practices Guidelines in 20 ecotourism companies in Maya Ka'an \$45,000 Materials to establish a monitoring system for coastal deforestation of Quintana Roo. \$30,000 Establish and create a space that promotes and disseminates BD-friendly activities aimed at young people, children, adults and women. \$10,000 Material and furniture for handicraft and gastronomy workshop. \$3,000 Office Materials
54	72800	Information Technology Equip	\$47,600	\$30,000 Information Technology Equip (computer, gps, binoculars, trail camera, camera, drone) to generate relevant information for the design the official zoning plans of the municipalities included in Maya Ka'an \$ 4,000 Equipment (Laptop, printer, camera) to support efforts to declare Maya Ka'an as a Sustainable Tourism Development Zone (STDZ) \$3,600 IT equipment to develop the management plan for the Maya Ka'an STDZ \$ 10,000 Information Technology Equip to develop a simple but robust BD monitoring system and interphase with the National Biodiversity Monitoring System
55	73400	Rental & Maint of Equipment	\$24,000	Rental & Maint of Equipment (ground & air) to support and generate relevant information for the design the official zoning plans of the municipalities included in Maya Ka'an (Carrillo Puerto, José Ma. Morelos, and Tulum).
56	74200	Audio Visual&Print Prod Costs	\$58,800	Audio Visual&Print Prod Costs (1 Video and banners for the women's meeting and Prod Costs of the leadership award event; document for Good Practices Guidelines in 20 ecotourism companies in Maya Ka'an).
57	74500	Miscellaneous	\$23,700	Unforeseen costs and other expenses
58	75700	Training, workshop, meetings	\$417,950	\$48,000 Activities of environmental education addressing biodiversity issues and knowledge (fauna, birds, exotic species and ecosystem etc.). (1 activity/community) (4 communities/year) (e.g.: turtle camp, bird marathon, bird counting, exchange of experiences, etc.) \$7,500 Campaign to promote the reduction of the use of single-use plastics in communities in Maya Ka'an led by young people. (1 campaign/year) \$45,000Contest of photography and drawing about biodiversity in Maya Ka'an. Include event to exhibit of photographs and awards (1 contest/year)

				<p>\$15,000 Official event to declare Maya Ka'an a Sustainable Tourism Development Zone.</p> <p>\$22,500 Implement the "EcoCine in your community" as a tool for the dissemination of science. (1 event each 2 months)</p> <p>\$10,000 2 Event to reward leaders and community companies.</p> <p>\$5,000 2 public events to publicize the SROI.</p> <p>\$10,000 2 Events publics to promote the local culture (gastronomy, handicraft, etc.)</p> <p>\$7,500 3 Exchange of experiences with local producers to learn about the BD-friendly product production process.</p> <p>\$30,000 2 Meetings for women of Maya Ka'an.</p> <p>\$ 80,000 Training to strengthen existing women's groups in Kantemo, Chumpon, Tihosuco y Punta Allen.</p> <p>\$ 10,000 Training, workshop, meetings about BD-Friendly activities to community ecotourism and fisheries companies.</p> <p>\$7,500 Training on governance issues including gender equality. (3 training/year)</p> <p>\$17,500 for 7 DMO work sessions (including logistics, domestic travel for local actors)</p> <p>\$4,000 Workshops with local actors to validate the Manual's update</p> <p>\$ 6,000 Workshop to promote the sustainable supply chain management.</p> <p>\$ 6,000 Workshop in handicraft and gastronomy with local products and recycled. (2 workshop/year)</p> <p>\$9,000 Participation in other fora in Maya Ka'an, especially the protected areas advisory boards, and the local Watershed Management Councils</p> <p>\$2,000 4 workshops with local actors to implement a system to evaluate the project's and the destination's Social Return on Investment (SROI)</p> <p>\$6,000 6 Work sessions with local actors to develop the management plan for the Maya Ka'an STDZ.</p> <p>\$4,000 4 Workshops to strength a participatory culture in the local tourism organizations, colleges, business ventures, cooperatives, cooperative federations, etc.</p> <p>\$15,000 6 Work sessions with local actors to formally declare Maya Ka'an as a Sustainable Tourism Development Zone (STDZ).</p> <p>\$ 2,500 5 Introductory workshops on good sustainable practices (one to 5 companies/year)</p> <p>\$20,000 Event to present to local suppliers. (Fair of products friendly with biodiversity)</p> <p>\$ 2,500 Business appointments between local suppliers and companies of Maya Ka'an.</p> <p>\$5,000 Cost to register to participate in specialized tourism events.</p> <p>\$5,000 Launch event of the promotion campaign of Maya Ka'an as a BD-Friendly tourism destination.</p> <p>\$5,450 Meeting to show the project memories.</p> <p>\$ 6,000 Surveys and focal groups to collect information about people reached in social media.</p> <p>\$ 4,000 Surveys and focal groups to collect information per year.</p>
			<i>ASK Sub Total Comp. 3</i>	\$1,328,850
			Sub-Total Comp. 3	\$4,091,307
SECTUR-UNDP as Responsible Party				

