

**IMPLEMENTATION COMPLETION REPORT**

Region: LAC

Country: México

Project ID: P065923

GEF-MSP GRANT N°: TF 050130

**GEF MEDIUM SIZE PROJECT**

**“PRIVATE LAND MECHANISMS FOR BIODIVERSITY CONSERVATION IN  
MEXICO”**

**DECEMBER 2004**

Mexico Managing Unit  
Environmentally and Socially Sustainable Development Sector Unit  
Latin American and the Caribbean Region  
The World Bank Group

## CONTENTS

I.	Basic Data	3
II.	Project Impact Analysis	6
III.	Project Sustainability	12
IV.	Replicability	12
V.	Stakeholder involvement	12
VI.	Monitoring and Evaluation	13
VII.	Summary of Main Lessons Learned	14
VIII.	Financial Management Status	15

### Tables

<i>Table 1.-</i>	Financial Summary	4
<i>Table 2.-</i>	Disbursement Process	4
<i>Table 3.-</i>	Expenses by Category	4
<i>Table 4.-</i>	Expenses by Component	4
<i>Table 5.-</i>	Budget and expected Co-financing	5
<i>Table 6.-</i>	Co-financing fundraising by the Project	5
<i>Table 7.-</i>	Co-financing and leveraged resources	6
<i>Table 8.-</i>	General Impact Indicators	8
<i>Table 9.-</i>	Impact Indicators for components	9

## GEF MEDIUM-SIZED PROJECT MSP COMPLETION REPORT

### I. Basic Data

<b>1. Date of Completion Report:</b>	June 30, 2004
<b>2. Project Title:</b>	Private land mechanisms for biodiversity conservation in Mexico
<b>3. GEF Allocation:</b>	US\$ 725, 000 + PDF A US\$25,000
<b>4. Period of project implementation:</b>	January 2002 – June 2004
<b>5. Grant Recipient:</b>	PRONATURA A.C.
<b>6. World Bank Task Manager:</b>	Ricardo Hernández Murillo
<b>7. WB Task Team:</b>	Lea Braslavsky, Procurement. Victor Ordoñez, Financial Management Specialist Jorge Franco, Ma. Magdalena Colmenares, Pilar Larreamendi (Indigenous People and Social Dev. Specialists) Julio Cordoba, Municipal Development Specialist Teresa franco, Consultant
<b>8. Pronatura Project Staff:</b>	Martín Gutiérrez Lacayo, Project Coordinator Iliana Salazar, Assistant

### 9. Goals, Components and Objectives

The development objective of the project was to increase the area of privately owned land under protection in forest and coastal ecosystems in Mexico through the use of Private Land Mechanisms for Biodiversity Conservation (PLMBC).

This development objective was approached through four different but interrelated project components: (1) development of legal and financial tools (*the Toolkit*); (2) application in selected pilot sites; (3) promotion of the necessary legal and policy reforms; and (4) dissemination of the toolkit. Also, and with the intention to guarantee a better administration and operation of the project, two internal cross-cutting components were operated: (5) capacity building; and (6) project coordination.

The project components were closely interlinked, with some outputs serving as inputs for other components of the overall project.

The project addressed four specific objectives:

- a) To create a set of legal tools, financial incentives, and implementation techniques to support private landowners who promote the conservation and sustainable use of biologically significant lands.
- b) To replicate similar initiatives to implement a set of economic incentives in other states.
- c) To build capacities in PRONATURA and other NGOs and relevant agents to implement PLMBCs.

- d) To implement these tools and incentives in pilot sites and disseminate lessons learned.

The goal, components and objectives were not modified during project implementation.

## 10. Financial information

The original cost of the project was estimated in US\$ 1 825 000, comprising a GEF contribution of US\$ 725 000 (39%) and co-financing of US\$ 1 125 000 (61%). The GEF funds were received through 3 disbursements to a special account. The first disbursement (US\$ 364 064) was received in January 2002, the second disbursement (US\$ 180 000) was received in August 2003 and the third disbursement (US\$ 180 000) was received in December 2003.

As a result of the interest of the conservation community in its development, it was possible to raise additional funds during project implementation and increase the total investment to US\$ 2 096 000.

