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RURAL PROSPERITY AND CONSERVATION INITIATIVE

ANNUAL PROGRESS REPORT
REPORTING PERIOD OCTOBER 2006 – SEPTEMBER 2007

TASK ORDER NO. PCE-I-26-99-00003-00

30 October 2007

This publication was produced for review by the United States Agency for International Development. It was prepared by the Mexico RPCI Project team. The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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EXECUTIVE SUMMARY

The Rural Prosperity and Conservation Project — known in Mexico as *USAID Rural Prosperity and Conservation Initiative* (RPCI) — began operations in October 2004. In this reporting period, project management has realigned the RPCI's technical and financial operations in order to build on successes and to reassign resources to activities expected to deliver the most significant and sustainable results. In addition, the staff has begun to transition project activities to beneficiaries and stakeholders, who will continue them after the project's end.

Administrative Changes

Although the year has seen several notable personnel changes the Project's continuity has not been affected, attesting to its overall administrative and technical strengths. In December Tom Green replaced Marcos Moreno as COP. Greg Minnick resigned as Home Office Director in April and was replaced by Carlos Quintela. Salvador Gonzalez was assigned to implement cacao development activities on a full-time basis and relocated from Oaxaca to Tabasco. Gorgonio Celaya assumed the greenhouse production activities as well as continued with his monitoring and evaluation responsibilities.

Towards a Sustainable Future

One of the more important activities of the reporting year was preparation for the transition of project activities to future beneficiaries and stakeholders. In many ways this shaped the year's activities in such that activity managers began to more fully incorporate beneficiaries and stakeholders in transitioning to long-term development strategies and activities.

The transition strategy, which began in April, resulted in a workshop in early September attended by all RPCI staff, USAID/CTO Dan Evans and Chemonics RPCI Director Carlos Quintela. The product of this workshop is the RPCI 2008 operational plan which describes activities through the end of the project. The draft workplan was submitted to USAID/Mexico on September 24, 2007 and a final version was approved November 15, 2007.

The 2008 workplan covers the period from October 2007 through April 2008, seven months. The format for the plan is the result of discussions between USAID/Mexico and RPCI staff and differs from past annual work plans in that it seeks to openly evaluate challenges and achievements to date and propose actions that transition project activities to successors that ensure sustainability.

Each section of the plan begins with overview of the principal objectives each sector's development identifying significant events, changes, trends, etc. that have, or will affect, ongoing and future implementation of activities and achievement of targets and discusses achievements made to date in terms of meeting sector objectives.

The plan continues with a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the principal actors in each value chain, beneficiary organizations. The

analysis evaluates the strengths and weaknesses of the organizations in terms of the opportunities and threats of their principal markets. This information is then utilized to justify activities proposed and the approach to transition the activities to project collaborators, governmental and non-governmental organizations and private sector enterprises, capable of providing follow-up technical/administrative assistance and market support.

Following the SWOT analysis is a review of indicators and expected results, grants, consultancies and subcontracts, a description and timeline of close-out and transitional activities, financial considerations, environmental issues and recommendations for disposal of project assets.

Although the 2008 annual workplan is a stand alone document it provides a valuable reference for this document. It should be noted that the annual progress report seeks not to repeat the same information as found in the 2008 annual workplan.

Overview of Sectors

This 2007 annual progress report summarizes the accomplishments of the RPCI from October 2006 to September 2007. It is divided into six sections, which each highlight project approach, results, lessons learned, and future activities in six core project areas (coffee production, cacao production, greenhouse cultivation, forestry, tourism, and national policy). Highlights from each of these areas are summarized below.

A. Coffee Production

- Installed 8 coffee processing modules for milling, fermenting, washing, and drying coffee for use by three beneficiary organizations: GET, SPOSEL, and Comon Yaj Nop Tic. Eight of the modules were made possible by donations from the project's Rural Prosperity Fund.
- Hired coffee consultant Luis Caballero, who (1) provided training and technical assistance to the three beneficiary organizations in the operation of the milling modules, (2) prepared a post-harvest operations manual, and (3) created technical posters promoting proper post-harvest practices to ensure that the coffee harvested is in optimal condition for processing.
- Received donations for needed equipment. U.S. Ambassador to Mexico Antonio Garza — accompanied by Juan Sabines, Governor of the State of Chiapas, and Karen Hughes, Undersecretary of State for Public Diplomacy — formally presented three grants during a visit to the state of Chiapas on February 13. The donations made possible the acquisition of the coffee processing modules, laboratories to check coffee quality, and wastewater treatment systems for the coffee modules.
- Initiated specialized coffee cupping training for 10 selected cuppers from three beneficiary organizations and carried out three community-wide cupping demonstrations to promote production and processing of quality coffee

- Installed two coffee cupping laboratories, SPOSEL and La Comon ready to be utilized during the upcoming harvest. One cupping laboratory remains in storage until the building it is to be installed in is completed.
- Initiated organizational strengthening and business development training for three coffee beneficiary organizations. RPCI has obtained 75% cost share from the Mexican Government for financing the activity.
- Increased quality coffee exports by 6%.

B. Cacao Production

- Secured approval for five grants to process and market high-quality/value cacao from the RPCI's Rural Prosperity Fund. These grants will support the following cacao-processing organizations: Francisco J. Mújica, El Palenque, Sistemas de Proyectos Organizados en Comunidad, Río Seco, and Asociación de Productores de Cacao de Huimanguillo.
- Saw 118 tons of organic cacao exported within the framework of (1) the MOU between ED&F Man and USAID for the development of the specialty cacao-producing sector and (2) an additional contract with the Italian cacao-processing company ICAM.
- Secured approval for US\$ 90,000 in financing from Ecologic Finance for La Integradora Orgánicos de la Chontalpa to provide working capital during the harvest season to facilitate cacao exportation.
- Increased volume of product quality by reducing the titratable acidity of the product for export. This outcome was a result of post-harvest consultancies financed by RPCI.
- Installed post-fermentation water treatment systems (bio-digesters) in three organizations.
- Researched and developed new configuration of fermentation chambers (rotating cylinders) that use less labor, produce a more uniform product in less time and produce a product with improved presentation (bean shape) and greater marketability.
- Initiated organizational strengthening and business development training in five organizations.
- Initiated sensorial training for identification of "fine cacao."

C. Controlled-Environment Cultivation (Greenhouses)

- COTAS generated \$28,000 pesos in revenues as the result of services provided to farm worker economic organization (OEC) members.
- CNA and CEA have committed resources totaling approximately US\$46,000 which should be available after the October 7th election.
- SEDER has agreed to collaborate with RPCI in the development of greenhouse products and develop a technical and economic model that can be replicated by other government and private organizations.
- Four OECs implemented a quality rating system to promote the adoption of organizational strengthening plans produced under an RPCI-funded consultancy.

- Initiated marginal analysis training to assist producers in economic decision making and crop diversification.

D. Forestry

D1. Sierra Norte and Sierra Sur, Oaxaca

- Completed installation a varnishing module for finishing school furniture through an RPCI-funded grant in the Ixtlán furniture factory, doubling the productivity of the operation.
- Acquired a five-cutter molding machine for the Santiago Comaltepec community, designed the layout and installed the new work area surface, upgraded the electrical capacity to accommodate new equipment and entered into an agreement with a private sector buyer and processor, La Asuncion to provide training and a market for molding products.
- Saw sales of \$181,298 pesos (USD\$17,185) in certified wood products by the Xiacui community as a result of Xiacui/RPCI participation in the “Mexico, Inland” Expo Forestal held in Boca del Río, Veracruz, in September 2006 and subsequent business workshops organized to promote sales.
- Hosted the visit of two experts from the USFS to analyze and propose improvements in the sawmill systems of Comaltepec and Xiacui and in the drying system of Xiacui.
- Carried out a consultancy on adaptation of traditional dragging to cable, low-impact, more efficient logging extraction system that reduces extraction costs by approximately 20%
- Carried out value chain diagnostics for five communities which included an economic analysis of all steps of the extraction through marketing and visited some 138 wood product buyers developing a list of markets for 26 viable wood products.

D2. Santa María Chimalapa

- Established the *Unidad de Manejo Forestal de Santa María Chimalapa* (Santa María Chimalapa Forestry Management Unit) as a community-approved institutional and organizational unit.
- Developed and had approved by the community the first Annual Operating and Forest Inventory Plan for Lot No. 1 in Arroyo Pato.
- Leveraged \$144,000 pesos from SEDER (Secretary of Rural Development) for equipping and training the community forestry technicians participating in forest inventory activities in Arroyo Pato.
- The Community General Assembly decided to dedicate 27,500 hectares of permanent forestry area in Arroyo Pato, including 2,500 hectares dedicated to a community conservation area.
- Prepared and delivered an application to PROCYMAF II for development of the Forestry Management Plan in Arroyo Pato for an amount of \$146,000 pesos.
- Prepared and delivered an application to the Proarbol Program for development of the Forestry Management Plan in the community of Chichihua.

E. Tourism

- SendaSur Board of Directors decided to focus RPCI support on the hiring of a manager, guide training, administrative/accounting support and reservation system.
- Developed catalog of tourism services offered by SendaSur partners that includes technical sheets on the different tours as well as descriptive sheets on the centers of the Ecotourism Network.
- SendaSur submitted 22 applications to CONANP's regional office for assistance in Lacanjá, Guacamayas, el Ocote, and Frontera Corozal, which were entered into the PET information system (SIAPET). SendaSur submitted one application (approved) to the Embassy of Great Britain for support in business and tourism training.
- Completed a signage program in the El Rosario Sanctuary of the biosphere reserve of the Monarch butterfly in Michoacán.

F. National Policy

- Developed a Strategic Tourism Plan for CONANP.
- Collaborated in the drafting of the Ecotourism Voluntary Standard and a guide for the implementation of Best Practices in Ecotourism with SEMARNAT. RPCI also funded the printing of this guide
- Participated with SECTUR (Secretary of Tourism), CECADESU, and CONANP in the design of four training programs that will contribute to the development and strengthening of tourism products and circuits in natural areas:
 - Certificate Program in the Design and Implementation of Nature Tourism Projects;
 - Ecotourism Modernization;
 - Training in Best Practices in Ecotourism; and
 - CECADESU Training Plan for Ecotourism.
- Achieved agreement with the Government of Chiapas and SECTUR to create the Inter-Institutional Nature Tourism Group of Chiapas.
- The Tourism Panel of the Zitácuaro Monarch Forum developed an action plan and defined priorities for the Monarch Country region.

The following sections present information about the technical aspects of individual RPCI project activities. Each section includes an introduction, key results areas (KRAs) related to the activities, activities and results, lessons learned, success stories, and future activities.

SECTION I: COFFEE

A. Introduction

This reporting period, the RPCI business development strategy focused on continued strengthening of the technical and administrative capacity of beneficiary organizations. In 2006, three coffee producers were selected as project beneficiaries:

- SPOSEL (Sociedad de Productores Orgánicos de la Selva Lacandona or Society of Organic Producers of the Lacandona Jungle),
- GET (Grupos Étnicos Tenejapanecos Sociedad de Solidaridad Social or Tenejapaneco Ethnic Groups Social Solidarity Society), and
- La Comon (Comon Yaj Nop Tic Sociedad de Solidaridad Social)

RPCI selected these three partner organizations based on their members' interest in improving their production and post-harvest techniques. In addition, project staff sought partners with whom they could share responsibility and institutionalize successes and lessons learned. Specifically, beneficiaries include (1) SPOSEL employees from the protected natural area (ANP) Nahá-Metzaboc of the National Commission of Protected Natural Areas, (2) La Comon employees from Conservational International and United Agroindustries of Mexico (AMSA), and (3) GET employees from AMSA. These three organizations represent approximately 600 coffee producers cultivating some 650 hectares.

To help these organizations access higher-paying coffee markets, RPCI introduced a specialty coffee project that would:

- Ensure the quality of the parchment coffee to be marketed met buyer standards,
- Strengthen the administrative and operational structure of each group, and
- Increase coffee yields.

First, project staff took steps to ensure the production of high-quality coffee by improving post-harvest processes. To this end, RPCI through its Rural Prosperity Fund gave small grants in order to co-finance the purchase of a set of eight wet mills, solar drying systems, wastewater management systems (to treat coffee processing wastewater), and three cupping labs for each organization (SPOSEL, GET, and La Comon). RPCI realized that the common idea around which a Quality Control Program could be developed was the cupping laboratories which bridged production related technical assistance with the ability to recognize and confirm quality, and, subsequently improve negotiating positions and command a better price for product.

Additionally RPCI recognized that to capitalize on the investments made and product quality achieved, beneficiary organizations required organizational strengthening and business development assistance; and, importantly that the approach should be one of system development linking production assistance, post-harvest improvements, quality identification and control procedures and commercialization. Such an approach made the

business development theory immediately applicable. This training is carried out by ITESM and will extend six months past the end of RPCI. RPCI provided 33% of the funding for this training and State and Federal government agencies 67% of the funding.

Lastly, RPCI seeks to increase coffee yields through the use of organic fertilizer based on recycled coffee pulp and other organic products. A consultancy on lombricomposta was carried out in May to determine the viability of this option however, given the time required to develop the idea into a profitable activity it was decided that in the short-term composting coffee pulp, seeded with Mycelium, was more effective. In the medium-term beneficiary organizations will use the proposal developed for each organizations and seek assistance on how best to proceed.

Indicator	KRA	Unit of Measure	Baseline	Results	
				Expected 2007	Obtained 2007
Value of total sales	2.1.5	USD	419,307	428,365	495,527 ¹
Increase in the price received by the producer per unit of coffee produced	2.1.5	USD/100 kg cherry	30.05	38.35	34.61 ²
Increase in organic fertilizer applied (vermicompost)	2.2.6	Tons	20	20	0 ³
Increase in the volume of coffee sold as specialty	2.1.6	qq green / cycle	2,491	4,761	3,405 ⁴
Leverage of third-party support	3.2.1	USD	0	63,700	63,700 ⁵

Note: Prior to this reporting period all baseline and reported figures resulted from non-documented sources. The figures have changed significantly due to producers using registers to document actual figures.

A1. Context and Main Challenges

Shade-grown coffee typifies an environmentally friendly crop that is also in demand. Given this demand and the technology available for organic production, producers can secure above average returns. Mexico has a solid position in this market (with 20 percent of the world total). In addition, more than 30 percent of national production (from small and large producers) is organic, and 10 percent is sold as a fair trade product, which means prices between US\$ 129.00 and US\$ 141.00 per hundredweight of green coffee are possible (2006–2007 prices).

¹ This increase is primarily a result from GET's use of the wet mill

² This figure is an average for the three organizations, however only GET produced a small amount through one wet mill

³ Vermicompost was not carried out during this period.

⁴ The increase is primarily due to GET. 2008 figures will include all three organizations

⁵ Sources: US\$40,000 from Concafe; US\$20,000 from AMSA and US\$3,700 from the beneficiaries, principally from Comon Yaj Nop Tic.

Given this situation, many Mexican growers have focused all their efforts on organic certification, leaving aside two important realities:

- Mexico has low productivity (it is ninth worldwide), and
- Quality impacts price (Chiapas' green coffee is generally sold for US\$ 20.00 under the commodity market price, or "C" market price, due to its poor quality).

Generally speaking, the fair trade organic market is saturated, primarily by coffee from the more productive countries, such as Colombia and Costa Rica. However, a market for specialty coffees has developed that offers even better prices, but also demands better quality. In this market, unlike that for fair trade organic beans, buyers are attentive to the origin of the coffee as well as to quality.

Given the strong fluctuations in the "C" market, successful coffee producers must diversify both their products and markets. Market fluctuations generate uncertainty among producers and buyers. In an attempt to limit this uncertainty, producers and/or producer organizations (1) establish contracts that guarantee prices higher than those for fair trade organic beans, (2) ensure access to working capital for their harvest through a variety of financing sources, and (3) develop central processing sites acquiring and processing cherry, enabling more control over product quality instead buying parchment coffee from individuals. These actions also strengthen the producers' selling position. Diversifying products, and subsequently markets, through quality and product differentiation is an important part of any commercial strategy and, in the case of coffee producers, it is essential for their survival.

However, to successfully carry out the strategy described above, it is necessary to achieve a certain level of parchment coffee quality, which is determined by the entire value chain from production to sale. To reach this goal, coffee growers (individuals and/or families) must institutionalize best practices for production, harvest, processing, storage, and sale (by group and/or organization).

One challenge of institutionalizing best practices among the three partner organizations has been the differences in their technical and administrative experience. For example, La Comon has used improved methods of de-pulping, fermentation, washing, drying, storage, etc., and therefore getting them up to speed with best practices has been relatively easy. With respect to GET and SPOSEL, who do not have comparable experience, the process has required more time and resources. The level of organizational development is proportional to the technical capacities of the various organizations. In the final months of the project RPCI will continue with a strong focus on business development and organizational strengthening. Importantly, the University Tecnológico de Monterrey Chiapas Campus (ITESM), in coordination with the Mexican Government will continue this assistance through October of 2008.

Putting the community wet milling modules into operation has presented another set of challenges, both physical and organizational. Staff has encountered major problems in site selection, equipment modifications, installing associated infrastructure, etc., that essentially left the modules out of commission for the 2006–2007 harvest season. In addition, using these machines entails changes in traditional production and processing

practices of the three partner organizations. As a result, new physical operational structures for processing and relationships within organizations have been established. Additionally, taking into account the project's close out is in seven months relationships between beneficiary organizations and transition partners has been made a priority. This will be further discussed below as well as in the RPCI 2008 workplan.

A2. Intervention Strategies

RPCI's business development strategy continues to focus on strengthening the technical and administrative capacity of the beneficiary organizations. To this end, RPCI combines technical interventions — such as installing/operating wet mills, maintaining productivity, and ensuring quality — with administrative interventions — such as improving recordkeeping, improving accounting, offering leadership training, enhancing cost controls, etc. ITESM is the subcontractor for this activity and financing has been cost-shared by the Mexican Government.

With respect to technical interventions, the difficulties experienced with the processing equipment have been well documented. Since the last progress report RPCI has negotiated the return of the depulpers, washers and motors to the vendor and has reengineered the post-harvest processing system to accommodate equipment of different manufacture. All equipment has been ordered and should be installed before the beginning of the 2007/2008 harvest season.

RPCI has made significant progress in training local coffee cuppers and establishing a quality control and management system in each beneficiary community. A team of Q-grade cuppers has been employed to select and train local cuppers. Ten cuppers have been selected and are being trained. Additionally, the cupping trainers have held large-scale community cupping demonstrations to promote the production of quality product and prove to beneficiary communities that their coffee has specialty quality characteristics and there are direct linkages between quality and price. The idea is not to produce Q-quality cuppers but enable communities to assess and value the quality of their product and negotiate a better price as well as monitor the quality of the post-harvest processes.

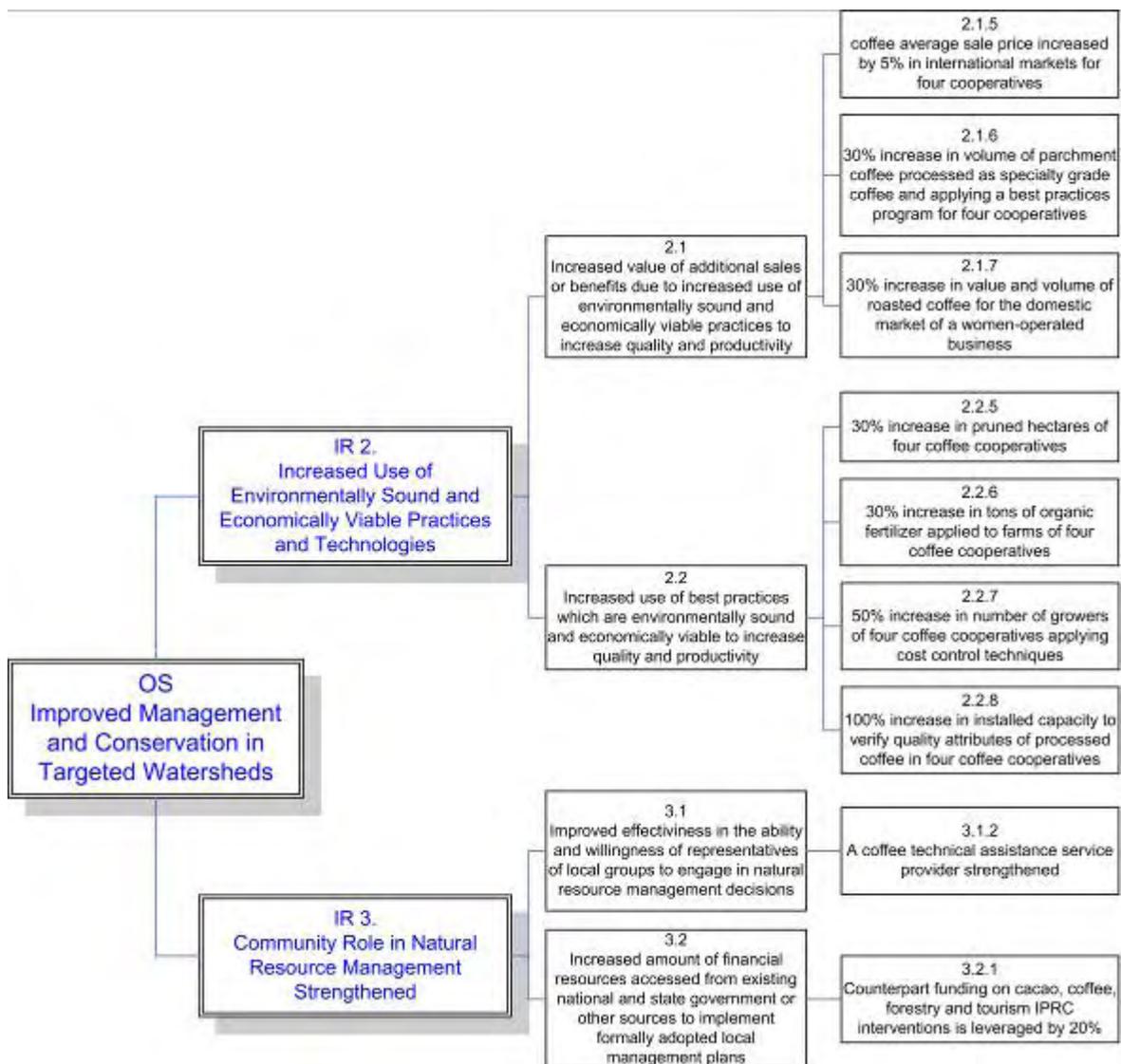
The post-harvest processing water treatment systems have been decided on. Two prototypes were tested by ECOSUR; geotubos and bio-digesters. Tests have confirmed that geotubos will be utilized for post-harvest water treatment. They have been selected for their greater durability, low maintenance and ease of installation. The systems are expected to be installed and tested upon completion and of the wet mill installations.

B. KRAs Related to Coffee

Initially, RPCI considered working with four organizations (three in Chiapas and one in Oaxaca). However, given a reduced budget as well as the Oaxaca organization's advanced technical and administrative capabilities and the support they receive from the Fundación Comunitaria Oaxaca, RPCI decided to focus its efforts on the organizations in Chiapas. This decision modified activities 2.1.5 and 2.1.6 of the operational plan, as well as activities 2.2.5 through 2.2.8. In addition, activity 2.1.7 was eliminated from the

program (see C4 below). As a result, the number of activities that produce key results in support of the project’s strategic objective was reduced from 10 to 9.

- The three organizations’ ability to use wet milling, drying modules, and cupping labs will directly increase sales (KRAs 2.1.5, 2.1.6, and 2.1.7) and will also impact KRA 2.2.8.
- The preparation of vermicompost projects, together with technical assistance, will contribute to KRAs 2.2.5, 2.2.6, 2.2.7, and 3.1.3.
- The strengthening the partner organization Aires de Cambio’s business and technical skills will help achieve KRA 3.1.2.
- Each of these activities can be leveraged through NGO partners and government agencies, which will contribute to KRA 3.2.1.



C. Activities and Results

C1. Installing/Operating Wet Mills, Dryers, and Water Treatment Systems

C1a. Wet Mills

After the grants for equipment for the three organizations were approved in October 2006, RPCI developed operational and logistical plans for installing the modules. Planned activities ranged from selecting sites for the modules to training the organizations in their responsibilities with respect to managing the grants, including monitoring and evaluation. In addition, RPCI held a workshop to calculate — in a transparent manner — the price for cherry coffee based on the agreed price for green bean export coffee, the costs of operation, and the amortization of equipment value.