Component 4: Knowledge Management and M&E	59	71200	International Consultants	\$55,000	Consultants specialized in identifying and measuring project progress; identifying lessons learned and good practices (\$20,000 MTR; \$35,000 TE)	
	60	71300	Local Consultants	\$25,000	National consultant to support, accompany and complement the International Consultant responsible for M&E (\$10,000 MTR; \$15,000 TE)	
	61	72100	Contractual Services-Companies	\$50,000	Company to develop the National promotion strategy about tourism and biodiversity @ \$50,000 consultancy	
	62	72400	Communic & Audio Visual Equip	\$24,000	Communication services and audiovisual equipment for knowledge management and monitoring (data management system, printers)	
	63	74200	Audio Visual&Print Prod Costs	\$126,000	Audiovisuals to promote biodiversity in the tourism sector in Mexico @\$25,200 per year (total 5 years). Publication of project tools and results (awareness and communication tools, technical manuals and guides) for the National promotion strategy about tourism and BD; and to promote Mexico and the pilot sites as model for sustainable tourism.	
	64	75700	Training, workshop, meetings	\$30,000	Annual Meetings at 4 sites (national and pilot sites) * **For the first year these include both the IW and a specific IPP validation meeting. The IPP meeting will be contained and held back to back as a part of the IW, as a separate but connected side event. Additionally, during the PPG phase, the CO organized on-site stakeholder meetings that specifically included IPP representation (including women). All RPs also have a proven track record of working in the field including local and indigenous communities within their activities. This is especially true for ASK, whose area of influence is within indigenous communities and whose operation model includes them in their decision-making processes.	
	<i>SECTUR-UNDP Sub Total Comp.4</i>			<i>310,000</i>		
	WWF as Responsible Party					
	65	71300	Local Consultants	\$35,000	\$30,000 Consultancy to develop an integral Gender analysis and action plan. \$5,000 Consultancy to integrate and design for publication the final document of project results and lessons learned.	
	66	72100	Contractual Services-Companies	\$30,000	\$30,000 Contractual Services-Companies tailor and design communications and awareness toolkit to local context and language, as appropriate, and conduct 3 campaigns in Huatulco aligned with the national communications and awareness strategy focused on different audiences and testing different media. (\$10,000 per campaign)	
67	74200	Audio Visual&Print Prod Costs	\$20,000	\$15,000 Audiovisual and printing of promotional material of 3 communications campaigns in Huatulco aligned with the communications strategy focused on different audiences and testing different media. \$5,000 Documentation of annual activities with the project memories, results and lessons learned, including the entire history of the process to create, and consolidate Huatulco as a destination.		
68	75700	Training, workshop, meetings	\$15,000	\$10,000 Surveys and focal groups to collect information per year, using KAP methodology. \$5,000 Meeting to show the project memories.		

		<i>WWF Sub Total Comp. 4</i>	<i>100,000</i>	
ISLA as Responsible Party				
69	71300	Local Consultants	\$16,000	\$11,000 Consultancy to coordinate promotion of the sustainable tourism actions. \$5,000 Consultancy to integrate and design for publication the final document of project results and lessons learned.
70	71600	Travel	\$37,000	\$21,000 Participation in tourism and ecotourism promotion fairs and photographic exhibition in public and urban sites. \$16,000 Travel cost for 2 people participating in 2 specialized tourism events. Travel and expenses x 2 events x 2 people \$8,000 = \$16,000
71	72100	Contractual Services-Companies	\$15,000	\$15,000. Campaign to generate promotional images and video of sustainable tourism, good practices, ecotourism products, environmental services and biodiversity in tourism (sport fishing, diving, whale watching, bird watching, sea lion, turtles, whale shark, etc.) Consultant to produce the promotional materials in sustainable tourism.
72	74200	Audio Visual&Print Prod Costs	\$39,000	\$14,000 Advertising in media, promotional magazines and management of social networks. Produce 3 different promotional clips for media in sustainable tourism, good practices, ecotourism products, environmental services and biodiversity in tourism. \$5,000 Documentation of annual activities with the project memories, results and lessons learned. \$20,000 Cost to publish the results of the biodiversity monitoring campaigns for 4 different groups of fauna and 1 social return on Investment Evaluation
		<i>ISLA Sub Total Comp. 4</i>	<i>\$107,000</i>	
ASK as Responsible Party				
73	71300	Local Consultants	\$14,000	\$5,000 Consultancy to integrate and design for publication the final document of project results and lessons learned. \$9,000 Consultancy to develop an integral Gender analysis and action plan.
74	71600	Travel	\$9,000	\$5,000 Travel cost to promote the campaign. \$4,000 Travel costs to specialized tourism events.
75	72100	Contractual Services-Companies	\$30,000	\$12,000 Contractual Services-Companies to design a plan for audiovisual content (include 5 videos of 3 min of Maya Ka'an Experiences) \$ 3,000 Costs of audiovisual to promote to Maya Ka'an as a BD-Friendly tourism destination. \$10,000 Promotion of Maya Ka'an as a biodiversity-friendly destination with specific content based on storytelling. Redesign the experiences in Maya Ka'an with BD-Friendly activities. \$ 5,000 Update the web page of mayakaan.travel including the BD-Friendly information.
76	74200	Audio Visual&Print Prod Costs	\$13,800	\$4,000 Integrating of document of annual activities. \$9,800 Print souvenirs, brochures, banners, etc. to present at events.
77	74500	Miscellaneous	\$6,000	Unforeseen costs and other expenses
78	75700	Training, workshop, meetings	\$31,000	\$5,000 Workshop to develop promotion campaign of Maya Ka'an as a BD-Friendly tourism destination. \$5,000 Meeting to share the project results and lessons learned

