



Annual Report

2013



FMCN

FONDO MEXICANO  
PARA LA CONSERVACIÓN  
DE LA NATURALEZA, A.C.  
Institución privada

20 años

## Letter from the CEO and the President of the Board of Directors

In our first 20 years as a philanthropic institution, we have seen the fortunate confluence of public and private efforts to face Mexico's conservation challenges. Like many other countries, from an environmental perspective, we are living in fascinating times. These times are also complex and critical, however, as we are reaching a point of no return in terms of the carrying capacity of our ecosystems and the socioeconomic and environmental viability of our nation.

Conserving natural capital is becoming more challenging, and the tension between the country's economic aspirations and the principles of prudent growth is on the rise. Doing our work well will require robust analysis and learning, innovative proposals, teamwork, and the alignment of public interest as the guiding principle of our technical and financial duties.

FMCN's 2013-2017 Strategic Plan identifies key tasks in three transversal themes that will consolidate and strengthen the achievements of our programs. The need to effectively communicate the advantages and implications of conserving our natural heritage is highlighted. In addition, FMCN must participate in training and learning to multiply actors and tools to a scale that meets the challenge. Both tasks contribute to a third, which is to generate the knowledge that will allow us to support legislators in the formulation of better public policy. This will orient Mexico toward competitive, equitable, and just development, based on our enormous potential as a nation with incomparable cultural, social, and natural wealth.

In the strategic plan, we also identify the priority of, through a new capital campaign, increasing our endowment by 100 million dollars and reaching a goal of 220 million dollars in 2020. This campaign will allow us to broaden our geographic and thematic coverage and continue contributing, alongside so many other public and private actors, to a new paradigm of development and wellbeing.

Let us celebrate the extraordinary examples and successes, key steps in this long journey, described in the 2013 annual report. The eight businesswomen of Ligüí, Baja California Sur, the over 100 rural communities that know how to manage fire, our 34 partners in Belize, Guatemala, and Honduras, tireless defenders of the integrity of the Mesoamerican Reef, and the thousands of committed women who have adopted sustainable practices and today cook with wood-saving stoves and solar cookers are proof that we have hope, tools, and resources to make a change. They are excellent examples of conservation and good use of resources.

Let us celebrate, too, the great confidence our authorities and donors have placed in us to promote participation and environmental awareness throughout Mexican society. This society will contribute effectively to the formulation of congruent, inclusive, and long-term environmental policies.

Finally, let us celebrate the opportunity for and the hope of building a better future for Mexico and the world.

**Julio Gutiérrez Trujillo**  
**Lorenzo J. de Rosenzweig**



## Mission

Building a **better future for Mexico** through the mobilization of financial **resources**, the creation of **alliances**, continuous **learning**, and taking advantage of **opportunities** related to the **conservation and use of our natural capital**.



## Vision

**Mexico** has reverted the trend toward deterioration of its ecosystems, and **society values the biodiversity** on which its wellbeing depends. **FMCN** is a **leading** institution, **innovative**, financially **consolidated**, and has a **transparent** system of governance. Its human capital is **capable and committed** to its conservation programs, and it **responds effectively** to national and global priorities in terms of institutional permanence and civil society participation.



## Our Values

- **Integrity**
- **Cooperation**
- **Creativity**
- **Commitment**
- **Permanence**





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## We're building a better future for Mexico



### What we do



We finance strategic, innovative conservation projects.



We create learning and capacity-building networks.



In coordination with the government, we strengthen the capacities of communities and civil society organizations.



We contribute to the creation of an aware and participative citizenry.



We generate environmental knowledge for better decision-making and adequate public policy development.



### Where we work

In places of biological importance that are priorities for Mexico.



### Our programs



Protected Areas



Forests and Watersheds



Oceans and Coasts



Special and Innovative Projects:

Mesoamerican Reef Leadership



Sustainable Rural Life



Golden Eagle Conservation



Sustainable Mining



We have a **120** million dollar  
endowment fund

We finance conservation projects with the interest earned  
on the endowment fund and resources from domestic  
and international sources



## Our History in Numbers

**275**  
ORGANIZATIONS  
**SUPPORTED**

**1,241**  
PROJECTS  
**FINANCED**

**24**  
PROTECTED AREAS  
**STRENGTHENED**

**18**  
THREATENED  
**SPECIES HELPED**

**65**  
MILLION DOLLARS  
**CHANNELED TO THE FIELD**

**30,000**  
PEOPLE  
**BENEFITTED DIRECTLY**

# 2013-2017 Strategic Plan

The 2013-2017 Strategic Plan defines general lines of action in the long term that guide FMCN's programs, projects, and actions. These lines of action are grouped into two categories: an external category, consisting of our intervention model, and another that describes internal operation.

