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USAID/MEXICO COMPETITIVENESS PROGRAM

Contract: EEM-I-00-07-00004-00

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DISCLAIMER

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ACRONYMS

AMSDE:	Asociación Mexicana de Secretarios de Desarrollo Económico A.C. (Mexican Association of Secretaries of Economic Development)
ANEAS:	Asociación Nacional de Empresas de Agua y saneamiento de México AC (National Association of Water and Sanitation of Mexico)
ANMIF	Asociación Nacional de Microfinancieras e Intermediarios Financieros
BNDES:	Banco Nacional de Desenvolvimento Econômico e Social (National Development Bank of Brazil)
C1:	Component 1
CASFA:	Centro Agroecológico San Francisco de Asís (Agroecological Center San Francisco de Asis)
CCMSS:	Consejo Civil Mexicano Para la Silvicultura Sostenible (Mexican Civil Council for Sustainable Forestry)
CEIBA:	Centro interdisciplinario de Biodiversidad y Ambiente (Biodiversity and Environmental Interdisciplinary Center)
CFC:	Comisión Federal de Competencia (Federal Competition Commission)
CFE:	Comisión Federal de Electricidad (Federal Electricity Commission)
CIDAC:	Centro de Investigación para el Desarrollo, A.C. (Centre for Development Research)
CNA:	Comisión Nacional del Agua (National Water Commission)
CNBV:	Comisión nacional bancaria y de valores (National Banking Securities Commission)
CO2:	Carbon dioxide
COFECO:	Comisión Federal de Competencia (Federal Competition Commission)
COFEMER:	Comisión Federal de Mejora Regulatoria (Federal Commission on Regulatory Improvement)
COFETEL:	Comisión Federal de Telecomunicaciones (Federal Telecommunications Commission)
COLCAMI:	Consortio Latinoamericano para Capacitación en Microfinanciamiento (Latin American Consortium for Training in Microfinance)
COLEF:	Colegio de la Frontera Norte (Northern Border College)
CONABIO:	Comisión Nacional para el Conocimiento y Uso de la Biodiversidad (National Commission for Investigation in and Usage of Biodiversity)
CONAFOR:	Comisión Nacional Forestal (National Forestry Commission)
CONANP:	Comisión Nacional de Áreas Naturales Protegidas (National Commission on Natural Protected Areas)
COP:	Chief of Party
COP 16:	Conference of the Parties to the United Nations Framework Convention on Climate Change, Cancún Quintana Roo November 29 th – December 10 th 2010
COTR:	Contracting Officer's Technical Representative
CRE:	Comisión Reguladora de Energía (Energy Regulatory Commission)
ECOSUR:	El Colegio de la Frontera Sur (Southern Border College)
EG:	Economic Growth
EMG:	Energy Markets Group
EMS:	Environmental Management System
ESIDET:	Encuesta sobre Investigación y Desarrollo Tecnológico (Survey Research and Technological Development)

FIDE:	Trust Fund for Electric Energy Savings
FINEP:	Financiera de Estudios e Proyectos (Financier of Studies and Projects)
FONCET:	Fondo de Conservación El Triunfo (El Triunfo Conservation Fund)
GDF:	Gobierno del Distrito Federal (Mexico City Government)
GDP:	Gross Domestic Product
GEF:	Global Environment Facility
GHG:	Greenhouse gas
GIS:	Geographic Information System
GOM:	Government of Mexico
HR:	Human Resources
IDEA:	Implementación, Diseño, Evaluación y Análisis de Políticas Públicas (Implementation, Design, Evaluation and Public Policy Analysis)
IMCO:	Instituto Mexicano para la Competitividad (Mexican Institute for Competitiveness)
IMIP:	Instituto Municipal de Investigación y Planeación (Municipal Planning Institute)
INFONAVIT:	Instituto del Fondo Nacional de la Vivienda para los Trabajadores (Institute of the National Fund for Workers' Housing)
INSME:	International Network for Small and Medium Sized Enterprises
IOA:	Institute of the Americas
IT:	Information Technology
ITAM:	Instituto Tecnológico Autónomo de México (Autonomous Technological Institute of Mexico)
LAC:	Latin America and the Caribbean
LAWEA:	Latin American Wind Energy Association
LG:	Lieutenant Governors
MBA:	Master in Business Administration
MBC:	Mesoamerican Biological Corridor
MEO:	Mission Environmental Officer
MFI:	Micro Finance Institutions
MRV:	Measuring, Reporting and Verification
MX:	Mexican Peso
NAICOM:	North American Index of Economic Competition and Consumer Rights
NAMA:	Nationally Appropriate Mitigation Actions
NGO:	Non-governmental organization
NLGA:	National Lieutenant Governors Association
OCDE:	Organización para la Cooperación y el Desarrollo Económico (Organization for Economic Cooperation and Development)
PA:	Protected Areas
PECC:	Programa Especial de Cambio Climático (Special Climate Change Program)
PEMEX:	Petroleos Mexicanos (Mexico's National Oil Company)
PES:	Payment for Environmental Services
PIN:	Project Identification Note
PMP:	Performance Monitoring Plan
PUP:	Public Use Plan
PyME:	Pequeña y Mediana Empresa (Small and Medium Enterprise)
RE:	Renewable Energy

REDD:	Reducing Emissions from Deforestation and Forest Degradation
SEDECO:	Secretaría de Desarrollo Económico (State level Secretariat of Economic Development)
SEMARNAT:	Secretaría de Medio Ambiente y Recursos Naturales (Ministry for Environment and Natural Resources)
SENDAS:	Senderos y Encuentros para un Desarrollo Autónomo Sustentable (Paths and Meetings for Sustainable Self-Development)
SENER:	Secretaría de Energía (Energy Ministry)
SIEM:	Sistema de Información Empresarial Mexicano (Mexican Business Information System)
SME:	Small and Medium Sized Enterprise
SOW:	Scope of Work
TDA:	Trade Development Agency
UCAI:	Unidad Coordinadora de Asuntos Internacionales (International Affairs Coordination Unit)
UNDP:	United Nations Development Programme
US:	United States
USAID:	United States Agency for International Development
USG:	United States Government

