

Strategic Plan 2024-2030



FONDO MEXICANO
PARA LA CONSERVACIÓN
DE LA NATURALEZA, A.C.
INSTITUCIÓN PRIVADA



Strategic Plan 2024–2030

Mexican Fund for the
Conservation of Nature

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Context

The future of humanity will be defined in the 2024-2030 period. Those of us living in these times have the responsibility to preserve the majority of ecosystems and the biodiversity that they host and to adopt the best measures for our species to adapt to climate change. It is a test we must overcome, as we have reached the limit in the use of natural resources for our own survival.



Humans have transformed over 70% of the Earth's land surface, leading to unprecedented environmental degradation and warming (UNCCD 2022). Additionally, we contribute to a decline in the health of oceans, with changes and losses in the structure and function of marine ecosystems and the benefits we derive from them (UN 2021). The effects of these trends are evident in species loss, as well as in nature's ability to provide us with the clean water and fertile soils that we need. Temperature conditions and the frequency of extreme weather events increasingly work against us.

Experts' urgent call to action has resulted in increased international resource allocation for environmental issues. In the past decade, climate financing almost doubled (Climate Policy Initiative 2023). In the private sector, commitments to achieve zero emissions have increased the demand for carbon credits, which are expected to grow by a factor of 15 by 2030 and 100 by 2050 (McKinsey 2023). While studies show that the lack of financial resources to address

biodiversity loss reaches the dimension of billions of dollars annually, it is clear that resource mobilizing is only part of the equation (Paulson Institute 2020). One of the major challenges we face is how to transform these financial resources into natural resources. However, simply turning our gaze to nature itself, of which we form part, can provide solutions.

In ecosystems, each species occupies a niche, and their interactions have large-scale impacts. Forests ensure the supply of oxygen, food, and water necessary for other species, while mangroves and coral reefs provide a habitat for a large number of fish and crustaceans. While the last century focused on understanding competition as a characteristic that defines interactions among individuals of a species, this century aims to strengthen the understanding of collaboration. Numerous scientific studies emphasize the importance of connections, communication, and complementarity among individuals and species to form diverse ecosystems.



Partnership has marked significant changes in human history and is now more necessary than ever. It requires tremendous efforts to find common goals between sectors, identify niches, and maintain constant communication to adjust as the expected impact is achieved. Partnerships from 2024 to 2030 should aim to stop biodiversity loss and halt climate change.

The niche of our organization, the Mexican Fund for the Conservation of Nature (FMCN), is in Mexico. Our nation occupies 1.4% of the world's surface and hosts between 10 and 12% of the Earth's biodiversity. It is also home to 118 different crops that constitute 15% of the world's human diet, according to the most extensive compilation of Mexican biodiversity carried out by the National Commission for the Knowledge and Use of Biodiversity (CONABIO 2017). This great heritage is in danger. The latest estimates indicate that Mexico has lost around 50% of its natural ecosystems (CONABIO 2022a), and the deforestation rate in 2021 exceeded 167,000 hectares per year (CONAFOR 2022). The seas suffer from overfishing, with 70% of fisheries at maximum utilization and 17% of them overexploited (CONABIO 2022b), while half of the rivers are seriously contaminated, and a third of the soils are eroded. There is no time to lose.

Mexico has capacities in the public, private, academic, social, and civil sectors to address the great environmental challenge of this century. It is necessary to decisively strengthen these human and institutional resources. They can influence, from each of their specialties, the enabling conditions for environmental issues to permeate throughout society. We need everyone. In this context, FMCN's work is to collaborate with different actors and sectors through strategic technical and financial support to conserve Mexico's natural heritage.

FMCN will turn 30 in 2024 when it initiates its sixth strategic plan. Over three decades, FMCN has connected with over 80,000 people in the field, 350 civil society organizations, over a dozen academic institutions, another dozen public and private institutions, and over 150 constant advisors from all sectors. FMCN has built trusted

relationships with over 140 donors. Therefore, our organization is part of a network that pulses with knowledge and drives the distribution of financial resources to reach the best possible hands and become transformed into nature.

In its sixth strategic plan for the 2024 – 2030 period (SP 2024-2030), FMCN will strengthen its ties with all sectors and contribute decisively to achieving the goals established by the Government of Mexico regarding the nation's international environmental commitments, detailed in section IV of the SP 2024-2030. From its niche as a Mexican private institution, FMCN will contribute to the global goals of relevant United Nations Conventions – Biodiversity, Climate Change, and Desertification—as well as the goals reflected in the country's established strategies: Mexico's National Biodiversity Strategy (EnBioMex 2016), Nationally Determined Contributions (CMCCC 2022), and the National Soil Strategy for Sustainable Agriculture (ENASAS 2023).