This plan will guide FMCN for the next five years and will provide operative certainty to those who benefit from the institution's actions.

## INTERVENTION

### MODEL AND PURPOSE

#### FINANCING

#### SOURCES AND MECHANISMS

Consolidate FMCN as the most effective, impact driven, private conservation finance institution in Mexico.



#### CONSERVATION

Support the conservation of key ecosystems and ecological processes.

#### LOCAL AND REGIONAL

#### CAPACITY DEVELOPMENT

Consolidate institutional capacity and competitiveness and build the professional competence of individuals as vehicles of change.



#### PUBLIC POLICY

Openly and effectively contribute to the legal framework of conservation in Mexico.

#### COMMUNICATION AND

#### PUBLIC RELATIONS

Ensure that people, institutions, and groups that affect the conservation (or degradation) of natural landscapes have sufficient information to make relevant and appropriate decisions.



## INTERNAL

### OPERATION

#### FINANCIAL RESOURCES

Ensure FMCN's financial health, sustainability, and transparency.



#### OPERATING RESOURCES

Consolidate FMCN's operations efficiently and effectively.

#### INTERNAL CONTROL

Guarantee the permanence and integrity of FMCN in the face of internal and external risks and contingencies.



#### HUMAN RESOURCES AND GOVERNANCE

Instill in FMCN, on all levels of the organizational hierarchy, a results-oriented work culture.



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## 2020 Capital Campaign

The celebration of FMCN's 20th anniversary in 2014 presents a unique opportunity to announce the launch of a new capital campaign. The goal of this campaign is to raise 100 million dollars in order to reach a total of 220 million dollars in FMCN's endowment fund before the end of the year 2020.

FMCN's current endowment is approximately 120 million dollars. This capital campaign, the third in 20 years, will mobilize resources in two phases: from 2014 to 2017, and from 2018 to 2020. Each phase will be made up of sub-campaigns for endowment resources from a variety of domestic and international sources. The most important initiatives of the first phase of this campaign are the Fund for the Conservation of Coastal Watersheds in the Context of Climate Change (C6), and the Fund for an Effective Network of Marine Protected Areas in Northwestern Mexico (FENMPA-NW).

### Fund for the Conservation of Coastal Watersheds in the Context of Climate Change

Beginning in 2014, through C6, four Mexican institutions will work together to conserve 16 coastal watersheds in the Gulf of Mexico and the Gulf of California regions. FMCN, the National Protected Areas Commission (Conanp), the National Forestry Commission (Conafor), and the National Institute for Ecology and Climate Change (INECC) will promote integrated management of the selected watersheds as a means of conserving biodiversity, contributing to climate change mitigation, and increasing the sustainability of land use.

### Fund for an Effective Network of Marine Protected Areas in Northwestern Mexico

The Gulf of California and Mexico's northern Pacific are key sites for biodiversity; they are home to a great variety of fish, marine mammals, birds, and other species. FENMPA-NW will ensure the wellbeing of ecosystems and communities through long-term financing for strategic activities in a network of marine protected areas.

In 2013, FMCN created the Gulf of Mexico Fund and the Northwestern Fund, independent organizations that support conservation on a regional level.

## Protected Areas Conservation Program

This program contributes to the consolidation of protected area (PA) management by providing technical and financial assistance to 24 of the over 170 areas managed by Conanp. FMCN finances projects that are executed by civil society organizations in close collaboration with Conanp.

## Sharing Knowledge

Being a park ranger is a commitment to nature and the human beings that share in it. It is working every day in water, in forests, jungles, or deserts, helping tourists and local residents, monitoring flora and fauna, doing environmental education, or putting out fires, to mention only a few of the activities carried out by Conanp park rangers.