**Table 1. Financial Summary (originally planned)**

<b>Total Project Cost</b>	US\$ 1 825 000		100%
<b>Donor Support (GEF)</b>	US\$ 725 000 *		40%
<b>Support expected from others</b>	PRONATURA	US\$ 700 000	38%
	Others	US\$ 400 000	22%

\* plus US25,000 of Block A from the GEF reported under a Block Report

**Table 2. Disbursements (actual)**

<b>Period covered by the Disbursement</b>	<b>Date received</b>	<b>Amount</b>
January 2002 to April 2003	January 2002	US\$ 364 064
May 2003 to December 2003	August 2003	US\$ 180 000
January 2004 to June 2004	December 2003	US\$ 180 936
<b>TOTAL</b>		<b>US\$ 725,000</b>

The grant letter was signed on October 24, 2001. The duration of the project was 36 months. The closing date was finally established as June 30, 2004.

The planned activities were completed in 32 months and the Grant proceeds were spent as follows:

**Table 3. Actual expenses by Category (US\$)**

<b>Expenditure categories</b>	<b>Allocation of Grant Proceeds</b>
Goods	62 500
Personnel	182 130
Technical Assistance	374 000
Training	20 000
Operational Costs	86 370
<b>TOTAL</b>	<b>725 000</b>

**Table 4. Actual expenses by Component (US\$)**

<b>COMPONENT</b>	<b>GEF</b>	<b>Others</b>	<b>Total Expenses</b>
Toolkit development	235 110	294 757	529 867
Capacity building	191 883	371 099	562 982
Policy	30 000	89 218	119 218
Site implementation	81 062	419 473	500 535
Dissemination	125 000	125 874	250 874
Project Coordination	61 945	70 579	132 524
<b>TOTAL</b>	<b>725 000</b>	<b>1 371 000</b>	<b>2 096 000</b>

The original financing plan, including co-financing as stated in the Project Brief (October 2001) was as follows:

**Table 5. Planned budget and expected Co-financing**

Component	MSP Budget by outcomes (US\$)						Total Financing
	GEF	Co-financing					
		PRONATURA	McArthur Foundation	Packard Foundation	Tinker Foundation	J.P. Morgan	
Toolkit development	198 000	79 000	25 000	84 000	50 000	15 000	451 000
Capacity building	95 000	236 000		50 000		5 000	386 000
Policy	35 000	44 000			10 000		89 000
Site implementation	200 000	208 000		61 000	70 000		539 000
Dissemination	130 000	83 000	5 000		10 000		228 000
Project Coordination	67 000	50 000	5 000	5 000		5 000	132 000
<b>TOTAL</b>	<b>725 000</b>	<b>700 000</b>	<b>35 000</b>	<b>200 000</b>	<b>140 000</b>	<b>25 000</b>	<b>1 825 000</b>

Co-financing exceeded original expectations. PRONATURA contributed US\$ 765 000, including in kind contributions in equipment, materials, facilities and personnel.

Table 6 presents the final co-financing obtained during the project which includes additional resources from J.P. Morgan and the Tinker and Overbrook Foundations. In total, US\$ 271 000 above the original target was raised. For further information see Section 10.1, Leveraged resources.

**Table 6. Actual co-financing raised by the Project**

Co-financing by Components and institutions	Final Co-financing (US \$)						Total
	PRONATURA	McArthur Foundation	Packard Foundation	Tinker Foundation	J.P. Morgan	Overbrook Foundation	
Toolkit development	81 259	25 000	83 498	75 000	15 000	15 000	294 757
Capacity building	266 099		50 000		55 000		371 099
Policy	44 156			40 062		5 000	89 218
Site implementation	239 466		61 069	118 938			419 473
Dissemination	83 929	5 000		26 000		10 945	125 874
Project Coordination	50 091	5 000	5 433		5 000	5 055	70 579
<b>TOTAL</b>	<b>765 000</b>	<b>35 000</b>	<b>200 000</b>	<b>260 000</b>	<b>75 000</b>	<b>36 000</b>	<b>1 371 000</b>

**Table 7. Co-financing and leveraged resources (thou US\$)**

Co financing (Type/Source)	PRONATURA Financing		Government		Other*		Total**		Total Disbursement	
	Pro- posed	Actual	Pro- posed	Actual	Pro- posed	Actual	Pro- posed	Actual	Pro- posed	Actual
Grants	-	-	-	-	400	606	400	606	400	606
Committed in- kind support	700	765	-	-	-	-	-	-	700	765
Other	-	-	-	-	-	-	-	-	-	-
<b>Totals</b>	<b>700</b>	<b>765</b>	<b>-</b>	<b>-</b>	<b>400</b>	<b>606</b>	<b>400</b>	<b>606</b>	<b>1,100</b>	<b>1,371</b>

\* *Other* refers to contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries.