As in the previous plan, SP 2024-2030 goals are quantitative. The recording of progress in external institutional indicators over nine years facilitated an analysis to project the goals for 2030. The causes of success or failure in achieving the goals of the previous strategic plan made it possible to define trends for the future. We consider growth based on the historical trend of financial resource allocation that we have sustained for 30 years. FMCN invests in initiatives executed by partners in the field. Therefore, it depends on the capacities and conditions in the field for these partners, as they have in the past, to upscale their impact in the future. It will not be an easy task, given the complex context and the urgency of the challenge. Investing in capacity building will be a core axis for achieving our natural resources' conservation and sustainable management.

As in previous exercises, SP 2024-2030 is the result of an iterative process between FMCN staff, partners who have dedicated their time to reviewing this document, experts who have accompanied us throughout our history, members of advisory committees, as well as the Board of Directors and the Assembly, who govern us. The support and strengthening of this important network, its collective intelligence, and the passion that drives us will allow us to say in 2030 that we fulfilled the role assigned to us in the ecosystem of Mexican society during times of great challenges.



Structure

FMCN has based its actions on five strategic plans from 1998 to 2023. The period from 2024 to 2030, covering its sixth strategic plan, was chosen to align with national and international environmental goals for this decade. Beginning with the third SP, planning has been guided by a mission and vision, which, to be achieved, have external and internal objectives as their foundation. Each objective includes quantitative targets for the period covered by the strategic plan, all grounded in the institution's values.



To define the targets for its external objectives (see Section IV), the SP 2024-2030 considered the following international commitments outlined in documents signed by Mexico:

- a) The Sustainable Development Goals (United Nations, 2015);
- b) Convention on Biological Diversity, including the Kunming-Montreal Biodiversity Framework (2022), aiming to safeguard and sustainably use biodiversity, with targets such as conserving 30% of land and sea and restoring 30% of degraded ecosystems;
- c) United Nations Framework Convention on Climate Change;
- d) International Convention to Combat Desertification in Countries Experiencing Serious Drought.

Also, national strategies in response to international commitments:

- a) The National Strategy for the Implementation of the 2030 Agenda;
- b) Mexico's National Biodiversity Strategy (EnBioMex) (CONABIO 2016), responding to Mexico's commitments to the Aichi Targets and the Sustainable Development Goals;
- c) Nationally Determined Contributions (SEMARNAT and INECC, updated in 2022), detailing national commitments for greenhouse gas mitigation and adaptation to climate change;
- d) The National Soil Strategy for Sustainable Agriculture (ENASAS), emerging in response to the need to organize, coordinate, and strengthen actions for the sustainable management of the country's agricultural soils, allowing for their conservation and maintenance of their essential functions.

To define the targets for its internal objectives (see Section VII), the SP 2024-2030 considered the following benchmarks:

- a) "Practice Standards for Conservation Trust Funds" (Bath, Luján, and Guzmán 2020). These 68 standards were published in 2020 by the Conservation Finance Alliance, supported by the French Fund for Global Environment, the Global Environment Facility (GEF), Master Capital LLC, MAVA Foundation, Trillion Trees (BirdLife, Wildlife Conservation Society, and WWF-UK), WWF-US, and Wildlife Conservation Society (WCS).
- b) Re-accreditation Standards for the Green Climate Fund (GCF 2023), allowing the evaluation of whether an institution has the capacities to design and assume fiduciary responsibilities for projects funded by the GCF.

Throughout 2023, the development of the SP 2024-2030 followed these steps:

In March 2023, FMCN staff reviewed the alignment of external objectives from the fifth Strategic Plan 2018-2023 with the four previously mentioned national strategies. The gaps identified led to enhancing the targets of external objectives. Additionally, FMCN evaluated whether the four external objectives of the 2018-2023 strategic plan remained relevant. This led to eliminating the external objective "Environmental Responsibility," which is already addressed by other organizations in Mexico specializing in promoting voluntary compensation schemes in development projects.

