

The National Commission of Natural Protected Areas is aware of the challenge of linking and complementing biodiversity conservation actions, involving Protected Areas, with economic development measures for the communities located in these areas and their transition zones. This has been a key part of its work since it was created in 2000.

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## EXECUTIVE SUMMARY

Protected Areas (PA) are recognised worldwide as the key tool for effective biodiversity conservation. In spite of the considerable increase in protected areas, the PA system currently in place is inadequate to allow a complex and megadiverse country such as Mexico to conserve a representative portion of its biodiversity effectively. The National Commission of Natural Protected Areas (CONANP) and the PA themselves therefore need to be strengthened and extended in order to pursue objectives on a greater spatial and temporal scale.

For more than twelve years now, the CONANP and its partners have been developing and strengthening a whole range of biodiversity conservation and sustainable management initiatives, addressing emerging issues and problems, such as climate change. This experience has created the opportunity to develop a long-term strategy to strengthen the commission and guide its work. The CONANP's Strategy towards 2040 (S-2040) is the result of an inclusive, participatory process driven by the interest, commitment, vision and experience of the personnel of the CONANP and its partners.

S-2040, which paves the way for institutional adaptation and development, will guide national programmes for Protected Areas and continue the drive to adjust and update all institutional instruments and tools (strategies, programmes, guidelines, etc.).

## S-2040 CONSTRUCTION PROCESS

The process to construct the CONANP's Strategy 2040 began with the organisation of 101 local workshops across the country, which raised more than 80 issues. The next step was to hold a workshop at CONANP's headquarters and others at its regional offices in order to prioritise the issues identified. The process to construct S-2040 followed the critical path shown below involving six main steps.

2013	STEP	DESCRIPTION
JAN	0	<b>Preparation:</b> develop the critical path, method and tools for the S-2040 construction process
FEB MAR	1	<b>Consultation and assessment:</b> conduct local consultation and assessment
APR MAY JUN JUL	2	<b>Scenarios:</b> develop scenarios at the CONANP regional office level
JUL	3	<b>Compilation and strategic components:</b> compile the results of steps 1 and 2 and formulate the strategic components
JUL	4	<b>External consultation forum:</b> present the strategic components to external stakeholders for feedback
AUG	5a	<b>Draft strategy:</b> draw up the first draft of the CONANP's Strategy 2040
AUG	5b	<b>Validation:</b> validate the first draft of the CONANP's Strategy 2040 within the institution
SEP	6a	<b>Second draft:</b> compile observations and comments made in step 5b and draw up a second draft of the Strategy 2040
OCT	6b	<b>Approval:</b> submit the CONANP's Strategy 2040 to the National Council for Protected Areas for approval

This document establishes strategic directions for more than 20 years into the future, defining roadmaps and goals for the operation of Protected Areas under federal jurisdiction and providing for compliance with international recommendations and commitments in this field, particularly Mexico's responsibilities under the Convention on Biological Diversity and, more specifically, the Aichi Biodiversity Targets.

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By 2040, the CONANP is able to guarantee the representativeness, resilience and maintenance of biodiversity and related environmental services through efficiently managed, well connected Protected Areas and other conservation schemes, with shared responsibility across all sectors of society and in coordination with the three tiers of government. In this way, it promotes the sustainable use of natural resources and contributes to the welfare of communities and the country as a whole.

## OBJECTIVE OF S-2040

Guide the work and decision-making of the National Commission of Natural Protected Areas to achieve biodiversity conservation and sustainable development in changing conditions in the medium and long term, by coordinating, harmonising and aligning intra-institutional and inter-institutional instruments, mechanisms and tools.

## STRATEGIC COMPONENTS

As part of the methodological process, a result analysis was carried out to establish the ten strategic components, divided into core, coordination and support components. External actors were also invited to participate in the process, with a view to complementing the visions of the ten components and the lines of action established for them. The resulting document was submitted to the National Council for Protected Areas for approval.

### CORE COMPONENTS

These are components associated with or having a direct impact on the CONANP's raison d'être, that is, its institutional vision.