\*\* *Total* refers to both government and other contributions

### 10.1. Leveraged Resources

Additional co-financing was raised to enhance the projected impact. US\$ 120 000 was raised from the Tinker Foundation, US\$ 50 000 from J.P. Morgan, US\$ 36 000 from the Overbrook Foundation and US\$65,000 in kind from PRONATURA.

These additional contributions allowed the project to incorporate 14 additional sites and strengthen the capacity building program.

## II. Project Impact Analysis

### a) General Impacts

Through successful pilot demonstrations, the project proved that private conservation tools, such as conservation easements can help minimize external pressures over natural resources. The ultimate test for the effectiveness of the conservation easement tools was Las Cañadas in Veracruz, one of the pilot sites, where after a conservation easement was created, a company contracted by the Government caused damage to the conservation zone while carrying out prospecting studies for a new road. PRONATURA took part in the legal defense of the tool with the result that the planned course of the road had to be changed in order to avoid damaging the natural resources that the conservation easement was protecting. This case caught the attention of the State Governor and contributed to initiating dialog that ultimately led to the legal reforms that now provide recognition of and incentives for conserving private reserves in the new State Environmental Law.

The active participation of families in conservation actions raised the level of awareness and the interest of other inhabitants of the neighborhood in management, restoration and protection programs.

The application of the Toolkit in a broad range of sites and locations in 8 states of the Republic produced conservation models that have been replicated by local organizations, effectively increasing the natural protected area of the country.

The long-term sustainability of the Toolkit implementation is now guaranteed by 3 state legislations that now include a section on private conservation instruments.

The training of 266 people who represent NGOs and local authorities in both the practical use of the Toolkit and in the case documentation, has motivated independent initiatives to conserve private and social lands including: (i) the creation of “Terra Peninsular” in the Northwest of the country; (ii) the conformation of a network of organizations that work in private lands (REDCOT), which is coordinated by The Nature Conservancy; and (iii) the creation of land conservation programs in local NGOs.

b) Institutional Impacts and continuity:

The results of the project led the board of directors of PRONATURA to approve the creation of the National Program of Land Conservation, whose mission is the conservation and management of biologically significant lands, property of *ejidos*, communities and private owners.

A national land conservation strategy was established including the following strategic lines:

- a) Capacity building and institutional strengthening;
- b) Strategic planning and generation of indicators;
- c) Personnel training;
- d) Promoting legal reforms;
- e) Incentive management and promotion;
- f) Toolkit implementation (*in situ* conservation);
- g) Evaluation; and
- h) Communication and dissemination.

Also, a strategy for raising funds was established, which has already allowed the mobilization of US\$ 271 000 in addition to the resources involved in the project.

Each one of the regional partners generates its own resources. This contributes to the long-term implementation of the project tools.

The key factors in achieving the overall impact of the Project were:

1. The establishment of a wide diversity of incentives for private land conservation.
2. The implementation of a communication strategy for land owners and the general public to raise awareness of the importance on their involvement in conservation.
3. For the sustainability of the project, PRONATURA created a National Land Conservation Program and established a fundraising strategy.

All the project’s goals objectives, activities, main achievements and publications are accessible through a web page, located on the PRONATURA website (<http://www.pronatura.org.mx>). This page has been used to disseminate a broad range of information including: background information, contacts, periodic progress reports, policy and legislative proposals developed by the project.