OVERVIEW OF PROGRAM

The USAID/Mexico Competitiveness Program seeks to improve environmental management and promote private sector innovation through the implementation of substantive changes in governance. The Program integrates several objectives: 1) sustainable environmental governance and management, including biodiversity conservation, forest conservation and the advancement of Mexico's climate change agenda; 2) increased private sector competitiveness through programs that foster business innovation and efforts to strengthen competition among firms; 3) more efficient factor and precursor markets through promotion of capital available to small businesses and financially sustainable urban water service; and 4) increased use of and investment in clean energy by promoting sub-national renewable and efficient energy projects, a cross-border market for renewable electricity, and programs for sustainable buildings and housing. The Program builds on prior USAID efforts in Mexico to achieve sustainable reforms by improving transparency, strengthening civil society participation, and promoting accountability. This report highlights achievements during the second quarter of Program FY2012, January 1 – March 31, 2012, with a focus on technical activities, administrative issues that affect implementation, and grants management. The Program's four governance areas address:

1. Environmental management

Public policy: Strengthen institutional capacity to develop and implement public policies addressing biodiversity, Reduced Emissions from Deforestation and Degradation (REDD+) and climate change; support citizen-based evaluation of Mexico's forests and forestry policies; promote "green" government; support land use planning to protect forests and biodiversity.

Alternative income generation: Promote sustainable value chains in high biodiversity areas; provide technical assistance and support for payment for hydrological services in key watersheds; promote ecotourism through sector planning, training and capacity-building for community members; and improve commercialization of low-impact goods produced in high biodiversity areas.

Sustainable landscapes: Provide technical assistance for REDD+ pilot projects and governance mechanisms to scale up REDD; support forest carbon monitoring.

2. Effective economic governance

Public policies for competitiveness and innovation: Support implementation of small and medium enterprise (SME) development programs; disseminate innovation policies; strengthen institutional capacity of Ministry of Economy.

Strengthening Competition Policy: Provide technical assistance to Federal Competition Commission (CFC) and Federal Judiciary.

3. Efficient factor and precursor markets

Capital for micro and small enterprises: Increase access to capital for productive investment by improving microfinance regulation and strengthening the capacity of microfinance institutions.

Water service: Improve the quality and sustainability of urban water service through technical assistance and dissemination of best practices; support public campaign on the value of water.

4. Clean Energy

Subnational assistance: Promote state and municipal clean energy projects, including local supplier value chains, self-supply and public-private partnerships (PPPs).

Sustainable structures: Support government initiatives that promote energy savings and adoption of clean energy technology in housing and buildings.

SUMMARY OF ACCOMPLISHMENTS

Component 1

- The Mexico Competitiveness Program presented findings of an economic analysis that estimates past and future greenhouse gas (GHG) emissions stemming from agriculture, cattle-breeding and land use changes, and offers policy recommendations to de-link land-use change from increased emissions. The study identified potential trade-offs between Mexico's climate change goals and food supply policies which typically increase the amount of land used for production but do not necessarily improve efficiency. The study suggested that without major advances in farming productivity, increased food production will inexorably increase GHG emissions (January 20).
- The Competitiveness Program migrated the online climate change action monitoring and reporting system for the Special Program on Climate Change (PECC) to SEMARNAT's own server. Abt Associates will continue to provide technical support to SEMARNAT's information technology staff to ensure the system is fully operational and properly maintained prior to full turnover (January 25-26).
- Three Mexico Competitiveness Program consultants who developed economic studies on climate change presented their final reports to SEMARNAT. The studies will be used as inputs to inform the public dialogue on Mexico's climate change policy. As a next step, SEMARNAT will organize a workshop, tentatively scheduled for April 2012, to discuss the USAID-financed research, as well as studies financed by other donors, including AFD (French international development agency), UNDP and UNEP.
- The Consejo Civil Mexicano para la Silvicultura Sostenible (CCMSS), a Mexico Competitiveness Program sub-contractor, presented findings and achievements of work carried out to establish a Payment for Environmental Services (PES) mechanism in the Amanalco watershed. A major achievement was the development of a monitoring and evaluation (M&E) system that will be used to measure progress in strengthening natural resource management, local governance, and the provision of ecosystem services. CCMSS will discuss the system with CONAFOR, with the goal of exploring opportunities for replicating the system in other priority forest regions.
- As part of its ongoing efforts to strengthen CONANP, the Mexico Competitiveness Program presented to SEMARNAT a proposal for a legal modification of the General Law on Environmental Equilibrium and Environmental Protection. The proposal was developed after a Supreme Court resolution ended a legal dispute and established that municipal governments do not have the authority to develop land-use plans within federal natural protected areas. SEMARNAT will work with Congress to modify the General Law so that Supreme Court involvement is not necessary in future disputes.
- The Mexico Competitiveness Program Chief of Party (COP) met with SEMARNAT Sub-Secretary of Planning Fernando Tudela, program consultant Alejandra Rabasa and representatives from Competitiveness Program sub-contractor Environmental Law Institute (ELI) to plan upcoming deliverables. Tudela requested Mexico Competitiveness Program support to produce a comprehensive document on Mexico's climate change

challenges (March 9). This document would be provided to Mexico's new administration's transition team, and would serve as the starting point for public dialogue about environmental policies and priorities over the next six years.

- The Mexico Competitiveness Program formally launched the second phase of the online PECC climate change monitoring and reporting system (SIAT-PECC). SEMARNAT indicated that the improvements that will be made to the system under this phase will help address several of the main comments made to them by the Auditoría Superior de la Federación (Mexico's federal accounting office) which recently completed an audit of the PECC.

Component 2

- At the request of the Youth Commission of the Mexican Business Confederation (COPARMEX), the Mexico Competitiveness Program organized several workshops on scenario planning, with a specific focus on global trends in sustainability. Participants included business owners ranging from 18 to 30 years of age. A preliminary session took place in Merida (January 19-20) and Mexico City (January 25-26), during which participants discussed national and regional strengths and risks, as well as risk mitigation proposals. In the second session for Merida entrepreneurs, participants were introduced to three different "worlds" (scenarios) using inputs gathered in the first session and presented a case study of an enterprise that could be successful in each "world." The session gave participants opportunities to conceive and develop compelling business ideas, as well as to confront directly central problems that Mexico and Yucatán must address to avoid undesirable outcomes that were the premise of the adverse scenario (March 15-17). The second session for Mexico City entrepreneurs will take place in April.
- At the request USAID, the Mexico Competitiveness Program COP and Economic Governance (Component 2) Lead met with Juan Ludlow, Chief of Staff of the President of the Mexican Telecommunication Commission (COFETEL) to explore options for using Competitiveness Program resources to contract legal experts who would prepare model legislation for reforming the country's telecom law (March 14).
- Mexico's Federal Competition Commission (CFC) held its annual Dia de Competencia (Competition Day). The conference focused on best national and international practices to avoid bid-rigging in public sector procurement. United States Ambassador Anthony Wayne gave a closing speech in which he highlighted the important efforts and achievements made by the CFC to foster competition during this administration. Over 200 participants attended, including academic researchers, government officials and private sector lawyers (March 22).
- The Mexico Competitiveness Program co-sponsored the annual conference of the NGO Observatel, which focused on how internet has changed the telecommunication sector and recent technological changes that can enhance competitiveness in the sector. The forum was attended by 150 participants, which included academic researchers, government officials and private sector employees from telecom companies (March 29). The Competitiveness Program also financed proceedings of the Forum on Terrestrial Digital Television, which was held in February.