Each organization agreed on the location for the modules, which were ordered from Equipos Agrícolas de Oaxaca, S.A. de C.V. at the beginning of November and delivered in the second half of December. Each organization also selected two operators for each module. These operators are members' sons and are willing to work full time during the harvest period, are able to read and write, and — importantly — have the trust of the group, as they would be managing the group's product and money.

The installation of the modules was problematic mainly with respect to the de-pulping and washing components. Setting up, testing, reengineering the modules resulted in various delays in the project; subsequently:

- RPCI consultant Luis Caballero dedicated more time to setting up the machinery than to establishing the operational procedures of the wet mills;
- The coffee was processed in the traditional manner, except by GET; their harvest occurred later in the year, and they processed a minimum amount of coffee in the wet mills; and
- The wastewater treatment systems could not be tested under conditions of normal use.

After extensive trials the original depulping and washing equipment was returned to the manufacturer and equipment more suitable for project requirements was selected; JM Estrada washers from Colombia and Ecosystem depulpers from Guatemala. The equipment has been ordered and is expected to be operational before the beginning of the harvest season.

Although only one wet mill was partially operational during the 2006/2007 harvest project staff developed an operating manual for wet milling and used it to train the operators and those in charge of the modules at SPOSEL and La Comon and will be used with GET staff in the coming months. In the Tzajalchen mill, GET processed close to 80 tons of cherry coffee. They mixed this product with traditionally processed coffee and produced one container that was sold to Starbucks. They received a preferential price that was 15 percent higher than that received by non-beneficiary producers in the area.

C1b. Solar Dryers

Each module has a greenhouse-type solar dryer, which required modification to operate efficiently. The modifications provided more space between the mesh racks, facilitating movement between the racks, for stirring the beans. Additionally, the volume of beans that can be dried in them was insufficient. Thus, the maximum daily needs per module will be recalculated and a financing plan prepared so as to have the necessary infrastructure before the next harvest. To this end, AMSA will invest in increasing the number of solar dryers or take partially dried beans and finish drying them at their Tuxtla facility and SPOSEL has received additional drying capacity from the European Union funded PRODESIS project.

C1c. Wastewater Treatment

RPCI has proposed systems to treat coffee wastewater and thereby reduce the environmental impact of coffee processing. Using prototype Geotubes (polypropylene-mesh bags that filter waste from water) installed in a wet mill in collaboration with PA Consulting, project staff conducted field tests of their efficacy. Geotube suppliers and Ecosur also carried out laboratory tests and water analysis. Initial results demonstrate that Geotubes are a viable option.

In addition, PA Consulting, through Ecotourism y Nuevas Tecnologías installed two biodigestors for La Comon in the community of San Pablo in El Triunfo. The biodigestors' impact on the water quality will be tested after the new wet mills are installed.

C2. Establishing Coffee Cupping Laboratories

RPCI has proposed using cupping labs for quality control and development of a quality management system. This process has the benefit of (1) enabling organizations to identify weaknesses in their post-harvest systems, (2) allowing organizations to identify how quality varies across geographic areas, (3) empowering organizations to realize a stronger negotiating position based on known product quality, and (4) reinforcing the direct relationship between product quality and sale price.

The Quality Management System consultancy is ongoing and two of the laboratories have been delivered; La Comon and SPOSEL, while the third is waiting for a cupping room to be constructed and a source of finance to pay the taxes for the laboratory. Presently, ten community cuppers are being formed by two Q-grade cuppers experienced in indigenous coffee producer development and formation. These cuppers will be ready to implement the Quality Management System in December 2007, though they must have permanent follow-up to consolidate their formation. To this end, Harris Hasse, AMSA's director of cupping in Mexico has offered RPCI beneficiary cuppers access to AMSA's laboratories during the year so they can maintain their ability and has offered to provide follow-up training after the RPCI project ends.

C3. Creating a Business Center/Service Provider for Coffee Growers

RPCI continues to support Aires de Cambio (formed by a group of former Conservation International coffee technicians), which offers a viable business model for meeting coffee producers' needs for technical service providers. RPCI assisted Aires de Cambio enter a contractual agreement with FIRA (related to AMSA) to supply technical assistance, on a full-time basis. Additionally, RPCI assisted Aires de Cambio to enter ITESM's business incubating program, which is free of charge.

In the last year Aires de Cambio earned gross revenues of more than US\$ 150,000 from AMSA for their work in carrying out the internal certification (buenas practicas) process for over a thousand Chiapas' coffee producers. This effort has increased the availability of certified raw product supply to Starbucks, via AMSA, by more than 100% in one year.

C4. Forming Community Roasters

This activity was eliminated from the program due to the low impact expected from it.

C5. Creating a Cupping and Roasting School

This activity was cancelled as a result of the RPCI budget adjustment and the withdrawal of the partners contracted to carry it out.

C6. Producing/Selling Vermicompost and Coffee Plants

RPCI carried out a consultancy to develop a business strategy for the production and sale of organic vermicompost fertilizer. The goal was to create a new company, preferably female-owned, that uses the pulp and sediment from the wastewater treatment systems and wet mills to produce organic fertilizer that is of sufficient quality and quantity to improve yields for project beneficiaries. However the results of the consultancy indicated that to properly develop the business a minimum of three years would be required. Subsequently, RPCI is taking a more traditional role to mitigating the effects of coffee pulp by compartmentalizing lots of approximately two cubic meters and seeding it with Mycelium which mitigates negative environmental effects and produces usable compost in about four months. In the medium term the three organizations will use the completed technical and financial plans from the consultancy to attract funding for vermicompost.

C7. Strengthening Organizations

Ariadna Alcántara, previous RPCI accountant, conducted training in basic accounting for those in charge of the wet mills. Recognizing that bookkeeping is a fundamental business skill 23 producers attended 21 men and two women.

RPCI has contracted the ITESM to provide business development training and organizational strengthening. ITESM manages a business incubator program and is working with the three coffee beneficiary organizations and Aires de Cambio to assess their business development needs and work with them to develop strategic and business

plans. The business plans, for the communities will integrate all aspects of the value chain.

C8. Improving Market Opportunities

An essential part of RPCI's strategy is developing new and better market opportunities for the products of the organizations it supports. The case of La Comon presents a challenge, because they have a long-term agreement with Starbucks for their total production. For GET, AMSA, GET's principal buyer, made Starbucks an offer and due to the favorable behavior of the "C" market at the time was able to improve GET's sale price. Unfortunately for SPOSEL, the deal established with Sustainable Origins was not completed due to lack of interest from the company, despite the fact that SPOSEL met all their demands including provision of organic and fair trade certificates. Given this situation, AMSA made an offer to SPOSEL, but SPOSEL decided to continue with their UCIRI, their buyer from last year.

Despite their experience with Sustainable Origins, SPOSEL is still interested in seeking new buyers. To that end, RPCI established contact with II Cafe Sospeso (which is interested in coffee from the region) as well as with Oaxaca Coffee. RPCI will follow these leads, attempt to reestablish contact with Sustainable Origins, and continue to seek new buyers to diversify market opportunities. To date no contracts have been signed but RPCI is presently in communication with AMSA and SPOSEL in an effort to promote a contract between the two organizations for organic Fair Trade coffee.

Interestingly, the cupping consultants Mario Fernandez and Manuel Díaz during the cupping training at Ignacio Zaragoza found SPOSEL's coffee to contain distinct quality characteristics and are interested in promoting this coffee in the national market and possibly internationally. RPCI will continue coordinating with the consultants to develop this opportunity.

C9. Securing Credit

Independent of the financing that Verde Ventures regularly provides for the harvest and commercialization of coffee, La Comon obtained additional credit through that institution for the purchase of two milling modules thanks to an intervention by Conservation International. It used the additional funds to pay taxes on the water treatment systems, laboratories, and the three mills donated by USAID.

AMSA provided GET with the financing for three of its five wet mills. For the next harvest, it is expected that GET will work with Agrofinanzas (which is a Grupo AMSA company) to receive credit.

One of the problems SPOSEL experienced during last year's harvest was a lack of liquidity, because it had not established a sales contract on time. An effort was made to obtain support from Ecologic Finance, but the application was late. However if the contract between AMSA and SPOSEL is finalized this will increase the chance of AMSA offering credit to SPOSEL. Additionally, when the business plans are completed beneficiary organizations will be better prepared to approach other sources of finance.

D. Lessons Learned

D1. Lesson One

When buying equipment, it is necessary to capture purchase terms in writing in order to have legal redress should problems arise with equipment operation, delivery times, delivery condition, operator training, etc. It is also advisable to buy equipment engineered for a specific function rather than to buy equipment with the intention of modifying it to meet project needs.

D2. Lesson Two

Promoting change in an organization's technical practices and operating culture is a long-term effort that requires weekly monitoring by the activity manager in order to create awareness of responsibilities, clear up questions, etc. To achieve this goal, one must select partners carefully and record expected activities/outcomes in writing regardless of the time that such negotiations might require. In the long run, such an approach will take less time than will the clarifications necessary to correct errors or misunderstandings and may avoid subsequent financial losses.

D3. Lesson Three

Beneficiary organizations should be selected by analyzing their technical and administrative abilities (using SWOT or similar analysis). Given the time required to carry out change, the institutional strengthening of the organization should start as early as possible. Should an organization not meet the minimum technical and administrative requirements that would qualify it as a viable investment of project resources, a decision should be made to deselect that organization.

D4. Lesson Four

Administratively and technically advanced organizations should be used as examples for organizations that are less so.

D5. Lesson Five

Local leaders and progressive producers who are trained to facilitate extension services should be part of a plan to train local groups in technical topics.

D6. Lesson Six

At the outset of a project, staff should develop strategic plans that identify specific products and services and business plans that identify appropriate strategies for diversifying markets and clients.

E. Success Story

In spite of the problems that GET experienced, the operation of the centralized wet mill in Tzajalchen has stimulated great interest among producers of the region, and at least three groups are willing to join the project.

The pastor of Tzajalchen decided to conduct a test to see if it really was more profitable to sell cherry coffee to the mill rather than process it himself. He weighed the cherry coffee and then weighed the parchment coffee he produced after milling his beans (almost 5 kg of cherry for one kg of parchment). Afterwards, he told his congregation in his sermon that it was better to sell cherry than parchment, because buyers paid 5 Mexican pesos per kilogram for cherry versus 18 Mexican pesos for parchment. As a result, the delivery of cherry coffee drastically increased, reaching four tons per day, even at the end of the harvest.

In July 2007 a nation-wide coffee quality contest was held in Mexico City. AMSA sent a sample of GET's coffee which won third prize beating out several well known origins such as Soconusco and Veracruz. Given this result the prominent Mexican specialty coffee company, Punta del Cielo, is interested in buying all the GET centralized wet mill processed coffee to be sold as a single origin product.

Several of the beneficiary organization cupping trainees have demonstrated exceptional abilities and will be offered the opportunity to participate in certification training, next year during a Q graded cupping contest in San Cristóbal de las Casas as Star Cuppers.

F. Future Activities

The vermicompost projects will be presented to AMSA, Secretaria del Campo (State Agriculture Ministry) and FIRCO for financing.

The wet mill modules will be installed with the new depulpers, washers, dryers, water treatment systems and pulp processing (fungi composting). This process will be coordinated by an AMSA wet mill technical expert from Guatemala.

Confirmation of the water treatment systems will be carried out by ECOSUR and PA Consulting.

The procedures necessary for the optimal operation of the wet mill modules and determination of the price of cherry and the procedures for buying it will be established in each community with the coordination of RPCI.

To assist GET and SPOSEL negotiate with buyers, a format with the information required for buyers will be developed. This format should be of interest for any other organization interested in diversifying its market opportunities.

Technical assistance for the operation of the wet mills will be provided by a consultant, cost-shared, by RPCI and AMSA. This expert will work with the three organizations during most of the 07/08 harvest, assuring efficient operation of the wet mill modules.

Development of the Quality Management System continues and should be finalized for the 07/08 harvest. The cuppers will continue to be trained and the labs will be set to operate at their full capacity.

The entrepreneurial strengthening is continuing and the first phase will be complete before the harvest begins. A follow up plan will be negotiated and signed between RPCI, ITESEM, and third parties.

Negotiations with AMSA, CONANP and ITESM will be held to establish transition processes for the three organizations. This will be easier once the first phase of the entrepreneurial strengthening is finished, with a business plan to be followed and a management structure in place and operating.

SECTION II: CACAO

A. Introduction

RPCI's intervention in the cacao sector builds on the Mexican government's efforts to promote, and producers' efforts to obtain, organic certification. To that end, RPCI has chosen a strategy of differentiating its product by quality. Such a strategy aims to secure access for producers to high-value, international specialty markets that reward producers for the efforts they put into their agro-ecological system in a market environment in which local prices exceed international prices.

RPCI activities are based on an agreement between USAID and ED&F Man-Corigins, which is charged with developing the specialty cacao-producing sector and identifying and preparing four producer/processor groups that can serve as a replicable model for suppliers of high-quality product. The producers/processors signed a contract to deliver 150 tons of cacao and obtained a supplier certification from ED&F Man for marketing organic cacao.

Additionally, in this period, RPCI helped strengthen six organizations' capacity to process cacao while implementing quality control measures. Four of these organizations participated in the sale of 118 tons of organic cacao, 18 percent more product than in the previous cycle.

Indicator	KRA	Unit of Measure	Baseline	Results	
				Expected 2007	Obtained 2007
Increase in the income of cacao producers from access to specialized markets	2.1.1	USD	333,330	400,000	350,000 ⁶
Leverage with third-party support	3.2.1	USD	0	100,000	90,000 ⁷
National capacities developed	various	cuppers	0	10	10 ⁸
Increase of cacao under organic certification	2.2.1	Ha	1,000	1200	857 ⁹
Increase of hectares renewed	2.2.2	Ha	0	200	200 ¹⁰
Cacao produced as specialty product	2.1.2	Ha	0	15	2 ¹¹

⁶ Due to the effects of Moniliasis only 118 ton of organic cacao of the 500 tons contracted was sold. The reported figure represents gross revenues of both organic and non-organic cacao.

⁷ This amount of credit was offered through Ecologic Finance to Integradora La Chontalpa.

⁸ The priority of this activity was reduced to accommodate additional funds for organizational strengthening and business development. 10 cuppers are presently being trained.

⁹ This figure was lowered as cacao producers showed reduced interest in certifying cacao plantations and government subsidies for certification were reduced.

¹⁰ 200 hectares of Rio Seco had to be recertified as the initial certification process did not meet certification standards.

¹¹ 280 Kgs From the organization Afiladero was sold as specialty product for 25% over the market price.

A1. Context and Main Challenges

Government agencies have granted subsidies for the organic certification of close to 11,000 hectares of cacao. However, only the producers linked to the RPCI program have achieved a preferential price for dried cacao. Nevertheless, the optimism generated by RPCI's assistance in strengthening internal quality controls and the demand for organic product led producer organizations to focus on post-harvest processing and to underemphasize the cultivation practices required to combat the effects of monilia pod rot on production. As a result, ICAM has received less than 10 percent of the amount it expected from the previous contract, while suppliers to ED&F Man barely met 50 percent of its contractual obligations.

One of the main obstacles to increased compliance with quality production and fulfillment of export contracts is the distorted national market environment. Mexico is a net importer of cacao products. Subsequently, the Union de Cacaoteros, representing the non-organic producers sets a price for unprocessed cacao (baba) using unknown criteria. This price is not based on the world market price as a referential price point and is always higher than prices set using the world price. Such market distortions make it difficult if not impossible for local buyers to be competitive, unless the quality is of a standard (fine cacao characteristics) that is more profitable to sell to export markets.

The decline in production has increased the risk that producer groups will disintegrate and producers will desert project activities. To avoid this outcome, RPCI must focus not only on post-harvest quality and strengthening producer organizations but also on practices that can combat monilia, which has reduced cacao production in Chiapas up to 90 percent in some areas. RPCI continues taking action to make producers aware of the cultivation practices that can combat the fungus. This is primarily accomplished through training workshops promoting techniques that reduce the incidence of monilia. In addition, RPCI has used demonstration farms, which are achieving positive results, to disseminate information to producers.

In the second half of this reporting period the Government of Mexico, combining state and federal funds, RPCI has carried out a training and information campaign to combat monilia implementing a monitoring system to better understand the impact and spread of the fungi. RPCI and its partner organizations have participated. One of the more interesting recommendations from training participants is that the government provides subsidies based on results of implementing cultural practices that have actually reduced the incidence of monilia and not solely advance funds to producers, who may or may not comply with required cultural practices.

A2. Intervention Strategies

RPCI's technical assistance has focused on post-harvest processes to improve product quality in order to secure sale prices higher than the average local prices. Given this goal, RPCI decided to focus its technical support and grants on training producers and promoting a quality-control system within producer organizations. The grants provided producers with fermentation boxes, humidity meters, bean cutters, etc. This strategy has

produced tangible improvement in the procedures and monitoring that ensure that fermentation, drying, and storage processes produce a high-quality product.

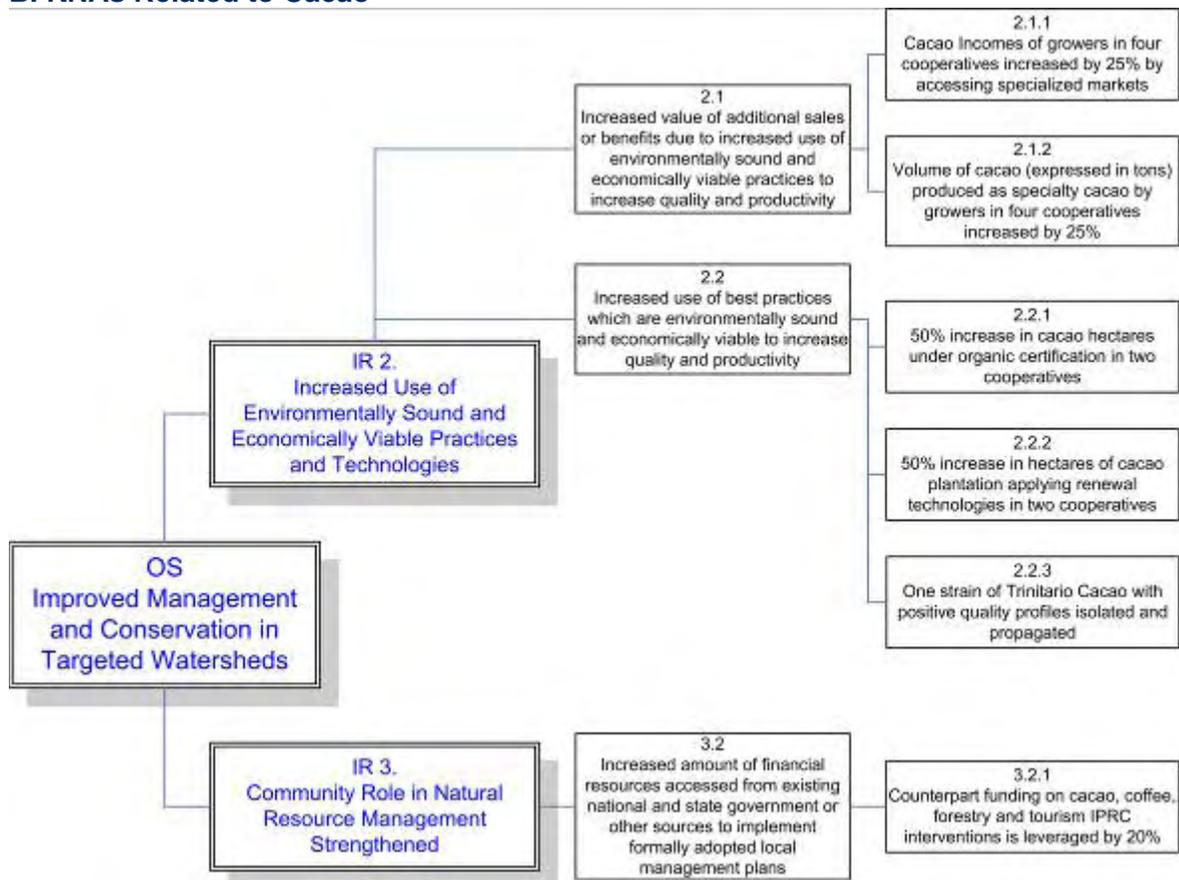
RPCI has also worked to provide access to finance for its beneficiaries that produce high-quality cacao so that they may fulfill contractual obligations. To reach this goal, RPCI has sought financing for the commercialization of organic cacao, because the producer groups lack the loan guarantees the formal banking system normally requires. In 2007 RPCI facilitated access to US\$90,000 for post-harvest financing from EcoLogic.

Aside from the technical strengthening of the producers' organizations RPCI has begun an intensive organizational and business strengthening campaign with five beneficiary organizations, including La Integradora and four of the raw product providers of export quality product. SWOT analyses of each organization have been completed. The high incidence of non-compliance with forward export contracts emphasizes the need for this type of training and it is expected that this type of training should lead to greater volume of exports. As with the coffee activity this training is based on a systems approach integrating the technical requirements of producing quality for export with the organizational and business knowledge requirements to do so.

Additionally, during the reporting period a consultancy was carried out to define the most effective configuration of fermenting container. The configuration of a rotating cylinder was identified as the best in terms of reduced contamination, reduction in labor, more uniform fermentation and production of a bean that was not flattened and whose "rounder" presentation could command a higher price.

To reduce the environmental impact of cacao processing, RPCI has worked with PA Consulting, which designed and installed three biodigester systems for treating residual processing water and acids derived from cacao fermentation.

B. KRAs Related to Cacao



C. Activities and Results

RPCI will continue to work mainly with six cacao-producing organizations in the state of Tabasco. It will help them improve the quality of their cacao by donating fermentation boxes and laboratory equipment (humidity and acid meters, cutters, and lamps) and providing technical assistance in production and post-harvest processes. The six organizations are:

- La Integradora Orgánicos de la Chontalpa S.A. de C.V.
- El Palenque Sociedad de Solidaridad Social
- Sistemas de Proyectos Organizados en Comunidad S.C.L. (POCS).
- Sociedad Cooperativa “General Francisco J. Mújica”
- Asociación Local Agrícola de Productores de Cacao de Río Seco
- Asociación Local Agrícola de Productores de Huimanguillo
- C11 - Grano de oro

In June 2006, USAID and ED&F Man both signed a memorandum of understanding. At the close of this contract March 2007, 80 tons of organic cacao have been sold according to the framework set up in this memorandum. In addition, 38 tons were sent to ICAM (in Italy) in partial fulfillment of a cacao order from the previous harvest season. Four members of La Integradora — an apex organization that collects product from member

organizations for export and handles the export regulations — participated in the sale (the four were Francisco J. Mújica, El Palenque, POCS, and La Nueva Esperanza del C11).

These 118 tons of certified organic cacao sold for prices approximately 25 percent higher than the price of conventional fermented cacao. This price was secured only for the cacao generated by the producers participating in the RPCI program and not for the cacao grown in the rest of the approximately 11,000 hectares that produce organic cacao in the state.

C1. Implementing Post-Harvest Quality Control Practices

RPCI began to introduce quality control practices with the installation of temperature sensors in November 2006 to make producers aware of proper fermentation times. The next month, RPCI conducted comparative tests of fermenting systems and held training sessions on proper fermentation techniques to make public the results of the tests. In January, the first components of the laboratory equipment arrived, and project staff trained technicians in its use during the post-harvest workshops. As a result of this training, the producer organizations have institutionalized the quality-control practice of sampling products prior to shipment.

The technical specialists (despachos) that are members of La Integradora Orgánicos de la Chontalpa (as well as the firms consulting for Río Seco and Huimanguillo) participated in the workshops and were responsible for the quality of the deliveries from each processing center. During the Río Seco training event, attendees from various organizations created a Quality Committee, which was authorized to inspect processing plants and generate recommendations for improvements. As a result of such inspections, the Río Seco plant developed and now adheres to standards of cleanliness and post-harvest best practices that will both improve product quality and present a more professional image to buyers. Presently samples are being evaluated at the University Tecnológico de Veracruz.

C2. Implementing Best Practices in Cacao Processing

In January and February, RPCI held three workshops (at POCS, Río Seco, and Francisco J. Mújica) on post-harvest management. Technical experts and producers from nine organizations (eight private and one governmental) attended these workshops to exchange experiences and validate processing practices. During the third workshop, experts and producers conducted tests using a titration of acidity (acidity is a measure of quality). Additionally, cacao processors were convinced that they could reduce acidity by using the rotary drum system for fermentation, as opposed to the conventional box fermentation system, which has resulted in an increase in the quality of the cacao processed.