				\$11,000 KAP Surveys and focal groups to collect information about people reached in social media. \$10,000 Surveys and focal groups to collect information per year.	
			<i>ASK Sub Total Comp. 4</i>	<i>\$103,800</i>	
			Sub-Total Comp. 4	\$620,800	
Project Management Costs (PMC)	SECTUR-UNDP as Responsible Party				
	79	71400	Contractual Services- Individual	\$276,000	Project coordinator @ \$36,000/year, during years 1-6; Adm Assistant @ \$12,000/year during years 1-6; Year 1 budgeted for 9 months to account for contracting process of both.
	80	72200	Equipment & Furniture	\$6,000	Equipment and furniture for Project Coordination Office: Desks, chairs, filing cabinets
	81	72400	Communic & Audio Visual Equip	\$5,500	Communication services for project staff, printers, data management system
	82	72500	Office Supplies	\$5,696	Office supplies (folders, writing tools, prints and copying costs)
	83	72800	Information Technology Equip	\$10,000	2 PC for project team, 4 laptops for project team + printing supplies
	84	73400	Rental & Maint of Equipment	\$7,500	Office equipment
	85	74100	Professional Services	\$24,000	External Financial Audits (@\$4,000/year)
	86	74500	Miscellaneous	\$10,000	Unforeseen costs and other expenses
		Sub-Total PMC	\$344,696		
		Project Total	\$7,238,613		

Summary of Funds:

	Type: In Kind/Grant	Amount Year 1	Amount Year 2	Amount Year 3	Amount Year 4	Amount Year 5	Amount Year 6	Total
GEF	Grant	\$1,187,360	\$1,932,444	\$1,430,077	\$1,074,348	\$909,979	\$704,405	\$7,238,613
Ministry of Tourism (SECTUR)	Grant	\$83,333	\$83,333	\$83,333	\$83,333	\$83,333	\$83,335	\$500,000
Ministry of Tourism (SECTUR)	In kind	\$583,333	\$583,333	\$583,333	\$583,333	\$583,333	\$583,335	\$3,500,000
Ministry of Tourism (SECTUR) (Adaptur)	In kind	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$0	\$200,000
Fideicomiso 2050 para el Desarrollo Regional del Sur Sureste (FIDESUR)	Grant	\$30,340	\$30,340	\$30,340	\$30,340	\$30,340	\$0	\$151,700
Fideicomiso 2050 para el Desarrollo Regional del Sur Sureste (FIDESUR)	In kind	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$0	\$115,000
National Commission for Natural Protected Areas (CONANP)	In kind	\$142,510	\$148,166	\$154,045	\$160,158	\$166,510	\$0	\$771,389
National Forestry Commission (CONAFOR)	In kind	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
State Government Baja California Sur (Ministry of Tourism, Economy and Sustainability, (SETUES)	In Kind	\$500,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$500,000	\$6,000,000
State Government Quintana Roo (Secretaries: Tourism (SEDETUR), Social Development (SEDESO), and Environment (SEMA))	In Kind	\$6,260,000	\$6,910,000	\$6,910,000	\$6,260,000	\$6,260,000	\$0	\$32,600,000
Amigos de Sian Ka'an (ASK)	Grant	\$560,000	\$604,000	\$560,000	\$560,000	\$560,000	\$0	\$2,844,000
Conservation of Mexican Insular Territory (ISLA)	In Kind	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$600,000
WWF	Grant	\$38,369	\$38,369	\$38,369	\$38,369	\$38,369	\$38,371	\$230,216
WWF and other CSO in Oaxaca coast	In kind	\$61,630	\$61,630	\$61,632	\$61,632	\$61,630	\$61,630	\$369,784
Fundación Avina	Grant	\$0	\$125,000	\$125,000	\$0	\$0	\$0	\$250,000
Red Indígena de Turismo Alternativo (RITA)	In kind	\$0	\$166,666	\$166,666	\$166,668		\$0	\$500,000
Universidad Nacional Autónoma de México- Instituto de Investigaciones Económicas	Grant	\$40,000	\$30,000	\$0	\$0	\$0	\$0	\$70,000
Universidad Nacional Autónoma de México- Instituto de Investigaciones Económicas	In-kind	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$30,000
Universidad Autónoma de Baja California Sur	In-kind	\$280,000	\$420,000	\$420,000	\$140,000	\$140,000	\$0	\$1,400,000
UNDP	Grant	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$60,000
UNDP	In Kind	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$0	\$20,000
Total		\$9,958,875	\$13,075,281	\$12,489,795	\$11,085,181	\$10,760,494	\$2,581,076	\$59,950,702