Component 4

- The Mexico Competitiveness Program’s Clean Energy (Component 4) Technical Lead and Competitiveness Program consultant Derek Woodhouse presented a model for public-private partnerships (PPPs) for municipal clean energy to Ciudad Juárez government officials and Border Environment Cooperation Commission (BECC) staff. The model can be applied to clean energy generation for municipal self-supply or energy efficiency projects, such as street lighting replacement and maintenance services, through long-term contracts. Municipal public works officials requested technical assistance from USAID to design a street lighting replacement program using energy efficient bulbs by means of a PPP. The project will be implemented during the third and fourth quarter of Competitiveness Program FY 2012 (January 18).
- Supported by USAID’s Mexico Competitiveness Program, Cleantech Challenge Mexico (CTCM) held its first three seminars. Speakers addressed the current landscape of the clean technology sector in Mexico, providing participants with information on opportunities and challenges for clean technology startups in Mexico, including the evolving technological landscape and the renewable energy value chain. The second presentation, by MGM Innova, a carbon solutions consultancy, was on carbon financing and markets and current developments for post-Kyoto mechanisms (February 28-29). The third was on “Sustainability, Resiliency and Regeneration,” focusing on business sustainability, environmental externalities, carbon and environmental footprint (March 23-24).
- The Ciudad Juárez Clean Energy Network, which is supported by the Competitiveness Program, held meetings to discuss several activities to pursue, including projects to be submitted for funding opportunities through USAID’s Mexican Partnerships Program, development of a sustainable house in the La Rodadora museum, clean energy research projects in the universities, and clean technology investment promotion (February 15 and March 28).

A more detailed description of technical activities carried out in the second quarter of the Mexico Competitiveness Program’s FY2012 is provided in Annex 1.

TRAINING AND CAPACITY-BUILDING (JANUARY – MARCH 2012)

From January through March 2012 the Mexico Competitiveness Program held five training events in which 182 people were trained. Of these, 131 were men and 51 were women. See Annex 2 for a list of the events.

GRANTS

Deliverables

- On January 17, Mexico Competitiveness Program grantee Uyoolché submitted its first deliverable for Program FY2012, which included updates on: Diagnosis of communities and analysis of protocols – Standards: Plan Vivo, Climate Action Reserve, Biocarbon and Verified Carbon Standard.
- On February 22, Mexico Competitiveness Program grantee AMBIO submitted its first deliverable for Program FY2012, which included: 1) steps taken to date to identify the social and environmental safeguards that will be monitored for the REDD+ pilot project, including the development of a survey to be administered to households; 2) an identification of the norms, agreements and rules that define community governance in the participating communities, which will be evaluated under the grant; 3) definition of actions that will be undertaken to strengthen local capacities for REDD+ implementation, including two knowledge exchanges with U'yo'olche, another Competitiveness Program grantee; and 4) AMBIO's participation in state and federal Technical Advisory Councils (CTC, for their Spanish acronym) on REDD+.

Field Visits

- On January 17 Mexico Competitiveness Program grantee AMBIO presented the results of the third phase of the project “Formulation of a Reduced Emissions from Deforestation and Degradation (REDD) pilot project in the Ocote Biosphere Reserve” to officials from CONANP, CONAFOR, CONABIO and SEMAHM (Chiapas State Environmental Agency). AMBIO's project was recognized for its efforts to improve living conditions of marginalized communities and reduce forest clearing, which increases greenhouse gas emissions. AMBIO's groundbreaking work has informed the development of Mexico's National REDD Strategy. AMBIO also presented its work plan for the next phase of the project, which will be supported by USAID and will focus on meeting environmental and social safeguards, as well as on disseminating lessons learned throughout the project's evolution.
- From March 7-9, a group consisting of USAID/Mexico's Deputy Mission Director, Environment and Economic Growth Team Leader, COTR, and the Mexico Competitiveness Program's Component 1 Lead, Government Relations Director and Grants Manager visited Chiapas. During the trip, the group held discussions and made site visits related to the following Program activities: REDD+ Pilot Project in the El Ocote Jungle, Legal Reforms for Protected Area Management, and Honey Production in El Triunfo Biosphere Reserve

CONCLUSION

During the second quarter of Program FY2012, the Mexico Competitiveness Program made important progress across all components. Because of the upcoming July elections and the many changes in government that are anticipated, we are focusing many of our efforts on developing deliverables, recommendations and messages for the new administration's transition team. All of our major substantive research and policy development work is on target to be completed by the end of the fourth quarter or before. Because we will have major findings and proposals in hand by the end of September 2012, the Competitiveness Program will be in an excellent position to present, discuss and disseminate results obtained by USAID to the leadership of the next Mexican administration, which will take office in December 2012.

ANNEX I: DESCRIPTION OF TECHNICAL ACTIVITIES CARRIED OUT DURING THE SECOND QUARTER

Color legend

Blue:	Completed
Green:	On Track
Yellow:	Behind schedule
Red:	Encountering difficulties

COMPONENT I. ENVIRONMENTAL MANAGEMENT

C1 Subcomponent 1: Public policy

Program Goal

Mexico achieves a low-emissions development (LED) path and protects biodiversity

Year 4 Goals

1. Adopt improvements in public policies that mitigate GHG emissions.
2. Adopt improvements in public policies that protect biodiversity

Environmental Regulation Compliance

All activities carried out by the USAID/Mexico Competitiveness Program conform to US environmental regulations (22 CFR 216) requiring evaluation to ensure that no adverse environmental impacts that cannot be mitigated result from the activities. All activities included in Component 1, Subcomponent 1, were subject to an Environmental Screening (using the Environmental Screening Form included in the *Guidelines for implementing partners on the USAID LAC Environmental Mitigation Plan*) and determined to hold “No Risk.” Documentation of this process is available upon request

Status: **GREEN**

Results narrative

During the second quarter of FY 2012, the Mexico Competitiveness Program continued its efforts to strengthen environmental governance by providing targeted technical assistance to develop public policies and carry out reforms identified as priorities by federal, state, and local governments. Key achievements for this subcomponent include:

Development of the PECC Monitoring System.