For Francisco Chimal, “a park ranger represents the plants and animals that cannot defend themselves;” he is the person who has a voice to explain and publicize the importance of their conservation. He has been a park ranger for seven years in the Flora and Fauna Protection Area (APFF) of Yum Balam, located in the Mexican Caribbean.

In spite of the demanding work and the long hours required, Chimal thinks that all of his efforts are worthwhile when he sees changes in people’s behavior, because the key to conservation is people’s attitude toward nature.

We often hear that people don’t change, but Chimal has been a witness to and promoter of changes in people’s attitude toward their natural environment. To achieve changes, one must spend years working with communities—not imposing, but rather planning together—teaching and showing that they can make their living from natural resources without destroying them.



The work of park rangers requires, in the words of Chimal, “love for the land, teamwork, and knowledge sharing; knowledge is worthless if it is not shared and implemented.”

In 2013, through the FMCN program “Training for Conservation,” park rangers had the opportunity to share their knowledge and experiences. This program facilitated eight in-person workshops during which 200 park rangers from 106 protected areas all over the country broadened their knowledge of biodiversity, climate change, and conflict management. They are now better prepared to continue defending nature.

“To take care of oneself, one must take care of nature.”

Francisco Chimal  
Park ranger of the APFF Yum Balam, Conanp



Alejandro Balaguer

**The program provided 2.3 million dollars to 31 conservation projects, and channeled more than 141,000 dollars of the emergency fund to cope with natural disasters such as hurricanes and forest fires in protected areas.**

## Forest and Watershed Conservation Program

**This program supports the management and conservation of forest resources in Mexico through capacity-building in fire management for community groups. In addition, it provides resources for payment for environmental services to communities that conserve the forests of the core area of the Monarch Butterfly Biosphere Reserve and carries out a technical forestry cooperation program with the United States Forest Service and Conanp. It also supports climate change adaptation and mitigation programs. Furthermore, it implements the Cities and Watersheds initiative, which promotes innovative ideas to maintain and recover the natural processes that provide water in ten watersheds.**

Alejandro Balaguer

**In the next five years, 35 community forestry businesses will receive training that will help them gain access to finance and reduce their carbon emissions through the Forest Investment Program, financed by the Inter-American Development Bank and the Multilateral Investment Fund (Fomin).**

## Putting Out Fires

It was May 2011, and the sun beat down on the forests of the Monarch Butterfly Biosphere Reserve. The long, intense drought had caused a fire that quickly reached the lands of the indigenous zone of Zitácuaro and put nearby communities' lives at risk. Upon seeing the smoke, children, young people, and adults ran to take up machetes, shovels, and hoes—their work tools—to try to put out the fire. The community bore witness to a fire that affected several hectares. Many inhabitants were injured, and others were in danger while fighting the fire.

This situation repeated itself year after year, until the civil society organization Biocenosis Monarch Region began to work with communal landowners, indigenous communities, and community safety groups to reduce the vulnerability of these communities to forest fires. During a fire management meeting organized by FMCN, Biocenosis met staff of the National Institute of Forestry, Agricultural, and Livestock Research (INIFAP).

With support from FMCN and INIFAP, Biocenosis trained 10 community brigades from the Zitácuaro microregion to safely handle fuel. With the technical assistance they received, rural populations learned to identify the principal risks to their forests, as well as priority areas in which they can take action to help prevent forest fires in their communities.

Today, 10 communities of the Zitácuaro microregion have developed a community plan for fire management and a risk map that includes solutions to decrease the probability of forest fires. They have, in addition, 29 firefighting technicians certified by Conafor and the Forestry Commission of the State of Michoacán (Cofom).

Thanks to Biocenosis, INIFAP, and FMCN, the inhabitants of the communities of the Zitácuaro microregion no longer risk their lives fighting fires, and instead work to prevent fires and educate the local population.



“ We are satisfied with the work, because we all participated. I didn't even know how to take a photo with a digital camera; now I can do it and measure the gradient of the land. ”

Luis Ortega Serrano  
Biocenosis



Miguel Ángel de la Cueva/Niparajá

## Ocean and Coastal Conservation Program

**In the Gulf of California, FMCN manages conservation projects in priority marine protected areas and coastal areas.**

**In Quintana Roo, in an alliance with the Mesoamerican Reef Fund (MAR Fund), FMCN channels resources to projects that contribute to the conservation and sustainable use of this regional ecosystem.**

Alejandro Balaguer

**Through the Pescadero Program, a five-year project, the institutional capacities and leadership of civil society organizations in northwestern Mexico will be strengthened.**

## A Sustainable Business

A colorful fish's path from a reef in the Loreto Bay National Park to an aquarium in Los Angeles, California is full of twists and turns. It can't take a direct flight from Loreto to Los Angeles; it has to travel eight hours south on the highway, go through customs in Los Cabos, and then fly to its final destination.