Breakdown by budget code (UNDP)

QUANTUM Budget Description/ Input	Atlas Code	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Totals
International Consultants	71200	30,000	30,000	50,000	30,000	30,000	65,000	235,000
Local Consultants	71300	309,295	644,490	369,340	305,890	190,945	118,447	1,938,407
Contractual Services- Individual	71400	217,967	256,636	238,543	174,713	175,079	173,273	1,236,211
Travel	71600	17,320	97,070	89,445	65,445	63,545	32,750	365,575
Contractual Services- Companies	72100	355,000	289,250	147,750	83,750	83,750	62,500	1,022,000
Equipment & Furniture	72200	33,800	31,200	34,000	30,000	29,300	0	158,300
Materials & Goods	72300	22,375	87,099	26,350	22,100	21,550	4,375	183,849
Communic & Audio Visual Equip	72400	5,000	5,000	5,000	5,000	5,000	4,500	29,500
Office Supplies	72500	1,196	1,000	1,000	1,000	1,000	500	5,696
Information Technology Equip	72800	29,100	17,000	57,000	9,600	6,000	4,500	123,200
Rental & Maint of Equipment	73400	7,250	24,225	23,625	17,925	12,175	5,150	90,350
Professional Services	74100	4,000	4,000	4,000	4,000	4,000	4,000	24,000
Audio Visual&Print Prod Costs	74200	8,000	106,460	66,010	57,160	53,160	57,160	347,950
Miscellaneous	74500	9,750	23,700	16,350	14,450	11,350	8,400	84,000
Training, workshop, meetings	75700	131,307	318,314	302,664	256,315	224,125	161,850	1,394,575
TOTAL		1,181,360	1,935,444	1,431,077	1,077,348	910,979	702,405	7,238,613

XII. LEGAL CONTEXT

207. This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Mexico and UNDP, signed on 23 February 1961. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

208. This project will be implemented by SECTUR (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

209. The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

XIII. RISK MANAGEMENT

Government Entity (NIM)

210. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

211. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

212. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

213. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

211. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

- i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
- ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have

not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

- iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
- iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
- v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

- b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

212. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

213. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

214. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

215. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

216. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing

Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

217. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

218. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality. Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

219. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document. Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document³⁵.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

220. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

221. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

222. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

³⁵ *Note:* The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

XIV. MANDATORY ANNEXES

- A. Multi year Workplan (see template below)
- B. GEF Tracking Tool (s) at baseline
- C. Overview of technical consultancies/subcontracts (see example template below)
- D. Terms of Reference for Project Steering Committee, Project Manager, Chief Technical Advisor and other positions as appropriate (see example template below)
- E. UNDP Social and Environmental and Social Screening Template (SESP) and Environmental and Social Management Plan (ESMP) for moderate and high risk projects
- F. Stakeholder Engagement Plan
- G. Gender Analysis and Action Plan
- H. UNDP Risk Log
- I. Results of the capacity assessment of the project implementing partner and HACT micro assessment (to be completed by UNDP Country Office)
- J. Additional agreements: such as cost sharing agreements, project cooperation agreements signed with NGOs (where the NGO is designated as the “executing entity”), letters of financial commitments, GEF OFP letter, GEF PIFs and other templates for all project types.
- K. UNDP Project Quality Assurance Report (to be completed in UNDP online corporate planning system by UNDP Country Office, does not need to be attached as separate document)
- L. Fact Sheets on Local Site Interventions
- M. Capacity Development Scorecard

Annex A: Multi Year Work Plan

Output	Indicator	Responsible Party	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				
			Q1	Q2	Q3	Q4																					
Project Start and Inception Workshop		UNDP SECTUR	x	x																							
Measurement of outstanding baseline values		PMU		x	x	x																					
Updating and organization of indicator values in preparation for external Mid-term review		PMU										x															
Mid Term Evaluation		UNDP										x															
Updating and organization of indicator values in preparation for external Final evaluation		PMU																	x	x							
Final evaluation		UNDP																		x							
Financial audits		UNDP					x				x			x				x									
Component 1: Strengthened institutional, regulatory and policy framework promotes Sustainable Tourism Development (DTS)																											
<u>Output 1.1.1 General Law of Tourism and other relevant sectoral policy instruments strengthened to include mandatory BD conservation safeguards in tourism development and operations in coastal areas</u>																											
Analyze the opportunities to integrate conservation and sustainable use of BD in the General Law of Tourism and propose modifications to enable the conditions necessary to mainstream BD conservation safeguards within the tourism sector.	Indicator 6	SECTUR			x	x	x	x																			
Support lobbying efforts to ensure full adoption of BD safeguards within the General Law of Tourism	Indicators 5 and 6									x	x	x	x														
Review and publish the National Strategy for Nature-based Tourism in Mexico	Strategy published Indicators 5 and 6	SECTUR SEMARNAT CONANP			x	x	x	x																			