- ILM** **Integrated Landscape Management (ILM).** Work with other institutions and with society to achieve integrated landscape management in PA, their transition zones and priority conservation areas, using conservation and sustainable development instruments and mechanisms that guarantee biodiversity conservation and the environmental services that these landscapes provide.
- BCM** **Biodiversity Conservation and Management (BCM).** Maintain representative biodiversity, ecosystem connectivity and function, the integrity of ecological processes and the provision of ecosystem services in coordination with other actors.
- PCC** **Social Participation and Conservation Culture (PCC).** Inspire the public to value, take ownership of and actively participate in the sustainable management of biodiversity and ecosystem services, using and strengthening conservation mechanisms as a tool for achieving balanced and equitable social development and wellbeing.
- CE** **Conservation Economy (CE).** Contribute to strengthening the economy with a regional focus, promoting the valuation of ecosystem goods and services to boost economic activities and sustainable businesses and ensuring the conservation of these goods and services in PA, priority conservation areas and other such areas.
- CC** **Climate Change (CC).** Contribute to increasing the resilience of communities, ecosystems and environmental services and improving climate change mitigation in PA, priority conservation areas and other such areas.

### COORDINATION COMPONENTS

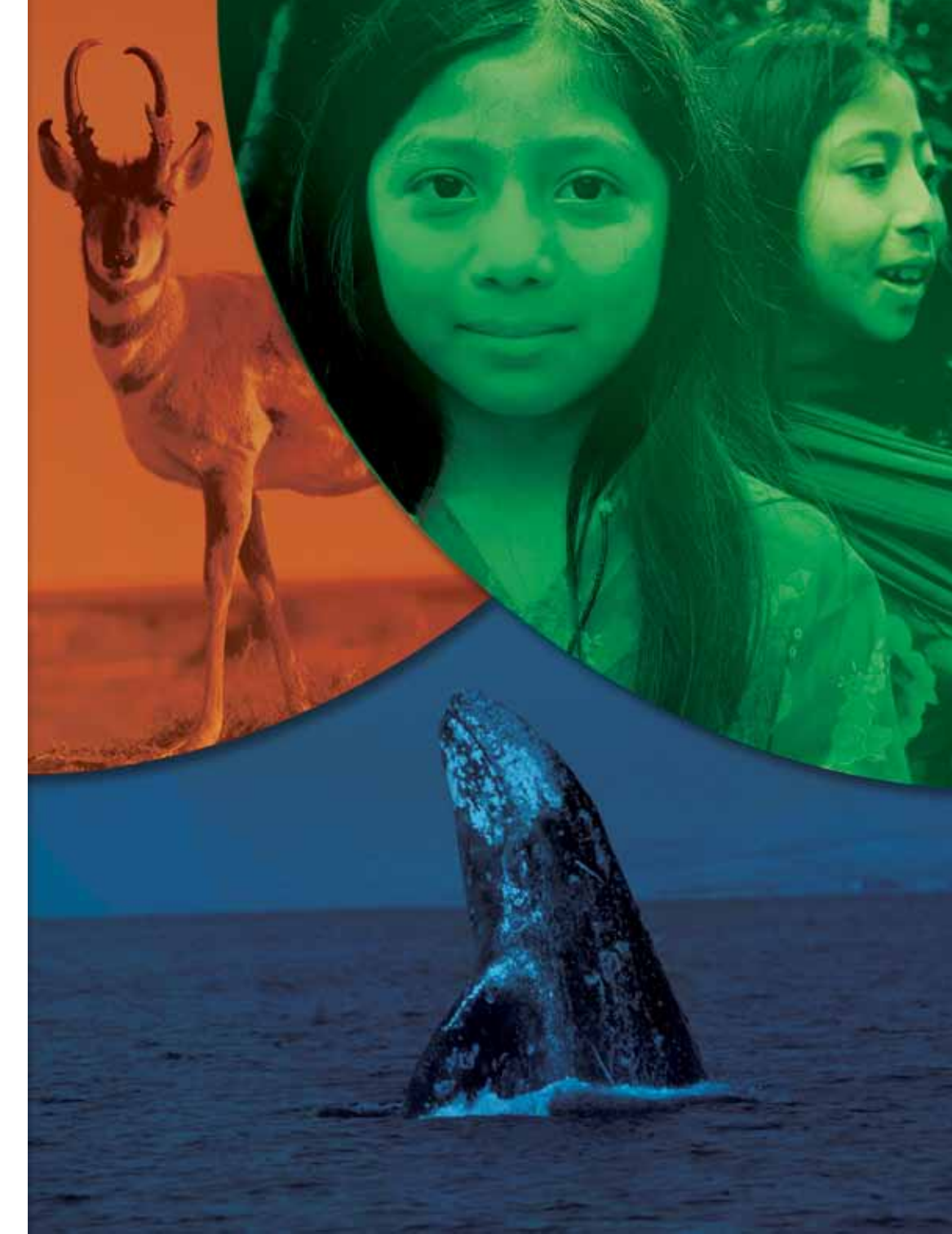
These are components related to decision-making at the programme and policy level.