Rotary Drum Fermentor

Likewise, as recommended, processors separated product by bean configuration for at least two types of cacao, the “melon-shaped” and the “pointy.” This action led to a second differentiation of organic cacao, in this case seeking a “fine” cacao designation, which has a higher value.

The consultant in post-harvest management has begun to analyze the specifics of processing cacao and its by-products in order to produce a design for a pilot cacao fermentation plant. He is considering how existing infrastructure could be optimized and has met with an architect from the Comalcalco town hall to determine the best materials to use in the pilot plant. One result of this consultancy was the modification of the dryers. The heating chamber of the dryer was modified to more evenly distribute heat over the entire drying surface resulting in uniform temperatures, uniformly dried cacao and a reduction of gas, used to heat the dryers, of 25%.

In March three biodigestors were installed as wastewater treatment systems to reduce acids created during the fermentation process in the POCS, Francisco J. Mújica, and El Palenque collection centers. The equipment is part of RPCI’s donation and was designed by PA Consulting in order to fulfill the initial environmental evaluation water treatment requirements. RPCI will validate their effectiveness during the next peak harvest period expected to be in November 2007.

C3. Obtaining Financing

Access to financing depends on where producers sell their product. The primary option for export quality product is ED&F Man, which will make financing available to its suppliers.

In October 2006, RPCI staff, together with the partner firms of La Integradora Orgánicos de la Chontalpa, started preparing the financial documents required to obtain external financing for the harvest of cacao from Ecologic Finance. That organization’s authorization was delayed by the lack of required financial information until January 12, 2007, when it offered a line of credit totaling US\$ 90,000. The success of this model can be replicated in other organizations that have export sales contracts for organic cacao.

John Kehoe from Corigins will visit Tabasco in October 2007 to estimate volumes available for its quality market requirements. Corigins has partnered with Root Capital, formerly EcoLogic, and will offer credit based on its past experience.

AMSA has recently upgraded an existing cacao processing facility near Comalcalco and also presents a financing option for producers but this will depend on whether AMSA can compete with the price set by the Union de Cacaoteros. The difference between AMSA and other buyers is that AMSA will buy organic cacao but does not seek the quality and subsequently will not pay the higher prices other quality buyers do.

C4. Business Workshops

On October 10 and 12, members of the board of directors of La Integradora Orgánicos de la Chontalpa and an ED&F Man representative negotiated a contract for the export of 150

tons of organic cacao. As mentioned above Corigins representative will come in October to estimate its procurement, from which other contracts could be developed.

C5. Implementing Sensory Analysis Practices for Cacao Marketing

Two training events on sensorial analysis were approved and carried out during the reporting period. Of the 25 initial candidates selected for their abilities to differentiate the distinct characteristics of quality cacao 12 were identified as candidates for further training. The first workshop consisted of trainees learning to identify the basic smells and tastes. Interesting the best candidates are young women which has developed not only a gender bridge but has allowed them to “rediscover” their connection with cacao in the zone.

To date all the sensory training has been provided by professors of the University of Veracruz at no cost to RPCI although RPCI has facilitated the trainings.

C6. Strengthening Social Controls in Organic Cultivation

During the 2006–2007 harvest, the groups belonging to Sistemas de Proyectos Organizados en Comunidad, POCS, and El Palenque made a first-time application for an organic certificate under the USDA’s National Organic Program, which enables them to export their products to the United States. These applications were a direct result of a September 2006 workshop about strengthening internal control systems.

On February 27 and 28, 2007, La Integradora was inspected as part of the process of becoming certified as a seller of an organic product. Certification was subsequently awarded.

In addition, RPCI provided ED&F Man with a consultant to help it obtain its organic certification. The certification was awarded on January 8, 2007.

C7. Updating Plans for Management and Assistance in Administration, Finance and Processes

Between September and October 2006, the management plans for the entire production area presently in process for organic certification were developed. They were updated following the organic certification inspection completed in late October.

RPCI contracted Advanced Resulting, a business developing consulting firm. Initial diagnostics have been carried out and formal training is underway. The results of the diagnostics and evaluation of the five beneficiary organizations have been incorporated into the RPCI 2008 workplan.

CIMADES, a Tabasco governmental agency, was included in the workshops held to develop the terms of reference for future intervention. This agency’s program activities include assisting cacao producers. In coordination with Competitividad Empresarial Fundación Tabasco, CIMADES will provide solid long-term support for the producers, and possibly these two organizations will contribute their resources to co-fund the RPCI

business strengthening contract for the cacao organizations (even though they thought the project best suited for La Integradora, as the other producer organizations were considered too small to meet the large demand for resources).

D. Lessons Learned

D1. Lesson One

To effectively train cacao-producing groups in how to obtain organic certification requires numerous workshops to reinforce the training information.

In the state of Tabasco, cacao producers obtain organic certificates by working with technical assistance firms, which receive state subsidies for this work. However, it appears that this arrangement does not facilitate the growth of the organic industry.

Of the 11,000 hectares covered in the program, only the organizations closest to the technical assistance providers achieved certification. The need for an extension system is apparent although given the culture of subsidies it will be difficult for a private firm to carry out such an activity profitably.

D2. Lesson Two

Cacao producers need additional technical support to gain organic certification. Two years ago, the state subsidies to the technical assistance firms were suspended, and as a result the certification firms focus on financial or consulting activities was focused on other crops. This change has considerably limited their ability to certify additional cacao producers/processors. Sources of subsidized, semi-subsidized, or fee-based technical assistance are needed. In addition, the program to upgrade cacao processing plants has run into delays in providing plants with equipment, which has reduced producer access to modernized facilities and decreased the number of producers able to receive premiums for high-quality product. Better planning is needed.

D3. Lesson Three

The cacao producers/processors need experienced leadership to achieve maximum benefit from the program. Changes in the boards of directors of various organizations resulted in the appointment of people without experience in the processing and sale of organic products. This reality has slowed the organizations' growth, which also reduced the benefits they reaped from the program.

Unfortunately, the government's organic program's limited coverage and the need to treat all cacao producers the same has raised concern among producers that comply with required organic practices that those not in compliance will expect the same preferential price and, ultimately, buyers will not receive the expected quality. Should this happen, the system as a whole would be negatively affected.

D4. Lesson Four

Cacao producers need better ways to predict the size of their crop, which will allow them to promise buyers cacao quantities they can, in fact, deliver. In their eagerness to generate income, some organizations have led buyers to expect supplies larger than what they can produce given their real capacities and experience with the crop. Because they lack a harvest prediction model, they commit to deliver quantities that do not correspond to their actual production. For example, for two consecutive years, cacao organizations have promised ICAM more product than they were able to produce. During the 2006–2007 harvest, these organizations fulfilled less than 10 percent of what they had contractually agreed to deliver. The cacao suppliers need better crop estimations, or buyers will lose confidence in them.

D5. Lesson Five

In the long term, cacao organizations need to obtain crop varieties that are resistant to monilia, as that fungus has caused significant production losses (the cooperation agreement with Nestlé includes a program to obtain such varieties). Consultations with specialists have not led to any short-term solutions. Monilia-related production losses will make it very difficult for producers to achieve the product volumes they have contractually committed to deliver. In the case of the ED&F Man contract, it is clear that actual supply will not correspond to what was promised. RPCI foresaw in December 2006 that 100 tons would be acceptable for the ED&F Man program. In light of the fact that ICAM had an outstanding contract for 400 tons, even that figure was too high.

Despite wide-spread knowledge that monilia, and other diseases, were spreading towards Mexican producers did not take preventative action until after the full impacts of the disease are evident. Historically, producers did not monitor their crops, essentially visiting them once per year to harvest. However given the potential for premium prices producers are taking more interest and in recent workshops have requested that the government not provide blanket subsidies but only reimburse producers that have implemented cultural changes to combat diseases.

E. Success Story

John Kehoe of Corigins visited Mexico for the 2005–2006 harvest in search of cacao with organic certification but did not find any. In 2006, Corigins was bought by ED&F Man, with whom USAID signed a memorandum of understanding in July 2006 to support the development of Mexico's specialty cacao market. This program was coordinated by RPCI.

Because RPCI was aware of the needs of the organic cacao development process, we facilitated the inclusion of ED&F Man as a provider of technical assistance to strengthen the internal quality control system of farm worker economic organizations (OECs), without additional costs in the contract. As a result, in addition to entering a new market with a new buyer, the apex organization La Integradora was certified to sell quality organic cacao.

F. Future Activities

RPCI needs to continue to support programs to control monilia. This will be done through continued coordination with the State Government of Tabasco and private sector stakeholders (buyers and producers' organizations) to ensure that "best practices" are disseminated to project beneficiaries. In addition, agreement is needed on the operating regulations for the delivery of state subsidies to producers to prune their parcels to combat monilia. RPCI's recommendations include (1) the comprehensive management of the plantation, leveraging the opportunity for plantation renewal through the planting of high-yield resistant varieties and (2) supervision to ensure subsidies are used for their intended purpose, which can be accomplished through the development of performance indicators. RPCI will also carry out the activities listed below.

- Implement the results of ongoing research and develop recommendations for the optimization of the fermenting plants.
- Develop quality-control manuals and finish equipping the quality-control laboratories.
- Complete the grants implemented within the cacao sector.
- Continue the post-harvest improvement workshops and validate their results with sensory analysis.
- Continue working with cacao organizations to keep differentiated products separate as an essential requirement for accessing better markets.
- Continue organizational and business strengthening activities through March 2008.
- Prepare for the closing stage of the project, as per the RPCI 2008 workplan ensuring the continuity of activities until their complete transfer to other organizations
- Continue to coordinate with UAV in providing sensorial training.

SECTION III: CONTROLLED-ENVIRONMENT CULTIVATION (COTAS AND OECS)

A. Introduction

COTAS (Aquifer Management Technical Committee) is an organization that consists of many entities in the State of Oaxaca, but due to social conflicts within the member groups COTAS lost its authority and the confidence of its members.

The donation/contract to COTAS concluded on January 15, 2007. Through March 2007, the end of COTAS's manager's contract with RPCI, the revenues generated amounted to \$28,000 Mexican pesos. Opportunities exist for COTAS to become quasi-self-sustainable should it take advantage of them, but much greater consistency and organization is required to obtain sufficient revenues that would make the organization sustainable. In July 2007, CNA committed financial support to reactivate COTAS and hire a new manager but funding is on hold until after the municipal elections in October. RPCI will work with the new COTAS manager to transfer all knowledge and information generated in the RPCI/IISA consultancy.

Through a separate consultancy with IISA, the four producer organizations that RPCI supports (OECs) have developed plans to improve their technical and administrative capabilities and are in the process of carrying them out. Three of the four organizations have agreed with the recommendations from the consultative process, and their attitude has changed noticeably (now more business-like and quality-focused). The fourth organization is not as advanced but has shown technical and administrative improvements. RPCI is coordinating with SEDER to transfer knowledge and techniques from the IISA/OEC consultancy and replicate the success in other producer organizations in the Oaxaca Central Valley and the Mixteca region. RPCI in coordination with SEDER is also carrying out a series of marginal analysis trainings to teach producers how to best make economic decisions for the diversification of their crops and cultural practices.

Indicator	KRA	Unit of Measure	Baseline	Results	
				Expected 2007	Obtained 2007
Increase in tomato sales by cooperatives	2.1.3	USD	768,540	868,085	850,000 ¹²
Increase in tomato production volumes	2.1.4	tons	1,614	1,823	1,900
Reduction in use of water by tomato growers	2.2.4	m ³ /Ha	48,000	42,000	TBD ¹³
Revenues generated for services (COTAS)	3.1.1	USD	0	23,810	2,600 ¹⁴

¹² The price of fresh tomatoes dropped from 14 to 5 pesos over 2007 accounting for the greater increase in productivity than \$ increase in total sales

¹³ This data will be derived indirectly using electricity use as a Proxy.

¹⁴ This activity has been suspended until the new COTAS director is hired and action plan is developed and accepted by COTAS members.

Indicator	KRA	Unit of Measure	Baseline	Results	
				Expected 2007	Obtained 2007
Leverage with third party support	3.2.1	USD	0	NA	53,000 ¹⁵
Increase in greenhouse surface area		m ²	30,000	TBD	150,000 ¹⁶

A1. Context and Main Challenges

IISA S.A. de C.V. helped COTAS A.C. develop a strategic plan. This activity was financed by a donation from the Project for the Strengthening of the COTAS Groups of Producers, which funded two different components:

- Granting technical assistance to the OECs and
- Determining the real potential of COTAS to achieve self-sufficiency.

While the execution of the strategic plan would require greater resources than those made available by the donation, the creation of the plan proved that member organizations are interested in services and are willing to pay for them. That said, the resources generated so far have not allowed COTAS to break even.

COTAS failed to reach its goals for a number of reasons including the departure of the manager after RPCI funding ended, its inability to attract state and federal funding, the continual rotation of COTAS' directors, whose participation is honorary and unpaid, its inability to offer services that generated revenues due to poor management and lack of liquidity for its continued operation and significant social, political and economic differences among its members resulting in a general disinterest in COTAS and its activities.

Since June 2007 RPCI has worked with COTAS to overcome its inability to attract state and federal funding by coordinating funding from CNA and CEA. This is an on-going process which will not be able to be completed until after the October municipal elections. Additionally, the possibility exists that COTAS will simply not be able to regain its authority or confidence of its members and will disappear altogether.

A Mexico City firm fulfilled the contract to help the OECs develop their technical and administrative abilities, and the OECs' plans did not include one of the main components of the contractor's model: evaluation by a demanding buyer with rigorous and well-defined standards of quality. The firm's Mexico City location also elevated its costs and limited its presence in the project area. This did not necessarily invalidate the methodology used, but in the future, the inclusion of on-the-ground realities in a

¹⁵ CNA and CEA have committed 500,000 Mexican pesos to reactivate COTAS.

¹⁶ This expansion refers, principally, to an increase in funding from federal and state government to a number of local organizations. Additionally the members of Monte del Toro have increased surface by 1 Ha this year (total 3 Ha); Iprosamar by 2 Ha (total 6 Ha), and RyR to 6 Ha. At the end of the RPC project in April 2008 we expect additional expansion through new OECs totaling 18 ha.

proposed intervention model should be established before the implementation of the intervention.

RPCI staff did, in fact, recognize that the contractor's methodology did not address the needs of the OECs and renegotiated (among other things) the use of a full-time technical consultant to work with producers to improve their production. This intervention was very timely, appropriate, and useful to the producers.

A2. Intervention Strategies

During the reporting period, RPCI planned to implement COTAS' strategic plans but the dissolution of COTAS as a viable organization precluded any such assistance. RPCI has worked with the other OECs in Oaxaca to develop their technical and administrative improvement plans, in the following functional areas:

- Administration
- Marketing
- Finance
- Production
- Human Resources.

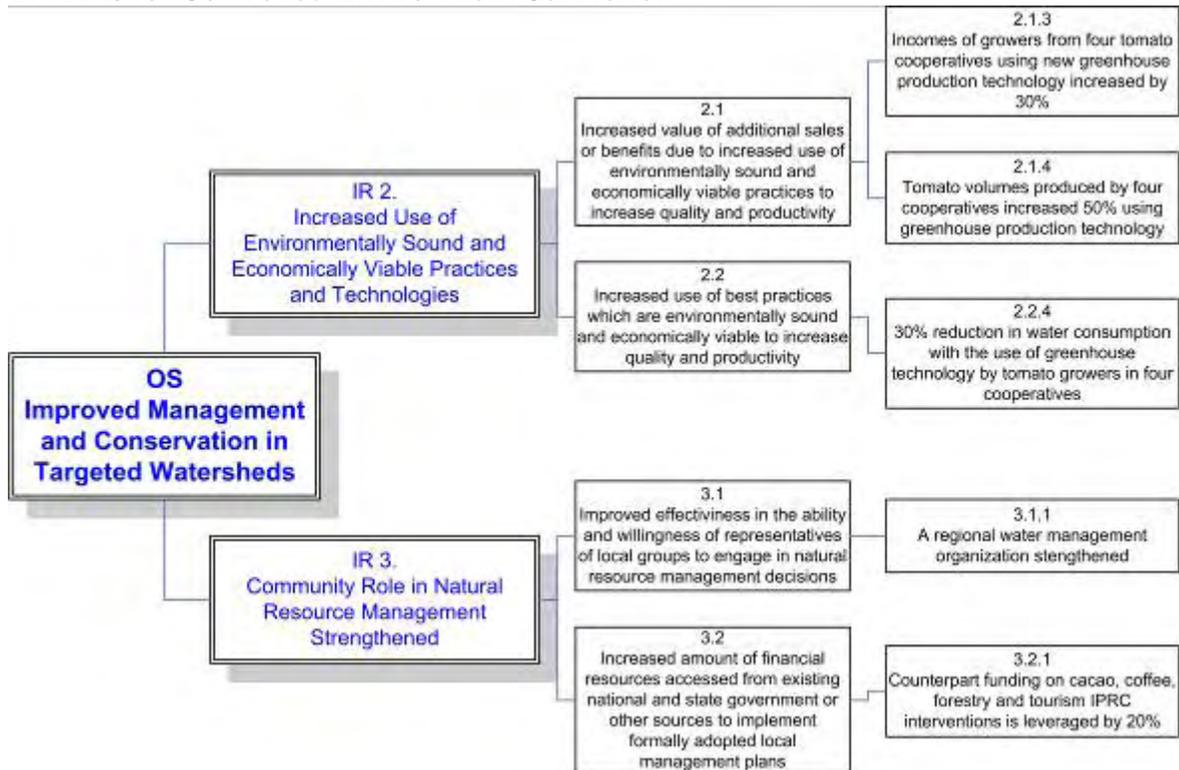
As part of the project close-out, RPCI has been coordinating with SEDER and ITVO to technically strengthen OECs involved in greenhouse production and provide training to OEC members in economic decision making. Although RPCI worked primarily with three OECs there are many other OECs supported by SEDER in the Oaxaca central valley area including San Baltazar Chichicapam (at 15 miles from Monte del Toro) and San Pablo Güilá (20 miles from Oaxaca City). Employing the business development



strategies of the IISA consultancy RPCI has entered agreements with ITVO to provide technical training in greenhouse management and production. SEDER has allocated its technical assistance unit to participate in the business and technical trainings and will take over greenhouse related activities when RPCI closes out.

Greenhouse surface area has expanded by 12 hectares in Oaxaca's central valley in the last year.

B. KRAs for Controlled-Environment Cultivation



C. Activities and Results

C1. Implementing Improvement Plans

The contracted consulting firm, IISA, delivered the business improvement plans to the OECs in the second half of October 2006.

The organizations have made some progress in implementing the plans' recommendations, even though at the time of delivery incentives for their implementation were limited. Specifically, because the local price for tomatoes reached \$14 pesos per kilogram, regardless of quality, the market did not encourage change in order to increase competitiveness. However, the local/regional tomato market eventually became saturated, reversing the market incentives.

Faced with this situation, in March the OECs agreed to pay COTAS for a quality inspection at a rate of 20 cents per square meter. This way, COTAS could have provided services to members, and they, in turn, could seek to achieve as quickly as possible the standards of quality that will give them access to other markets. Once again due to COTAS dissolution this never occurred but the OECs are willing to take it up themselves or with a third party, depending on buyer requirements.

One of the key activities being carried out is assessing the different levels of expertise and access to resources the producers have. RPCI and SEDER have placed particular attention to bringing the various greenhouse producers together to share problems and

successes. Many of the challenges less experienced producers are facing are the same faced and overcome by the more experienced ones, who have been quite willing to share their knowledge in the recent trainings.

That said all levels of producer organizations are weak in basic business skills and economic decision making. To that end, the basic accounting and marginal analysis trainings carried out by RPCI have been extremely valuable and SEDER plans on continuing the trainings on an annual basis.

Another important RPCI collaborator has been FIRCO, who is also working in the same geographic areas. FIRCO is a government agency, receiving funding from SAGARPA; similar to SEDER. In Chichicapam, FIRCO is working in watershed conservation of the Chichicapam dam area, in collaboration with the local municipality.

C2. Implementing COTAS' Strategic Plan

During the first quarter of 2007 COTAS earned total revenues of approximately US \$2,600, well short of the amount it needs to become self-sustaining for the reasons mentioned above.

In June CNA and CEA committed US\$46,000 to reactivate COTAS, however as most of the representatives of COTAS are municipal mayors and are running for election little is expected until after the October elections when COTAS can name a new manager. Until that time the following COTAS strategic plan activities are on hold. If COTAS is reactivated in will provide the following services that were institutionalized by RPCI but will need to be upgraded:

- Processing concession titles
- Promoting efficient water use
- Implementing a system to certify tomato quality
- Offering training course in greenhouse administration
- Selling agricultural inputs
- Providing technical agricultural assistance for greenhouses.

D. Lessons Learned

D1. Lesson One

Employing contractors who use patented methodologies (which are not in the public domain) can put the results of the program at risk. This happened with IISA's proposed supplier development model intended to strengthen the OECs. That is, RPCI was not able to thoroughly evaluate the proposed methodology because IISA would not reveal its proprietary information.

D2. Lesson Two

With respect to developing OECs administrative and technical capacities, the methodologies must include strategies that (1) reflect market conditions and (2) promote improvement to enable production of higher quality products. The Mexico City firm used a methodology that prepared the OECs to respond to a buyer with well-developed quality standards, but — due to the high local fresh market price — such buyers did not materialize. Given this situation, the methodology resulted in recommendations with little power to promote changes in conduct or culture that would improve product quality.

D3. Lesson Three

To achieve intended results, RPCI experts must evaluate its beneficiaries' needs and write terms of reference that reflect those needs in order to avoid the proposal of models that appear appropriate but do not reflect the realities and needs to be addressed.

D4. Lesson Four

It is essential to involve local, state and to some degree federal government in planning and setting objectives. This was a major flaw in RPCI's processor and RPCI's strategy to develop COTAS. Involving government participation would have increased COTAS' credibility, addressed the real needs of COTAS' beneficiaries and attracted additional financial support.

E. Future Activities

COTAS' future as a self-sustaining or self-financed entity is unlikely at least in the short-term. For COTAS to continue as an operating organization, it must strengthen its relations with the State Water Commission in order to obtain the federal subsidies that can support the execution of the water culture program. RPCI will also carry out the activities listed below.

- Strengthen the image of COTAS with the board of directors and all water users by (1) facilitating collaboration and possible financing with CNA and CEA (2) holding more training events, (3) coordinating the programs for efficient water usage, and (4) applying technology to the CNA water supply program.
- Continue to promote the operation the quality evaluation system in the greenhouses and expand its influence to other communities that are venturing into greenhouse use.
- Continue transfer of OEC activities to SEDER by 1) helping them to formalize and put into operation the quality evaluation system in the greenhouses and expand its influence to other communities that are venturing into greenhouse production, and 2) implement a series of technical and economic decision making trainings to promote the cultivation of more diverse and more profitable products — such as habanero chilies, cucumbers, and melons — and work to develop contracts with institutional markets.

SECTION IV: FORESTRY

A. Introduction

Within the RPCI project, forestry work has been done mainly with the certified forestry communities of the Sierra Norte and the Sierra Sur (both in the state of Oaxaca) and in Santa María Chimalapa (in the Isthmus region).

In the certified communities, RPCI seeks to strengthen the economic and technical capacities of the forestry companies so that they are better suited to compete in their existing markets and enter new ones. In the case of Chimalapas, RPCI has focused on gaining community support and carrying out a system of forestry management that gradually legalizes the present exploitation of forest resources and develops a regional productive forestry value chain.

During this reporting period, RPCI's primary objectives were:

- Increasing the income of community forestry producers
- Increasing or maintaining forest surfaces using best management practices
- Evaluating and developing viable business development models, per individual beneficiary community and developing market linkages
- Developing replicable, economically efficient, low impact extraction model
- Hosting USFS personal for two assignments on milling and drying
- Developing an appropriate model for legalizing forest management activities.