Output	Indicator	Responsible Party	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				
			Q1	Q2	Q3	Q4																					
		CDI																									
Update NOM 09 SECTUR 2002 to include more specific criteria to ensure sustainability and better regulation for nature-based guides	Indicators 5 and 6				X	X	X	X																			
Update the Mexican standard and carry out the implementation strategy of NMX-AA-178-SCFI-2016	Indicator 5.	SEMARNAT ISLA STAKEHOLDERS			X	X	X	X	X	X																	
<u>Output 1.1.2 Biodiversity conservation mainstreamed into tourism planning and regulations, resulting in coherence between land use policies/regulations and the General Law of Tourism and associated regulations/ policy instruments</u>																											
Publish a document with information and activities related to BD and tourism conducted to-date, and identify opportunities for mainstreaming BD conservation safeguards in the new Sectoral Plan for Tourism.	Document published Indicators 5 and 6	SECTUR Consultants			X																						
Ensure that the information and activities proposed in the previous document are in the new National Development Plan 2018-24 and corresponding Sectoral Plans for Tourism, Environment and Rural Development	Actions included in the new Plans Indicator 5 and 6	SECTUR Consultants				X	X																				
Formulate a Guide for the development of the Regional Tourism Territorial Plan that would support actions in the demonstration sites	Guide developed (indicator 6) and published (Indicator 15)	SECTUR			X	X	X	X	X	X																	
Develop clear criteria and terms of reference for the elaboration of landscape level tourism development plans (as well as the tools and monitoring systems for gauging impact of tourism development on ecosystems and local communities development).	Indicator 6						X	X	X	X																	
Conduct an analysis of the regulatory framework that defines carrying capacities and limits of acceptable change in tourist corridors	Study elaborated. Indicator 6.	ISLA			X	X	X	X	X																		

Output	Indicator	Responsible Party	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6					
			Q1	Q2	Q3	Q4																						
Conduct a preliminary gap-analysis for mainstreaming BD in the regulatory framework of high-impact tourism activities (such as golf courses, bird watching, whale watching, swimming with sea lions and whale shark, diving, and Tren Maya).	Preliminary study. Indicator 6.	ISLA					X	X	X	X	X	X																
Conduct analysis of the regulatory framework of sports- fishing.	Regulatory study developed Indicator 6.	ISLA CRIP INAPESCA CONAPESCA CICIMAR CIBNOR					X	X	X	X																		
Output 1.1.3 Compliance framework in place to guarantee application of regulatory instruments for BD conservation in planning and operation of tourism activities and services.																												
Creation of a National Scientific Committee on Sustainable Tourism in the Framework of the Executive Commission of Tourism (Article 11, General Law of Tourism), as well as a mirror Committee for Sustainable Tourism at the state level in each of the 3 model sites.	Sustainable Tourism Committee created Indicator 7	SECTUR Consultant			X	X																						
Annual operation of the National Committee and the Committees in the three demonstration sites	Reports of the meetings and agreements achieved in the framework of the Committee Indicator 7	SECTUR Consultant				X		X		X		X		X		X		X		X		X		X		X		X
Biannual coordination meetings between SECTUR, SEMARNAT and CONANP regarding the specific activities of the project	Reports of the meetings and agreements with SEMARNAT and CONANP Indicator 7	SECTUR Consultant			X		X		X		X		X		X		X		X		X		X		X		X	
Output 1.2.1 Capacity development programme institutionalized in SECTUR, State Level Ministries, Private sector, Tour Operators, Municipalities and CSOs with at least																												

Output	Indicator	Responsible Party	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
			Q1	Q2	Q3	Q4																				
200 people trained by end of project on BD conservation-compatible tourism as well as on the application of the land use plans.																										
Coordination of internal capacity development programmes within different areas of SECTUR to ensure alignment of activities, practices, certification and others, including: Tourism Atlas Training of key stakeholders Official and Mexican Norms Prize for Innovation in sustainable tourism	Capacity development programme aligned Indicator 5	SECTUR		X	X	X	X	X	X	X	X	X	X	X				X				X				
Promote with SECTUR and other partners good practices for sustainable tourism in high impact tourism projects (Tren Maya and others in charge of federal government)	Good practices implemented in federal tourism projects Indicator 3 and 4	SECTUR Consultant		X	X	X	X	X	X	X	X	X	X	X												
Develop a capacity development program aimed at local governments on the integration of BD and its conservation in the tourism sector.	Program developed. Indicator 5.	SECTUR SEMARNAT, SETUESUA BCS ISLA				X	X	X	X	X																
Train local governments in BCS on the integration of BD and its conservation in the tourism sector.	# of government officials trained. Indicator 3.	SECTUR SEMARNAT, SETUESUA BCS ISLA				X	X				X	X				X			X					X		
<u>Output 1.2.2 Reliable, standardized and uniform data established, resulting in enhanced capacity of SECTUR to review, adopt and implement landscape based programs for tourism.</u>																										
Develop a framework with the National Institute of Statistics (INEGI) of at least 10 indicators for sustainable tourism development in the ZDTS	Indicators for sustainable tourism defined Indicator 6	SECTUR INEGI Consultant		X	X	X	X	X	X	X	X	X														