The Special Program on Climate Change (PECC) describes actions that the Federal Public Administration will carry out between 2009 and 2012 to mitigate emissions of greenhouse gases, facilitate adaptation to climate change, and support cross-sectoral coordination for climate change responses. The Program completed a web-based system that will enable SEMARNAT and other agencies to track progress in PECC implementation, take corrective actions where appropriate, and improve decision-making about policies and public investment. During this quarter, the Mexico Competitiveness Program migrated the online monitoring and reporting system (SIAT-PECC) for the Special Program on Climate Change (PECC) to SEMARNAT’s own server.

Also, the Program formally launched the second phase of the online PECC monitoring and reporting system. SEMARNAT indicated that the improvements that will be done to the system under this phase will help address several of the main comments made to them by the “Auditoría Superior de la Federación”, which recently completed an audit of the PECC.

Support for Low Emissions Development Strategy (LEDS)

The Competitiveness Program supported series of studies that assess the economic and legal implications of different actions that the Government of Mexico could include under its medium-term LEDS. These studies build on efforts undertaken to develop and implement the PECC, but aim to improve the information and tools available to the Government of Mexico to plan its mitigation goals, identifying those that should be supported by national resources and those that would require additional funds from international partners or the private sector. During this quarter, three Mexico Competitiveness Program consultants who developed economic studies on climate change presented their final reports to SEMARNAT. The studies will be used as inputs to inform the public dialogue over Mexico’s climate change policy. As a next step SEMARNAT will organize a workshop, tentatively scheduled for April or May 2012, to present the USAID-financed research, as well as studies financed by other donors, including AFD, UNDP and UNEP. The Program presented findings of one of these economic analyses, which estimates past and future greenhouse gas (GHG) emissions stemming from agriculture, cattle-breeding and land use changes, and offers policy recommendations to de-link land use change from increased emissions. The study identified potential trade-offs between Mexico’s climate change goals and food supply policies, which typically increase the amount of land used for production but do not necessarily improve efficiency. The study suggested that without major advances in farming productivity, increased food production will have a major impact on increasing GHG emissions.

Legal Aspects of Climate Change

The Competitiveness Program is working with SEMARNAT to build capacity in climate change-related legal analysis, design and implementation of legal and regulatory initiatives, or drafting bills and regulatory changes. In particular, the Program’s technical assistance is helping environmental authorities to identify effective legal and/or regulatory options to create a legal framework for “market readiness.” During this quarter, the Program met with SEMARNAT Sub-Secretary of Planning Fernando Tudela, program consultant Alejandra Rabasa and representatives from program sub-contractor Environmental Law Institute to plan upcoming deliverables. Tudela requested Competitiveness Program support to produce a comprehensive “transition” document on Mexico’s climate change challenges. The Program will also provide support to build the capacity of Mexican judges to interpret environmental laws, particularly in regard to compensation for environmental damages.

Greening Government

The Competitiveness Program has been supporting the Government of Mexico City (GDF) in the development and implementation of its Environmental Management System (EMS), which aims to reduce greenhouse gas emissions and save public resources (natural and economic) by using water, energy and supplies more efficiently, as well as through better waste management. The Program continued its support to expand the number of GDF buildings that have adopted the EMS, which currently stands at 36. The Program agreed with the GDF on the need to conduct a survey to better understand mobility and transportation patterns of government employees. The survey will help inform a proposed action plan to reduce commuter trips, which will become part of the EMS. The Program is expected to initiate the assessment in April.

Legal framework for management of natural protected areas (NPAs)

CONANP has identified the need to reform several legal instruments in order to improve the efficiency and effectiveness of planning and regulation of economic activities within NPAs. In addition, recent Supreme Court rulings have ended legal disputes on the authority of municipal and federal governments regarding land use within NPAs. During this quarter, the Competitiveness Program presented to SEMARNAT a proposal for a legal modification of the General Law on Environmental Equilibrium and Environmental Protection. The proposal was developed after a Supreme Court resolution ended a legal dispute and established that municipal governments do not have the authority to develop land use plans within NPAs. SEMARNAT will work with Congress to modify the General Law so that Supreme Court involvement is not necessary in future disputes regarding similar issues.

Changes in PMP None.

PMP Indicators:

	Target FY2012	Achieved Q2	Cumulative FY 2012
USAID Indicator: Number of policies, regulations, administrative procedures proposed or adopted.	6		
Activity: Increased functionality for PECC monitoring and reporting System Deliverable(s): Operational website transferred to SEMARNAT	1		
Activity: LEDS: Economic studies of climate change Deliverable(s): Studies on economic growth and energy demand, distributional impacts of energy pricing policy, and effects of subsidies on GHG emissions in the	1	1	1

agricultural/forestry sector			
Activity: LEDS: Legal aspects of climate change Deliverable(s): White papers on: (1) analysis of legislative proposals and (2) regulatory options for national compulsory GHG registry	1		
Activity: Implementation of GDF environmental management system (1) water, procurement, energy, waste management actions; (2) development of electronic monitoring system Deliverable(s): Reports on the implementation of the EMS in at least 15 GDF agencies; operational monitoring system	1		
Activity: Natural Protected Area legal reforms: Deliverable(s): Reform proposal to strengthen property rights and land use management in protected areas	1		
Activity: Chihuahua State Climate Change Action Plan: Deliverable(s): Draft report of priority policy options for reducing GHG emissions and associated investments and reforms	1		

C1 Subcomponent 2: Alternative Incomes

Program Goal

Sustainable practices protect ecosystems and improve rural livelihoods

Year 4 Goals

Develop and implement mechanisms for payment for environment services.