Indicator	KRA	Community	Unit of Measure	Baseline	Results	
					Expected 2007	Obtained 2007
Increase in sales of finished and certified products	2.1.9	Comaltepec	US\$	0	33,500	0 ¹⁷
		Capulalpam	US\$	295,571	351,523 ¹⁸	0
		Xiacui	US\$	144,761	159,238	161,638 ¹⁹
		Ixtlan	US\$	952,380	1,047,620	1,276,480 ²⁰
		S Pedro el Alto	US\$	0	2,285,714	0 ²¹
		Chimalapas	US\$	0	TBD	0 ²²
Totals				1,392,712	3,492,572	1,438,118

¹⁷ This result is dependent on the operation of the molding machine which should be operating in October, 2007

¹⁸ RPCI activity with this community was discontinued at the request of the newly elected community administration. Instead RPCI is now working with Textitlan in Sierra Sur

¹⁹ As a result of the 2006 Mesas de Negocios Xiacui has another request from for an additional \$2,400 has been received

²⁰ Result of the completion of the varnishing room. The same revenue figure is expected for 2008

²¹ This result is expected after the installation of the saw mill, which is scheduled for 2008

²² This will be the result of the management plan to be approved in 2008.

Indicator	KRA	Community	Unit of Measure	Baseline	Results	
					Expected 2007	Obtained 2007
Increase in volume of board wood produced	2.1.10	Capulalpam	mpt	384	422 ²³	0
		Xiacui	mpt	190	209 ²⁴	209
		S Pedro el Alto	mpt	0	0	0 ²⁵
		Chimalapas	M ³	0	644	644 ²⁶
Totals	2.1.10			574	1275	853
Improved forestry management technology, achieving a 15% reduction in extraction costs	2.2.9	S Pedro el Alto	Reduction in costs US\$/m3	10.5	8.47	8.47 ²⁷
		Chimalapas	Low impact extraction system	0	1	0 ²⁸
Increase of area under forestry management plan	3.1.5.	Chimalapas	Hectares	0	5,000	55,000 ²⁹
Leverage with third-party support	3.2.1	Comaltepec	US\$	0	15,110	15,110 ³⁰
		Chimalapas	US\$	0	74,609	74,609 ³¹
Totals					89,719	89,719

A1. Context and Main Challenges

In the Sierra Norte and Sierra Sur of Oaxaca, the RPCI staff work with forestry communities that are certified under international standards (by the Forest Stewardship Council) for good forest management. This certification has been granted after a technical, economic, and social evaluation of the communities and their forest management, and it is an acknowledgement of the communities' efforts over the last 30 years.

RPCI is focused on creating efficient management systems that allow the communities to participate more effectively in the market by strengthening their business skills — for example, to increase sales, earn more income, reduce costs through increased productivity, and improve efficiency in administration and accounting.

²³ RPCI has discontinued work in this community

²⁴ This figure is expected to be the same in 2008 as a result of continued improvements in the operation of the saw mill

²⁵ This result will depend on the installation of the saw mill, which has been delayed

²⁶ A similar volume is expected in 2008. This volume is a result of the Chimalapas POA

²⁷ This result represents a 20% reduction in extraction costs from the low impact extraction, suspended cable, consultancy

²⁸ Funding for the study was not approved by CONAFOR in 2007, RPCI will facilitate application in 2008

²⁹ The management plan considers 27,500 hectares divided into 5, 5,000 hectare individual lots. The first lot was approved for 2007. In 2008 another 5,000 hectare lot will be approved. Additionally, in 2007, another 27,500 hectare area was approved as permanent forest area to be harvested under an approved management plan.

³⁰ Funding source: CONAFOR

³¹ Funding source: SEDER

The results from the SWOT analysis from the comprehensive community diagnostic consultancy identify certain common weaknesses along the entire value chain from planning through sales. These are detailed in the 2008 annual workplan.

However, the Chimalapas area requires a different approach. The communities that make up the municipality of Santa María Chimalapa are part of a region known as Selva Zoque, which includes one of Mexico's most important blocks of tropical rainforest due to its biological richness and hydrological importance. However, over time this region's natural resources have experienced severe degradation in the context of a complex, divided, and unstable social environment.

The main threats to the zone's rich forests are the advance of the livestock border, disorderly and illegal logging, and forest fires. In addition, the high degree of informality and disorganization in the productive forestry value chain causes significant waste, adds little locally generated value, and gradually degrades the productive base of the forests.

Therefore, RPCI, in the framework of inter-institutional coordination of the Master Development Plan of the Chimalapas, proposes developing alternatives that gradually legalize forestry exploitation by territorial and social organization. One of RPCI's priorities has been promoting Santa María Chimalapa's first Forestry Management Unit, made up of four experts who graduated from the local Centro de Bachillerato Tecnológico Industrial y de Servicios. Based on this institutional presence, the necessary technical work has been developed to prepare the management plan and determine the permanent forestry areas in the territory of the community's common wealth.

RPCI suggests that new markets for forestry products need to be opened and existing markets expanded, so that subsequent training, optimization of productive systems, business strengthening, infrastructure improvement, etc., acquire a precise meaning and can result in concrete benefits for the communities.

A2. Intervention Strategies

The intervention strategy for the certified forestry communities is geared towards:

- Technical support in:
 - low-impact extraction
 - milling
 - drying
 - generating added value
- Marketing strategy
- Business development and planning
- Leverage of resources
- Strategic alliances

In the case of technical support for milling and drying, an action plan has been established with the U.S. Forest Service so that the communities can be assisted jointly with the Rainforest Alliance.

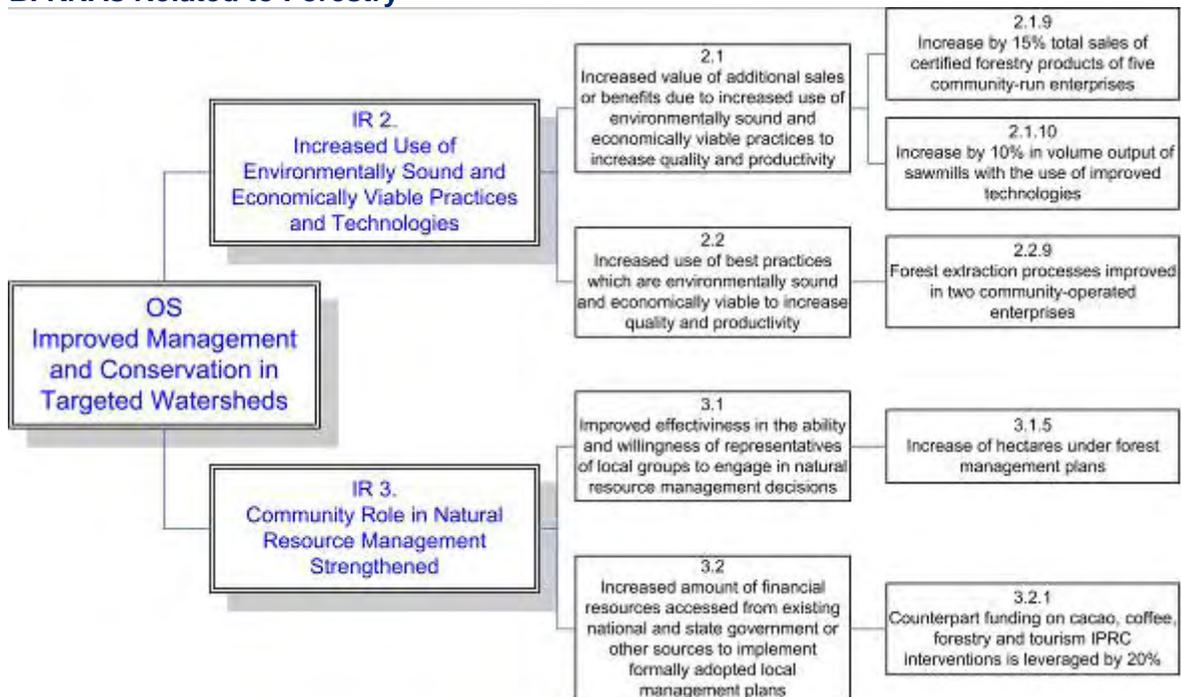
To develop and implement the marketing and business plan strategies, RPCI has contracted short-term consultants. Finally, market development, leveraging of resources, and strategic alliances will be carried out through direct consultation with RPCI.

For Santa María Chimalapa, the intervention strategy has two basic components:

- The gradual legalization of forestry exploitation through accords with territorial organizations and through preparing and securing approval of the Forestry Management Program and the first annual operating plan.
- The economic development of forestry activities through strengthening the productive chain and creating community forestry business organizations (cooperatives).

This intervention is carried out by means of a subcontract to the Tropic Rural Latino Americana (TRL) consulting firm. In addition, CONAFOR and SEDER resources have been leveraged, and cooperation accords have been established with the CONANP.

B. KRAs Related to Forestry



C. Activities and Results

C1. Monarch Butterfly

In the Monarch butterfly biosphere reserve RPCI, in coordination, with WWF, completed the signage project via a Rural Prosperity Fund grant for the walking routes in the Sanctuaries del Rosario.

C2. Comaltepec

Santiago Comaltepec received a \$152,811 pesos grant (US\$15,110) to purchase a five-bit molding machine. This purchase is made possible by this money as well as by support from CONAFOR and the community's own resources. An RPCI consultant prepared the technical proposal for this project, which includes a work-flow efficiency floor plan for the machine and associated equipment. The floor and electric service has been upgraded and the machine is being installed. It was initially thought that community personnel would be trained to operate the machinery but it has been decided to employ a trained operator so that the production can begin immediately and community personnel will be brought into the process over time. Additionally, a consultant was engaged to prepare the marketing strategy and business development plan for the Comaltepec forestry enterprise. RPCI is awaiting his final report. The company's sawmill was analyzed by a U.S. Forest Service (USFS) expert who made a series of recommendations during a visit to the community in May. The community is integrating his recommendations into their strategic development plan.

C3. Capulalpam and Textitlan

Due to the change of community administration RPCI has decided not to continue working with this community. RPCI is now directing its efforts towards forest product development in Textitlan. In Textitlan RPCI is working to improve saw mill efficiency, finished wood products, primarily furniture, and develop a marketing plan.

C4. Xiacui

At the end of November 2006, the community of Xiacui sold certified wood to the "Mexico, Inland" organic products exposition for \$181,298 pesos. In 2007 another order for showcases for trade events was received.

RPCI has employed a consultant to prepare the marketing strategy and the business development plan for the Xiacui forestry enterprise. His report is forthcoming.

A milling expert and a wood drying expert from the USFS worked with Xiacui to increase the milling coefficients and improve product quality. RPCI is now working in the implementation of the consultants' recommendations.

C5. Ixtlán

After receiving financial support from the Rural Prosperity Fund to construct a varnishing module in its furniture factory, the UCFAS of the community of Ixtlán has been able to increase its production of school furniture by 100 percent: from 108 lots of finished furniture in September 2006 to 216 lots in April 2007. The same rate of productivity has continued through the reporting year.

The grants process of disbursements, based on milestones, and environment impact measures have been completed. In addition, the business development consultant is developing a plan to increase sales by launching a marketing strategy and a business

development plan that will diversify production and place products in the specific markets that demand them.

C6. San Pedro el Alto



In this community, RPCI carried out a low impact, cable extraction consultancy that is now being replicated in Ixtlan. The system uses a suspended cable system that decreases extraction costs by 20 percent and significantly decreases negative environmental impact on standing forests and the forest floor. In addition, RPCI has contracted a consultant to prepare the marketing strategy and business development plan that will

be used to reactivate the community's sawmill, improve its coefficients, and establish markets for its products. The consultant's final report is expected soon.

C7. Santa María Chimalapa

In its first stage, the forestry management program of Santa María Chimalapa has concentrated on the property known as Arroyo Pato, where the 5,000 managed hectares are located. This area is the first of five lots, each with 5,000 hectares, which make up the permanent forestry area (AFP) of Arroyo Pato. This area also includes 2,500 hectares of community conservation area, which has enabled an AFP of 27,500 hectares to be established. The model of legalizing forest extraction has worked its way to the Communal Assembly, so that currently there is an agreement to designate the 27,500 hectares of Arroyo Pato as AFP and continue with another AFP of 27,500 hectares in the congregation of Chichihua. For the Arroyo Pato management plan, \$323,400 pesos have been leveraged from CONAFOR from both the Reglas Únicas program and PROCYMAF II.

In Arroyo Pato, 46 community members have been trained to take forest inventories. The first inventory has been completed. For these projects, \$144,000 pesos has been leveraged from the SEDER (Secretary of Rural Development) for equipping and training the community forestry experts currently taking inventories. Additionally, TRL via a subcontract with RPCI has developed the annual operational plan for the first 50 hectares.

A main deliverable yet to be finished is the management plan for Arroyo Pato and along with it the environmental impact assessment.

A proposal has been submitted to the Proarbol program of the CONAFOR to carry out a similar management plan in 2007–2008 for the congregation of Chichihua.

As one of its first actions, the TRL team in Santa María Chimalapa delivered a diagnosis entitled "Feasibility Analysis of Forestry Organization and Management in the Context of the Community of Santa María Chimalapas, Oaxaca," which analyzed the feasibility of undertaking sustainable forest organization and the organization of social companies in Santa María Chimalapa.

This study found that, in the context of the customs of Santa María Chimalapa, it is not feasible to manage the forests using traditional spatial organization. Rather, in that locale, a concept of sustainable forest management must be developed that is shared by both the community and the institutions interested in the conservation/management of the forests.

This shared concept of forest management should be the starting point for local forestry practices, and gradually elements that lead to sustainable forestry management should be incorporated. In addition, forestry cooperatives should be organized according to the productive chain that operates in the community. This is the approach that the RPCI has taken. Workshops have been held with the main stakeholders within the current forestry production chain (transporters, motorized saw operators, mounters, ferrymen, etc.), and the concept has been shared with them, and they have promoted it to the Communal Assemblies. The first agreement with the transport sector has been signed. This is a major step in institutionalizing the activity from the economic and social organization point of view.

In addition, the first Forestry Management Unit of Santa María Chimalapa has been created and currently has a minimally furnished office in the municipal building. This office has helped institutionalize the forestry activities and has become a place people can find information or how to participate in the project.

D. Lessons Learned

D1. Lesson One

Many of the activities in the Sierra Norte and Sierra Sur should have been performed earlier in the life of the project. These communities have a cultural and historical context that produces certain rhythms that can modify planned activities. For example, the way authority is exercised means that when office-holders change, the processes begun by their predecessors are lost and new accords have to be built. Such reconstruction of past efforts is not always possible. Thus, it is important that autonomous community forestry companies are developed and have a firm management structure so they can accumulate experience and professionalize their ranks. At the same time, these companies are ultimately accountable to the community assembly.

D2. Lesson Two

A local group who is engaged in forestry issues can keep events moving forward with appropriate direction and leadership. In Santa María Chimalapa, starting with the permanent presence of the TRL technical team, the year 2007 has been much more successful than the year 2006. Currently, a very active group of young people interested in forestry activities are keeping conversations about these issues alive, and their opinions have been heard in the assemblies. Regardless of the varying influence of different community groups, the fact that these issues are being discussed (occasionally in heated conversations) makes it possible for agreements in pursuit of the common good to be reached. Much remains to be done. Nevertheless, both within the community and among governmental and non-governmental actors, the results to date are viewed favorably. This

reality motivates those involved to stay the course and carry out the proposed plan of action.

D3. Lesson Three

The domestic demand for Mexican wood products is increasing. To be able to take advantage of this opportunity more emphasis needs to be placed on business development. However, given the complexities of working with the forest communities it is advisable to bring private sector interests into enterprise development such as in the case of Comaltepec, where La Asuncion, a wood product buyer, is working closely with the community to ensure buyer standards are understood and met.

D4. Lesson Four

The more advanced certified communities present several weaknesses not necessarily related to certification, such as high costs of extraction and product production. To be competitive these communities need to improve their processes and coordinate among them to be able to address orders or demand that they as individuals can not meet.

E. Success Story

The achievements to date in the conflict-prone community of Santa María Chimalapa, while far from offering a clear process, deserve summary.

- The Forestry Management Unit is at the center of discussions about how to legalize forest exploitation in Santa María Chimalapa and is being used effectively to train community members that work on the forestry inventory.
- Technical specialists undertaking the inventory in this area have defined the location of the first 5,000 hectare lot designated for extraction. They are currently discussing the location of the four remaining lots and the community conservation area.
- The permanent forestry area (AFP) in Arroyo Pato has been identified. In cooperation with CONANP technical personnel and with the help of GIS software, a lot of 27,500 hectares has been identified, prepared and proposed as AFP. This area includes 25,000 hectares of area for forestry extraction area (AAF) and 2,500 hectares of community conservation area.
- The Assembly accepted the proposal for a 27,500 hectare Arroyo Pato AFP, and the management of the project was authorized for CONAFOR's 2007 programs, which will also identify another AFP that benefits some congregations.

F. Future Activities

In Comaltepec, we will complete the installation of the molding machine and the accompanying equipment. The company in charge will train the operators. For Comaltepec, Xiacui, and San Pedro el Alto, the preparation of the marketing strategy and business plan is pending, with an eye towards consolidating the business of these communities.

In accord with the recommendations of the USFS experts who visited Sierra Norte last year, technical support in sawmilling and drying will be provided to Xiacui, Capulalpam, and Comaltepec in Sierra Norte, and for the aerial cable extraction system in San Pedro el Alto in Sierra Sur.

Also, as part of the follow up on a technical proposal sent to the CONAFOR, RPCI has initiated the process of hiring a consultant to prepare the marketing strategy and the business plan for the Xiacui forestry company.

Within the intervention project in Santa María Chimalapa, RPCI will continue to prepare a management plan for Arroyo Pato and Chichihua. Given this fact, it is important that the experts taking inventory be well trained, since this will allow for solid technical frameworks that will help with the formation of the community forestry company (and initially with the 2007 Annual Forestry Operational Program).

RPCI plans to implement a low-impact extraction system adapted to the topographical conditions and the roads of that area. To achieve this, an expert will be hired. RPCI also plans an exchange visit to Quintana Roo (ejido Noh Bec), as well as the leveraging of resources for the acquisition of productive infrastructure.

RPCI will also prepare for the closing stage of the project, ensuring the continuity of the activities performed until their total appropriation by the organizations. Following is a table of activities expected to be carried out between October 2007 and April 2008.

	Santiago Xiacui	Comaltepec	Santa Catarina Ixtepeji	Santa María Chimalapa	Ixtlán	San Pedro El Alto	Santiago Textitlan
Improve Milling System	X	X		X	X		X
Improve Processing	X	X					
Market Action Plans	X	X		X	X	X	X
Improve Extraction System		X		X	X	X	X
Optimize Transport System					X	X	X
Saw Mill Installation						X	
Marketing Strategy for Resin Operation			X				

SECTION V: TOURISM

A. Introduction

In March 2006, with the support of RPCI, the company Chiapas Ecotours and Etnias de la Selva, S. de R.L. de C.V. (SendaSur), was incorporated. This company is composed of 16 community ecotourism centers and four tourism operators. Although the principal objective of SendaSur is to increase its revenues meeting this objective requires SendaSur and its members to develop new eco-tourism products and service and improve the quality of its existing products and services. In January 2007, the current manager was hired. Today, SendaSur needs to develop tools that allow it to operate efficiently and provide quality services.

RPCI will support the professionalization of four tour operator partners, 16 communities, as well as the SendaSur organization. At the same time, we will co-finance the priority activities of SendaSur's action plan. Given the incipient nature of the organization and the fact that the economic and developmental diversity and widespread locations of its membership requires a wide range of long-term assistance an important component of Sendasur's development is linking it with national, state and NGO sources of technical and economic assistance. To this end RPCI is working to develop these linkages through independent contacts and participation in inter-institutional groups that can provide such long-term support. This is especially important for RPCI's close-out strategy as detailed in the 2008 workplan.

RPCI has also supported the implementation of a master tourism plan for the municipality of Anganguero that specifies actions to be taken by the municipality — in coordination with federal/state authorities and other local stakeholders from the private and social sectors — to promote tourism.

Anganguero's Tourism Promotion Board, created with participation from members of the private and social sectors, has graduated from the need for continued RPCI intervention and RPCI has discontinued additional intervention in this area.

Indicator	KRA	Unit of Measure	Baseline	Results	
				Expected 2007	Obtained 2007
Increase in sales	2.1.8	US\$	8,000	8,800	36,550 ³²

³² This figure represents gross sales for SendaSur. It does not include sales from September 2007, due to accounting irregularities nor for December 2006, when there was no manager and subsequently no sales. Although the KRAs refer to increases in sales for individual members of SendaSur, members either do not maintain an accounting system to provide this information or will not release it, subsequently this information is not available

Indicator	KRA	Unit of Measure	Baseline	Results	
				Expected 2007	Obtained 2007
Strengthening of a regional tourism organization (new products)	3.1.4	products	12	20	1 ³³
Leverage third-party support	3.2.1	USD	0	14,250	14,250 ³⁴

A1. Context and Main Challenges

In Mexico, nature tourism is in its early development stages, despite efforts and investment by federal and state governments (SECTUR, CDI, CONAFOR, CONANP, etc.). The causes are varied:

- Lack of coordination among institutions/organizations that support the development of tourism, lack of a comprehensive policy, and undefined lines of development;
- Little information — that which does exist is inaccurate and scattered;
- Inexperience, lack of necessary skills, and lack of competitive tourism product on the part of groups interested in developing nature tourism projects;
- Relationships of mistrust between community tourism actors and tour operators;
- Marked heterogeneity in quality and infrastructure in different regions;
- Deficient communication; and
- Lack of coherent and comprehensive marketing strategies.

The diversity of SendaSur's membership is the root of most of its issues. It represents tour operators with a diverse set of products and experience and tourism sites with another diverse set of products, needs and experience. The needs of each member are distinctly different and coming to agreement on how best to address the needs of all members is a challenge. As a result, activities that benefit one do not benefit the others and agreement is illusive. In truth more thought should have gone into developing a structure that was small and manageable that could be expanded on rather than try to bring all interested parties together at the same time.

As an incipient organization the short-term challenge is ensuring SendaSur has requisite technical, administrative and financial support after RPCI closes out (this is detailed in the RPCI 2008 workplan). In the short-term SendaSur, as an organization, needs to develop and reach an agreement on a strategic development plan. This is probably best done per individual member and then consolidated into a comprehensive SendaSur strategic development plan. At the same time SendaSur, and its members, need to develop quality products and services that differentiate it from its competitors.

³³ The original baseline calculated the number of products for each individual SendaSur tourism site. Experience and the decision making process of Sendasur members demonstrated that the best solution to developing business relations between Sendasur and its socios was to develop multi-product sites increasing the number of activities available at each site to offer greater diversity to tourists and extend the length of their stay at each site. In 2007 only one multi-product site, Rio Cedro, was developed.

³⁴ This amount was received from the European Union for working capital.

Complicating matters more is SendaSur's need to exist in a complex environment of state, federal and international donor influences which, to make best use of, requires a series of strategic alliances that accommodate all parties.