Similarly, the fishing cooperative Women of the Gulf (*Mujeres del Golfo*) has overcome all kinds of obstacles to finally establish an environmentally responsible and economically viable business selling fish and invertebrates for aquariums.

The eight partners of Women of the Gulf live in Ligüí, Baja California Sur, a fishing community located 30 km from Loreto. They started this business 14 years ago with the intention of diversifying their economic activities and reducing their dependence on other fishery resources.



At first, the members of the cooperative were criticized and laughed at for working in an activity normally reserved for men. They launched their project with few resources, and with a lack of knowledge of the procedures and requirements of a fishing cooperative; because of this, in 2003 they lost their extraction permits.

Nonetheless, they didn't give up. Their willpower attracted the interest of government agencies and civil society organizations (CSOs) like FMCN. The technical and financial assistance they received helped them learn to use a computer, create databases, prepare invoices, fishing guides, and notices of arrival, identify the species they sell by scientific name, scuba dive, and deal with buyers. Now they collaborate in specimen collection, evaluate their resources, and negotiate directly with buyers in Los Angeles, California.

In 2012, technical assistance from CSOs ended, and the cooperative took full charge of its business. That same year, the Women of the Gulf competed for and obtained direct financing from FMCN to evaluate the state of their fishery and work with government authorities to renew their permits.

Today, the cooperative creates jobs for 17 women and 7 men in Ligüí and promotes women's participation in productive activities. Women of the Gulf is an example for the community: it inspires other cooperatives to change the way they work and encourages women, young people, and fishers to seek new opportunities. These women have proven that they can live off the sea and at the same time promote natural resource conservation.



Mujeres del Golfo

## Special and Innovative Projects

**FMCN promotes, designs, and puts into practice innovative ideas for biodiversity conservation in Mexico. Currently, FMCN carries out Sustainable Rural Life, which promotes the use of ecotechnologies in rural communities; Mesoamerican Reef Leadership (MAR-L), which trains young conservation leaders from different sectors; the Golden Eagle Population and Habitat Recovery Project; the Serranía del Burro Private Lands Conservation Project; and an initiative that seeks to reconcile mining development with conservation priorities in sites of biological importance and protected areas.**

Miguel Ángel de la Cueva/Niparájá

**In 2013, in coordination with the organization Espacios Naturales y Desarrollo Sustentable, FMCN began working on golden eagle habitat recovery and improvement.**

## Inspiring Leaders

Guanaja, one of the Bay Islands of Honduras, covered with green pine trees, has an impressive level of biodiversity.

In 1998, Guanaja was devastated by hurricane Mitch, which pounded the coast of the island for three days. Strong winds destroyed one third of the island, including homes and hotels. The mangroves, which had previously been abundant, were completely destroyed.



Alejandro Balaguer

Mariela Ochoa, a MAR Leadership Program (MAR-L) fellow, is lively, intelligent, and tenacious. When Mariela began studying ecotourism in college, she was captivated by the beauty and environmental importance of mangroves. Mariela moved to Guanaja in 2011 to work for the Bay Islands National Marine Park.

Since her arrival, she has worked tirelessly to restore the island's mangroves. Mangroves are essential as nursery areas for lobsters, crabs, and other species. They are also an important source of house-building materials, because mangrove wood is durable and water-resistant. On Guanaja, mangroves are especially valuable to the ecosystem because they help to prevent beach erosion.

The objective of Mariela's project is to repopulate the mangrove forest on the northeastern part of the island, which was hardest hit by the hurricane. Her capabilities and people skills have opened many doors for her. She has encouraged a whole community to take action, and there are now over 100,000 new mangrove trees planted by 245 volunteers. Mariela is now setting her sights on sustainable fisheries and creating new alliances with fishers.