**Table 8. General Impact Indicators**

Indicator	Unit	Status		Notes
		Planned	Achieved	
<b>Biological</b>				
a) Area subject to private protection	Hectares	35 000	148 373	The conservation area was increased through the signature of 19 contracts and the creation of 21 private reserves.
b) Sustained biological and physical conditions of pilot sites	Reports of evaluation of sites	5 Monitoring reports	19 Monitoring reports	14 new priority sites were incorporated with evidence of the great interest of the properties to participate in conservation actions.
<b>Legal</b>				
c) Modifications to the legal framework	Legal status recognized	4	4	The Environmental Laws of Veracruz, Chiapas and Baja California have now a component on private land conservation instruments.  The Land Use Plan of Sian Ka'an Biosphere Reserve now has a chapter for conservation easements.
d) Incentives established for private land conservation	Cases of successful application of incentives	Application at least one incentive	One incentive was established in a Federal level and the other one in a local level	The Federal Government created a National Fund to Pay Environmental Services.  The Municipality of Ocozocuaula, Chiapas devotes a land tax for conservation.
<b>Expansion</b>				
e) Actors involved	Individuals involved	450	1399	266 people trained and 1,133 land owners involved in conservation contracts.
f) Success on business plans	Business plans successful	3	4	- Las Cañadas, Veracruz - Moxviquil/Huitepec, Chiapas - La Carbonera, Nuevo León - Yavesia, Oaxaca
g) Financial sustainability of the project	Funds raised for operation beyond project implementation	US\$ 500 000	US\$ 296 000	At present PRONATURA is in negotiations with The Nature Conservancy to create an endowment of US\$ 1 000 000.

Other major impacts include:

- a) A course on conservation in private and social lands was incorporated in the program of Pronatura Chiapas as part of their posgraduate trainings (known as LID), and the Mexico State Campus of the Technological Institute of Advanced Studies of Monterrey (ITESM) has also incorporated a course on private conservation instruments in their major on "Environmental Legislation and Environmental Auditing".
- b) The National Commission for Natural Protected Areas has incorporated conservation easements, usufructs, land trust and other tools developed by the project as part of the conservation strategies that will be used in the Natural Protected Areas and their surroundings.
- c) Six State Governments have incorporated the use of private conservation instruments in their environmental law, and three of these have already been published (Veracruz, Nuevo León and Baja California).
- d) During the project, 56 representatives of NGOs were trained, and 5 of these NGOs have created their own private land conservation program (Amigos de Sian Ka'an A.C., Sociedad de Historia Natural de Niparaja A.C., Instituto de



Medio Ambiente y Desarrollo del Estado de Sonora, Sierra Gorda A.C. and Reforestamos México A.C.)

- e) Mexico now has a social and political human resource-base that is both knowledgeable and receptive to conservation initiatives in private and communal lands.

Prior to the project, the use of legal land conservation instruments was not seen as a viable method of protecting biodiversity because the traditional notion was that the government was responsible for creating Natural Protected Areas to safeguard the natural resources. However, thanks to the project there is now local legislation and a Federal-level proposal which promote the use of these tools. Also, a national incentive program to conserve the forests of private and social owners (a National Payment Fund for Environmental Services) has been created.

At present the National Congress is discussing the need to modify the Constitution to ensure it recognizes that the private property also provides social and ecological functions and so conservation can be considered as a legitimate land use.

**Table 9. Impact Indicators for components**

Objective	Indicator met	Outputs	Outcomes
<b>Component 1: Tool kit development</b>			
Creation of a set of legal tools, financial incentives and implementation techniques to support private landowners who promote the conservation and sustainable use of biologically significant lands.	Toolkit documentation, peer reviewed, validated by pilot sites, and finalized for distribution.	<p>The following books and manuals were published:</p> <ul style="list-style-type: none"> <li>- Manual on legal tools for the conservation of private and social lands in Mexico.</li> <li>- Manual for the preparation of base line studies.</li> <li>- Methodologies for private conservation.</li> <li>- Strategies of monitoring and guidelines for the preparation of management plans.</li> <li>- Manual on “win-win” negotiations with private owners.</li> <li>- Use of legal tools for the conservation of water in Mexico.</li> <li>- Study of incentives and models of compensation for private owners.</li> <li>- Vulnerability in strategic areas and new instruments for conservation.</li> <li>- Methodology for site selection.</li> <li>- Concessions for conservation: a new model of conservation.</li> <li>- Methodology for the assessment of natural.</li> </ul>	<p>Local organizations that are implementing the tool kit.</p> <p>The Technological Institute of Advanced Studies of Monterrey (ITESM), Mexico State Campus and Pronatura Chiapas in their Course on Community Development have incorporated the use of the manuals developed by the project as part of the structure of 3 Conservation Courses.</p> <p>Also, the Marista University of Yucatán has requested the tool kit documents to incorporate them in the courses.</p> <p>The organizations that comprise Red Cot, use the manuals produced by the project in their work.</p>