- SIC** **Strategic Intra-Institutional Coordination (SIC).** Guide the different CONANP departments (technical, administrative and legal departments at headquarters, regional and PA offices) and enable them to work in an efficient cross-cutting and coordinated manner, creating synergies and in a spirit of shared responsibility, through ongoing communication promoting biodiversity conservation in Mexico.
- IMPC** **Intersectoral and Multilevel Policy Coordination (IMPC).** Coordinate with all tiers of government, national and international institutions and society, with an emphasis on coherence, linkages, mainstreaming and synergies, to ensure the development of public policies and a regulatory framework focusing on ecosystems and environmental goods and services as pillars of sustainable development.

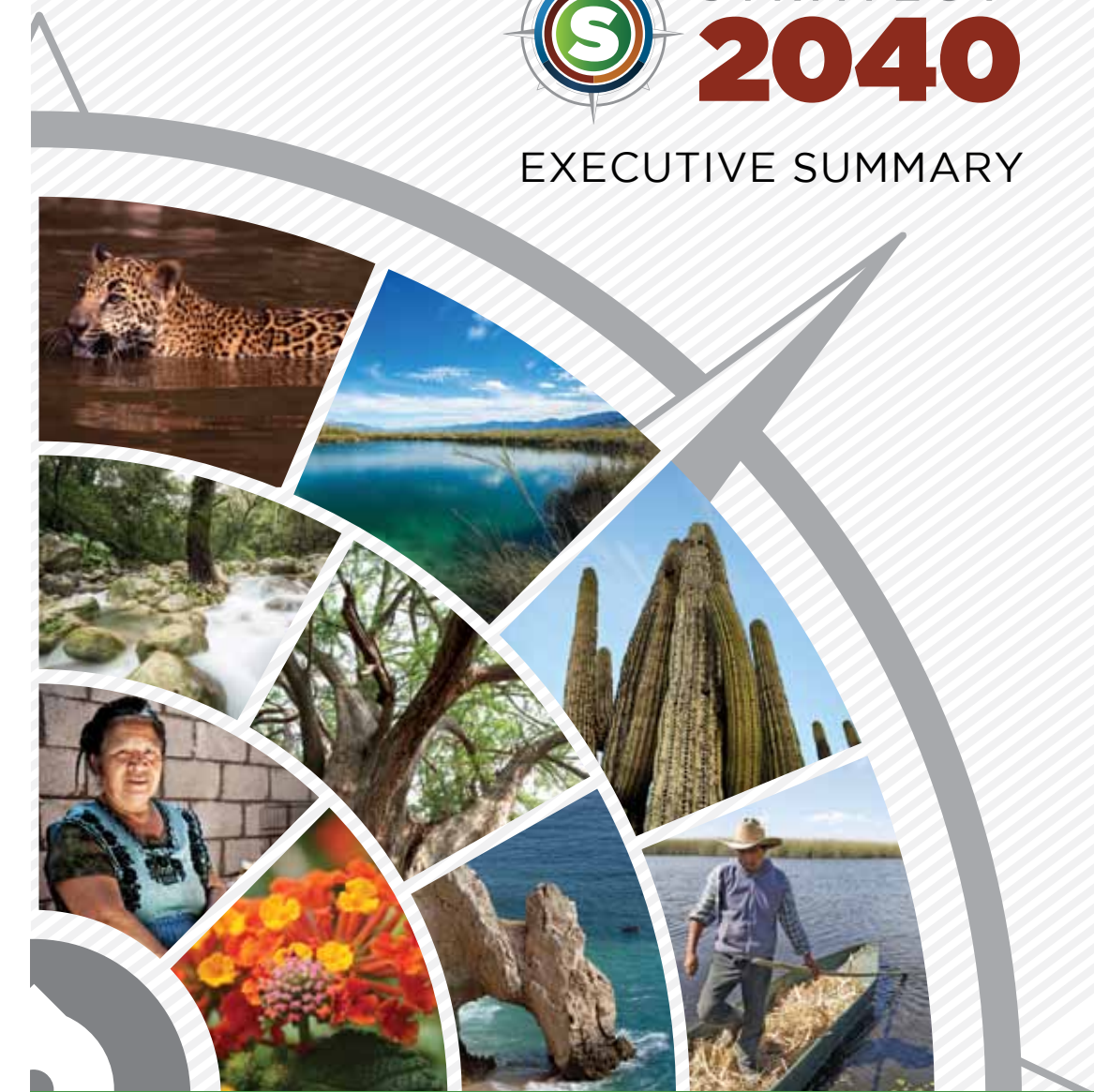
### SUPPORT COMPONENTS

These are the components that enable the institution to achieve its objectives.