“ Communities have a lot of practical knowledge about conservation. For me, it has been vital to involve communities and work with them. ”

**Mariela Ochoa**  
MAR Fellow

## Reducing Emissions

In the heart of the Mayan jungle, on the Yucatán peninsula, there are hundreds of rural communities. Four out of five families in this region depend on firewood to cook. Since 2006, the civil society organization U'yool'ché has worked with these communities to promote the use of solar cookers and wood-saving stoves, ecotechnologies that improve the environmental, financial, and social situation of the local population.

In 2006, U'yool'ché began to distribute wood-saving stoves to families for free. These stoves meant significant savings in time and money for families. With the help of FMCN, U'yool'ché changed its model and established the Túumben K'óoben cooperative to provide small loans to rural families that wanted to buy wood-saving stoves.

The need to reach more communities and families encouraged the organization to seek financing mechanisms that would facilitate access to ecotechnologies. U'yool'ché and FMCN sought to link this local initiative to international financing mechanisms to mobilize additional funds.

“ We first heard about the use of wood-saving stoves as an innovative way to capitalize on the sale of carbon credits on the voluntary market in 2006. ”

Dulce Magaña  
U'yool'ché

Today, nearly seven years later, U'yool'ché is the first of five partners of the Sustainable Rural Life program that has begun the certification process to sell carbon credits on the voluntary market. The additional financing that this strategy will provide will allow U'yool'ché to cover supervision and maintenance costs of roughly 1,500 wood-saving stoves.

In addition, funds received from the sale of carbon credits will allow the Túumben K'óoben cooperative to improve processes, comply with quality standards, and continue promoting the use of efficient stoves in rural communities.



Miguel Ángel de la Cueva/Niparajá



## Our Donors

FMCN is thankful for the generous contributions of foundations, individuals, and businesses that have supported our work to conserve natural resources in Mexico.

**A** Agencia Española de Cooperación Internacional para el Desarrollo  
Alejandro Rondero Guerra  
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Amparo Rodríguez  
Asani, LLC  
Asociación Costa Rica por Siempre

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Bodhi Tree Foundation **B**

**C** Canada Fund for Local Initiatives  
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Coastal Resources Center, University of Rhode Island  
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**E** Embassy of Canada in Mexico  
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**I** Inter-American Development Bank  
International AIDS  
International Community Foundation

John D. and Catherine T. MacArthur Foundation **J**

**K** Kristi Reddoch  
Lindblad Expeditions-National Geographic  
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**M** María Hydle  
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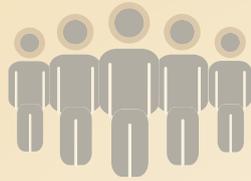
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**W** Walton Family Foundation  
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World Resources Institute  
World Wildlife Fund



## Our Partners

FMCN has contributed to the incubation and launch of institutions that work nationally and regionally. Three of these organizations are:

### Latin American and Caribbean Network of Environmental Funds (RedLAC)

RedLAC promotes knowledge, learning, strengthening, capacity-building, and cooperation for the conservation and sustainable use of biodiversity, natural resources, ecosystem services, and innovation in conservation finance. Currently, RedLAC is composed of 22 environmental funds from 16 countries of Latin America and the Caribbean, and each year it brings together over 40 environmental funds, including representatives from Africa and Asia.



Latin American and Caribbean  
Network of Environmental Funds



### Mesoamerican Reef Fund (MAR Fund)

Since 2004, the MAR Fund has sought innovative regional solutions to critical challenges in the Mesoamerican Reef. The MAR Fund provides long-term financial support so that future generations can enjoy the reef. The MAR Fund is composed of representatives from the conservation funds of each country in the MAR region (Belize, Guatemala, Honduras, and Mexico). The CEO of FMCN heads its board of directors. In 10 years, the MAR Fund has established an endowment fund of 15 million dollars.

### Fund for Communication and Environmental Education (FCEA)

In 2002, with the mission of promoting society's commitment to the natural world that sustains it, FMCN coordinated and financed the creation of FCEA with a donation from the Secretariat of the Environment and Natural Resources (Semarnat).

FCEA's objective is to bring about behavior changes in society that help to restore and use sustainably the natural and cultural heritage of Mexico by managing holistic communication projects directed at specific audiences.





## Board of Directors

Julio Gutiérrez Trujillo,  
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**FMCN**

**20** años

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