Output	Indicator	Responsible Party	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				
			Q1	Q2	Q3	Q4																					
Output 1.2.3 Compliance and Monitoring system in place to promote sustainable use of BD and definition of acceptable limits of changes in important ecosystems to support adaptive measures to reduce direct impacts from tourism.																											
Develop Model of a Visitor's management program (including carrying capacity and acceptable limits of change) developed for the ZDTS	General visitor's Management Program developed Indicator 7	SECTUR Consultant		X	X	X	X																				
Support the implementation of the Visitor's management program to reduce the impact of tourism in each ZDTS in the demonstration sites	Visitor's management program implemented in 3 ZDTS Indicator 7	SECTUR Pilot sites						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
Component 2: Strengthened enabling conditions in the tourism sector address market failures to catalyze financing for biodiversity conservation																											
Output 2.1.1 Decentralized associations for collective action (e.g. landscape associations/stakeholder associations) become the operational mechanism for market and policy mechanisms																											
State-level Scientific Committee on Sustainable Tourism functioning in the three model sites	Indicator 10						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
Create a work group/committee to engage the private sector / Create a private tourism committee for integration of BD in tourism companies. (moved from Component 1)	Indicator 10				X	X	X	X	X																		
Strengthen sustainable tourism activities within the framework of the Advisory Council of Tourism; Strengthen the Technical Group on Planning (CSOs, Academia, NGOs) to include mainstream sustainable tourism and BD safeguards in the sector; Maintain and strengthen SECTUR's Nature Tourism in Mexico Group	ST activities proposed and implemented in the Council Indicator 10	SECTUR Consultant			X	X	X	X	X	X		X			X	X		X	X		X		X				

Output	Indicator	Responsible Party	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				
			Q1	Q2	Q3	Q4																					
Output 2.2.1 Business Plan for Sustainable Destination Zones: Develop all necessary instruments (i.e. guidelines and operational manuals) for the operationalization and management of financial mechanisms:																											
QROO: Develop long-term financial planning through the Destination Management Organization (DMO) to ensure the financial viability of Maya Ka'an, and to generate funds to ensure its sustainability and BD conservation. The DMO will be the entity to verify and coordinate the plan implementation.	Financial plan. Indicator 8.	SEDETUR ASK		X	X	X	X																				
QROO: Based on the financial plan, promote the creation of commercial alliances between the local tour operators, with local handicraft and food producers, as well as restaurants and hotels in Maya Ka'an, and surrounding destinations as Tulum, and Valladolid.	# Of alliances. Indicator 9.	SEDETUR ASK, CPTQ.						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
QROO: Design and operate an online commercial platform for responsible tourism in Maya Ka'an.	A platform in operation. Indicator 9.	SEDETUR ASK					X	X																			
QROO: Implement the financial plan to attract funding for specific projects to promote the involvement of local tourism business with BD conservation through: - Creation of private forest reserves. - Development of birdwatching activities linked with bird monitoring. - Implement BD-friendly practices by local tourism business.	# Of actions implemented of the financial plan. Indicator 9.	ASK					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
OAX: Develop 10 business plans for 10 local owned companies	Business plans Indicator 8	WWF FOCN		X	X	X	X	X	X																		
BCS: Develop strategic planning and a financial plan as part of the Ecological Center for Sustainable Development of Santiago, B.C.S. with Aviary, butterfly, Botanical Missionary Garden, cultural forum of education and environmental interpretation, Regional Community Market, etc.	Financial Plan and strategic planning. Indicator 8.	ISLA, Santiago Mpio. LC. SDNHM					X	X	X	X	X	X	X														