Objective	Indicator met	Outputs	Outcomes
		resources in private lands - Guide for the preparation of business packages. - Manual on Policies and Procedures of the National Association of Private Reserves. - Study about implementation of land conservation tools in indigenous communities. Case study: Huitepec/Moxviquil, Chiapas - Multimedia CD with the products of the project.	
<b>Component 2: Site implementation</b>			
To implement these tools and incentives in pilot sites and disseminate lessons learned.	Protection of more than 35 000 ha through full implementation of private land conservation mechanisms in at least 5 sites under different legal ownership regimes (individual, <i>ejido</i> and communal) to create models that can be replicated throughout Mexico.	Protection of 148 373 ha through the signature of 19 contracts and the creation of 21 private reserves: - Two contracts in Las Cañadas, Veracruz - Moxviquil and Huitepec, Chiapas. - Ejido 20 Casas, Chiapas. - Rancho Cuchuma, Baja California. - El Paval, Chiapas. - Ejido Tutuaca, Chihuahua - Rancho Pozas Azules, Coahuila. - Rancho Carmelita, Quintana Roo. - Las Berenjenas, Jalisco. - Carricito del Huichol, Jalisco. - 5 contracts in "La Única" Baja California. - Temozachi, Chihuahua. - Ejido El Tokio, Chihuahua. - Ejido "El Palmito", Sinaloa.	Thanks to the additional resources raised and the interest of landowners, the number of work sites was increased. Furthermore, the creation of the association "Reservas Privadas" (ARENA) allowed the creation and recognition of some reserves like: - Yavesia, Oaxaca. - El Edén, Quintana Roo. - Pez Maya, Quintana Roo. - Maderas del Carmen, Coahuila. - La Preciosita, Puebla.
<b>Component 3: Policy</b>			
To build support for the creation of policies and incentives for private land conservation from conservation NGOs, state, and municipal governments.	Number of legal statues and incentives developed and being utilized to encourage landowners to participate in biodiversity conservation.	- At the Federal level a bill was drafted to pass a "General Law to promote the conservation of private lands", which was submitted to the Commission of Environment and Natural Resources of the Senate on January 13, 2004. - At the local level, 3 states now have an environmental law with a chapter on private land conservation (Veracruz, Chiapas and Baja California). - The Land Management Plan of Sian K'an has a chapter of conservation easement. - The strategy of the National Commission of Natural	Conservation as a legitimate land-use is under discussion by Congress.  On April 21, 2004 a discussion forum on conservation of private and social lands in Mexico was hosted by the Senate, focusing the discussion on modifying the Constitution, (Article 27) to recognize the ecological function of land.

Objective	Indicator met	Outputs	Outcomes
		Protected Areas (CONANP) has a component for conservation easements and other private land conservation tools.	
<b>Component 4: Capacity building</b>			
To build capacity in PRONATURA and other NGOs and relevant agents to implement the tool kit.	<ul style="list-style-type: none"> <li>- Number and membership of NGO Networks and Landowner associations.</li> <li>- Wide dissemination of the toolkit among NGOs, landowners and others interested in conservation alternatives on private land.</li> <li>- Number of sites (in addition to pilot sites) where PRONATURA is implementing Project activities.</li> </ul>	<ul style="list-style-type: none"> <li>- Staff recruited and trained in PRONATURA.</li> <li>- 6 workshops and 266 key actors trained in using the Toolkit.</li> <li>- Creation of a private conservation network of NGOs (REDCOT - <a href="http://www.redcot.org">www.redcot.org</a>).</li> <li>- Legal establishment of the National Association of Private Reserves (ARENA) on August 2, 2002.</li> <li>- Creation of a GIS data base with 7 000 new prospective sites and landowners interested in conservation.</li> <li>- Promotion of the establishment of a National Fund for paying environmental services.</li> <li>- Development and implementation of a fundraising strategy in PRONATURA.</li> </ul>	<ul style="list-style-type: none"> <li>- Amigos de Sian Ka'an A.C., Sociedad de Historia Natural de Niparaja A.C., Instituto de Medio Ambiente y Desarrollo del Estado de Sonora, Sierra Gorda A.C. and Reforestamos México A.C. have their own program for private land conservation.</li> <li>- In Baja California a Local Organization that devotes itself exclusively to the conservation of private lands (Terra Peninsular) was created.</li> </ul>
<b>Component 5: Dissemination</b>			
To disseminate lessons learned from pilot sites and implementation tools	Lessons learned from pilot study disseminated to other conservation efforts in Mexico.	<ul style="list-style-type: none"> <li>- Published a total of 8 000 copies of the manuals and guidelines.</li> <li>- 6 000 copies were distributed during the project.</li> <li>- 1000 copies of the CD of the project have been distributed.</li> <li>- The lesson learned were presented in the following forums: V and VI Inter-American Congress of Private Conservation (Cancun, México and Valle Nevado, Chile) and the Land Trust Rally in Sacramento, California.</li> </ul>	<ul style="list-style-type: none"> <li>- The project generated a model in which local organizations in various countries, such as Paraguay, Peru, and Colombia, are interested including: IDEA, Fundación Moises Bertoni and Natural Land Trust (Paraguay); SPDA and Pronaturaleza (Peru); and Fundanatura and Red Colombiana de Reservas de la Sociedad Civil (Colombia).</li> </ul>
<b>Component 6: Project Coordination</b>			
Project coordination.	Implementation of a management information system and the project implementation plan.	<ul style="list-style-type: none"> <li>- Monitoring and evaluation reports of regional assistance.</li> <li>- 3 meetings of the Executive Committee.</li> </ul>	The project became a National Program with operations in all 6 regional offices of PRONATURA.