In May 2023, FMCN staff defined the targets for 2030 in a workshop in Jalcomulco, Veracruz. To record annual progress in the targets of external objectives, FMCN has an online database where resource recipients integrate their reports. At least one indicator contributing to FMCN's strategic plan targets must be included in every donation. At the end of each calendar year, FMCN staff reviews the data recorded in the indicators of each donation, eliminates errors

or duplications, and integrates institutional results. Based on the experience of the current strategic plan and trends in the progress of each indicator, the team suggested targets for 2030. The SP 2024-2030 considers linear and logarithmic projections this time, depending on the nature of each indicator.

Regarding internal objectives, the team reviewed progress regarding the targets set for 2023 in the current strategic plan. To establish targets for 2030, the team used the new tool published by the Conservation Finance Alliance to assess compliance with 68 international environmental fund standards. The targets to be achieved by FMCN for 2030 were selected, including standards not yet fully met by the institution, along with some new GCF requirements and additional needs identified by FMCN to address its growth.

In July 2023, partners who registered at FMCN's biennial Week for the Exchange of Knowledge in Conservation (SICC) were invited to participate in a survey, and their responses were incorporated into the SP 2024-2030. In September of the same year, the first version of the SP 2024-2030 was presented to key conservation actors in an expert workshop during SICC, and their observations were incorporated into the plan.

In October 2023, the second version of the SP 2024-2030 was presented to the FMCN General Assembly. Their observations were analyzed and discussed in a workshop in November 2023.

In December 2023, the third version of the SP 2024-2030 was presented to the FMCN Board of Directors for approval. It results from the alignment with the most recent national and international public policy instruments in the field, as well as broad internal and external participation.

Mission, vision, and values

Our *mission* is to sustain
our natural treasure.

Our *vision* is to recover and maintain
the health of our ecosystems and landscapes.

Our *motto*⁴: to Conserve is to build the future.

Values:

- a) **Commitment:** We contribute our passion, based on experience and our best understanding in what we do.
- b) **Cooperation:** We join efforts in partnerships to achieve common, ambitious, and inspiring goals.
- c) **Creativity:** We emphasize a flexible approach and the search for innovative solutions in our process of analysis, planning, and action.
- d) **Equality:** We ensure non-discrimination in our interactions with stakeholders and in accessing financing.
- e) **Integrity:** We incorporate the highest ethical standards, guided by equity, honesty, justice, accountability, and transparency.
- f) **Permanence:** We provide continuity and a long-term vision with leadership and institutional presence.

⁴ The original reference in Spanish is: *Conservar: Mantener o cuidar de la permanencia o integridad de algo o de alguien* (ASALE, *Diccionario de la Lengua Española*, 2023); an appropriate English reference might be: *Conserve: to keep and protect from waste, loss, or damage* (Cambridge University Press & Assessment, 2024).

2030 external goals and targets



The first two external objectives of FMCN are conservation and sustainable management. For FMCN, conservation means maintaining or caring for the permanence or integrity of ecosystems and landscapes in Mexico (according to the Dictionary of the Spanish Language).

Sustainable management, for FMCN, refers to the use, development, and protection of natural and physical resources at a rate that allows individuals and communities to provide social, economic, and cultural well-being while maintaining their original potential over time (based on COLPOS 2016).

For FMCN, both objectives include ecological restoration. FMCN understands ecological restoration as a set of actions to assist in the recovery of native ecosystems, as well as the implementation of recuperative activities in landscapes to increase environmental services and improve the livelihoods of those who inhabit and use the territory. In the range of actions carried out in conservation, those that assist in the recovery of native ecosystems prevail, while in sustainable management, regenerative activities predominate.

FMCN channels resources but does not directly carry out actions in the field. Therefore, it is essential to strengthen individuals, organizations, and collectives in transforming financial resources into natural resources to advance the conservation and sustainable management of the territory. Hence, the third external objective of FMCN is capacity building.

The goals of FMCN's external objectives for 2030 refer to the expected results with the direct investment of FMCN and its partners in joint projects. The 2030 external objectives with associated goals are as follows, with the expected increase (in parentheses) relative to the results of these indicators based on the baseline in 2022. The three external objectives of FMCN and their respective 12 goals are:

a) Conservation: Promote the integrity of ecosystems and their ecological processes.

FMCN invests in maintaining Mexico's biodiversity, which is its natural wealth. Biodiversity allows the integrity of ecosystems, whose processes provide environmental services that make life possible, including that of human beings.

2030 TARGETS:

1. 38.4 million hectares protected through financing (contributing 25% to the national goal of protecting 30% of the territory by 2030 established in the **30x30 Initiative**) (24% increase).
2. 41,000 people who own natural resources supported with retribution or compensation mechanisms (19% increase).
3. 992,000 hectares restored through financing (contributing 11.7% to the national goal of restoring 4.36% of the territory by 2030 to achieve the **Bonn Challenge**) (18% increase).

b) Sustainable Management: Promote the long-term use of natural resources.