Output	Indicator	Responsible Party	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
			Q1	Q2	Q3	Q4																				
BCS: Business plans for 5 companies of the Ecotourism Circuit of Sierra La Laguna-Cabo Pulmo-Cabo del Este.	5 Business Plans. Indicator 8.	ISLA					X	X	X	X																
BCS: Business plans for the Network of ecotourism companies of the Circuit of the Sierra La Laguna-Cabo Pulmo-La Ventana-Sargento.	Business Plan of the ecotourism network. Indicator 8.	ISLA													X	X	X	X								
BCS: Develop commercial alliances between local producers of goods and services and tourism development of Los Cabos and the hotels and restaurants of east Cape and Sierra La Laguna La Ventana-Sargento La Paz, as value chains.	% of agreements established with producers. Indicator 9.	SETUES Chamber of Commerce ISLA					X	X			X				X				x							
BCS: Implementation of the commercial alliances of the internal store with tourism stakeholders in order to develop tourism clusters.	# of commercial alliances implemented. Indicator 9.	SETUES Chamber of Commerce ISLA						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
BCS: Develop and implement payment schemes for Hydrological and Biodiversity Environmental Services.	Implemented schemes of Payment for environmental services. Indicator 9.	ISLA CONAFOR SETUES INPLAN LC y LP					X	X	X	X	X	X	X	X	X	X	X	X								
Output 2.2.2 Conservation finance mechanisms aligned in the tourism sector to promote BD conservation and regional development in sustainable tourism development areas.																										
Develop a program to consolidate the impact investment and promote the creation of social enterprises for sustainable tourism: - Align economic and programmatic instruments and public spending efficiency schemes to promote BD	National Program of Impact investment in Sustainable Tourism Indicator 9	SECTUR New Ventures Ashoka ANDE			X	X	X	X																		

Output	Indicator	Responsible Party	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
			Q1	Q2	Q3	Q4																				
<p>conservation and regional development in the areas of sustainable tourism development.</p> <ul style="list-style-type: none"> - Conduct a feasibility assessment of each mechanism proposed, in order to predict whether or not a particular instrument will result in net revenue generation at this stage in the business planning process. - Adoption and implementation (signing of agreements by government, stakeholders and/or companies, create oversight committee or other agreed upon mechanism to monitor the application of any instrument or those related with the collection and use of funds for conservation purposes) 		Impact investment ecosystem partners																								
<p>Launch and operate an annual contest related to sustainable tourism and innovation, including financial support for the implementation of finance mechanisms developed for entrepreneurs and / or NGOs</p>	Finance mechanisms in place Indicator 9	SECTUR New Ventures Ashoka ANDE Impact investment ecosystem partners						X					X				X				X				X	
Component 3: Biodiversity mainstreaming in coastal tourism development and operation																										
Output 3.1.1 Local participation mechanisms for effective land use planning related to tourism developments (developed and implemented in at least 3 municipalities in coordination with the private sector).																										
QROO: Establish a Destination Management Organization (DMO) for Maya Ka'an, thereby integrating local actors in sustainable development.	DMO in place. Indicator 11.	SEDETUR CPTQ						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Output	Indicator	Responsible Party	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
			Q1	Q2	Q3	Q4																				
<ul style="list-style-type: none"> Develop mechanisms to ensure that the members of the DMO act as legitimate representatives of their sectors. Link the DMO with other participatory fora in Maya Ka'an, especially the protected areas advisory boards, and the local Watershed Management Councils. 		MUNICIPIOS LOCAL ACTORS ASK																								
QROO: Implement workshops, familiarization trips and training regarding Maya Ka'an as a ZDTS in order to foster and strengthen a participatory culture in local tourism organizations, colleges, business ventures, cooperatives, cooperative federations, etc.	# Person participating. % Persons aware of Maya Ka'an as ZDTS. Indicator 3.	ASK					X				X				X				X							
BCS: Establish a Technical Group of local actors and define subgroups for sustainable development initiatives related to: The integration of BD and sustainable tourism; Prepare the proposal of the ZDTS-SLL-Los Cabos, municipalities of La Paz and Los Cabos; Review and update the CIP Master Plan Los Cabos that integrates the criteria of territorial ordination, ZDTS; Analysis and harmonization of Instruments of land uses and Territorial Organization; Integrate local stakeholders, communities and ejidos of the ecotourism circuits and food producers in the State Council of Competitiveness; Social sector of nature tourism.	Technical group with specific working subgroups. Indicator 11.	SECTUR SEMARNAT INPLAN LC y LP UABCS EMPRESAS RIOS ISLA		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
BCS: Constitute and strengthen a state network of ecotourism.	State network of nature tourism constituted. Indicator 11.	SETUES Tourism Companies. Associations of Tourism ISLA.		X	X	X	X				X				X				X					X		
OAX: Work with the Huatulco Green Team to strengthen local participation in establishing and maintaining Huatulco ZDTS. For example, link the Equipo Verde with other participatory fora in Huatulco, especially the protected areas advisory boards and the local Watershed Management Councils																										