### **III. Project Sustainability**

The sustainability of the Project has been guaranteed by the establishment of legislation that promotes the use of private conservation instruments and environmental policies that recognize these kinds of tools as viable alternatives but that provide long-term protection to natural resources. In particular, the creation of incentives to land owners, like the “Payment for Environmental Services”, guarantee the continuity of the impacts of the project, while generating an environment suitable for owners and communities to be involved in Land Use Planning programs and zoning, increasing the privately owned protected area in the country.

The main proof of the project’s sustainability is the degree of interest of landowners in conserving their properties autonomously. This is demonstrated by the data base of 7 000 potential work sites.

### **IV. Replicability**

The project has served as a model to encourage other local organizations to work in private land conservation. An example of this is the creation of the Network Organization that works in Private and Social Lands Conservation (REDCOT). At present REDCOT is being coordinated by The Nature Conservancy and integrated by the following organizations: Pronatura A.C., IMADES, ARENA, Amigos de Sian Ka’an A.C., Terra Peninsular A.C., Pronatura Noroeste, The Nature Conservancy, Naturalia A.C., El Edén A.C., Sonoran Institute, Instituto de Historia Natural and Niparaja A.C.

The products and the methodology produced by the project have established a basis that is being used by each of the six local representations of the National Program, thus guaranteeing replication of the actions and future activities.

### **V. Stakeholder involvement**

In order to effectively involve the various stakeholders in the project’s implementation, an Executive Committee was formed in 2001. The Committee was comprised of Ricardo Romero, Representative of Private Properties, Hector Ramirez, Representative of Indigenous Communities, Juan Bezaury, Representative of Non Governmental Organizations, Ximena de la Macorra, Representative of Private Reserves, Gerardo Ceballos, Representative of the Academic Sector, Roberto Zambrano, Representative of the Business Sector and Oscar Servín, Representing the Private Property Sector.

The participation of a variety of stakeholders in the committee allowed the design and development of a project that incorporates the interests and concerns of all involved in land conservation.

The Committee discussed and continuously reviewed the products and results. This mechanism allowed effective feedback to the project on a wide set of issues, from conservation criteria to landowner incentives and policy frameworks.

The success of this project was not only due to its involving the active participation of many individual, communal, and indigenous landowners throughout Mexico (1133 individuals were involved in the contracts), but also to its receiving public support for the proposed policies, regulations and conservation approaches, especially from the Federal and local Congresses where bills were discussed and laws passed, and from the National Commission for Natural Protected Areas which has created a new strategy to use private land conservation tools.

Among the principal partners in the implementation of the project, the following should be mentioned:

Local NGOs, such as: Sian Ka'an Friends, Sierra Gorda, A.C., Uyumilche, El Edén A.C., Instituto de Historia Natural, Naturalia A.C., Sierra Madre A.C., Proesteros, Sonoran Institute, Reforestamos Mexico A.C., Niparaja A.C., ARENA, Union de Comunidades Huicholas, Serbo A.C. and Angadi A.C.