Investment in sustainable management provides livelihoods by using natural resources without compromising the well-being of future generations.

2030 TARGETS:

1. 172,000 individuals supported in adopting better sustainable practices (46% increase).
2. 124,000 workdays generated in sustainable activities (23% increase).
3. 2.2 million hectares financed for sustainable management (48% increase).
4. 22 million hectares with financing instruments for territorial planning² (17% increase).
5. 140 locally funded ventures financed to strengthen their sustainable business strategies (44% increase).

² For FMCN, *territorial planning* involves the systematic evaluation of (i) land and water potential, (ii) alternatives for land use, and (iii) economic and social conditions in order to select and adopt the best land use options. The goal is to choose and implement land uses that best meet the needs of people, safeguarding resources for the future (FAO 1993).

c) **Capacity Building: Consolidate professional competence and personal leadership, as well as institutional competitiveness and capacity for sustainable development.**

FMCN funds initiatives, so it can depend on individuals, organizations and alliances that can transform financial resources into natural resources.

2030 TARGETS:

1. 505 effective citizen participation forums³ supported (18% increase).
2. 132,000 individuals participating in funded training programs (46% increase).
3. 678 strategic alliances⁴ financed and operated (51% increase).
4. 128 organizations financed to improve their institutional effectiveness index⁵ (47% increase).

³ For FMCN, a *forum* is a space for coordination to promote the active participation of key stakeholders, such as advisory councils, water committees, intermunicipal commissions, community assemblies, spaces for collective decision-making, observatories, and municipal fishing subcommittees. Effectiveness means that the forums are operational, meet regularly, keep minutes, and fulfill agreements.

⁴ For FMCN, a *strategic alliance* is a cooperation or collaboration agreement made by two or more organizations to achieve mutual benefits and a set of goals desired by each party, which would not be feasible for them to achieve individually. Individuals or legal entities associated with the strategic alliance are considered contributors as long as they participate with resources, fundraising, capital, knowledge, experience, intellectual property, technology transfer, economic specialization, shared expenses, or shared risks.

⁵ For FMCN, the *institutional effectiveness index* involves a systematic, explicit, and documented process that allows for the measurement of the performance of partner organizations based on their institutional objectives. This institutional diagnosis results in a capacity-building plan under a competency-based approach that ensures the projects of our partners are transformed into medium and long-term processes.

Photograph by Conselva,
Costas y Comunidades



Cross-cutting perspectives

For the three external objectives, FMCN has identified five perspectives that must be considered in every project:

- a) **Climate Change:** FMCN's medium and long-term projects should consider projected trends in climate variables prevailing at the intervention site and incorporate corresponding adaptation and mitigation measures. They will also contribute to the Nationally Determined Contributions (NDCs), as well as adaptation and mitigation objectives in FMCN's climate change integration plan. For this plan, in 2024, FMCN will establish the baseline and initiate the measurement of two internal indicators related to climate change for projects with a direct impact on mitigation and/or adaptation. These indicators will include: (a) the number of beneficiaries whose resilience to climate change has improved; (b) greenhouse gas emissions in tons (tCO₂eq).
- b) **Landscape Vision:** FMCN projects should incorporate territorial dynamics by favoring the watershed as a regional impact area, supporting connectivity with biological corridors, and achieving a larger scale in the desired impact.
- c) **Gender:** FMCN projects will support gender equity according to the Gender Action Plan (GAP) at the institutional level, as well as its Environmental and Social Management System and corresponding institutional policies. The GAP will systematize gender-disaggregated information and promote affirmative actions for women's access to project benefits. External indicators that monitor individuals will be disaggregated by gender.
- d) **Indigenous Peoples:** FMCN projects will ensure the participation of Indigenous Peoples and other vulnerable groups (e.g., the Afro-Mexican population), promoting their rights according to the Environmental and Social Management System and corresponding institutional policies. External indicators that monitor individuals will be disaggregated by indigenous or Afro-descendant population, as relevant.
- e) **Culture:** FMCN projects will promote respect for local uses and traditions that align with FMCN's Environmental and Social Management System.