- LFC** **Legal Framework for Conservation (LFC).** Establish a robust regulatory framework which is harmonised, coherent and consistent with the CONANP's institutional mission and which enables it to apply the public policy instruments under its control to achieve conservation and sustainable development.
- AC** **Administration for Conservation (AC).** Design efficient, streamlined financing and administration mechanisms and make provision for sufficient, timely budgets, well-paid personnel and modern infrastructure and equipment required for operations.
- IC** **Institutional Capacities (IC).** Have in place the necessary professional personnel with the knowledge, technical capacities, equipment and infrastructure required to deliver and promote integrated biodiversity management and conservation and related environmental services in PA and other conservation areas.



## STRATEGY 2040 EXECUTIVE SUMMARY



NATIONAL COMMISSION OF NATURAL PROTECTED AREAS



**INTEGRATED LANDSCAPE MANAGEMENT**

1. Strengthen management of PA, their transition zones and priority conservation areas, ensuring that they are harmoniously integrated into the surrounding landscapes.
2. Strengthen other conservation schemes and mechanisms, such as wild-life conservation management units (UMAs), sustainable forest management, fishing management plans, fishing havens, and biocultural parks.
3. Enhance connectivity by establishing biological and ecological corridors and PA complexes as strategies to conserve, restore and recover the integrity of physical, biological, socioeconomic and institutional aspects of the area in order to guarantee the availability of ecosystem goods and services and permit sustainable development.
4. Ensure consistency between environmental legislation and criteria established in PA legal instruments.
5. Ensure effective coordination between the three tiers of government for the implementation of consistent and complementary environmental policy instruments in PA, their transition zones and biological corridors.

**BIODIVERSITY CONSERVATION AND MANAGEMENT**

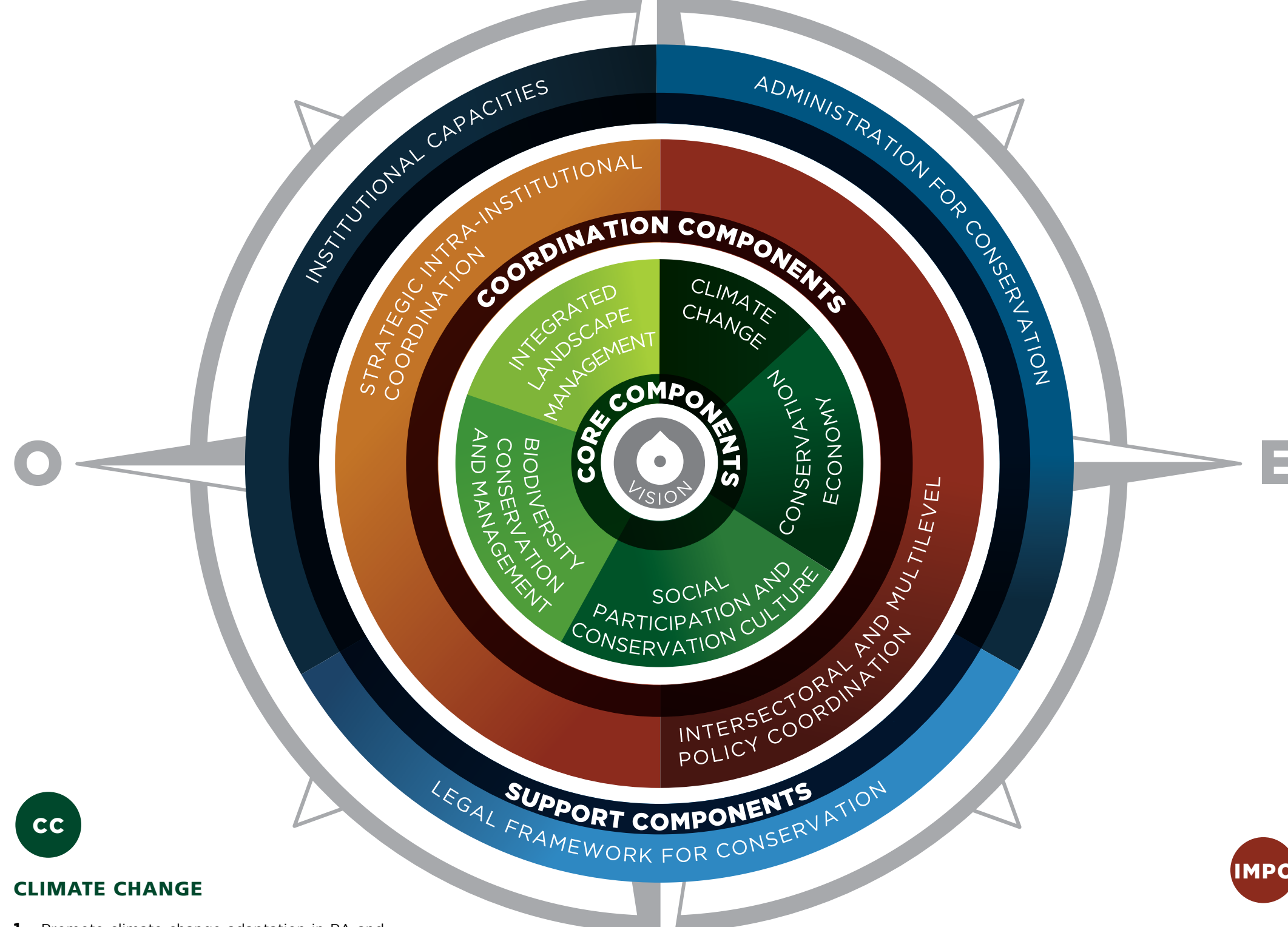
1. Develop a dynamic information system to support real-time decision-making which guarantees effective local, regional and national management.
2. Form trained, equipped and certified community surveillance networks for biodiversity protection, management and monitoring.
3. Develop and implement action programmes, linked to PA management programmes and other instruments and with public participation, for the recovery of endangered species.
4. Promote ecosystem restoration measures, based on the best scientific knowledge available, to maintain and re-establish ecosystem functions, ensuring connectivity and the provision of goods and services.
5. Develop, implement and update biodiversity management schemes to maintain wild species populations and ecosystem health.
6. Promote effective coordination with federal public administration institutions, state and municipal governments, academia and social organisations for biodiversity management and conservation.
7. Strengthen institutional management and conservation instruments (PA management programmes).
8. Promote the generation of knowledge to support decision-making in the field of biodiversity conservation and management.