Environmental Regulation Compliance

All activities carried out by the USAID/Mexico Competitiveness Program conform to US environmental regulations (22 CFR 216) requiring evaluation to ensure that no adverse environmental impacts that cannot be mitigated result from the activities. All activities included in Component 1, Subcomponent 2, were subject to an Environmental Screening (using the Environmental Screening Form included in the *Guidelines for implementing partners on the USAID LAC Environmental Mitigation Plan*) and determined to hold “No Risk.” Documentation of this process is available upon request

Status: **GREEN**

Results narrative

The Government of Mexico acknowledges that the conservation and sustainable use of the country’s natural resources require that rural communities develop the capacity to sustainably produce goods and services taking advantage of such resources. The National Forestry Commission (CONAFOR) requested technical assistance from the Competitiveness Program to develop a database on local payment for environmental services (PES) mechanisms and extract lessons learned and best practices to inform replication. During the second quarter, the Program continued its dialogue with CONAFOR and agreed that a workshop on local PES mechanisms will tentatively take place in July 2012.

The Consejo Civil Mexicano para la Silvicultura Sostenible (CCMSS), a Mexico Competitiveness Program sub-contractor, presented findings and achievements of work carried out to establish a PES mechanism in the Amanalco watershed. A major achievement was the development of a monitoring and evaluation (M&E) system that will be used to measure progress in strengthening natural resource management, local governance, and the provision of ecosystem services. CCMSS will discuss the system with CONAFOR and explore opportunities for replicating the system in other priority forest regions.

Changes in PMP

Events

- None.

Publications:

- None.

PMP Indicators

	Target FY2012	Achieved Q2	Cumulative FY 2012
USAID Indicator: Number of policies, regulations, administrative procedures proposed or adopted.	1		
Activity: Best practices and lessons learned from PES mechanisms throughout Mexico Deliverable(s): Report on dissemination of best practices and lessons learned among key stakeholders	1		
Activity: CCMSS Amanalco hydro PES Deliverable(s): Report on pilot implementation of the PES mechanism and its monitoring and evaluation system	1		
Activity: Competitiveness analysis of 10 forestry enterprises. Deliverable(s): Draft report with recommendations to enhance competitiveness of forestry enterprises, including 10 case studies	1		

C1 Subcomponent 3: Sustainable Landscapes

Program Goal

Greenhouse gas emissions mitigated through implementation of REDD+ mechanisms

Year 4 Goals

1. Pilot REDD+ projects lay the ground for GHG mitigation and inform policy development

Environmental Regulation Compliance

All activities carried out by the USAID/Mexico Competitiveness Program conform to US environmental regulations (22 CFR 216) requiring evaluation to ensure that no adverse environmental impacts that cannot be mitigated result from the activities. All activities included in Component 1, Subcomponent 3, were subject to an Environmental Screening (using the Environmental Screening Form included in the *Guidelines for implementing partners on the USAID LAC Environmental Mitigation Plan*) and determined to hold “No Risk.” Documentation of this process is available upon request

Status: GREEN

Results narrative

Roughly 10 percent of Mexico’s greenhouse gas emissions stem from deforestation and forest degradation. In addition to contributing to global climate change, these processes cause the loss of biodiversity and valuable resources that sustain the livelihoods of millions of people, most of whom are poor or vulnerable to poverty. The Government of Mexico is committed to developing a National Strategy to Reduce Emissions from Deforestation and Degradation (REDD+), which will be informed by analytical work and pilot projects. The Competitiveness Program is working with CONAFOR, NGOs and other stakeholders to implement REDD+ pilots and provide technical inputs for the development of the National REDD+ Strategy.

In January 2012, Mexico Competitiveness Program grantee Ambio presented the results of the third phase of the project “Formulation of a Reduced Emissions from Deforestation and Degradation (REDD) pilot project in the Ocote Biosphere Reserve” to officials from CONANP, CONAFOR, CONABIO and SEMAHM (Chiapas State Environmental Agency). Ambio’s project was recognized for its efforts to improve living conditions of marginalized communities and reduce forest clearing, which increases greenhouse gas emissions. Ambio’s groundbreaking work has informed the development of the National REDD Strategy. Ambio also presented its work plan for the next phase of the project, which will be supported by USAID and focus on meeting environmental and social safeguards, as well as on disseminating lessons learned throughout the project’s evolution

In February, AMBIO submitted its first deliverable for FY2012, which included: 1) steps taken to date to identify the social and environmental safeguards that will be monitored for the REDD+ pilot project, including the development of a survey to be administered to households; 2) an identification of the norms, agreements and rules that define community governance in the participating communities, which will be evaluated under the grant; 3) definition of actions that will be undertaken to strengthen local capacities for REDD+ implementation, including two knowledge exchanges with U’yo’olche, another Competitiveness Program grantee; and 4) AMBIO’s participation in state and federal Technical Advisory Councils (CTC, for their Spanish acronym) on REDD+.

Grantee Uyoolché delivered its first report, which included updates on: Diagnosis of communities and analysis of protocols – Standards: Plan Vivo, Climate Action Reserve, Biocarbon and Verified Carbon Standard

Changes in PMP

Events

- None.

Publications:

- None.

PMP Indicators

	Target FY2012	Achieved Q2	Cumulative FY 2012
USAID Indicator: Number of policies, regulations, administrative procedures proposed or adopted.	4		
Activity: Ambio REDD pilot in El Ocote. Deliverable(s): Report on implementation of safeguards, adoption of best practices for livelihoods, community-based monitoring	1		
Activity: U'yolchee carbon capture in Ejido Felipe Carrillo Puerto. Deliverable(s): Third party approval of technical specifications for carbon capture, replication of methodologies in the Calakmul – Sian- Kaan corridor	1		
Activity: TNC Yucatan Peninsula Regional REDD+ program. Deliverable(s): Report on the drivers of deforestation and degradation in the Peninsula and report on the establishment of a regional advisory council on REDD+.	1		
Activity: CCMSS Analysis of drivers of deforestation and degradation. Deliverable(s): Report on the drivers of deforestation and degradation in priority areas of Chiapas, Oaxaca and Quintana Roo	1		

COMPONENT 2. ECONOMIC GOVERNANCE

C2 Sub-Component 1: Public Policies and Programs for Competitiveness and Innovation

Program Goal:

Mexican businesses have greater access to best international practices that foster their development and competitiveness.

Year 4 Goals.

- Innovative and traditional small businesses in Cd. Juárez region have access to high quality development, finance and commercialization services through a network of incubators.
- Young entrepreneurs in Mexico receive training on scenario analysis to explore new market opportunities and global trends toward “sustainability.”
- National or regional employment programs are crafted following best international practices.