A2. Intervention Strategies

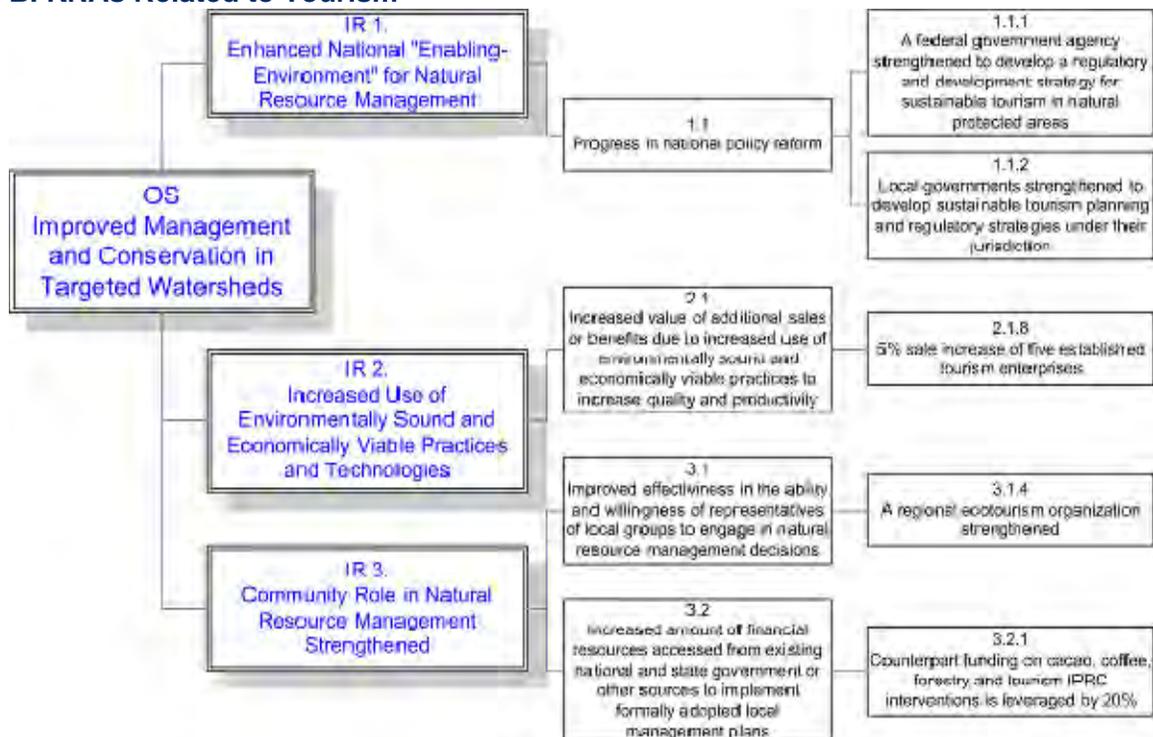
RPCI will continue to work to consolidate the social, technical, and economic development of SendaSur through various means, including managing financing for its activities. This support should enable SendaSur to increase the income of its members, improve the quality of tourism service, and, in particular, ensure the competitiveness of its products. Its planned activities include:

- Training regional and local guides, mainly in activities related to eco- and ethnic-tourism;
- Implementing a reservation system through which tourists can book lodging, tours and food service in less than 24 hours;
- Establishing/applying best practices and quality standards for all its members and suppliers;
- Designing/establishing new products for each community partner and multi-partner products; and
- Developing a marketing program for different market niches that is focused on the consolidation of ecotourism with the possibility of generating strategic alliances for commercialization in North America and Europe.
- Most importantly, RPCI will continue to assist SendaSur to develop proposals and strategic alliances to obtain requisite technical and administrative assistance.

With regard to Angangueo's master tourism plan, RPCI has provided support for the operation of a Tourism Promotion Board that will be in charge of plan implementation as well as the technical assistance to access subsidies for the development of projects described in the plan (once these are approved by the board).

The ongoing work at the policy level will be continued. The creation of the first two local inter-institutional groups of nature tourism (in Chiapas and Monarch butterfly area) will promote simultaneous planning among federal agencies (SEMARNAT, CONANP, CONAFOR, CDI, SEDESOL, and SAGARPA), as well other agencies in the states of Chiapas and Michoacán. These inter-institutional groups will make it possible to develop competitive ecotourism products that generate real development for indigenous peoples and other groups that live in protected natural areas and that currently lack opportunities for development.

B. KRAs Related to Tourism



C. Activities and Results

C1. Consolidating SendaSur

Based on the report produced by RPCI consultant Chris Seek, the SendaSur board of directors decided to focus RPCI support on disseminating materials and hiring a manager. Adriana Vega Barrero started her work with SendaSur on January 15, 2007.

On January 19, 2007 SendaSur held a meeting at which it presented and approved its work plan. SendaSur further elaborated the plan in coordination with RPCI, and this revised plan was approved in the meeting of 21 members on March 21, 2007 in the Sima de Cotorras Ecotourism Center.

SendaSur is analyzing the terms of reference formulated by RPCI for the performance of three consultants who will (1) develop the SendaSur reservation system; (2) train the ecotourism guides who support the development of SendaSur products; and (3) develop SendaSur's systems of administration and accounting.

With RPCI's technical support, the management team at the El Ocote Biosphere Reserve hired Lajapyme for the business strengthening of three SendaSur partners: Cima de las Cotorras, El Aguacero, and Puente Chiapas.

SendaSur received \$150,000 pesos from PRODESIS, a program supported by the European Union in coordination with SEDESOL. This money was used to pay outstanding debts.

RPCI assisted SendaSur's application for funding from SEMARNAT and SECTUR which was received to implement the pilot project "Strategy for consolidation of sustainable tourism products through eco-tourism circuits." This activity permitted SendaSur to orient its activities towards two strategic objectives: development of quality eco-tourism products and development of competitive products. The pilot project seeks to reinforce the network of tourism providers and integrate products and services, strengthen the economic capacity of participating organizations through the improvement of services and administrative abilities and institutionalize environmental and administrative "good practices".

Several tourism packages have been assembled for sale in the following markets:

- Three packages for school excursions: two, three, and four days in the Lacandona jungle for secondary school, high school, and university students. The two-day package was sold to a group of 33 students from a high school in Mexico City. This excursion will be taken from April 30 to May 2 of this year;
- Two travel packages for the United States embassy: seven days in the Lacandona jungle and three days in El Ocote jungle; and
- One multipart package for independent travelers: 11 days visiting Sima de las Cotorras, Poza Pop Chan, Río Cedro, Lacanjá Chansayab, and las Guacamayas. This tour was sold to three people during Semana Santa.

Some packages currently being assembled will be presented to a French cooperative in order so that they can perform an inspection trip with joint tour operators at the end of 2007. This trip will familiarize them with the tours and can help to consolidate cooperation agreements with European tour operators. In addition, it should be noted that there are other interested operators in Europe to whom the travel packages will be sent. One of them is Glocaltravel, which did a small report on SendaSur.³⁵

A catalog of tourism services offered by SendaSur partners — which includes technical sheets on the different tours as well as descriptive sheets on the centers of the Ecotourism Network — is currently being prepared and will be presented by SendaSur at the next ExpoAdventura and Ecotourism on June 1 and 2, 2008.

C2. Strengthening SendaSur's Partners

With support from the SendaSur's Manager and RPCI, SendaSur submitted 22 applications to the CONANP regional office for financial support in Lacanjá, Guacamayas, el Ocote, and Frontera Corozal. These requests were entered into the PET Information System (SIAPET) in February. To date two of them have been approved.

In March, SendaSur submitted a request to the Embassy of Great Britain for support for its business training and tourism program. This request was approved in June 2007, providing SendaSur the opportunity to implement a marketing and environmental responsibility strategy. In July 2007 SendaSur began formulating five environmental

³⁵ This report can be found at <http://www.blog.glocaltravel.net/2007/05/01/chiapas-ecotourism/>

management plans with the support of SEMARNAT and the Mexican Norms and Certification Institute. SEMARNAT has employed two consultants; Miguel Sanchez and Stefano Calabro to develop these plans. The plans would be implemented in the following ecotourism centers: (1) Campamento Poza Pop Chan - Nueva Palestina; (2) Campamento Cueva de Tejon - Río Cedro - Lacanjá Chansayab; (3) Campamento Río Lacanjá - Lacanjá Chansayab; (4) Centro Ecoturístico Sima de las Cotorras - Ocozocuatlá; and (5) Centro Ecoturístico Las Guacamayas - Reforma Agraria. With these plans, it is hoped that SendaSur can obtain a certification that indicates the quality of SendaSur's services to visitors. Such a certification would help create a competitive advantage for SendaSur with respect to other nature tourism companies in the country.

In the second half of the reporting period RPCI continued to secure funding for SendaSur's participation in the pilot project. This 10-month project now has funding totaling US\$175,925 from the following sources: SECTUR, SEMARNAT, PA Consulting, CI, NaBolom, the Embassy of Great Britain, and the Embassy of France.

C3. Supporting Tourism-Environmental Management (Derived From Angangueo's Master Plan)

To begin implementation of Angangueo's tourism master plan, two public meetings were held on March 5 and 6 in order to obtain approval of the plan from key stakeholders, such as hotel owners, travel agencies, NGOs, and the municipality of Angangueo itself. On March 11, the Tourism Development Promotional Board of Angangueo was created and on March 27 the Board was sent proposed regulations for its operation, which will facilitate the approval of the projects proposed in the master plan. RPCI has agreed to assist the municipality of Angangueo and the Board in identifying sources of support once the latter selects and approves those projects it considers to be a priority.

D. Lessons Learned

D1. Lesson One

The performance of community-based enterprises is a function of planning, design and management. Starting with the hire of SendaSur's manager, it has been possible to begin to (1) develop the Ecotourism Network, (2) prioritize the needs for business strengthening, and (3) create ecotourism products that meet standards of quality. In addition, the relationship with different key stakeholders has been strengthened.

D2. Lesson Two

Technical assistance plays a key role in enabling a company like SendaSur to develop products. Such assistance strengthens the organization's management and provides its partners with information they can use to make decisions about which activities they should consider doing themselves or outsourcing. It also provides valuable information on what additional sources of finance and support are available, which should be developed next and which should be implemented now.

D3. Lesson Three

The success rates of new businesses are greatly enhanced with strategic and business plans. While SendaSur had the support of two consultants during 2006 (which enabled its creation and start of operations), today it needs a business plan that orients its development and search for financing. It also needs a monitoring and evaluation plan that enables it to begin to systematically record its experience so that later it can formulate a model that allows for replication of its successes. One important point in working with community-based businesses, especially multi-partner organizations, is to gain the approval of the entire range of partners and implement activities that benefit all. This has been a major challenge with SendaSur, an organization of partners so diverse reaching agreement on activities has been very difficult and resulted in numerous set backs for programmed activities and budget expenditures.

D4. Lesson Four

The development of competitive products requires the investigation of potential markets and information of quality standards that allow diversification into specific market segments such as the eco-tourism market. In addition, these products must establish a foothold in markets by means of alliances with strategic private sector actors that can also advise a company how to adapt to the preferences of the target market (i.e., U.S., French, English tourists, etc.).

D5. Lesson Five

Training partners for the implementation of the action plans is critical to success. The performance of the community-based organizations and their ability to provide real eco-tourism experiences requires that they, and their employees, develop the competencies required to provide the quality of services clients expect. Among those areas of expertise required are administration of community-based organizations, quality products and services and an environment that promotes social responsibility.

E. Success Story

In spite of the difficulties that the creation and operation of SendaSur presented, it has succeeded in building cohesive relationships between it, the ecotourism centers, and tour operators by emphasizing common principles, actions, and objectives. At the end of this period, the partners have started to report the benefits of this mutually beneficial relationship between tour operators and community ecotourism centers, a situation that is evidenced by the following achievements.

- SendaSur's business has been strengthened by hiring a manager who in only four months has put the Ecotourism Network into operation by facilitating management processes within SendaSur and communicating effectively with stakeholders that affect the development of SendaSur including CONANP, SEMARNAT, SECTUR (Federal and Chiapas), CDI, PRODESIS, technical assistance firms, and international agencies and networks.

- SendaSur has developed its own identity based on the quality of its products, which has allowed its partners to develop competitive advantages compared with other national nature tourism groups.
- SendaSur tour operators have recovered their initial investment, and the partners have generated additional income from sales in the first high-tourist season.

F. Future Activities

RPCI will continue to support the strengthening of SendaSur and its partners as well as the development of sustainable tourism products by means of technical assistance and management of resources that allows for leveraging the execution of actions provided for in its operational plan.

Activities proposed from October through April with SendaSur are provided below.

- Guide Training - As described above this will be training in eco and cultural tourism provided to local and regional guides.
- Reservation System – this was identified as a priority by consultant Chris Seek to more efficiently coordinate reservations with its members. The existing system is ad-hoc and has led to duplication of reservations, non-cancellation of reservations, lost sales and created conflicts between communities, clients and tour operators. The system is seen as an essential piece of a mid-term strategy and will ultimately link all products and services and administrative operations into more efficient system. In the short-term the system will provide direct linkages between SendaSur and national and international tour operators enhancing SendaSur’s image and tour operators’ confidence in SendaSur.
- Accounting System – SendaSur and its members have been administratively operating in an informal manner especially in terms of its financial management. It is essential SendaSur formalize its administrative capability to track its financial position to make sound management decisions. RPIC will hire a consultant to evaluate, develop and install an accounting system and make recommendations on how best to train SendaSur’s members in terms of their financial management needs.
- Development of proposals and sourcing continued technical assistance – RPIC will continue to work with SendaSur’s management to source funding from state, federal and donor community sources through December. SendaSur’s ability to promote itself in this environment will be key to its future.

Indirectly RPCI will work to assist SendaSur obtain funds to meet the standards from the pilot project “Strategy for consolidation of sustainable tourism products through eco-tourism circuits”. Funding will allow SendaSur to: develop its capacity as an organization, apply quality tourism standards that permit SendaSur to be more competitive in its market, develop a minimum of two multi-site products, and develop a marketing program for the products developed.

SECTION VI: NATIONAL POLICY

A. Introduction

RPCI staff has focused on the development and effective implementation of instruments that orient the actions of decision-makers in tourism and environmental management to support tourism as an environmentally, economically, and socially viable economic development opportunity in Mexico's national system of protected natural areas (ANPs). RPCI has been a catalyst for a new dynamic in the development of policies for nature tourism as it has provided technical assistance to strengthen the federal Inter-Institutional Group for Ecotourism, Rural Tourism, and Nature Tourism Activities in Mexico (Inter-Institutional Group). This group was initiated in 2002 and remained operational until 2006 consisted of twelve different government institutions. The group was reinitiated in August 2007 by the Minister of Tourism and now consists of 15 representatives from Mexican agencies which currently have programs to promote tourism in protected areas as part of a sustainable development and conservation strategy. The agencies involved include: SECTUR, SEMARNAT, SAGARPA, SEDESOL, SE, SRA, CDI, CONANP, CONAFOR, FONAES, INAH, Financiera Rural FONATUR, El Consejo and FIRCO. The underlying rationale and main objective of this group according to the agreement signed on August 16, 2007 is to establish coordination and collaboration among the parties, according to their responsibilities and the legislation each one has been charged to enforce, in order to promote the design, implementation, follow-up and assessment of specific programs that promote conservation and sustainable use of natural resources, public participation and development of rural and indigenous communities, the creation or maintenance of formal jobs, the increase of income from small business activities through the promotion, development, capacity building and training, outreach regarding different ecotourism modalities, within a framework of sustainability, competitiveness and equity.

During the last year, RPCI worked mainly with SECTUR, SEMARNAT, and CONANP, as these agencies were leading the effort to coordinate policies regarding ecotourism and to focus on bridging the gap between the disparate government and non-governmental agencies involved in ecotourism. To this end, RPCI's work has been oriented towards fulfilling the following results:

- Improvement of three RPCI-supported policy instruments directed at consistent implementation of applicable operational regulations and tourism planning at the federal, state and local levels and within ANPs. The three instruments are the Nature Tourism Strategic Plan 2005-2012³⁶, the Strategy for Sustainable

³⁶ Known in Spanish as the Plan Estratégico de Turismo de Naturaleza 2007-2012 developed by SECTUR. RPCI collaborated with Semarnat and Sector and provided proposed content that was considered in the final document.

- Development of Tourism and Recreation in ANPs³⁷, and the voluntary standard that establishes the requirements for ecotourism sustainability.³⁸
- The dissemination and effective implementation of the three policy instruments described above.
 - The development of a replicable model of natural tourism products. RPCI began the development of this model during early 2007 in coordination with SECTUR, SEMARNAT, and CONANP. The development started by identifying main bottlenecks for small community-based tourism businesses to generate income, satisfy tourists, and preserve natural assets. Identified within the model are identified methodologies and instruments for the design, implementation, monitoring and evaluation of tourism products that have proven to be successful among community based businesses, such as participative planning of tourism products and services; business plans, environmental assessment and environmental management plans, among others. RPCI is responsible for synthesizing the model and assessing the results in three pilot projects that are taking place in the states of Chiapas, Veracruz, and Quintana Roo.³⁹
 - The formulation of the Inter-Institutional Training Strategy for the Development of Nature Tourism in Mexico that facilitates communication, planning, and the efficient use of training resources among the main actors in the tourism sector (SECTUR, SEMARNAT and CONANP).

Indicator	KRA	Unit of Measure	Baseline	Results	
				Expected 2007	Obtained 2007
Federal government agencies fortified to develop a strategy of regulation and development for sustainable tourism in ANP and priority conservation areas	1.1.1	Plan	0	3	3
		Plan (PMP de USAID)	4 Level I	4 II	4 II
Local governments strengthened to develop a sustainable tourism plan and regulatory strategies under their jurisdiction	1.1.2	Plan	0	2	2

³⁷ In Spanish known as Estrategia de Turismo Sustentable y Recreación en Áreas Naturales Protegidas. This strategy was developed by RPCI consultant Allan Rhodes. The strategy was officially introduced by CONANP's President, Ernesto Enkerlin in September 2007.

³⁸ In Spanish, Norma Voluntaria NMX-AA-133-SCFI-2006, Requisitos y Especificaciones de Sustentabilidad del Ecoturismo. This policy instrument was developed by SEMARNAT and published in the DOF on September 5, 2006.

³⁹ Several draft documents that explain the model have been circulated by SEMARNAT and CONANP. For more information see the Estrategia de Turismo Sustentable y Recreación en Áreas Naturales Protegidas published by SEMARNAT with USAID support and Presentación del Proyecto Auspiciado por el Gobierno Británico, Desarrollo de un Turismo Sustentable en México - Fortalecimiento de Capacidades en Empresas Comunitarias Ecoturísticas y Diseño de 6 Rutas Ecoturísticas

A1. Context and Main Challenges

In general, Mexican institutions have many of the weaknesses frequently found in other countries: deficient legal frameworks, inefficiencies in resource management, lack of human resources and/or competencies needed to manage natural resources, and poor planning for tourism in specialized market segments.

In promoting nature tourism in Mexico, the main challenge has been to coordinate strategies among the different state and federal agencies in order to generate and consolidate competitive ecotourism circuits. These circuits should create alternatives for development and generate income for the communities in natural areas at the same time as they contribute to the conservation and sustainable use of natural resources.

For nature tourism to become a development opportunity, the Mexican government needs to effectively apply guidelines or policy instruments that orient the planning, regulation, promotion, and development of tourism activities. To meet this goal, the Inter-Institutional Group must be consolidated in order to promote the simultaneous coordination and planning of the different agencies involved in the development of nature tourism.

A2. Intervention Strategies

RPCI's strategy is grounded in facilitating participative dialogue and planning as well as providing technical assistance and training to those who make decisions that impact the regulation, promotion, and adoption of managed tourism activity in priority areas for conservation. Such assistance is also offered to tourism service providers and resource users within those areas.

RPCI's focus has been on priority areas in the State of Chiapas working with the Inter-Institutional Group to formulate and implement policy instruments to promote the development of ecotourism activities and products in priority tourism zones and circuits.

These intervention strategies include those described below.

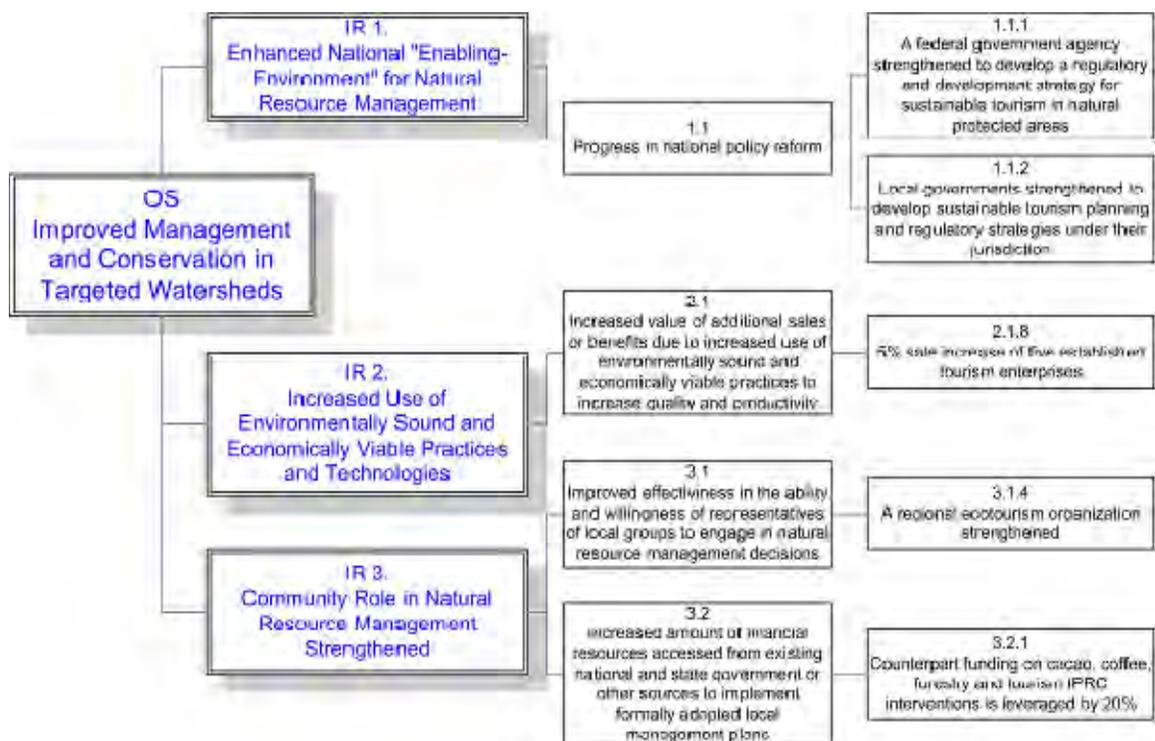
- The collaborative agreement for the Inter-Institutional Group and related training program for sustainable tourism management.
- The systematization of a development model for ecotourism products that seeks to standardize the myriad of federal, state, and local environmental regulations. This has been accomplished through pilot projects coordinated by SEMARNAT known as "Estrategia para la Consolidación de Productos Turísticos Sustentables a través de Circuitos de Ecoturismo"⁴⁰. The model is currently in use in two pilot projects in Chiapas and Veracruz in which best practices have started to improve the quality of services of five SendaSur's partners and three of Tuxtla's Network partners through capacity building, planning and implementation of

⁴⁰ The strategy known as "Estrategia para la Consolidación de Productos Turísticos Sustentables a través de Circuitos de Ecoturismo" can be consulted as Annex G of this report.

environmental best practices. This model will continue to be applied into 2008 in Chiapas with SendaSur and Tuxtla's Network in order to develop new ecotourism products and improve quality of existing tourism products.

- Implementation of the Norma Mexicana NMX-AA-133-SCFI-2006 in a standardized manner across federal, state, and local agencies.
- Assistance to CONANP in the formulation of two public use programs in Chiapas ANPs that will serve as a model for similar tourism development programs in other states.

B. KRAs Related to National Policy



C. Activities and Results

C1. Curriculum and Capacity Development Program for Sustainable Tourism Management in ANPs

In 2007 RPCI assisted CONANP in formulating a development strategy for sustainable tourism and recreation in ANPs. This resulted in a set of guidelines for environmental policy and priority instruments and actions to sustainably manage tourism growth in these protected areas.

Additionally, over the life of the project, RPCI has worked with SECTUR, CECADESU, and CONANP to design four training programs that will help develop and strengthen tourism products and circuits in natural areas. These programs are described below.

- *Certificate Program in the Design and Implementation of Nature Tourism Projects.* This training program will develop public officials' capacity to plan, evaluate, regulate, and promote tourism activities in natural areas. It will also teach service providers and non-governmental organizers to formulate and support the development of nature tourism projects. Representatives from the Higher School of Tourism of the IPN and the Economic Research Institute of UNAM have partnered to formulate this program, which will be financed by SECTUR, thus guaranteeing a supply of expert teachers and practitioners in different disciplines related to nature tourism.
- *Ecotourism Modernization.* This program will teach tourism companies and operators to provide services that are of competitive quality. Specifically, this course will instruct participants how to improve the quality of their nature tourism products and services through the use of seven techniques.
- *Training in Best Practices in Ecotourism.* This course has helped tour operators (and other industry personnel) develop the skills they need to develop/consolidate ecotourism products. Participants will use the *Manual on Best Practices in Ecotourism* prepared by SEMARNAT and published with support from RPCI.
- *CECADESU Training Plan in Ecotourism.* This program will introduce the general public to the general theoretical framework related to the development of nature tourism. It can be used to train individuals/groups interested in developing a tourism project in natural areas. In addition, RPCI is exploring with CECADESU the possibility of developing a course to train guides in environmental interpretation. The development of such a course would fill an existing gap in the nature tourism sector.

C2. Strategy for the Capacity Building for Sustainable Tourism Management in Natural Areas

In 2007 RPCI was a principal contributor, with Alianza, in providing training to CONANP personnel on tourism management in protected areas.

IPRC is working with the Inter-Institutional Group in order to develop a strategy to organize the efforts of the agencies providing national level training (SEMARNAT-CECADESU, CONANP, and SECTUR) in order to ensure their programs strengthen the capacities of stakeholders (public officials, service providers and non governmental organizations, tourism operators, and community companies). The overall goal is to train the stakeholders involved in 30 tourist circuits by 2012.