**SOCIAL PARTICIPATION AND CONSERVATION CULTURE**

1. Promote formal and informal education schemes to increase knowledge of biodiversity conservation.
2. Spread knowledge of the role of PA in providing ecosystem goods and services, which are essential to human life, across different sectors of society and the three tiers of government.
3. Strengthen the involvement of communities located in PA, their transition zones and priority conservation areas in activities aimed at the conservation and sustainable use of natural resources.
4. Reinforce the capacities of communities located in PA to enable them to increase their role in local environmental management.
5. Strengthen equitable and inclusive social participation and improve access to information on PA and priority conservation areas.
6. Promote a sense of shared responsibility for the environment across businesses, universities and society as a whole.
7. Recognise the importance of ecosystem goods and services provided by PA, which are crucial to the country's economy and social welfare, in legal and public policy instruments.

**CONSERVATION ECONOMY**

1. Strengthen and consolidate sustainable economic activities targeting fair trade markets which promote biodiversity conservation and ecosystem services and contribute to reducing poverty and marginalisation.
2. Promote the valuation of ecosystem goods and services offered by PA.
3. Implement economic and financial instruments based on the valuation of ecosystem services in coordination with other actors and sectors.
4. Secure public and private funding with a regional focus to step up efforts aimed at the conservation and sustainable use of biodiversity.
5. Implement certification and support programmes for sustainable economic activities in PA, their transition zones and priority conservation areas in coordination with other actors and sectors.
6. Increase institutional capacities with a view to developing economic instruments for biodiversity conservation.



**CLIMATE CHANGE**

1. Promote climate change adaptation in PA and their transition zones and reduce the vulnerability of ecosystems and communities to extreme weather events and climate variability.
2. Reduce greenhouse gas emissions resulting from degradation and deforestation and increase carbon sequestration and storage with positive effects for biodiversity.
3. Strengthen integrated risk management and promote a prevention culture in coordination with the relevant local authorities and actors, with a view to ensuring an effective response to environmental perturbations caused by climate change.
4. Contribute to ensuring compliance with the provisions of the General Climate Change Act concerning biodiversity and ecosystems by implementing institutional instruments and mechanisms for PA administration and management.
5. Mainstream climate change into PA planning and management.
6. Create synergies with state and municipal authorities to implement climate change programmes in PA, their transition zones and priority conservation areas.
7. Promote PA and other conservation schemes as an effective climate change adaptation strategy.