Environmental Regulation Compliance

All activities carried out by the USAID/Mexico Competitiveness Program conform to US environmental regulations (22 CFR 216) requiring evaluation to ensure that no adverse environmental impacts that cannot be mitigated result from the activities. All activities included in Component 2, Subcomponent 1, were subject to an Environmental Screening (using the Environmental Screening Form included in the *Guidelines for implementing partners on the USAID LAC Environmental Mitigation Plan*) and determined to hold “No Risk.” Documentation of this process is available upon request

Status: **GREEN**

Results narrative

Scenario Planning for Young Entrepreneurs in Mexico

At the request of the Youth Commission of the Mexican Business Confederation (COPARMEC), the Lexington Group, a Competitiveness Program subcontractor, organized two workshops on scenario planning, with a specific focus on global trends in sustainability. Participants included business owners ranging from 18 to 30 years of age. The first sessions took place in Merida (January 19-20) and in Mexico City (January 25-26). During these sessions, organizers extracted important inputs to write the scenarios of the future and participants discussed strengths and risks at the national as well as regional level toward 2024. The second phase on scenario planning took place in Mérida on March 15-17. During this session participants were introduced to three different “worlds” (scenarios) using inputs gathered in the first session: 1) an optimistic world in

which México and Yucatán enjoy high rates of growth in 2024, due primarily to important structural reforms made after 2012; 2) a world of enclaves, in which certain highly competitive national sectors and specific parts of Yucatán are able to compete, but benefits are unevenly distributed; and 3) an adverse world in which Mexico has lost its competitive edge to other emerging countries and Mexico and Yucatán are dragged down by lack of reform. Scenarios gave participants opportunities to conceive of and develop compelling business ideas, as well as to confront directly central problems that Mexico and Yucatán must address to avoid undesirable outcomes that were the premise of the adverse scenario. They also produced specific policy recommendations on how to improve the business environment in Mexico and Yucatán. The findings of the scenario planning exercise will be published in a major Mexican newspaper or magazine in May and proposals will be presented at the G-20 Young Entrepreneur Summit, which will take place in Mexico City in June 2012.

Incubation network in border region

In January the Competitiveness Program extended its contract with Paso del Norte Group (PDN) contract. Under the new contract PDN will operate a network of incubators formed by the Tec de Monterrey, the Autonomous University of Ciudad Juarez (UACJ), Juárez Tech (ITCJ), Juárez Tech University (UTCJ). Principal functions of the network include: sharing knowledge and best practices concerning incubation, facilitating service provision for entrepreneurs, providing facilities where incubators are located to test prototypes, consolidating administrative tasks and improving fundraising efforts. During February and March, PDN met with officials from the Chihuahua State Regional Development Network to explore the implementation of a convenient “one stop shop” business licensing system (SARE by its acronym in Spanish) for the network of incubators. PDN also presented a proposal to the National Council of Science and Technology for the creation of a Technology Transfer Office in Cd Juárez. Finally, PDN had a conference call with Interise, an organization that applies research to promote job creation, wealth generation and community building, to explore the possibility of replicating the mentoring model in Cd. Juarez.

Youth Employment Program in Mexico

As reported earlier, the leadership of Ministry of Labor (STPS) was changed completely in December 2011. Although discussions with the new leadership revealed some interest in the proposed re-design of Mexico’s national youth employment program, as the current administration winds down, that work is not likely to be a priority area. However, the Competitiveness Program was able to find a new government counterpart to continue with the planned technical assistance to propose modifications to country’s youth employment program. The Mexican Youth Institute (IMJUVE) requested technical assistance to carry out a comprehensive diagnosis on youth employment for young people who neither study nor work. The study will include a design for a new program that is tailored to the needs of young people in areas such as vocational mentoring,

career identification that match specific aptitudes, training in interpersonal communication and traditional classroom and on the job trainings. In April the Competitiveness Program will advertise in a national Mexican newspaper a call for proposals for a qualified organization to carry out the study. Results will be reported in the third and fourth quarters. We expect to present main findings and recommendations to the transition team of the new president following the July elections.

Changes in PMP

None

Events

- Scenario Based Training for Young Entrepreneurs in Mexico: Mérida (January 19-20), México City (January 25-26), Mérida (March 15-17).

Publications:

- None.

PMP Indicators:

	Target FY2012	Achieved Q2	Cumulative FY 2012
USAID Indicator: Number of policies, regulations, administrative procedures proposed or adopted.	3	0	0
Activity: PDN Small Business promotion center Deliverable(s). Report on companies served and manual on best practices for exports	1	0	0
Activity: National/regional Employment Program Deliverable(s): Draft report and recommendations on modifications for rules of operation	1	0	0
Activity: Scenario based training for young entrepreneurs at COPARMEX Deliverable(s): training sessions performed and article	1	0	0

C2 Subcomponent 2: Competition Policy

Program Goal:

Mexico effectively curbs monopolies and anticompetitive practices.

Year 4 Goals.

- CFC has greater capacity to investigate and litigate competition cases.

Environmental Regulation Compliance

All activities carried out by the USAID/Mexico Competitiveness Program conform to US environmental regulations (22 CFR 216) requiring evaluation to ensure that no adverse environmental impacts that cannot be mitigated result from the activities. All activities included in Component 2, Subcomponent 2, were subject to an Environmental Screening (using the Environmental Screening Form included in the *Guidelines for implementing partners on the USAID LAC Environmental Mitigation Plan*) and determined to hold “No Risk.” Documentation of this process is available upon request

Status: GREEN

Results narrative

This narrative includes activities under the Programs assistance to Federal Competition Commission (CFC) and the judiciary.

Anti Bid Rigging Model Law for Mexican States

In February the Competitiveness Program contracted the Mexican Institute for Competitiveness (IMCO) to write an anti-bid rigging model law on procurement for Mexican states. The law is to be based on the methodology proposed by the OECD, which is also endorsed by the CFC. In March IMCO delivered a preliminary report, which explores efficiency and effective of centralized procurement in other countries. IMCO identified several exceptions that need to be taken into account for a Mexican model law, since some states require special procurement quotas for small business, and some have provisions that give preference to companies that incorporate local content. Complete results for this activity will be reported in the next quarter.

Mexican Aviation and Air Transport Sector

In March, the consultant hired to write a policy paper on Mexican Aviation delivered a preliminary report. The consultant has been constructing a database for 30 countries (including Mexico), which will serve as the basis to estimate the potential of the air transport aviation sector. The consultant also went to Mexico’s Aviation Day (organized International Travel Association) and held several interviews with aviation stakeholders, including the National Chamber of Air Transportation (CANAERO by its acronym in Spanish). Results of this activity will be reported next quarter.