Cross-cutting tools

Additionally, FMCN identified five essential tools to achieve the three external objectives:

- a) **Communication:** FMCN projects will align with the institutional communication strategy to disseminate progress and lessons learned among target audiences.
- b) **Environmental Education:** Materials produced by projects supported by FMCN will seek to enhance knowledge among target audiences about the need to conserve, use natural resources sustainably, and restore them. It will be important for the information to be available in a language accessible to the target audience.
- c) **Social Participation:** FMCN projects will be based on the involvement and co-responsibility of individuals who own natural resources and sectors linked to them to achieve the adoption of measures to improve ecosystem integrity.
- d) **Governance:** FMCN projects will promote practices to improve transparent decision-making and monitoring among public and private actors involved in ecosystem management.
- e) **Impact on Public Policies:** FMCN projects will encourage the flow of information that allows harmonizing local needs with the guidelines of environmental policies, ensuring that the latter addresses the former.

2030 internal goals and targets

For the 2024-2030 Strategic Plan, FMCN relied on the Practice Standards for Conservation Trust Funds (Alliance for Conservation Finance 2020) and the Re-accreditation Standards of the Green Climate Fund (GCF 2023).

Photograph by
Zdeněk Macháček



This effort resulted in a total of seven internal objectives with 86 targets. A set of 18 targets corresponds to the Green Climate Fund's Re-accreditation Standards, which FMCN must meet by 2030, highlighted in **lime green**. Out of the 68 established practice standards, FMCN fully complies with and implements 61. During the Strategic Plan 2024-2030, FMCN will continue doing so. The seven standards that are partially met are underlined in **teal** in this section, and FMCN aims to complete them during the period of this strategic plan.

a) Governance: Ensure efficient institutional governance.

2030 TARGETS:

1. FMCN has a transparent governance system characterized by clearly established decision-making bodies and processes.
2. FMCN's normative instruments clearly define the purposes for which assets can be used.
3. FMCN's normative instruments clearly define the membership, powers, and responsibilities of the governing body. The composition of a governing body is designed so that its members have a high level of independence and representation of interested individuals and entities.
4. Individuals selected and appointed to the Assembly and the Board are based on their competencies and commitment to contribute significantly to FMCN's overall mission and responsibilities.
5. The Assembly and the Board hold at least one and three meetings per year, respectively, and maintain accurate written records of each meeting and decision.
6. Members of the Assembly and the Board understand their fiduciary responsibilities and ensure they have (or acquire) the necessary competencies to fulfill them.

7. FMCN establishes specialized committees to receive advice and perform certain functions more effectively and efficiently.
8. FMCN establishes effective conflict of interest policies to identify, prevent, and manage current or potential conflicts of interest, reducing the risk of favoritism and reputational damage.
9. The Assembly and the Board recruit and supervise an individual responsible for Executive Direction and, as needed, the directors of specific areas.
10. FMCN maintains a "compliance list" to monitor and ensure full compliance with all laws, regulations, its own normative instruments, and all legal agreements between the organization and its donors.
11. FMCN is established under the laws of a country that effectively ensure its autonomy from the government, that has clear laws regarding private, non-governmental organizations that are properly enforced, and does not subject FMCN to onerous tax payments.
12. FMCN has a committee for monitoring and evaluating indicators⁶.

b) Institutional Effectiveness: Ensure investment in strategic projects and their implementation in the most efficient and effective manner.

2030 TARGETS:

13. FMCN prepares strategic and financial plans that translate its values, general vision, and mission statements into specific objectives, goals, and activities.
14. As a public interest organization, FMCN seeks opportunities to collaborate with relevant national government entities to achieve sustainable development and conservation priorities.

⁶ Starting in 2024, FMCN will incorporate a new evaluation committee into its governance structure. This committee will monitor and provide recommendations on the external evaluation processes of FMCN projects and the retrieval of lessons learned for inclusion in new financing proposals.

15. FMCN seeks alliances at the national or international level with key stakeholders such as donors, businesses, non-governmental organizations, communities, research centers, and universities.
 16. FMCN monitors and evaluates its projects in relation to its mission and strategic plan, and with respect to indicators, conservation objectives, and strategies at the national and international levels.
 17. FMCN tracks its institutional evolution through internal reporting, monitoring and evaluation processes, and the submission of financial management reports to support informed decision-making by its governing bodies.
 18. FMCN actively manages its image, clearly communicates its values, mission, objectives, and project impacts, and defines the authority of its officials to communicate with external audiences through comprehensive communication policies.
 19. FMCN maintains an online presence through a website and/or social media.
 20. FMCN issues reports for various audiences with different purposes.
 21. FMCN has a communication policy and implements its strategy, including information management through the website and social media.
- c) **Projects: Design impactful conservation, sustainable management, and climate action projects with measurable indicators and transparent evaluation processes.**

2030 TARGETS:

22. FMCN designs projects to include monitoring and evaluation indicators that facilitate evidence-based

reporting on conservation, sustainable development, or climate action impacts.