**STRATEGIC INTRA-INSTITUTIONAL COORDINATION**

1. Strengthen capacities and mechanisms for coordination between different CONANP departments (technical, administrative and legal departments at headquarters, regional and PA offices) to facilitate processes and increase efficiency and effectiveness.
2. Form and strengthen teams qualified in cross-cutting, technical, administrative and legal issues to generate knowledge and expertise to be shared throughout the CONANP.
3. Optimise institutional processes and simplify procedures to optimise PA performance.
4. Coordinate the CONANP's different planning and programme instruments.

**INTERSECTORAL AND MULTILEVEL POLICY COORDINATION**

1. Promote integration of the role of PA and the goods and services their ecosystems provide into intersectoral cooperation platforms.
2. Include objectives and criteria relating to biodiversity conservation, environmental services and sustainable development in the agendas of the three branches and all levels of the Mexican Government.
3. Promote conservation and sustainable development, by ensuring that public policy and policy instruments are aligned and consistent with the integrated landscape approach.
4. Strengthen inter-institutional coordination capacity for the management, implementation and monitoring of legal and financial instruments designed to achieve biodiversity conservation and sustainable development.
5. Enhance Mexico's position in the international arena based on the performance of PA and other conservation schemes and comply fully with international agreements and treaties on biodiversity conservation and climate change.

**LEGAL FRAMEWORK FOR CONSERVATION**

1. Design and develop a dynamic institutional structure with powers and functions clearly established in the legal framework and of a size commensurate with the responsibilities assigned to it. The Internal Regulations, the Organic Law of the Federal Public Administration (LOAPF), the General Ecological Balance and Environmental Protection Act (LGEEPA), the General Wildlife Act and the Sustainable Forest Development Act (LGDFS) form part of the framework.
2. Develop inter-institutional coordination mechanisms and instruments to guarantee the full implementation of the law.
3. Play an active part in mainstreaming and aligning relevant issues relating to conservation and sustainable development (for example, conservation, valuation of ecosystem services and climate change) in the regulatory framework and public policy instruments.
4. Resolve regulatory inconsistencies affecting biodiversity conservation and sustainability.
5. Strengthen the CONANP's legal units and develop clear, efficient, effective and standardised legal processes based on shared responsibility to ensure the efficient operation of the institution.
6. Adjust and strengthen the CONANP's legal framework to optimise its work.
7. Provide robust legal support for PA.
8. Ensure that the CONANP can issue a binding technical opinion on activities carried out in PA.

**ADMINISTRATION FOR CONSERVATION**

1. Provide PA with the administrative support required to increase the efficiency of the substantive work of the technical teams.
2. Cover needs in terms of infrastructure, equipment and personnel to accommodate the CONANP's increased responsibilities.
3. Ensure a transparent budget that is sufficient to guarantee the operation of the CONANP's different departments.
4. Strengthen human resources by increasing the number of employees and ensuring that they have the required capacities and a salary commensurate with their responsibilities.
5. Strengthen the CONANP's administrative units and develop clear, efficient, effective and standardised legal processes based on shared responsibility to ensure that the CONANP has the resources it requires to be fully operational and fully achieve its goals.
6. Strengthen the employment policy with a focus on gender equality and inclusion.
7. Strengthen the institution's transparency and accountability.

**INSTITUTIONAL CAPACITIES**

1. Promote priority lines of research in coordination with relevant actors to contribute to knowledge generation and support decision-making in the management and conservation of biodiversity and environmental services.
2. Strengthen systems of indicators and protocols for evaluating the effectiveness of institutional processes and establish results-based adaptive management in PA.
3. Ensure that there are sufficient public employees and career civil servants in positions in keeping with the duties and responsibilities they discharge.
4. Establish permanent capacity building and training programmes for the CONANP's human resources.
5. Provide CONANP personnel with training in different planning tools, with a view to improving work organisation and scheduling and ensuring that the required inputs are provided at each stage of the operation.
6. Strengthen continuous personnel capacity building and develop the infrastructure necessary for the adaptive management of PA.
7. Form a qualified inter-institutional team to coordinate and validate training subject matter, explore innovative approaches and scientific studies regarding the management and conservation of PA.