Electronic Government for CFC

In March the Competitiveness Program contracted Mancera y Asociados SC (a subsidiary of Ernst and Young) to perform an Ethical Hacking diagnostic for CFC. The central purpose of this diagnosis is to prevent illicit access to personal or corporate data that is stored on institutional servers. The Ethical Hacking diagnostic is also a first step that could give some light on how to perform an IT forensic diagnostic, a new activity that has been requested by CFC if an expansion plan for MCP is approved. Mancera y Asociados

SC started working on the Ethical Hacking Diagnostic in the last week of March and results of this activity will be reported next quarter.

The Competitiveness Program also worked with CFC's information department to specify the scope of the work for an electronic notification system. The purpose of the system is to increase the speed, efficiency and certainty of notifying litigants about CFC rulings. A competitive bid was carried in February and four companies submitted proposals, which are under review.

Transparency microsite

MCP and the Network on Competition and Regulation (a former Competitiveness Program grantee) organized a meeting with the information departments of CFC and COFETEL, the telecom regulator. CFC staff shared the agency's experience in building a state-of-the-art microsite that makes all agency decisions available to the public. (The CFC microsite was created with Competitiveness Program support and won an international award for transparency.) COFETEL will determine next steps to replicate the microsite, and may request technical assistance from USAID for that project.

Competition Day

On March 22, CFC, with support from USAID and the British government, held its annual Dia de Competencia (Competition Day). This year the conference focused on best national and international practices to avoid bid-rigging in public sector procurement. Because of the size of government purchases relative to total output, reforming procurement practices and reducing prices represents a huge potential for increasing savings and efficiency within the economy. In the case of Mexico, this could amount to 125 billion pesos, or about USD \$10 billion. The Mexico Competitiveness Program is currently supporting this effort by financing the drafting of a "model law" on state government procurement (see IMCO project above). United States Ambassador Anthony Wayne gave a closing speech in which he highlighted the important efforts and achievements made by the CFC to foster competition during this administration. Over 200 participants attended, including academic researchers, government officials and private sector lawyers.

Observatel Annual Event on Telecommunication

On March 29, the telecom NGO Observatel, with support from the Mexico Competitiveness Program, held its second annual conference "Internet Hasta en la SOPA." (The title is a clever Spanish pun translating loosely as "Let's have internet everywhere," while making fun the recent US legislative controversy over the Stop Online Piracy Act, which critics claimed would suppress freedom of expression.) Minister of Transportation and Telecommunication Dioniso Pérez Jácome delivered the keynote speech on Mexico's "Digital Agenda" a policy vision with goals and strategies to promote

the use information technology to improve the efficiency and quality of health, education and government services. The conference included international speakers: Rod Beckstrom, President of the Internet Corporation for Assigned Numbers and Names (ICANN) advocated for a transition to the IPv 6 protocol to address saturation and registry problems that commonly occur under IPv 4. Beckstrom emphasized the importance of maintaining an internet governance system that is open, transparent, and collaborative. Other panels focused on consumer rights and the internet, and using new technologies to create a platform for convergence of services and technologies (e.g., data, video, voice on a single device). Over 150 participants attended, including academic researchers, government officials and private sector representatives related to the IT and telecommunication sectors.

Changes in PMP

None.

Events

- March 21, CFC Competition Day
- March 29, Observatel Annual Event. Internet hasta en la SOPA: trends and perspectives.

Publications:

- Observatel: Foro Televisión Digital Terrestre: Retos y Oportunidades, Memorias del Evento 24 de mayo 2011.

PMP Indicators:

	Target FY2012	Achieved Q2	Cumulative FY 2012
USAID Indicator: Number of policies, regulations, administrative procedures proposed or adopted.	3	0	0
Activity: IMCO Model Law on bid rigging Deliverable(s): Model law draft	1	0	0
Activity: E-Government for CFC Deliverable(s): (a) Hacking diagnostic; (c) Electronic notification system	1	0	0
Activity: Aviation sector research Deliverable: Policy recommendations to increase competition in aviation industry and airport services	1	0	0

COMPONENT 3. EFFICIENT PRECURSOR AND FACTOR MARKETS

C3 SUBCOMPONENT 2: Improved Urban Water management

Program Goal:

Municipal water utilities become more competitive, as measured through efficient operation and cost-effectiveness.

Year 4 Goals:

- Provide easy access to technical information about efficiency and financial sustainability of water utilities.
- Strengthen legal authority of municipal water utilities.

Environmental Regulation Compliance

All activities carried out by the USAID/Mexico Competitiveness Program conform to US environmental regulations (22 CFR 216) requiring evaluation to ensure that no adverse environmental impacts that cannot be mitigated result from the activities. All activities included in Component 3, Subcomponent 2, were subject to an Environmental Screening (using the Environmental Screening Form included in the *Guidelines for implementing partners on the USAID LAC Environmental Mitigation Plan*) and determined to hold “No Risk.” Documentation of this process is available upon request

Status: **GREEN**

Results narrative

There are no significant results to report from the second quarter.

Changes in PMP

Events

- None

Publications:

- None

PMP Indicators:

	Target FY2012	Achieved Q2	Cumulative FY 2012
USAID Indicator: Number of policies, regulations, administrative procedures proposed or adopted.	3	0	0
Activity: Content of technical course for ANEAS/Utility workers Deliverable: Course content (diplomado)	1		
Activity: Inputs to modify water laws (rights to water.). Deliverable(s) <ul style="list-style-type: none"> • Recommendations and modifications to the law • Assessment of water operators' competitiveness • Management strategy 	1		
Activity: Strategic support for Ciudad Juarez water utility master plan Deliverable: Draft needs assessment and strategic plan	1		

COMPONENT 4. CLEAN ENERGY

C4 SUBCOMPONENT 1: Subnational

Program Goal:

Increased use of clean energy technology contributes to GHG mitigation and achievement of a low carbon development strategy.

Year 4 Goals:

- Subnational governments have information that facilitates entering into PPPs for clean energy.
- Subnational governments adopt programs and policies that foster clean energy projects.
- Greater participation of local businesses in the renewable energy value chain.