23. In grant awards, FMCN evaluates potential partner organizations, requiring them to provide relevant information and maintain direct contact with them.
24. FMCN establishes well-defined processes for grant awards, aimed at timely selecting high-quality proposals through competitive mechanisms.
25. FMCN concludes grant award cycles with a signed contract with the individuals and organizations it funds, specifying all agreements and obligations related to the financing FMCN provides.
26. FMCN strengthens the capacity of potential resource recipients to prepare sensitive proposals and effectively implement activities funded by grants.
27. FMCN assists individuals and organizations it partners with providing clear reporting templates, frameworks, and requirements for preparing their monitoring and evaluation reports for grant performance.
28. FMCN establishes indicators and measures in grant agreements and/or its required monitoring plan.
29. FMCN mobilizes staff, contractors, and often resource recipients to monitor the progress of funded projects.
30. FMCN ensures that individuals and organizations it partners with apply effective, efficient, and transparent processes and practices for acquiring high-quality goods, works, and services with the best price/value ratio in a given market.
31. When an FMCN member accepts responsibility for execution, the same standards are applied to the service provided to individuals and organizations associated as to its own administration.

32. FMCN develops systems to facilitate the virtual submission of proposals and project progress monitoring with resource recipients.
33. FMCN conducts feasibility studies to assess new project opportunities.
34. FMCN evaluates compliance with practice standards annually using the corresponding tool.

d) **Administration: Ensure that FMCN continues to be an institution of excellence in managing its financial and human resources.**

2030 TARGETS:

35. FMCN's human resources policies comply with Mexico's laws, policies, and regulations or the country where each project operates.
36. FMCN establishes clear job descriptions and adequate budgets to allow the Executive Director and staff to perform effectively and efficiently.
37. FMCN establishes an organizational chart that clearly indicates hierarchical lines and management responsibilities.
38. FMCN provides its staff with clear annual objectives and periodic performance evaluations.
39. FMCN offers staff compensation and benefits within a predetermined range, based on experience, education, and performance.
40. FMCN allocates its available resources to maximize the use of funds for grant and project financing purposes, while still establishing a sufficient overhead rate to achieve institutional strategic objectives.
41. FMCN guides its day-to-day management through one or more operational manuals with up-to-date policies, procedures, and practices.
42. FMCN acquires the goods and services necessary for its daily activities through efficient, economical, and transparent processes that ensure the good quality and best cost-effectiveness of acquisitions in the market.
43. FMCN undergoes an annual audit by external and independent auditing firms, applying criteria that meet internationally accepted accounting standards.
44. FMCN selects and monitors its information technology to ensure secure and standardized operations.
45. FMCN implements cybersecurity policies to protect its data and systems.
46. FMCN uses updated software for automatic accounting, financial management, contract management, and procurement.
47. FMCN has an Enterprise Resource Planning (ERP) system that makes its operation efficient.
48. FMCN quantifies greenhouse gas emissions from its offices (tCO₂eq).
49. FMCN maintains cutting-edge technology in the infrastructure of its workplaces.

e) **Asset Management: Ensure sufficiency, permanence, strength, and financial health and be accountable with transparency and reliability.**

2030 TARGETS:

50. FMCN applies clear and comprehensive investment policies as a central principle in managing its assets.
51. FMCN manages its portfolio in accordance with investment guidelines that establish specific parameters to be applied by the investment management consultant, financial advisor, and/or investment management.
52. FMCN's governing body, or its committee responsible for overseeing investment management, invests and manages with the same criteria that a prudent investor would use for their own funds.
53. FMCN seeks to preserve the capital of the endowment fund to protect future gains.
54. FMCN's governing body approves the investment policy and guidelines, the process and result of selecting the investment management consultant, financial advisor, and/or financial and investment management, and reports on the performance of these individuals.
55. FMCN's governing bodies: (i) have at least one professional in charge of management, knowledgeable and experienced in one or more areas of finance, business, or economics; and (ii) provide all members with training focused on the main concepts required for well-founded decision-making for investment management.
56. FMCN evaluates its current investment capacity, identifies the type of investment professionals required, and selects them through a competitive process, as well as individuals or organizations that provide services of recognized quality in the investment sector.