C3. Effective Application of the CONANP Strategy and Nature Tourism Master Plan

In the second reporting period of 2006 - 2007 RPCI:

Formulated recommendations for the Secretary of Tourism for development of its collaborative agreement for the Inter-Institutional Group. This activity helped to prioritize its plan of action for Natural Tourism Strategy, 2006 – 2012.

Formulated recommendations for SEMARNAT for the implementation of the Norma Mexicana NMX-AA-133-SCFI-2006 with particular attention to sustainable specifications for ecotourism published in the DOF in September 5, 2006.

Worked with SEMARNAT, CONANP and SECTUR to develop the “Estrategia para la Consolidación de Productos Turísticos Sustentables a través de Circuitos de Ecoturismo.”

Assisted in the development of the Norma Mexicana NMX-AA-133-SCFI-2006, that establishes the requirements and regulations of sustainability in ecotourism in order to promote the development of economically competitive activities for sustainable tourism in ecotourism centers.

RPCI cooperated in the following ways to develop mechanisms for inter-institutional coordination of the implementation of policies that develop nature tourism in Mexico.

- Supported the drafting of the new General Agreement for Inter-Institutional Cooperation for Development of Ecotourism, Rural Tourism, and Nature Tourism Activities in Mexico. In this accord, the entities within the Inter-Institutional Nature Tourism Group committed to take coordinated actions consistent with common policy guidelines on economic, social, and environmental topics.
- Participated as a guest of SECTUR in two meetings of the Inter-Institutional Group in November and February. RPCI promoted the use of the Nature Tourism Strategic Plan, and is working (in coordination with others) to create an Inter-Institutional Training Program for the Development of Nature Tourism Products. We are also developing a pilot project to develop/consolidate sustainable tourist products through ecotourism circuits. To develop this project, we are working with SEMARNAT, SECTUR, and CONANP, which proposes implementation of a support module for nature tourism in pilot areas in Chiapas (SendaSur) and Veracruz (Red de los Tuxtlas).
- Discussed the creation of the Inter-Institutional Group for Nature Tourism in Chiapas with the Government of Chiapas and SECTUR, both of which agreed to the formation of this group. We also confirmed the creation of a specific working group on nature tourism in ANPs and promoted the creation of the Inter-Institutional Tourism Group for the Monarch Country region, which includes the states of Mexico and Michoacán.
- Cooperated with SECTUR’s director of alternative tourism to formulate the terms of reference of a consultancy to evaluate the economic, social, and environmental impacts of the nature tourism projects in Mexico, which will be financed by SECTUR.

In addition, RPCI cooperated in coordinating initiatives from civil society organizations that currently participate in the development of nature tourism projects. This coordination will contribute to the generation of synergies for the effective application of the Nature Tourism Master Plan and the CONANP strategy.

- RPCI staff attended two conventions of the Mexican Adventure Tourism Association in Chiapas where SECTUR presented the consulting process for the Nature Tourism Master Plan, and RPCI presented the Strategy for Sustainable Tourism Development in ANPs.
- On March 7, RPCI staff participated in the Tourism Panel of the Monarch Forum in Zitácuaro and discussed the priority actions in the Monarch Country region, which were submitted on March 15 to the Monarch Forum for review.
- PA Consulting (with help from INMC and SEMARNAT) met with the Mexican Norms and Certification Institute, and as a result five SendaSur projects received their first verification and SendaSur developed its action plan to implement best practices in ecotourism as part of the SEMARNAT pilot project.
- RPCI coordinated with Conservation International to incorporate this organization's experience in conducting training in best practices for ecotourism.

D. Lessons Learned

With the change of government in 2007, it has been satisfying to see that the agencies of the new administration are adopting the policy instruments formulated by the past administration with the support of RPCI. For example, CONANP adopted the Strategy for Sustainable Tourism Development in ANPs and issued its first tourism program. Also, SEMARNAT has worked on a strategy to implement a pilot project to implement the NMX (Mexican Standards) that establishes requirements for ecotourism sustainability. SEMARNAT expects the pilot version to demonstrate the viability of the standards and to identify any needed adjustments. Finally, the Secretary of Tourism has started to adopt the guidelines and actions provided for in the Nature Tourism Master Plan and have included them in the 2007–2012 Nature Tourism Accord as well as in its 2007 operational program. Notwithstanding the above successes, there is clearly a need to promote coordination and agreement among key actors in order to effectively implement the aforementioned policy instruments. RPCI has helped to disseminate these policy instruments and to generate consensus among SECTUR; SEMARNAT; CONANP; FIRCO; the state governments of Michoacán, Mexico, and Chiapas; and civil society organizations such as the Mexican Adventure Tourism and Ecotourism Association. In addition, in order to promote or innovation in the activities these stakeholders currently perform, a complementary curricula and training programs are planned.

D1. Lesson One: The policy guidelines, as well as the planning instruments, should be conceived as practical tools that undergo continuous development.

Even though there is the Strategy for the Sustainable Development of Tourism and Recreation in ANPs and the Natural Tourism Strategic Plan and Voluntary Norms have been officially recognized as environmental policy instruments, now, more than ever, it is necessary to develop a communication strategy that facilitates knowledge and discussion of these instruments among stakeholders so that they can be adapted to the realities of each state and region and included in tourism development.

D2. Lesson Two: The participation of key stakeholders is critical for the effective implementation of public policy.

While during the formulation of the Strategy for Sustainable Development of Tourism and Recreation in ANPs (or the Ecotourism NMX) participative planning processes were used (within the CONANP or the standards committee), at this time it is necessary to effectively involve key stakeholders from the private and social sectors that can guarantee the suitable implementation of these strategies. To achieve this, a strategy must be created with three lines of action: (1) the widespread dissemination of the governing instruments of policy at the federal, state, and regional/local levels; (2) the generation of mechanisms that facilitate social coordination/agreement as well as the development of operational programs at the federal, state, and local levels in accordance with federal policy; and (3) the generation of an inter-institutional training program to teach officials responsible for managing tourism in the ANPs, tourism operators, and the community the skills they will need to achieve the results expected in the operational programs.

D3. Lesson Three: Social coordination and agreement are key to institutional change and innovation in the tourism sector.

At the federal level, it is expected that, under the General Accord for Inter-Institutional Cooperation for Development of Ecotourism, the different agencies involved in promoting/developing this sector will adopt policy guidelines and simultaneous planning processes that facilitate coordinated action and achieve the results described in the Nature Tourism Master Plan.

On the regional/local level, it is expected that the state and municipal governments in the states of Chiapas, Mexico, and Michoacán will adopt the Nature Tourism Strategic Plan and, at the same time, develop their own nature tourism plans in accordance with their situation in a way that promote coordination with the federal level.

At both levels, there must be adequate dialogue with the social/private sector interest groups and their effective participation in plan implementation must be promoted. Their involvement will facilitate the evaluation of the plan's efficacy and will identify any adjustments necessary to meet the needs of the beneficiaries of these programs. In addition, it will be essential to promote public information meetings and generate mechanisms for participation and social agreement, such as the Nature Tourism Councils or the community development councils, in which all the groups representing this sector can participate in making decisions that concern them.

D4. Lesson Four: Programs for professional development and training are fundamental to promote positive change in both public and private organizations

One of the critical factors identified in the inter-institutional working group on natural tourism for the implementation of tourism-related public policies is inter-institutional training that permits government and private sector actors to gain knowledge for the efficient and effective design, implementation and evaluation of tourism projects.

D5. Lesson Five: The implementation of a policy requires patience and compromise.

To see results in the policy area, it is necessary to keep in mind that the processes of formulating and implementing policy are complex and difficult to measure in a short period of time. Policy implementation can take several years since it implies knowledge of (1) each stakeholder organization, plans, programs, resources, capacities, and interests; (2) institutional changes at different levels (federal, state, municipal, and community); and (3) the adoption of new practices and institutional arrangements. Trying to achieve changes in the policy areas can be frustrating, since changing public policies involves a cultural change, that is, a change in the patterns of thinking and decision making. Despite these difficulties, it is desirable to think of the benefits that these changes represent for achieving true sustainable development.

D5. Lesson Five: The implementation of a public policy allows organizations to broaden their capacities to generate sustainable development.

From the development perspective, what is sought at the strategic policy level is the ability to mobilize resources and perform necessary activities in a coordinated fashion so that they fortify local, regional, and even national capacities. In the near future, it is hoped that both the governmental agencies and the different key social and private sector stakeholders will achieve strengthened capacities under the new scheme of participation and collaboration. In addition, this process is expected to change their strategic focus and decision making processes in that they will be guided by national policy instruments, such as the Nature Tourism Master Plan, the CONANP Tourism Program, and the guidelines of the Ecotourism NMX.

D6. Lesson Six: The implementation of policies should start with making the benefits to be achieved in the short, medium, and long terms visible to the interested parties.

For different actors to commit to the change to be achieved through policies, they must be able to identify the changes expected from each of them and the benefits such changes in processes can bring in each phase of implementation. In this sense, the participative evaluation processes are essential to achieving the commitment and results expected.

E. Success Story: Improving the Environment for Tourism in Mexico's Protected Natural Areas

Various factors contribute to success in implementing a public policy. Among the most important are participation of all agencies involved from the beginning, their access to information, and their participation in the formulation, application, and evaluation of the public policy.

To support the government of Mexico in developing and implementing an ecotourism policy, RPCI has helped empower the stakeholders to work together to improve the management of tourism in protected natural areas by (1) disseminating policy instruments to key stakeholders in the states of Mexico, Michoacán, and Chiapas, (2) supporting the

formulation and implementation of a comprehensive training strategy, and (3) launching a pilot project for creating sustainable tourist products in the state of Chiapas.

Through these actions, the pilot project in Chiapas has been launched and its advantages are starting to become evident as are the challenges of achieving effective and coordinated participation from all relevant federal agencies (SECTUR, SEMARNAT, and CONANP), the Secretary of State Tourism, and civil society organizations interested in ecotourism. Among this new model's main advantages is its demonstration that combining efforts and resources in pursuit of common objectives produces more efficient public investment in ecotourism.

With the support of the Inter-Institutional Group for the formulation of a training strategy for nature tourism (which includes both academics and business people), the project is crafting innovative educational programs that can give those involved in ecotourism the skills they need to improve the competitiveness of their products and services.

F. Future Activities

RPCI's activities within the realm of national level policy will focus heavily on transitioning project activities to local entities as elaborated in the 2008 workplan. Additionally, RPCI will continue to support the Inter-Institutional Group at the national level with the following activities that will be carried out in conjunction with SECTUR, SEMARNAT, CECADESU and CONANP:

- Systematization of a model for the development of TN products;
- Assistance in the formulation of curricula for training courses for the implementation of NMX de Ecoturismo (CECADESU);
- Assistance in the formulation of a written guide for the development of community ecotourism projects;
- Support the formulation of two pilot programs promoting public use in ANPs.

ANNEX A

Acronym List

Acronym	Meaning
AMSA	Agroindustrias Unidas de México – United Agroindustries of Mexico
AFP	Area Forestal Permanente – Permanent Forest Area
ANP	Área Natural Protegida – Protected Natural Area
“C”	Commodity in the stock market
CDI	Comisión para el Desarrollo de los Pueblos Indígenas – Commission for the Development of Indigenous Peoples
CEA	Centro de Estadística Agropecuaria – Center for Agricultural Statistics
CEC	Centros Ecoturísticos Comunitarios – Community Ecotourism Centers
CECADESU	Centro de Capacitación para el Desarrollo Sustentable - Center for Training for Sustainable Development
CI	Conservación Internacional – Conservation Internacional
CONAFOR	Comisión Nacional Forestal – National Forestry Commission.
CIMADES	Inter-Institutional Commission for the Environment and Social Development - Inter-Institutional Commission for the Environment and Social Development
CNA	Comisión Nacional del Agua – National Water Commission
CONANP	Comisión Nacional de Áreas Naturales Protegidas – National Commission of Protected Natural Areas
COTAS	Comité Técnico de Aguas Subterráneas – Technical Committee of Subterranean Water
DIN	Deutsches Institut für Normung – Instituto Alemán para Normatividad – German Standards Institute
DOF	Diario Oficial de la Federación – Official Gazette of the Federation
El Consejo	El Consejo de Promoción Turística de México, S.A. de C.V.
FIRCO	Fideicomiso de Riesgo Compartido
FONAES	Coordinación General del Programa Nacional de Apoyo par alas Empresas de Solidaridad
FONATUR	Fondo Nacional de Fomento al Turismo – National Fund for the Advancement of Tourism
FSC	Forest Stewardship Council
GET	Grupos Étnicos Tenejapanecos Sociedad Social – Tenejapaneco Ethnic Groups Social Company
IICA	Instituto Interamericano de Cooperación para la Agricultura – Inter-American Institute for Agricultural Cooperation
IISA	Interacción Internacional Sociedad Anónima de C.V. – Interaction International Corp.
IEEPO	Instituto Estatal de Educación Pública de Oaxaca – State Public Education Institute of Oaxaca
INAH	Instituto Nacional de Antropología e Historia – National Institute of Anthropology and History
ITVO	Instituto Tecnológico de Valle Oaxaca – Technical Institute of the Oaxaca Valley
RPCI	Rural Prosperity and Conservation Initiative - Iniciativa Prosperidad Rural y Conservación
ITESM	Instituto Tecnológico de Estudios Superiores de Monterrey – Monterrey Higher Studies Technical Institute
KRA	Áreas de resultados clave – Key Results Area
MOU	Memorandum of understanding – Memorando de entendimiento
NGO	Non-governmental Organization
NMX	Norma Mexicana – Mexican Standard
NOP	Programa Orgánico Nacional (USA) – National Organic Program
OEC	Organización Económica Campesina – Farm worker Economic Organization
ONG	Organización No Gubernamental – Non-Governmental Organization
OTs	Operadores Turísticos – Tourism Operators
PMP	Plan de monitoreo y desenvolvimiento – Performance and monitoring plan
POAF	Programa Operativo Anual Forestal – Annual Forestry Operational Program
PROCYMAF	Proyecto de Conservación y Manejo Sustentable de Recursos Forestales en México –

	Project for Conservation and Sustainable Management of Forestry Resources in Mexico
PRODESIS	Integrated and Sustainable Social Development Project
RA	Rainforest Alliance
RB	Reserva Biológica – Biological Reserve
RBMM	Reserva biológica de la mariposa monarca – Monarch butterfly biological reserve
RI	Resultado Intermedio – Intermediate Result
SAGARPA	Secretaría de Agricultura, Ganadería, Desarrollo Rural, Pesca, y Alimentación – Secretary of Agriculture, Livestock, Rural Development, Fish, and Feed
SE	Secretaría de Economía – Secretary of the Economy
SECTUR	Secretaría de Turismo – Secretary of Tourism
SEDER	Secretary of Rural Development
SEDESOL	Subsecretaría de Desarrollo Social y Humano – Undersecretary of Social and Human Development
SEMARNAT	Secretaría de Medio Ambiente y Recursos Naturales – Secretary of the Environment and Natural Resources
SPOSEL	Sociedad de Productores Orgánicos de la Selva Lacandona – Society of Organic Producers of the Lacandona Jungle
SRA	Secretaría de Reforma Agraria – Secretary of Agrarian Reform
TRL	Tropic Rural Latinoamericana
UAV	Universidad Autónoma de Veracruz – Independent University of Veracruz
UCFAS	Unidad Comunal Forestal Agropecuaria y de Servicios – Communal Forestry Agriculture and Services Unit
USA	United States of America – Estados Unidos de América
USAID	Agencia de los Estados Unidos para el Desarrollo Internacional – United States Agency for International Development.
USD	U.S. Dollars
USFS	United States Forest Service
WWF/Mexico	World Wildlife Fund Mexico

ANNEX B

Training Events

Name	Start	End	Men	Women	Participants
Training workshops given previously	40		1,019	445	1,464
Diagnosis of irrigation systems in the OEC members of COTAS – Oax – Oax	25-Nov-2006	28-Nov-2006	20	0	20
Vegetable production in greenhouses – Oax – Oax	04-Dec-2006	06-Dec-2006	39	1	40
Workshop in Administrative Training for Persons in Charge of Wet Coffee Mills – Chiapas - San Cristobal de Las Casas	07-Dec-2006	08-Dec-2006	21	2	23
First workshop in best practices of cacao fermentation and drying - Tabasco - Cunduacan	25-Jan-2007	26-Jan-2007	34	7	41
Post-harvest cacao treatment: analysis of risks and critical control points - Tab- Comalcalco	05-Feb-2007	06-Feb-2007	33	8	41
Best practices in post-harvest treatment of cacao – Tab - Comalcalco	22-Feb-2007	23-Feb-2007	20	5	25
Use of laboratory equipment for the physical analysis of cacao samples - Chs - Pichucalco	13-abr-2007	13-abr-2007	20	10	30
CERTIMEX's new systems of internal control for coffee quality Chs - San Cristobal de las Casas	16-abr-2007	17-abr-2007	3	0	3
Recognition of Scents and Flavors in Cacao 1 st stage Tab - ITC	28-jun-2007	28-jun-2007	11	15	26
Marginal analysis for Economic Decision Making - Oax - Oax	16-jul-2007	19-jul-2007	22	6	28
Coffee Quality Management System (cupping training) Chs - San Cristobal De Las Casas	23-jul-2007	27-jul-2007	74	4	78
Recognition of Scents and Flavors in Cacao 2 nd stage Tab - ITC	25-jul-2007	28-jul-2007	12	13	25
Coffee Quality Management System (cupping training) Chs - Ignacio Zaragoza	13-Aug-2007	18-Aug-2007	25	12	37
Workshops given in the fiscal year	13		334	83	417
Totals: Life of Project	53		1,353	528	1,881

ANNEX C

Grants

No	Name of the Organization / Object of the Donation	Type of Donation	Amount of Donation		Date		Payments (Mx Pesos)		Progress (%) as of 09/30/07
			USD	Pesos	Start	End	made as of 09/30/07	pending as of 09/30/07	
1	COTAS – Project for its fortification and that of producer groups under greenhouse	Simplified	\$ 24,997.61	\$ 261,223.35	15/01/06	15/01/07	\$ 261,223.35	\$ 0	100%
2	UCFAS – Preparation of the varnishing area of the furniture factory	FOG	\$ 24,285.71	\$ 250,000.00	07/09/06	28/02/07	\$ 250,000.00	\$ 0	100%
3	WWF Mex – Preparation and placement of 65 signs in the el Rosario sanctuary	Simplified	\$ 21,205.88	\$ 222,661.75	17/10/06	17/04/07	\$ 222,661.75	\$ 0	100%
4	Comaltepec – Acquisition of machinery for production of broomsticks	FOG	\$ 14,553.00	\$ 152,811.00	16/10/06	16/10/07	\$ 213,702.00	\$ 0	100%
5	Org. de la Chontalpa – Acquisition of equipment (4 labs) for quality assurance	FOG	\$ 24,286.00	\$ 219,999.80	16/10/06	16/07/07	\$ 255,000.00	\$ 0	100%
6	Comon Yaj Nop Tic – Increase in coffee quality	FOG	\$ 25,000.00	\$ 265,220.00	16/10/06	16/05/07	\$ 148,810.00	\$ 35,120.00	81%
7	SPOSEL – Increase in the quality of SPOSEL coffee	FOG	\$ 22,878.00	\$ 240,220.00	16/10/06	16/05/07	\$ 148,810.00	\$ 35,060.00	81%
8	Grupos Étnicos Tenejapanecos / Increase coffee quality.	FOG	\$ 21,284.00	\$ 223,480.00	16/10/06	16/05/07	\$ 123,560.00	\$ 913.00	99%
9	El Palenque SSS – Quality assurance for cacao in post-harvest processes	FOG	\$ 11,859.00	\$ 111,695.66	12/12/06	12/12/07	\$ 92,091.00	\$ 32,412.00	74%
10	POCS – Quality assurance for cacao in post-harvest processes	FOG	\$ 13,689.00	\$ 128,304.36	12/12/06	12/12/07	\$ 97,670.00	\$ 44,169.00	68%
11	Gral. Fco. Mújica SC – Quality assurance for cacao in post-harvest processes	FOG	\$ 11,859.00	\$ 111,695.66	12/12/06	12/12/07	\$ 92,091.00	\$ 32,412.00	74%
12	Río Seco SC – Quality assurance for cacao in post-harvest processes	FOG	\$ 5,797.00	\$ 60,870.49	12/12/06	12/12/07	\$ 60,870.49	\$ 0	100%
13	Huimanguillo – Quality assurance for cacao in post-harvest processes	FOG	\$ 5,797.00	\$ 60,870.49	12/12/06	12/12/07	\$ 60,870.49	\$ 0	100%
14	AMSA - post harvest leverage for 3 coffee organizations	Simplified	\$ 25,000.00	\$ 271,250.00	09/18/07	03/15/08	\$ 0	\$ 0	0%
Total			\$252,491.20	\$2,580,302.56			\$2,027,360.08	\$180,086.00	79%

- As of September 30, 2007 RPCI has concluded three of the thirteen grants.
- The Comaltepec grant will conclude in October 2007.
- The three grants to the coffee organizations will be concluded in October or early November 2007. As detailed in the coffee section of the text problems with the coffee processing equipment required a reduction in the original grant amounts to the organizations. The reduced amount of funds has been channeled through a grant to AMSA, who will procure and donate coffee processing equipment to replace the original equipment.
- The grant to the forestry community Cerro Comal has been increased to ensure the community will begin production and achieve the expected results in a timely manner. The community has contributed 135% of the RPCI grant amount.
- The grants to the six cacao organizations will conclude in December 2007.

ANNEX D

Subcontracts

No	Subcontract	Area	Objective	Start	End	Paid	In Progress	Total Cost
1	Interacción Internacional S.A.	Controlled Environment Cultivation	Institutional fortification of COTAS A.C.	17/10/05	15/06/07	\$ 307,320.01		\$307,320.01
2	Lajapyme	Tourism	Training circuits in tourism. 25 community projects	20/09/05	08/12/05	\$ 215,625.00		\$ 215,625.00
3	Interacción Internacional S.A.	Controlled Environment Cultivation	Institutional, productive, and business fortification of 4 OEC members of COTAS A.C.	09/02/06	15/06/07	\$ 800,700.00		\$ 800,700.00
4	Lajapyme	Tourism	Formulation and incorporation of SendaSur in Chiapas	20/03/06	31/10/06	\$ 429,266.25		\$ 429,266.25
5	MTI	Tourism	Ecotourism master plan for the municipality of Angangueo	21/06/06	01/08/06	\$ 172,500.11		\$ 172,500.11
6	TRL	Forestry	Preparation of the Forestry Management Plan and Annual Operational Program. Community fortification and creation of a community forestry company	02/10/06	29/06/07	\$ 671,531.00	\$190,086.00	\$ 861,617.00
7	MCSYL	Tourism	Printing of manual of best practices for ecotourism and attachment of the standard	26/11/06	15/12/06	\$ 113,620.00		\$ 113,620.00
8	Advanced Resulting	Cacao	Institutional Fortification of 4 Cacao producing organizations	15/05/06	13/03/08	\$80,500.00	\$126,500.00	\$ 207,000.00
9	Aliados Para la Comunidad Forestal A.C.	Forestry	Cable extraction system working	15/05/07	15/06/07	\$ 86,563.00		\$ 86,563.00
10	Tecnológico de Monterrey	Coffee	Administrative & financial strengthening of 3 coffee producers Org.	27/06/07	27/11/07	\$76,091	\$152,182.38	\$228,273.38
	Subtotal Subcontracted in Pesos		= 10			\$2,953,716.37	\$468,768.38	\$3,422,484.75
11	C Q I	Coffee	Diagnosis, evaluation and best practices in coffee cultivation in 4 OEC	15/01/06	18/05/06	\$ 79,088.00		\$ 79,088.00
	Subtotal Subcontracted in USD		= 1			\$ 79,088.00		\$ 79,088.00

ANNEX E

Short-Term Consultants

Specialist	Area	Start	End	Level of Effort (Days)	Paid (USD)
Alberto Hernández	Forestry	Oct-05	Dec-05	60.0	\$7,741.21
Allan Rhodes	Tourism	May-06	Dec-06	156.0	\$41,906.77
Chris Seek	Tourism	Sep-06	Oct-06	10.0	\$7,190.00
Claudia Virgen	Tourism	Nov-05	Dec-05	4.0	\$765.55
Gilberto Amaya	Cacao	Feb-05	Feb-05	20.0	\$18,280.00
Juan Urrieta	Cacao	Dec-06	Ene-08	34	\$6,311.81
Kris Merschrod	M&E	Jan-05	Feb-05	18.0	\$15,624.00
Lilia Ricardez	Forestry	Apr-06	Apr-06	10.0	\$1,115.24
Luis Caballero	Coffee	Dec-06	Feb-07	45.0	\$7,605.00
Luis Martínez	Cacao	Sep-06	Nov-06	16.0	\$3,021.64
Manuel Noriega	Tourism	Nov-05	Dec-05	56.5	\$7,006.69
Marcos Arocha	Cacao	Sep-05	Dec-05	20.0	\$14,700.00
Megan Epler Wood	Tourism	Jul-05	Jul-05	21.0	\$18,795.00
Peter Doyle	General	Oct-05	Oct-05	12.0	\$4,800.00
Adriana Vega Barrero	Tourism	Feb-07	Oct-07	240	\$1,872.78
Francisco Javier Arroyo	Coffee	Apr-07	May-07	18	\$1,682.24
Fernando Arenas	Forestry	May-07	Sep-07	120	\$15,140.19
Manuel Díaz	Coffee	Jul-07	Sep-07	35	\$7,019.63
Mario Fernandez	Coffee	Jul-07	Ago-07	15	\$2,649.53
Salvador Sanchez	Tourism	Sep-07	Oct-07	30	\$3,270.84
Total	20	Specialists		940.5	\$186,498.12

ANNEX G

Estrategia para la Consolidación de Productos Turísticos Sustentables a través de Circuitos de Ecoturismo



ESTRATEGIA PARA LA CONSOLIDACIÓN DE PRODUCTOS TURÍSTICOS SUSTENTABLES A TRAVÉS DE CIRCUITOS DE ECOTURISMO



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1. ANTECEDENTES

Entre los países en desarrollo, México es el segundo destino principal de la inversión turística extranjera directa y el tercero en crecimiento acumulado del sector. Es el séptimo receptor mundial de turismo en general que representa la segunda fuente de ingresos del país. En lo referente al turismo de naturaleza, actualmente existen aproximadamente 1 239 empresas, de las cuales 325 (26%) son privadas y 914 (74%) son comunitarias. Su estatus de desarrollo indica que se encuentran en operación 827 (70%) empresas, y en la fase de proyecto las restantes 367 empresas (30%). Lo anterior ha representado la creación de 6 195 empleos directos en dicho segmento.