Environmental Regulation Compliance

All activities carried out by the USAID/Mexico Competitiveness Program conform to US environmental regulations (22 CFR 216) requiring evaluation to ensure that no adverse environmental impacts that cannot be mitigated result from the activities. All activities included in Component 4, Subcomponent 1, were subject to an Environmental Screening (using the Environmental Screening Form included in the *Guidelines for implementing partners on the USAID LAC Environmental Mitigation Plan*) and determined to hold “No Risk.” Documentation of this process is available upon request.

Status: **GREEN**

Results narrative

Clean Energy in Ciudad Juárez

The Mexico Competitiveness Program’s Clean Energy Technical Lead and Program consultant Derek Woodhouse presented a model for public-private partnerships (PPPs) for municipal clean energy to Ciudad Juárez government officials and Border Environment Cooperation Commission (BECC) staff. The model can be applied to clean energy generation for municipal self-supply or energy efficiency projects, such as street lighting replacement and maintenance services, through long-term contracts. Municipal public works officials requested technical assistance from USAID to design a street lighting replacement program using energy efficient bulbs by means of a PPP. The technical assistance should begin in the third quarter.

The Ciudad Juárez Clean Energy Network had its first meeting of 2012 on February 15.

With the participation of over 30 members, the network decided on a number of activities that they'll pursue in the coming months. In a follow-up meeting, on March 28, at Colegio de la Frontera Norte participants assessed progress towards achieving the goals. Activities include submitting projects for funding opportunities through USAID's Mexican Partnerships Program, the sustainable house pilot for the La Rodadora museum, clean energy research projects in the universities, and clean technology investment promotion.

Cleantech Challenge Mexico 2012

The USAID-supported Cleantech Challenge Mexico (CTCM) published the competition announcement for the 2012 edition (<http://www.cleantechchallenge.org/>) with a closing date of April 15. Selected participants will be announced in early May and the competition will launch with an event at the Interactive Museum of Economy (MIDE). CTCM activities included three seminars open to the general public. The first seminar was a presentation by Empeverde's General Director, Rafael Carmona, on the current landscape of the clean technology sector in Mexico, providing participants with information on opportunities and challenges for clean technology startups in Mexico, including the evolving technological landscape and the renewable energy value chain. The second was a presentation by MGM Innova, a carbon solutions consulting provider, on carbon financing and markets and current developments for post-Kyoto mechanisms. A third seminar, by businessman and academic Francisco Bonilla, was on the theme of "Sustainability, Resiliency and Regeneration," covering issues of business sustainability, environmental externalities, carbon and environmental footprint.

As a result of the Mexico City Government's support for the CTCM, government officials requested a meeting to discuss implementing a car-pool pilot project using the software developed by Aventones, a Cleantech Challenge 2011 finalist, as part of the work related to the EMS mobility and transportation work (under Component 1). The Competitiveness Program is exploring the possibility and potential terms of USAID support.

Changes in PMP

None.

Events

- February 28, "Cleantech in Mexico: Challenges and Opportunities." CTCM seminar.
- February 29, "Current and future carbon markets." CTCM seminar.
- March 23-24, "Sustainability, Resiliency and Regeneration." CTCM seminar.

Publications:

- None

PMP Indicators:

	Target FY2012	Achieved Q2	Cumulative FY 2012
USAID Indicator: Number of policies, regulations, administrative procedures proposed or adopted.	5		
Activity: Local government energy projects Deliverable(s): PPP website on muni and state energy projects	1		
Activity: Baja California Energy Profile Deliverable(s): Report on 2010-2020 scenarios	1		
Activity: Energy Strategy for Subnational Government Deliverable(s): Recommendations for energy activities and investments at state and local levels.	1		
Activity: Renewable Energy Value Chains Program in Baja California Deliverable(s): Diagnostics of metal-mechanic sector and business to supply wind energy OEMs	1		
Activity: Renewable Energy Supplier Development Web Portal Deliverable(s): Additional functionality for B2B website	1		

C4 SUBCOMPONENT 3: Sustainable Buildings

Program Goals:

Homes and buildings increase use energy efficiency and renewable energy

Year 4 Goals:

- Small businesses have access to information about economic savings from purchasing new electrical equipment and access to financing.

Environmental Regulation Compliance

All activities carried out by the USAID/Mexico Competitiveness Program conform to US environmental regulations (22 CFR 216) requiring evaluation to ensure that no adverse environmental impacts that cannot be mitigated result from the activities. All activities included in Component 4, Subcomponent 3, were subject to an Environmental Screening (using the Environmental Screening Form included in the *Guidelines for implementing partners on the USAID LAC Environmental Mitigation Plan*) and determined to hold “No Risk.” Documentation of this process is available upon request

Status: GREEN

Results narrative

Mexico Competitiveness Program Chief of Party (COP) and Component 4 (Clean Energy) Lead met with officials from the National Electricity Savings Trust Fund (FIDE) and NAFIN, Mexico’s largest public sector development bank, to discuss next steps in uploading an electricity savings calculator (developed with USAID funding) to FIDE’s website, as well as planning for a public event on the national launch of a NAFIN credit program to finance purchases of efficient equipment by small businesses. The website is expected to be uploaded in April. Because of the upcoming political campaign, FIDE and NAFIN concur that any event should occur after the July elections. In any case, NAFIN’s financing program, has not yet begun, as necessary administrative authorizations are still pending.

Changes in PMP: None

Events: None

Publications: None

PMP Indicators

	Target FY2012	Achieved Q2	Cumulative FY 2012
USAID Indicator: Number of policies, regulations, administrative procedures proposed or adopted.	1		
Activity: Cost/efficiency calculator for energy efficient equipment for NAFIN’s credit program Deliverable: Operational website/calculator	1		

ANNEX 2: TRAINING

DATES		LOCATION	COURSE / EVENT	AUDIENCE SIZE	MALE	FEMALE
FROM	TO					
January 19, 2012	January 19, 2012	Merida, Yuc.	Session 1 of scenario planning workshop for COMPARMEX young entrepreneurs in Merida	26	20	6
January 25, 2012	January 26, 2012	Mexico City	Session 1 of scenario planning workshop for COMPARMEX young entrepreneurs in Federal District	18	9	9
February 7, 2012	February 8, 2012	San Cristobal de las Casas, Chis.	Capacity building for community (AMBIO) technicians on ArcView software and e-mail usage.	7	7	
March 16, 2012	March 17, 2012	Merida, Yuc.	Session 2 of scenario planning workshop for COMPARMEX young entrepreneurs in Merida	17	15	2
March 21, 2012	March 21, 2012	Mexico City	Competition Day organized by COFECO	114	80	34
TOTAL				182	131	51