Grass-roots organizations and landowners participated in the workshops and in the presentations of results, with contributions that improved the products generated and the strategy for conservation lands.

Research Centers and Universities took the leadership in the dissemination of the products and methodologies. For example, the following Universities organized the courses together with the project:

- Marista University of Yucatán.
- Nuevo León Autonomous University.
- Baja California Autonomous University.
- The Technological Institute of Advanced Studies of Monterrey (ITESM), Mexico State and Monterrey Campus.

Principal actors involved in the project were also the indigenous communities of Yavesia in Oaxaca (Zapotecas), San Juan Chamula in Chiapas (Chamulas) and Tuxpan de Bolaños in Jalisco (Huicholes) which helped the project to identify new forms and trends for the protection of indigenous territories.

One of the principal lessons learned was the need to develop tools and approaches that take into account the customs and times required to make decisions. This, combined with many further lessons and recommendations that emerged from the field work in the pilot sites, led to the elaboration of a diagnostic and strategy to implement private conservation tools in indigenous lands.

## **VI. Monitoring and Evaluation**

One of the initial activities of the project was the development of a Project Management Information System. This system facilitated periodic evaluations of the project using the indicators proposed in the Project Brief, as well as the data necessary for effective financial controls of the project.

The data from the monitoring system served as a reference for the evaluation. To monitor implementation in the pilot sites, the information system created a checklist of the expected success indicators of the instruments and these were complemented by regular visits to the sites by the project coordinator. Several documents were produced along the implementation process as benchmarks to assess progress. These included the baseline development, the management plan, business plan and legal implementation.

The Advisory Board was the main body responsible for evaluating the project on an annual basis. The evaluation included the qualitative assessment of the project's progress with regards to site implementation and toolkit development, and also capacity building aspects such as the promotion and creation of networks and associations as well as policy considerations such as the policy and legal initiatives and the efforts to promote their implementation.

The Project's coordination team reported regularly to the Bank on project implementation within the monitoring and evaluation plan and its results.

PRONATURA received four supervision missions from the World Bank: one in 2002, two in 2003 and one in 2004.

During project implementation, procurement was done under World Bank Guidelines and two replenishment requests were elaborated. Each one of the replenishment requests, presented a summary of the status of the project performance, the corresponding financial situation and the summary of activities and targets for the next period.

## **VII. Summary of Main Lessons Learned**

- Mexico has a social and political environment that offers many possibilities for the conservation of private lands.
- The projections established at the time of the project design, were conservative and the final products surpassed expectations.
- To guarantee long term conservation, it is wise to involve all the members of the family of the owners in implementation of the tools.
- Since land owner's motivations to conserve their land are very diverse, strengthening the capacities of PRONATURA with professional negotiators was necessary.
- The implementation of a small project with so many components is complicated, especially as all the components are deeply interrelated.
- The direct involvement of land owners in the protection of their resources will guarantee better management practices and long term conservation.
- More incentives, and as wide a variety as possible, need to be developed for private land conservation.
- It is important to interest GEF and other funding sources in the creation of private and public instruments for water management and land conservation.
- Permanent contact with, and consistent advice and supervision from the task manager was essential for the Project's successful implementation.
- Having a Special Committee for the Project in PRONATURA, involving outside participants (stakeholders and partners), allowed the project to integrate a variety of conservation activities.
- The implementation of any conservation tool in indigenous lands, requires full recognition of the community and endorsement by their communal authorities.
- Working with indigenous communities requires devoting more time than usual to implementation since their uses and customs involve different dynamics.

- The time to make decisions and reach community agreements should reflect the uses and customs of the communities, as well as the formalities established by the Agrarian Law.
- To continuously improve tools, it is necessary to carefully document progress in each pilot site.
- The implementation of each tool has to be accompanied by outlining the incentives to the owners, whether these involve in-kind contributions of professional services or the generation of new income alternatives.

### **VIII. Financial Management Status**

PRONATURA submitted all audit reports by independent auditors acceptable to the World Bank for the periods covering January 2002 to 2004. The final audit report was submitted in August 2004.

All audit reports were reviewed by Financial Management Unit and were deemed satisfactory to the Bank.