Output	Indicator	Responsible Party	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
			Q1	Q2	Q3	Q4																				
Output 3.1.2 Strengthened local business capacities in the development and implementation of local initiatives, including implementing sustainability criteria among local business, strengthen management capacities to test the adjusted DTS in 3 priority areas																										
QROO: Consolidation and support of diversified ecotourism activities in enterprises at a landscape level in and between the protected areas in Maya Ka'an (Sian Ka'an, Bala'an K'aax, Chichankanab and ADVC).	# Of activities and products. Indicator 14.	ASK					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
QROO: Promote the implementation of Good Practices Guidelines (already developed) in 20 ecotourism companies in Maya Ka'an.	# Of companies adopting good practices. Indicator 14	SEDETUR ASK							X	X			X	X			X	X			X	X				
QROO: Certification of 50 tour guides in the Official Mexican Standard 09 of nature based guides and Official Mexican Standard 08 of general guides.	# certified guides. Indicator 3	ASK					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
BCS: Advise, train and certify 5 tourism development companies and providers in the NMX 178 for sustainable tourism in region SLL-LC.	5 tourism companies trained and certified. Indicator 14.	ISLA			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
BCS: Train specialized guides in compliance of the NOM 09 TUR in the region Sierra La Laguna-Los Cabos.	30 Guides trained and certified. Indicator 3.	SECTURSE TUES UABCS, SEMARNAT ISLA.					X	X			X	X			X	X			X	X					X	X
BCS: Training for tourism entrepreneurs in relation to the integration of BD conservation.	# of entrepreneurs trained. Indicator 3.	SECTUR SETUES UABCS ISLA			X				X				X				X				X					
BCS: Diagnosis of criteria compliance of the Mexican standard NMX-133 of the companies of the ecotourism circuits.	Diagnostic elaborated.	SECTUR SETUES			X	X	X	X	X	X																

Output	Indicator	Responsible Party	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6			
			Q1	Q2	Q3	Q4																				
	Indicator 14.	SEMARNAT IMPLAN LC y LAP																								
BCS: Advise, train and certify 10 ecotourism companies under the criteria of the NMX 133 ³⁶ ecotourism in the SLL-LC region.	10 Enterprises certified. Indicator 14.	ISLA IMNC									X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
OAX: Design and implement a capacity building program for eco-tourism and community tourism operators that includes at least 3 fast training courses and a toolbox adapted to their needs and context.	Capacity building program Indicator 14	WWF FOCN		X	X	X	X	X	X	X																
OAX: Strengthen the Network of community eco-tourism through the development of a monitoring and evaluation platform focused on woman empowerment and economic impact	Monitoring and evaluation platforms Indicator 14	WWF FOCN									X	X	X	X												
OAX: Train and certify 50 tour guides in the Official Mexican Standard 09 of nature based guides and Official Mexican Standard 08 of general guides.	# certified guides. Indicator 3	WWF FOCN									X	X	X	X	X	X	X	X								
Output 3.1.3 Landscape wide programs for tourism development reviewed, adopted and implemented by SECTUR, covering priority watersheds and coastal corridors in 3 selected areas:																										
<i>Elaboration of landscape level tourism development plans for the 3 model sites:</i>																										
QROO: Support and generate relevant information for the design of zoning plans of the municipalities included in Maya Ka'an (Carrillo Puerto, José Ma. Morelos, and Tulum).	Technical dossiers. Indicator 11.	SEMA SEMARNAT ASK					X	X	X	X	X	X	X	X												
QROO: formally declare Maya Ka'an as a Sustainable Tourism Development Zone (ZDTS).	ZDTS Decreed Indicator 11	SECTUR SEDETUR ASK					X	X	X	X																

³⁶ NMX-AA-133-SCFI-2013 Ecotourism Sustainability Requirements and Specifications

Output	Indicator	Responsible Party	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6					
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4		
close collaboration with local stakeholders, SECTUR and FONATUR		SECTUR																										
OAX: Develop the Management Plan for Huatulco following legal requirements and best practices	Management Plan Indicator 11	WWF FONATUR SECTUR						X	X	X	X																	
Output 3.1.4 Demonstrative models test methodologies, implementation and monitoring of BD sustainable tourism development modalities in 3 priority areas.																												
Systematization and evaluation of the Good Practices criteria of the NMX-AA-178-SCFI-2016 ³⁷ , implemented in the project.	Criteria of the NMX-178 evaluated and systematized. Indicator 15.	ISLA																			X	X	X	X	X			
QROO: Update the Maya Ka'an good practices manuals.	Manuals published and distributed. Indicator 15.	ASK			X	X	X	X																				
QROO: Develop a simple but robust BD monitoring system and interphase with the National Biodiversity Monitoring System, based on the evaluation of land use change rate from satellite images and/or aerial high resolution photography (see monitoring section) to assess long term impact on BD.	System developed and operating. Indicator 13.	ASK			X	X	X	X																				
QROO: Implement a system to evaluate the project's and the destination's Social Return on Investment (SROI)	SROI calculated and disseminated. Indicator 3 and 9	ASK							X	X	X	X										X	X	X	X			
BCS: Establish a Community Monitoring System for the Sustainable Use of coastal and marine BD, which incorporates the carrying capacity and limits of acceptable change in the Sierra La Laguna-Los Cabos Region.	Community Monitoring System adapted and implemented to sea and coastal ecosystems. Indicator 3 and 13.	ISLA/CONAFOR/CONABIO/SETUES/UNABCS				X	X	X	X	X	X	X																

³⁷ "Requirements, specifications and sustainable performance criteria, in the design, selection of the site, construction and operation that are realized in the tourism real estate developments that are located in the Gulf of California".