57. FMCN contracts investment professionals by clearly and comprehensively describing the services to be provided, their objectives, costs, and the responsibilities of both the service provider and FMCN.

58. FMCN undertakes periodic evaluations of its performance in investment management.

59. FMCN recognizes the importance of investing its assets in a manner consistent with its own mission and values and implements an appropriate strategy to achieve such consistency.

60. FMCN keeps the investment and spending policy updated and aligned with its mission and values.

61. FMCN complies with international standards for asset management for national environmental funds and reviews them annually.

62. FMCN maintains the nominal capital to ensure its permanence over time.

f) **Resource Mobilization: Consolidate FMCN as the most innovative, effective, and impactful private conservation financing organization in Mexico.**

2030 TARGETS:

63. FMCN has strategies to diversify and multiply its short- and long-term funding sources to avoid dependence on a single source or funding mechanism.

64. FMCN designs strategies or action plans to mobilize resources to raise long-term capital and short-term financing for specific projects.

65. FMCN has policies for the initial selection of donors and deciding which contributions and conditions to accept.

66. FMCN analyzes and seeks opportunities to use funds from specific donors or government sources to leverage additional resources.
67. FMCN analyzes and explores opportunities to serve as a financial intermediary for donor projects, voluntary and mandatory cash flows, or other financial arrangements to promote the cause of environmental conservation and adaptation and mitigation of the effects of climate change.
68. FMCN seeks support from national government institutions, political actors, and international donors to mobilize additional financial resources for FMCN and aligned strategic projects.
69. FMCN commits to using specific formats, providing requested information, and complying with procedures and deadlines for submitting technical and financial reports through agreements related to FMCN projects, such as those signed between FMCN and its donors.
70. FMCN encourages a cost-sharing regime in which individuals and organizations it partners with contribute a portion of the project or activity costs or raise funds from third parties.
71. FMCN effectively communicates its role as a long-term financial supporter to potential donors and partners to advance global and national social and environmental goals.



- 72. FMCN annually carries out an expenditure of 39 million dollars.
 - 73. FMCN identifies and classifies funding received from donors for adaptation and/or mitigation projects.
 - 74. FMCN annually reviews and complies with international standards for managing assets for national environmental funds.
 - 75. FMCN facilitates the 100% compliance of operational regional funds with annual Practice Standards for Conservation Trust Funds.
- g) **Environmental and Social Risk Management: Evaluate, prevent, minimize, and mitigate potential environmental and social risks, as well as maximize positive impacts associated with projects funded by FMCN.**

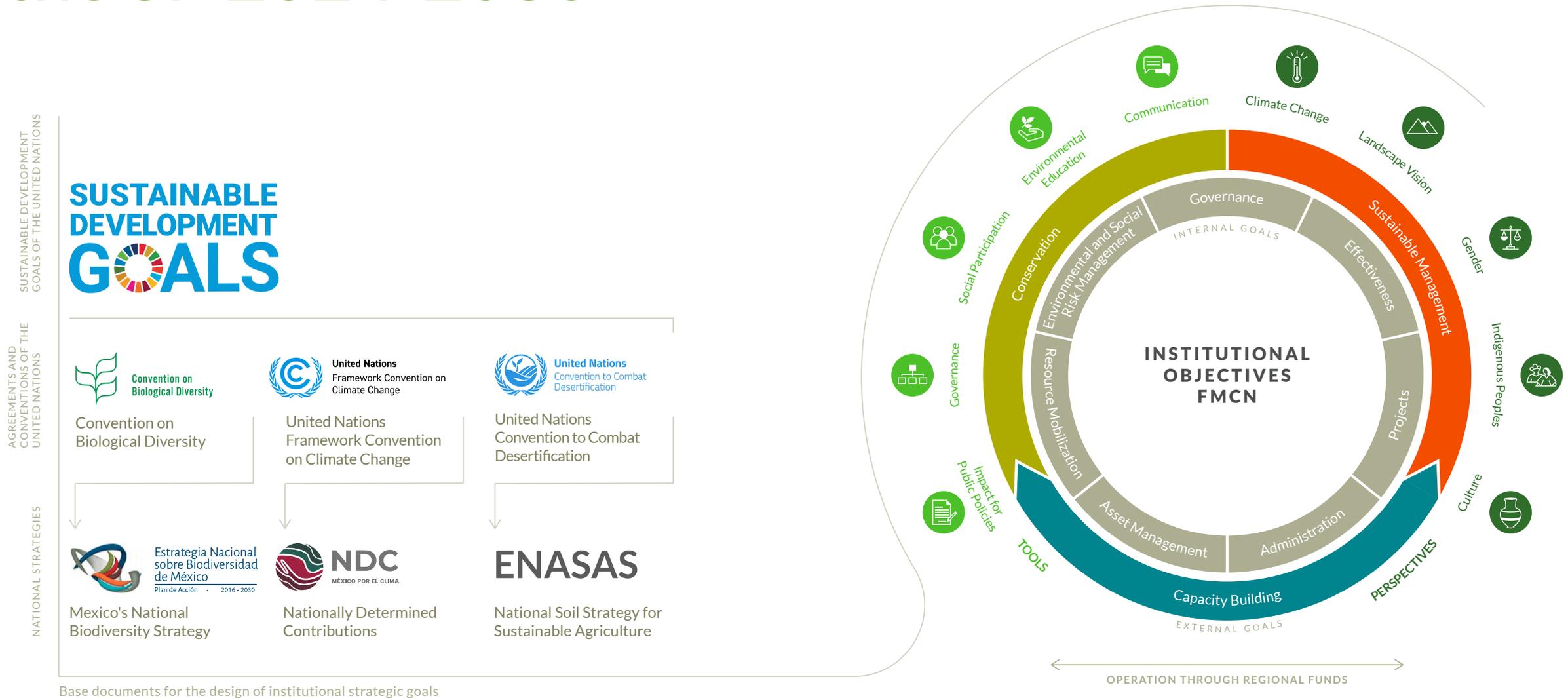
2030 TARGETS:

- 76. FMCN develops risk management policies and procedures to achieve its objectives reliably, manage uncertainty, address claims, and act with integrity.
- 77. FMCN adopts and/or adapts national and international social and environmental safeguards and policies.
- 78. By accepting funding, FMCN assumes the responsibility to create policies and procedures to comply with all standards requested by donors and apply them to the funded projects.
- 79. FMCN adopts gender mainstreaming policies to promote gender equality in all its operations.
- 80. FMCN establishes clear roles and responsibilities for accountability oversight and safeguards implementation.
- 81. FMCN establishes policies to protect the safety and well-being of its staff, providing safe working conditions.

- 82. FMCN has policies to protect informants or whistleblowers.
- 83. FMCN maintains, evaluates, and updates its policies, procedures, and environmental and social risk management tools, aligning them with national policies, international frameworks, and lessons learned from projects.
- 84. FMCN strengthens institutional staff with cross-cutting responsibilities for environmental and social risk management and gender, including their operation, monitoring, and accountability.
- 85. FMCN annually systematizes qualitative information on policies and commitments made regarding investments in climate change mitigation and adaptation.
- 86. FMCN annually systematizes information from its Gender Action Plan, including quantifying the percentage of women in leadership and decision-making positions at the managerial level in FMCN and gender-based salary differences by job position.



Graphic illustration of the SP 2024-2030



Base documents for the design of institutional strategic goals

Cost projections

The analysis of progress in the SP 2013–2018 indicators identified a primarily upward and linear trend in most indicators.

The annual executed resources also showed an upward trend, but logarithmic. That is, the annual increase in disbursed resources has stabilized in recent years. For 2030, FMCN expects that endowment resources will remain stable while sinking fund resources will continue to rise in response to global trends. Assuming the global and national environment is favorable, FMCN has projected its financial resource allocation with an upward linear trend. Based on a historical projection of the amounts spent in the last five years, which have been linearly increasing, an annual expenditure of US\$39 million is expected to be reached by 2030. This demonstrates FMCN's commitment to increase its impact with greater ambition than historical trends.

Photograph by
Paulina Cerna



Monitoring

FMCN will measure annual progress towards the goals of external objectives. Those parties implementing any FMCN-funded support will record the progress of each key indicator in FMCN's online database. At the end of each year, this database allows for the aggregation of progress across all projects.



The Research and Institutional Development Area (AIDI) of FMCN will collect and analyze progress towards internal and external goals at the beginning of the following year. Every April, AIDI staff will calculate the progress of these indicators for the previous year, analyze the progress, and present it at an annual meeting. This process will enable reflection on obstacles and opportunities that arise to achieve external and internal objectives in an adaptive process, illustrating progress by considering the sum of indicators and their interplays.

Photograph by
Erick Rodríguez Alderete

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This document was printed in March 2024
in Mexico City, Mexico.



FMCN

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PARA LA CONSERVACIÓN
DE LA NATURALEZA, A.C.

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