Cabe señalar la importancia de este segmento del turismo como herramienta para la conservación de los ecosistemas y de sus recursos naturales. Así mismo, el ecoturismo representa una oportunidad que puede generar ingresos para la conservación y para las comunidades locales dentro y alrededor de las áreas donde se desarrolla.

Actualmente el ecoturismo en las Áreas Naturales Protegidas ha sido reconocido por convenciones y declaraciones internacionales como una oportunidad de desarrollo sustentable, que trae consigo alternativas para la conservación del patrimonio natural y cultural cuando se acompaña de una planificación estratégica para su manejo.

En nuestro país se han registrado cerca de 20 millones de visitantes en el periodo del 2002 al 2005, generando una derrama económica por el uso de los servicios turísticos en las ANP que rebasa los 300 millones de USD.

Paralelamente el crecimiento de visitantes trae consigo amenazas y oportunidades a la conservación de las ANP. El turismo ha causado o puede causar impactos negativos a los contextos naturales, sociales y económicos de las ANP, como los provocados por proyectos turísticos no planificados, y por la afluencia de turistas no regulada ni controlada.

2. PROBLEMÁTICA

Medio Ambiente: El medio ambiente constituye el entorno en el cual se desarrollan las actividades turísticas y la base de los atractivos naturales, tanto en zonas costeras y marinas, como en las selvas, los bosques y el desierto. Por lo anterior, el medio ambiente representa la base para el desarrollo del ecoturismo. Sin embargo, la fragilidad de muchos ecosistemas en los cuales se realiza este segmento del turismo no ha sido respetada a pesar de la normatividad vigente y de los estudios de impacto ambiental, lo que pone en peligro no sólo el entorno, sino la actividad turística misma.

Los principales problemas del turismo vinculados con el impacto negativo en el medio ambiente son: la degradación de la cobertura vegetal y ocasionalmente

los cambios de usos del suelo y desmontes para el establecimiento de instalaciones e infraestructura. La falta de tratamiento de aguas residuales y el escaso reuso de aguas tratadas. El manejo inadecuado de residuos sólidos que puede provocar la contaminación del suelo, de arroyos y generar fauna nociva. En general acciones que perturben a la fauna y flora silvestres, así como actividades que pueden provocar la erosión del suelo y la alteración de la estructura de la vida silvestre con la introducción de especies exóticas, entre otras.

Instituciones: Existe la tendencia creciente de la oferta de apoyos institucionales al ecoturismo, con las siguientes deficiencias: la dispersión de esfuerzos, el desconocimiento de su impacto en los ámbitos social, económico y ambiental; la falta de difusión de las opciones de apoyo sobre financiamiento, normatividad y vías de gestión; la concentración y duplicidad de apoyos; la falta de criterios e indicadores para la evaluación y selección de proyectos.

Grupos organizados: Existen algunos casos de éxito de empresas comunitarias; sin embargo es muy común encontrar la siguiente problemática: falta de transparencia en el manejo financiero, además de la improvisación; expectativas muy altas de los beneficios para mejorar las condiciones de vida de las comunidades; vulnerabilidad de los proyectos por falta de información sobre la actividad ecoturística; falta de calidad en la prestación de los servicios por capacitación insuficiente; escasa asistencia técnica en la formulación de proyectos; problemas de distribución y comercialización del producto.

Las empresas: En la fase de planeación de los proyectos se presenta la siguiente problemática: solo se considera la existencia de atractivos naturales y culturales, sin ponderar otros factores, como los aspectos de mercado y las características de los visitantes por recibir. Se carece de medios de comunicación eficientes (teléfonos y radiocomunicadores) y en ocasiones la accesibilidad es complicada por la falta de infraestructura y su lejanía; falta de instrumentos de medición del impacto económico por la operación de las empresas, así como la falta de cultura empresarial que afecta la comercialización.

3. MARCO DE REFERENCIA

Se entiende por ecoturismo “aquella modalidad turística ambientalmente responsable consistente en viajar o visitar espacios naturales relativamente sin perturbar, con el fin de disfrutar, apreciar y estudiar los atractivos naturales de dichos espacios; así como cualquier manifestación cultural del presente y del pasado que puedan encontrarse ahí, a través de un proceso que promueve la conservación, tiene bajo impacto ambiental y cultural e induce un involucramiento activo y socio-económicamente benéfico de las poblaciones locales”

El ecoturismo en su concepto considera de manera indefectible con los criterios reconocidos por la OMT, considerando el turismo sustentable como aquel turismo que cumple con las siguientes directrices:

1. Dar un uso óptimo a los recursos ambientales que son un elemento fundamental del desarrollo turístico, manteniendo los procesos ecológicos esenciales y ayudando a conservar los recursos naturales y la diversidad biológica.
2. Respetar la autenticidad sociocultural de las comunidades anfitrionas, conservar sus activos culturales arquitectónicos, vivos y sus valores tradicionales, y contribuir al entendimiento y a las tolerancias interculturales.
3. Asegurar unas actividades económicas viables a largo plazo, que reporten a todos los agentes, beneficios socioeconómicos bien distribuidos, entre los que se cuenten oportunidades de empleo estable y de obtención de ingresos y servicios sociales para las comunidades anfitrionas, y que contribuyan a la reducción de la pobreza.

Reconociendo la creciente oferta de esta modalidad y el interés institucional, en los últimos años se han impulsado importantes acciones en los diferentes niveles de gobierno y en grupos organizados a fin de impulsar programas, opciones de financiamiento y capacitación en ecoturismo. No obstante lo anterior, la situación actualmente en México es que existen numerosas empresas que no cumplen con lo elementos esenciales y directrices del ecoturismo, y tienen esa proyección.

A partir del Convenio General de Colaboración Interinstitucional para el Desarrollo del Ecoturismo y demás actividades del Turismo de Naturaleza, se ha desprendido una estrategia interinstitucional que de manera transversal impulsa acciones a través del Programa de Trabajo y una coordinación operativa en las diferentes líneas de acción.

Por otro lado recientemente se cuenta con importante marco de referencia a través de la Estrategia Nacional para un Desarrollo Sustentable del Turismo y la Recreación en las Áreas Naturales Protegidas.

De los instrumentos anteriores se desprende la necesidad de coadyuvar al fortalecimiento de empresas comunitarias con facilidad de integrar circuitos para desarrollar íntegramente el ecoturismo como una alternativa de aprovechamiento sustentable y protección de los recursos naturales.

4. JUSTIFICACIÓN

Existen numerosos proyectos vinculados al ecoturismo, y numerosos apoyos interinstitucionales en este rubro, sin embargo, se requiere que se coordinen recursos y esfuerzos para consolidar productos turísticos exitosos en su desempeño sustentable para detonar modelos en las empresas comunitarias prestadoras de servicios turísticos.

A través del presente proyecto se implementará una estrategia para la incorporación de criterios puntuales que establece la NMX-AA-133-SCFI-2006.- Requisitos y especificaciones de Sustentabilidad del Ecoturismo vigente, a

través de promover la capacitación y apoyos directos a las empresas comunitarias.

5. OBJETIVO GENERAL

Contar con productos turísticos sustentables que incorporen los requisitos y especificaciones de sustentabilidad del ecoturismo a través de una estrategia interinstitucional de capacitación, fortalecimiento de capacidades locales, e inversión en equipamiento en su caso, logrando la consolidación de circuitos de ecoturismo.

6. ALCANCE

- Contar con dos circuitos que incluyan empresas de ecoturismo que se desempeñen incorporando las medidas de desempeño sustentable conforme a la norma mexicana⁴¹ y promover la replica del esquema en todo el país como efecto multiplicador.
- Obtener beneficios ambientales en el destino al incorporar requisitos de desempeño a favor de los recursos naturales.
- Contar con modelos de productos turísticos exitosos.

7. DESARROLLO DE LA ESTRATEGIA

La estrategia se aplicará en circuitos que integren a varias empresas ecoturísticas comunitarias y privadas cuya ejecución será en dos etapas: La primera esta compuesta por definición, diagnóstico y dictamen preliminar y la segunda por el dictamen final y proceso de certificación.

En esta estrategia participarán los siguientes actores:

- Empresas comunitarias y privadas,
- Asesor técnico,
- Organismo de certificación,
- Agencia gubernamental (USAID) y
- Dependencias involucradas (SECTUR, CONANP, CONAFOR y SEMARNAT).

En el 2007 se pretende la aplicación de la presente estrategia en dos circuitos ecoturísticos que contemple las siguientes etapas:

7.1. Selección y firma de carta-compromiso

7.1.1 Definición de los circuitos que servirán como pilotos, los cuales deberán tener un perfil que cumplan con una organización, un avance en el cumplimiento de buenas prácticas y una viabilidad económica.

⁴¹ NMX-AA-133-SCFI-2006.- Requisitos y especificaciones de Sustentabilidad del Ecoturismo.

- 7.1.2 Firma de carta-compromiso con cada organización, mediante escrito expresando el interés de su participación y entrega del cuestionario de autoevaluación que tiene como propósito que las empresas cuenten con un diagnóstico ambiental, social y económico respecto a lo establecido en la NMX-AA-133-SCFI-2006.
- 7.1.3 Reunión de trabajo para la exposición del proyecto, así como, el inicio de los trabajos, dicha reunión estará coordinada por la DGFAUT.

7.2. Diagnostico y dictamen preliminar

- 7.2.1 Designación de un Técnico especializado, elegido por cada organización para que acompañe y capacite en su caso a las diferentes empresas de cada uno de los circuitos (para el caso del proyecto piloto será financiado por la DGFAUT) anexo metodológico 1.
- 7.2.2 Designación del organismo de certificación que evaluará el grado de cumplimiento de la NMX de cada una de las empresas de cada circuito (para el caso del proyecto piloto será financiado por la DGFAUT).
- 7.2.3 Gestión administrativa para la contratación del Organismo de Certificación.
- 7.2.4 Tanto el diagnóstico como la evaluación se desarrollará conforme a los siguientes componentes: ambiental, social y cultural, así como de prestación de servicios turísticos.
 - 7.2.4.1 Los componentes ambiental, social y cultural serán evaluados conforme a la NMX-AA-133-SCFI-2006 (anexo técnico 1).
 - 7.2.4.2 El componente de prestación de servicios turísticos, el análisis y la evaluación se realizará conforme a las especificaciones establecidas en el anexo técnico 2.
 - 7.2.4.3 La evaluación se desarrollará conforme al proceso de evaluación de la conformidad y el plan de evaluación (anexo metodológico 2).
- 7.2.5 Preparación conjunta (directivos de los circuitos, asesor técnico y organismo de certificación) del plan de evaluación, siendo responsable del documento el Organismo de Certificación.
- 7.2.6 Visita preliminar de evaluación en campo a cargo del Organismo de Certificación.
- 7.2.7 Entrega del dictamen preliminar y de las propuestas de mejora para el cumplimiento de la NMX-AA-133-SCFI-2006, a cargo del Organismo de Certificación.

7.3. Taller para la determinación del programa de trabajo y de capacitación específica.

- El taller tiene como objetivos concertar con las empresas participantes las etapas y responsabilidades en el programa de trabajo que conlleve a cumplir con las especificaciones de la NMX-AA-133-SCFI-2006, así como capacitar de manera especializada a los participantes en función a las necesidades técnicas y administrativas identificadas en el dictamen preliminar.
- El alcance del taller es desarrollar el programa de trabajo para cada circuito de acuerdo a sus necesidades detectadas durante el diagnóstico y el dictamen preliminar con el fin de cumplir con lo establecido en la NMX-AA-133-SCFI-2006.

Así mismo, dichos talleres deberán apegarse y cumplir con lo siguiente:

- 7.3.1 Los talleres se realizarán por circuito en el cual pueden participar empresas de la región.
- 7.3.2 Se diseñará el programa de trabajo y capacitación especificando al menos lo siguiente: tiempos, participación y responsabilidades por circuito.
- 7.3.3 Dentro del programa de trabajo desarrollado y de acuerdo a sus necesidades se capacitará en diferentes rubros como: manejo de ecotecnias para el ahorro de energía, tratamiento de agua y manejo de residuos, manejo de biodiversidad, administración, educación ambiental y servicios.
- 7.3.4 Se orientará a las empresas en la gestión para obtener apoyos del gobierno federal, con base en una estrategia de comercialización.

7.4. Programa de trabajo

- 7.4.1 Ejecución de las acciones encaminadas al cumplimiento de la NMX.
- 7.4.2 Seguimiento del programa de trabajo el cual está a cargo del asesor técnico con supervisión de la DGFAUT y la CONANP abarcando aspectos como: inversión necesaria, metas de cumplimiento y tiempos y recursos, para este rubro se cuenta con recursos de SECTUR y PET.
- 7.4.3 Informe de cumplimiento de programa de trabajo por parte del asesor técnico, el cual debe ser entregado a los directivos respectivos y a la SEMARNAT para el caso del proyecto piloto.

7.5. Dictamen final

- 7.5.1 Revisión y actualización del plan de evaluación con participación de los directivos de los circuitos, asesor técnico siendo responsable del documento el Organismo de Certificación.

- 7.5.2 Visita de evaluación en campo según fecha acordada a cargo del Organismo de Certificación.
- 7.5.3 Entrega del dictamen de evaluación como base para el proceso de certificación a cargo del Organismo de Certificación.
- 7.5.4 Emisión del certificado de sustentabilidad de ecoturismo en caso de cumplimiento con los requisitos mínimos por parte del Organismo de Certificación.

8.- Cronograma de trabajo 2007.

2007											
ACTIVIDAD	Marzo	Abril	Mayo	Junio	Julio	Agosto	Sep	Oct	Nov	Dic	
Definición de los circuitos que servirán como pilotos.											
Firma de carta-compromiso con cada organización.											
Designación de un Técnico especializado.											
Gestión administrativa para la contratación del OC.											
Reunión con las comunidades.											
Preparación conjunta del plan de evaluación.											
Visita preliminar de evaluación en campo.											
Entrega del dictamen preliminar y de propuestas de mejora.											
Desarrollo de talleres.											
Diseño de los programas de trabajo y capacitación.											
Desarrollo del programa de apoyo técnico.											
Orientación a las empresas en la gestión para obtener apoyos del gobierno.											
Ejecución de las acciones encaminadas al cumplimiento de la NMX.											
Seguimiento del											

	logístico.	
SECTUR	Apoyo a la comercialización de los circuitos establecidos ya que se establecen como destinos prioritarios dentro de su programa de trabajo.	Alta
	Apoyo directo para cubrir aspecto de infraestructura y equipamiento.	Alta
SEMARNAT (SSFNA/DGFAUT)	Coordinación en la implementación de los proyectos pilotos contemplando los siguientes aspectos:	Alta
	<ul style="list-style-type: none"> • Supervisión del cumplimiento de las etapas del proceso de evaluación de los circuitos. • Supervisión del desarrollo y cumplimiento de los Programas de Trabajo. • Análisis evolución de los circuitos de ecoturismo posterior a la implementación de su Programa de Trabajo. 	
	•	

ANEXO TÉCNICO 1

Metodología de evaluación

Disposición / Requisitos	Medios de verificación	Criterios de valoración	Valor de ponderación (%)
4. Requisitos generales			
4.1 Documento de planeación.			13
4.1.1 Diagnóstico del proyecto.	Entrega del documento.	√ (11 requisitos).	
4.1.2 Estrategia de planificación sustentable.	Entrega del documento.	√ (4 requisitos).	
4.1.3 La planeación ambiental territorial.	Mapa georeferenciado e inspección visual.	√ Compatibilidad de la zonificación de acuerdo al 3.4, 3.5, 3.40 y 3.41. √ Considerar la compatibilidad en base al documento del 4.1.1 y 4.1.2. √ Considerar el 4.1.4.	
4.1.5 Mecanismo de evaluación que incluya los indicadores y su medición.	Entrega del documento y la inspección visual.	√ Compatibilidad con los indicadores de evaluación seleccionados.	
4.1.6 Monitoreo de flora y fauna silvestre.	Entrega del reporte e inspección visual.	√ Mantenimiento de la cobertura vegetal original. √ Estabilidad y permanencia de las poblaciones en general.	
4.1.7 Plan de vigilancia.	Documento que acredite la existencia de la comisión de	√ Competencias evaluadas por un tercero.	

Disposición / Requisitos	Medios de verificación	Criterios de valoración	Valor de ponderación (%)
	vigilancia y el plan.		
4.2 Reglamento	Inspección visual de la existencia del reglamento, entrega al visitante y/o difusión del mismo.	√ Conocimiento del personal y comisión de vigilancia.	11
4.3 Se proporciona al turista la siguiente información.	Inspección visual	√ Cumplimiento de las disposiciones 4.3.1 al 4.3.6. √ La información puede ser proporcionada a través de cualquier medio de comunicación oral, escrito, gráfico, etc.	7
4.4 No se rebasa la capacidad de carga.	Entrega del estudio e inspección visual.	√ Deberá considerar los elementos del diagnóstico a que se refiere el numeral 4.1. √ Compatibilidad con los criterios 1.3.1, 1.3.2, 1.3.3, 1.3.4 y 1.3.5 establecidos en el apéndice normativo B. √ Evaluación de los Indicadores aplicables conforme a la tabla 1 del apéndice normativo B.	12
4.5 Especificaciones para prestadores de servicios			9
4.5.1 Involucramiento en las actividades de desarrollo de la comunidad	Documentos que acrediten el involucramiento e inspección visual.		

Disposición / Requisitos	Medios de verificación	Criterios de valoración	Valor de ponderación (%)
local.			
4.5.2 Participación comunitaria en la toma de decisiones referente a su patrimonio natural y cultural.	Aquellos acuerdos, convenios, acta de asamblea comunal o ejidal en su caso, y/o un documento con descripción de mecanismos y acreditación del consenso.	<p>√ Conocimiento de la comunidad del proceso del proyecto a través de encuestas en la misma.</p> <p>√ Consenso con los propietarios y/o poseedores legítimos cumpliendo con lo dispuesto en el numeral 4.10.</p> <p>La distribución equitativa de los beneficios económicos en las comunidades locales mediante instrumentos apropiados y alianzas estratégicas.</p>	
4.5.3 Utilización de insumos de la región.	Inspección visual	√ Que utilice crecientemente materiales propios de la región, sin que lo anterior represente la degradación de los recursos naturales.	
4.5.4 Prestación de servicios a cargo de residentes de la región.	Relación de prestadores de servicio y cualquier documento comprobante de domicilio.	*****	
4.5.5 Guías de turista especializados de la localidad.	Relación de prestadores de servicio y cualquier documento comprobante de domicilio, constancia de capacitación.	<p>√ Los guías se capacitan.</p> <p>√ Consideran lo dispuesto en el 6.1.</p> <p>√ Los guías de buceo consideran lo dispuesto en el 6.4.</p>	

Disposición / Requisitos	Medios de verificación	Criterios de valoración	Valor de ponderación (%)
4.6 Operación de un proyecto ecoturístico en una ANP.	Autorización por parte de CONANP y documento de planeación acorde a la normatividad existente.	<ul style="list-style-type: none"> √ Cumplimiento del trámite CNANP-00-01-04 Autorización para realizar actividades turístico recreativa dentro de Áreas Naturales Protegidas. √ Cumplimiento de lo dispuesto en el Decreto de creación, Programa de manejo, LGEEPA, Reglamento de LGEEPA en materia de ANP's y demás ordenamientos jurídicos aplicables. 	9
4.7 No existen aprovechamientos extractivos de flora y fauna silvestres.	<p>Entrega del Trámite SEMARNAT-08-015</p> <p>Autorización de Aprovechamientos o No Extractivos de vida silvestre Modalidad D: Otras especies en actividades económicas.</p> <p>Inspección visual</p>	<ul style="list-style-type: none"> √ Criterios contenidos en el trámite de autorización. √ Cumplimiento del Capítulo I Título VII y Capítulo V Título VII de la Ley General de Vida Silvestre. 	10
4.8 No se contravienen ordenamientos jurídicos aplicables.	Inspección documental y visual.	<ul style="list-style-type: none"> √ Documento de planeación con el cumplimiento del numeral 4.1.1.11 y 4.1.2. √ Cumplimiento de Leyes, √ Reglamentos, Normas Oficiales Mexicanas y demás ordenamientos jurídicos aplicables. 	8

Disposición / Requisitos	Medios de verificación	Criterios de valoración	Valor de ponderación (%)
4.9 Cuando existe, se aplica el Programa de Ordenamiento Ecológico del Territorio.	Documento. Inspección visual	√ Compatibilidad de políticas de uso de conformidad con la Unidad de Gestión Ambiental correspondiente. √ Cumplimiento de los criterios ecológicos establecidos en el decreto.	9
4.10 Documento de autorización del propietario, o comunidad correspondiente en su caso.	Autorización por escrito o acta de asamblea en su caso.	√ En el caso de propiedad ejidal o comunal el acta de asamblea deberá ser requisitada, en términos de la normatividad agraria vigente.	7
4.11 Se cuenta con instalaciones y servicios para personas con capacidades diferentes	Inspección visual	*****	5
5. Requisitos de las instalaciones ecoturísticas			
5.1 Agua			
5.1.1 Captación de agua pluvial.	Inspección visual	√ Presencia de mecanismo de captación de agua operando. √ Utilización para limpieza y mantenimiento dentro del área total del proyecto.	5
5.1.2 Plan de uso eficiente del recurso agua.	Entrega del plan y los documentos	√ Documento donde se establezcan metas de ahorro y resultados de	6

Disposición / Requisitos	Medios de verificación	Criterios de valoración	Valor de ponderación (%)
	que acrediten el cumplimiento de las metas, o Inspección visual.	su cumplimiento.	
5.1.3 Tratamiento de aguas residuales.	Inspección visual, con base en Apéndice normativo C.	√ Cumplimiento de los criterios contenidos en el apéndice normativo C. √ Cumplimiento de los estándares establecidos en la normatividad.	5
5.1.4 Se cuenta con suficientes letrinas secas o húmedas.	Inspección visual	√ Operación con base en el apéndice normativo C.	4
5.1.5 En caso de actividades acuáticas los embarcaderos no afectan la hidrodinámica del sitio.	Inspección visual	√ Ausencia de sedimentación y erosión. √ El flujo de agua permanezca constante y equilibrado.	5
5.1.6 No se realiza ninguna obra de canalización, interrupción de flujo o desvío de agua.	Inspección visual	*****	5
5.2. Vida silvestre			
5.2.1 Se respeta y fortalece la continuidad de los corredores biológicos, evitando la fragmentación y modificación del hábitat.	Inspección visual/documento de planeación.	√ Resultados del monitoreo de acuerdo a los indicadores seleccionados de conformidad con el numeral 4.1.6.	6

Disposición / Requisitos	Medios de verificación	Criterios de valoración	Valor de ponderación (%)
5.2.2 Se cuenta con un programa de restauración o acciones realizadas con este fin.	Existencia del programa, o acciones realizadas.	<p>√ Identificación del área de restauración de acuerdo al numeral 3.4 y 4.1.3.</p> <p>√ Acciones implementadas con el fin de recuperar y restablecer las condiciones ecológicas básicas, de tal manera que se propicie la evolución y continuidad de los procesos naturales.</p>	5
5.2.3 Las instalaciones se ubican de forma que no se deteriore el hábitat e interrumpa procesos biológicos de especies incluidas en la NOM-059-SEMARNAT-2001.	Inspección visual	<p>√ La distribución de las instalaciones se ubica en zonas de aprovechamiento.</p>	6
5.2.4 Autorización en su caso para la construcción de instalaciones turísticas.	Entrega del documentos de autorización/ Inspección visual.	<p>√ Cumplimiento de las condicionantes de dichas autorizaciones.</p>	5
5.2.5 No se introduce flora y fauna exótica.	Inspección visual	<p>√ Compatibilidad de las especies existentes con el listado solicitado en el numeral 4.1.1.6.</p>	5
5.2.6 Configuración armónica de miradores y torres de observación con el entorno.	Inspección visual	<p>√ Los colores de dichas instalaciones no sobresalen del entorno.</p> <p>√ El diseño, equipo y materiales deben de ser compatibles con el entorno.</p>	3
5.3 Energía			

Disposición / Requisitos	Medios de verificación	Criterios de valoración	Valor de ponderación (%)
5.3.1 (al menos dos)			4
5.3.1.1 Se cuenta con fuentes no convencionales de energía (apéndice normativo D).	Inspección visual, en base al apéndice normativo D.	√ Alternativas consideradas en el apéndice normativo D.	
5.3.1.2 Durante el día se optimiza el aprovechamiento de la luz natural.	Inspección visual	*****	
5.3.1.3 Se cuenta con criterios bioclimáticos de diseño arquitectónico.	Inspección visual.	√ Consideran los aspectos de orientación, vientos dominantes, insolación natural, precipitación y otros.	
5.3.1.4 El color, los materiales y el diseño de las instalaciones turísticas, maximiza el aprovechamiento del calor solar durante el invierno y lo minimiza durante el verano o en climas tropicales.	Inspección visual	*****	
5.4 Impacto visual			
5.4.1 Diseño compatible y acorde con el entorno.	Inspección visual	*****	5

Disposición / Requisitos	Medios de verificación	Criterios de valoración	Valor de ponderación (%)
5.4.2 Incorpora elementos de arquitectura vernácula y de paisaje.	Inspección visual	√ Estilo de construcción en la región, considerando características climáticas, disponibilidad de materiales, capacidad de carga del suelo y características propias de cada terreno en particular.	3
5.5 Residuos sólidos urbanos			
5.5.1 Plan de reducción en la generación de residuos sólidos urbanos, que incluya lo siguiente:	Verificación del Plan de metas y su cumplimiento.	*****	4
5.5.1.1 Metas de reducción en la compra y consumo de materiales desechables.	Documento de metas de reducción /Inspección visual	*****	
5.5.1.2 Limitar la compra, venta e internación al área total del proyecto de productos empacados.	Inspección visual	√ PET, Empaques de aluminio, así como otros empaques y envases de lenta degradación.	
5.5.1.3 En caso que se internen por los visitantes residuos peligrosos sujetos a plan de manejo, de acuerdo a la LGPGIR, son devueltos por los mismos a su lugar de origen.	Inspección visual	√ Tales como: Baterías eléctricas, aceites lubricantes usados, disolventes orgánicos usados, lámparas fluorescentes y de vapor de mercurio, fármacos, aditamentos que contengan cadmio, plomo y otros (ART. 31 LGPGIR).	

Disposición / Requisitos	Medios de verificación	Criterios de valoración	Valor de ponderación (%)
5.5.2 Programa de gestión de residuos sólidos e inspección visual.	Inspección visual	√ Se debe considerar los numerales 3.35, 5.5.3 y la NOM-083-SEMARNAT-2003.	4
5.5.3 Almacenamiento temporal.	Inspección visual	*****	3
5.5.4 (al menos una)			4
5.5.4.1 Los residuos orgánicos, son reaprovechados como composta u otros.	Inspección visual de patios, pozos y botes composteros.	√ Aprovechamiento de la composta.	
5.5.4.2 El interesado participa en programas de reciclaje o lleva a cabo acciones con ese fin.	Inspección visual y /o documentos de los programas de reciclaje.	*****	
5.5.4.3 Programa de capacitación sobre educación ambiental.	Documentos que acrediten el programa y/o lista de asistencia de talleres.	*****	
5.5.4.4 Acciones para involucrar al turista.	Inspección visual	√ Indicaciones y folletos sobre la separación de residuos y sobre la importancia de la disposición final adecuada de los mismos u otros, similares.	
5.6 Compra de productos			

Disposición / Requisitos	Medios de verificación	Criterios de valoración	Valor de ponderación (%)
5.6.1 Se utilizan productos biodegradables.	Inspección visual de los productos.	*****	4
5.6.2 Los productos biodegradables están disponibles al turista y al personal.	Inspección visual y/o materiales de difusión.	√ En los productos de limpieza disponibles en los establecimientos de hospedaje, se indican las características y sus beneficios.	3
5.6.3 Compromiso formal y programa de colaboración con miembros de las comunidades locales.	Acuerdo, convenio o carta compromiso.	√ Acuerdo de voluntades entre ambas partes y comercio justo e intercambio equitativo de bienes y servicios.	3
5.6.4 Utilización de leña para preparar alimentos o para ofrecer calefacción a los visitantes en su caso.	Inspección visual del huerto.	√ La leña proviene de un huerto dendroenergético de acuerdo al numeral 3.17. √ Los huertos usan como referencia conceptual la NOM-012-SEMARNAT-1996.	3
6. Requisitos de las actividades ecoturísticas			
6.1 Interpretación			
6.1.1 Se proporciona información específica al visitante.	Inspección visual de la información.	√ Folletos, trípticos y/o volantes, conteniendo la información establecida.	3
6.1.2 Documento de estrategias técnicas didácticas-recreativas	Entrega del documento.	√ Cumplimiento del numeral 6.1.4.	3

Disposición / Requisitos	Medios de verificación	Criterios de valoración	Valor de ponderación (%)
(temas y actividades).			
6.1.3 Cuestionario de satisfacción del turista.	Entrega de cuestionarios de Inspección visual en el recorrido.	√ El cuestionario contempla todos los puntos del numeral 6.1 para efectos de tener una evaluación de la interpretación.	3
6.1.4 Documento para la interpretación ambiental y cultural del proyecto.	Inspección visual. Entrega del documento.	√ Durante las actividades y recorridos se consideren los aspectos señalados 6.1.4.1 al 6.1.4.5.	3
6.2 Senderos			
6.2.1 Las caminatas se llevan a cabo en sendero o sistemas de senderos, previamente establecidos.	Inspección visual.	*****	3
6.2.2 Definición de capacidad de carga turística.	Inspección visual. Documento a que se refiere el numeral 4.1.2.2.	√ Deberá considerar los elementos del diagnóstico a que se refiere el numeral 4.1 √ Compatibilidad con los criterios 1.3.1, 1.3.2, 1.3.3, 1.3.4 y 1.3.5 establecidos en el apéndice 1. √ Evaluación de los Indicadores aplicables conforme a la tabla 1 del apéndice normativo B.	2

Disposición / Requisitos	Medios de verificación	Criterios de valoración	Valor de ponderación (%)
6.2.3 En los senderos se cuenta con un sistema de marcaje y señalización para transmitir la información relevante.	Inspección visual.	√ Cumplimiento del numeral 4.3. √ Cumplimiento del numeral 6.1.1	2
6.2.4 Se realizan acciones de mantenimiento de los sistemas de senderos.	Entrega del documento. Inspección visual.	√ Ausencia de erosión, accesibilidad, ancho de huella original, longitud del recorrido original y conservación de la pendiente. √ Conservación de la zona de amortiguamiento.	2
6.2.5 La luz portátil se limita exclusivamente al uso discrecional del guía.	Inspección visual	*****	1
6.2.6 Durante los recorridos se evita la vestimenta de colores brillantes.	Inspección visual	*****	1
6.3 Educación ambiental			
6.3.1 Programa de educación ambiental.	Entrega de documento del programa registro de asistencia de talleres. Inspección visual.	√ Incluir los temas a que se refiere el numeral. √ Cumplimiento con lo dispuesto en los numerales 4.5.1 y 4.5.2.	8
6.3.2 Visto bueno del programa por parte de la Dirección del ANP, en su caso.	Documento de Visto bueno.	*****	7
6.4 Señalización			

Disposición / Requisitos	Medios de verificación	Criterios de valoración	Valor de ponderación (%)
6.4.1 En caso de encontrarse dentro de un ANP, visto bueno de la Dirección del ANP.	Inspección visual	√ Compatibilidad con el manual de identidad y comunicación de la CONANP. √ Cumplimiento del numeral 6.2.5.	2
6.4.2 Mapa guía de zonificación.	Inspección visual	√ Considera el numeral 4.1.3.	3
6.4.3 Señalización.	Inspección visual	√ Cumplimiento de los numerales 6.2.5	2
6.4.4 Los letreros son visibles, claros, contruidos con materiales de la región y se encuentran ubicados de forma estratégica en el área total del proyecto.	Inspección visual	*****	2
6.5 Vida silvestre			
6.5.1 No se interrumpen los procesos biológicos de las poblaciones de fauna y flora silvestre.	Inspección visual	√ Resultados del monitoreo de acuerdo a los indicadores seleccionados de conformidad con el numeral 4.1.6. √ Considerar la descripción y diagnostico a que se refiere los numerales 4.1.1.6 al 4.1.1.9.	2

Disposición / Requisitos		Medios de verificación	Criterios de valoración	Valor de ponderación (%)
6.5.2	No existen ejemplares de fauna en confinamiento, a excepción de los criaderos ubicados dentro de una UMA registrada.	Inspección visual. Trámites: SEMARNA T-08-024, SEMARNAT -08-022, en su caso.	√ Cumpliendo con lo dispuesto en el artículo 32 de la Ley General de Vida Silvestre.	2
6.5.3	Los prestadores promueven comportamientos responsables	Inspección visual	*****	2
6.5.4	No existen cercas que impiden el desplazamiento de la fauna silvestre.	Inspección visual	*****	1
6.5.5	Los visitantes son advertidos de minimizar el ruido para evitar perturbación de la vida silvestre.	Inspección visual	√ Presencia de la señalización correspondiente. √ Observancia del reglamento (4.2.1).	2
6.5.6	No circulan equipos motorizados terrestres dentro del área total del proyecto.	Inspección visual, a excepción de las zonas de acceso.	√ Las zonas de acceso se ubican a una distancia suficiente que evite perturbar a la fauna.	2
6.5.7 Especies en alguna categoría de protección.				2

Disposición / Requisitos	Medios de verificación	Criterios de valoración	Valor de ponderación (%)
6.5.7.1 Las actividades no implican la modificación de la conducta en general de la fauna nativa, listada en la NOM-059.	Inspección visual	<ul style="list-style-type: none"> √ Resultados del monitoreo de acuerdo a los indicadores seleccionados de conformidad con el numeral 4.1.6. √ Considerar la descripción y diagnóstico a que se refiere el numeral 4.1.1.8 	
6.5.7.2 Monitoreo y evaluación de las especies listadas en la NOM-059.	Documento de resultados del monitoreo.	<ul style="list-style-type: none"> √ Resultados del monitoreo de acuerdo a los indicadores seleccionados de conformidad con el numeral 4.1.6. 	
6.5.7.3 Acciones de conservación del hábitat de especies en riesgo y rehabilitación de la población.	Documento o acciones visibles que demuestren iniciativas concretas de conservación y rehabilitación de dichas especies.	<ul style="list-style-type: none"> √ Participa directa en programas y proyectos propios o de otras organizaciones o a través de aportaciones. √ Especies listadas en la NOM-059-SEMARNAT-2005. 	
6.5.8 Medidas de protección en zonas de anidación de tortugas, en su caso.	Inspección visual.	<ul style="list-style-type: none"> √ Ausencia de estructuras rígida en playa. √ Vigilancia en temporada de arribazón. √ Ausencia de fuentes de iluminación en temporada de anidación y avivamiento. √ Promoción de comportamiento responsable a los visitantes y comunidades locales. 	2

Disposición / Requisitos	Medios de verificación	Criterios de valoración	Valor de ponderación (%)
6.5.9 Procedimiento para evitar incendios forestales.	Inspección visual	√ Cumplimiento de los numerales 6.5.8.1 al 6.5.8.6	2
6.6 Ecosistemas acuáticos			
6.6.1 No se emplean productos nocivos para el ecosistema.	Inspección visual	*****	3
6.6.2. Operación de embarcaciones no impacta a la fauna local.	Inspección visual	√ Aproximación a la fauna sin ocupación del motor. √ Aproximación a las parvadas a una distancia menor de 50m.	3
6.6.3 Equipos motorizados acuáticos de cuatro tiempos	Inspección visual	*****	3
6.6.3.1 Las embarcaciones se utilizan sólo en canales y rutas establecidas.	Inspección visual	√ Señalización de las rutas. √ Evita impactos a la vegetación sumergida.	

Disposición / Requisitos	Medios de verificación	Criterios de valoración	Valor de ponderación (%)
6.6.3.2 Abastecimiento de combustible y mantenimiento de equipos motorizados.	Inspección visual	✓ Se realiza fuera del agua o en sitios específicos que evitan la dispersión de contaminantes en el agua. ✓ El uso de pinturas, solventes y demás artículos de limpieza y mantenimiento que no sean biodegradables.	
6.6.3.3 Las embarcaciones se encuentran en mantenimiento adecuado.	Inspección visual	✓ Motores en buen estado para mitigar contaminación de ruido, al aire, hidrocarburos y afectación a la vegetación sumergida.	
6.6.4 Prácticas de buceo.	Inspección visual	✓ Cumplimiento de los incisos a), b), c), d) y e) de dicha disposición.	2
6.7 Iniciativas de contribución a la conservación			
6.7.1 (al menos una)			12
6.7.1.1 Participación del visitante en los planes locales de conservación.	Inspección visual. Entrega de los documentos.	✓ Folletos, trípticos y/o volantes. Bitácora de acciones.	

Disposición / Requisitos	Medios de verificación	Criterios de valoración	Valor de ponderación (%)
6.7.1.2 Se promueve la conservación directa mediante donaciones, publicidad, asistencia técnica y/o cualquier iniciativa para contribuir a la conservación del sitio.	Inspección visual y/o documentos que acrediten dichas acciones.	√ Material de difusión y publicidad. √ Acciones con fines de conservación.	
6.8 Impacto cultural			
6.8.1			13
6.8.1.1 Difundir los aspectos relacionados con los valores, las manifestaciones y la historia de las culturas locales.	Inspección visual y/o documentos con este fin.	√ Considerando lo que establecen los numerales 3.18 y 3.26. √ Cumplimiento de los numerales 4.2.4, 6.1.4.4 y 6.1.4.5.	
6.8.1.2 Informa al turista sobre el procedimiento de tomar fotografías o filmar escenas con el consentimiento de los anfitriones.	Inspección visual	√ Acorde a las disposiciones del reglamento Interno.	
6.8.1.3 En el caso de que esta actividad sea con fines de lucro, en áreas naturales protegidas, debe cumplirse con el trámite CNANP-00-004.	Entrega del documento.	√ Se cuenta con la autorización conforme el trámite CNANP-00-004.	

ANEXO TÉCNICO 2

Componentes de evaluación para la prestación de servicios turísticos

a. Cumplimiento del Marco Normativo en el sector turístico

- Registros, autorizaciones, licencias, permisos, acorde a instrumentos y normas aplicables al proyecto tanto municipal, estatal y federal (impacto ambiental, ordenamientos del territorio, planes de desarrollo urbano etc).
- Tenencia de la tierra y contratos uso de la tierra
- Cumplimiento con responsabilidades fiscales

b. Planificación del espacio turístico (*local-regional*), recursos turísticos (*naturales, culturales*) y actividades potenciales

c. Diagnóstico socio-económico

- Consulta y planeación participativa

d. Diagnóstico ambiental

- Estudio de impacto ambiental y determinación de capacidades de carga del sitio

e. Diagnóstico turístico

e1. Estudio y análisis de mercado

- Oferta
- Demanda

e2. Análisis de viabilidad

- Análisis FODA

e3. Definición mercado meta

- A quién vender
- Perfil socio-económico del visitante
- Gustos y preferencias
- Medios de compra

f. Producto ecoturístico

- Claridad de actividades a ofertar
- Instalaciones y equipamiento de acuerdo a lo ofertado
- Determinación de capacidades de carga de actividades e instalaciones

g. Diseño, construcción y mantenimiento de instalaciones

- Utilización de arquitectura bioclimática
- Aplicación de tecnologías ambientales

h. Equipamiento y suministros

- En instalaciones y para la realización de actividades
- Suministros (*orgánicos y reciclables*) en servicio de alimentos, hospedaje y mantenimiento

i. Estándares de calidad y sistemas de seguridad en la prestación de servicios

- Instalaciones
- Desarrollo de actividades
- El papel y preparación del guía interprete local en la prestación de servicios
- Aplicación de códigos de ética (*prestador y visitante*)

j. Mercadeo y promoción turística

- Uso de imagen comercial
- Uso de material promocional
- Canales de comercialización
- Promoción
- Alianzas comerciales y venta directa

k. Proyección financiera

- Inversión y costos
- Definición de precio de venta
- Proyección financiera (ingresos-egresos)
- Análisis financiero

l. Buenas prácticas hoteleras

m. Servicio de alimentos y bebidas en la micro hotelería

ANEXO TÉCNICO 3

**CUESTIONARIO DE AUTOEVALUACIÓN
PARA DETERMINAR LA SUSTENTABILIDAD DEL ECOTURISMO DE UNA EMPRESA O
PROYECTO**

CRITERIOS	CUMPLE		¿QUÉ NECESITAS PARA CUMPLIR?
	SI	NO	
1. Actividades de planeación			
¿Se realizan acciones de planeación de la empresa ecoturística, sobre los siguientes conceptos?			
→ ¿Se cuenta con la descripción del sitio y sus recursos naturales? (clima, geología, flora, fauna endémica, migratoria y en riesgo)			
→ ¿Se han determinado las actividades e infraestructura turística a desarrollar?			
→ ¿Se tienen identificados los impactos al ecosistema, causados por las actividades turísticas y medidas de mitigación?			
→ ¿Se ha determinado un número máximo de personas que pueden visitar el área, sin alterar el medio ambiente?			
→ ¿Se tienen identificadas zonas diferentes para la práctica del turismo y otras para zonas de conservación?			
→ ¿Se han definido senderos que promuevan el conocimiento del turista sobre los atractivos naturales y culturales?			
→ ¿Se respetan los programas de ordenamiento territorial existentes en la región, o los instrumentos de planeación locales?			
2. Medidas de desempeño ambiental			
Se aplican técnicas y/o medidas para el uso adecuado de recursos naturales y para proteger el medio ambiente.			
→ ¿Se cuenta con un reglamento o con disposiciones para los turistas y personal de la empresa sobre el comportamiento que deben observar dentro del área total del proyecto y las instalaciones?			
→ ¿Prohibición de introducir flora y fauna exótica?			
→ ¿Se aplican medidas para el cuidado de la flora y fauna silvestre?			

CRITERIOS	CUMPLE		¿QUÉ NECESITAS PARA CUMPLIR?
	SI	NO	
→ ¿Se realiza un manejo adecuado de residuos? (separación orgánicos e inorgánicos, minimice su generación, y se dispongan en los sitios autorizados para ello)			
→ ¿Se cuenta con medidas de ahorro del agua?			
→ ¿Se aplican ecotécnicas para la captación de agua de lluvia?			
→ ¿Se lleva acabo el tratamiento de las aguas residuales?			
→ ¿Se utilizan fuentes no convencionales de energía? (energía eólica, solar, hídrica)			
→ ¿Se promueven medidas de ahorro de energía en las instalaciones turísticas?			
→ ¿Se realizan acciones preventivas para evitar impactos negativos, y en su caso aplicar medidas correctivas?			
→ ¿Se tiene infraestructura de bajo impacto y acorde con el ecosistema?			
→ ¿Prohibición de utilizar equipos motorizados en áreas específicas?			
→ ¿Se realizan acciones tendientes a lograr un mayor entendimiento y sensibilidad hacia la problemática del medio ambiente, en los visitantes?			
3. Desarrollo organizacional y participación de la comunidad.			
→ ¿Se cuenta con una organización comunitaria o empresa responsable de la ejecución del proyecto turístico?			
→ ¿La comunidad local participa activamente en la toma de decisiones sobre el desarrollo del ecoturismo?			
→ ¿Se utilizan insumos desarrollados por la comunidad?			
→ ¿Existen programas de capacitación, educación e interpretación ambiental en los que participen habitantes de la comunidad?			

CRITERIOS	CUMPLE		¿QUÉ NECESITAS PARA CUMPLIR?
	SI	NO	
→ ¿La comunidad participa en la prestación de los servicios turísticos? (guías, alimentos, hospedaje, transporte, actividades recreativas y otros)			
→ ¿La comunidad participa en monitoreo, evaluación y vigilancia del proyecto?			
4. Evaluación y seguimiento			
→ ¿Se realiza el seguimiento y evaluación de las acciones programadas así como de las condiciones que guardan los recursos naturales?			

DATOS DE LA EMPRESA O PROYECTO		
Nombre de la empresa o proyecto:		
Nombre del representante:		
Cargo:		
Dirección:		
Colonia		C.P.
Municipio:		Estado:
Teléfonos: (favor de incluir la clave de larga distancia)	Correo electrónico	Fax:

No olvides enviarnos una copia de tu cuestionario a:

Dirección de Turismo, DGFAUT a la siguiente dirección: Blvd. Adolfo Ruiz Cortines 4209 5° Piso Ala "B", Col. Jardines en la Montaña, Tlalpan 14210, México, D.F. ó al fax: 56 28 08 98 ó si lo prefieres vía correo electrónico a: gabriela.mercado@semarnat.gob.mx,
naela.delcastillo@semarnat.gob.mx,
cervando.oviedo@semarnat.gob.mx,
sergio.varela@semarnat.gob.mx.

ANEXO METODOLÓGICO 1

Responsabilidades y perfil del Asesor Técnico especializado (uno por cada circuito)

Responsabilidades

1. Acompañamiento y capacitación a las empresas de cada circuito.
2. Elaboración del diagnóstico preliminar (en conjunto con el organismo de certificación).
3. Preparación del plan de evaluación (en conjunto con los directivos de los circuitos y el organismo de certificación).
4. Acompañamiento al organismo de certificación durante la visita preliminar de evaluación en campo.
5. Elaboración y entrega de propuestas de mejora a las empresas para el cumplimiento de la Norma Mexicana.
6. Diseño de planes de acción y capacitación de cada circuito (en conjunto con las empresas).
7. Desarrollo del programa de apoyo técnico de los requerimientos específicos de cada circuito.
8. Apoyo en la implementación mejoras de las empresas en los aspectos que lo requieran.
9. Revisión y actualización del plan de evaluación (en conjunto con el organismo de certificación).
10. Acompañamiento al organismo de certificación durante la segunda visita de evaluación en campo.

Perfil

- ✓ Experiencia de trabajo en comunidades
- ✓ Experiencia en manejo de conflictos
- ✓ Experiencia en desarrollo de proyectos ecoturísticos
- ✓ Experiencia en manejo de ecotecnias
- ✓ Conocimiento sobre manejo de flora y fauna silvestre