



STRATEGIC PLAN 2020-2025

Intercultural Center for the Study of Deserts and Oceans

Nélida Barajas Acosta, Executive Director | April 2020



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Intercultural for the Study of Deserts and Oceans

Human Resources 2020

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Funding Sources



G A Binney Conservation Foundation





INTRODUCTION

CEDO Intercultural integrates people, knowledge and solutions to foster resilient communities and ecosystems. The organization is committed to making social and environmental progress by building the capacity of local communities through: i) Generating and integrating knowledge for better decision-making; ii) Disseminating and applying tools to promote community participation and consensus; iii) Incorporating education that promotes environmental literacy; iv) Promoting conservation and sustainable use of our region's natural resources and biocultural heritage; v) Fostering climate change adaptation; and vi) Designing and promoting tools and models for the sustainable use and management of ecosystems in the Sonoran Desert and Gulf of California.

For the past 40 years, CEDO Intercultural has worked continuously in the ecoregions of the Sonoran Desert and Northern Gulf of California, including work in the upper Gulf's Natural Protected Areas and further south in the Peñasco-Lobos Biological and Fisheries Corridor of Sonora. Over the years, CEDO has achieved a high level of trust with the regional population and regional-local governance bodies, collaborating to create new opportunities and achieve joint goals.

CEDO Intercultural is composed of three sister entities that share a unique vision: *Vibrant communities and healthy ecosystems in the northern Gulf of California!* The three legally constituted units that allow CEDO to operate synergistically with various partners are: MAC CEDO: a grantee authorized by the Mexican government that operates with tax deductible donations; CEDO A.C.: a Mexican nonprofit entity that operates with income from our educational, professional, and NaturArte-ecotourism services; and CEDO Inc.: a U.S. nonprofit organization registered as a 501(c)(3) in Tucson, AZ.

CEDO's governance is provided by boards of directors in Mexico and the United States that meet quarterly, and then jointly twice a year in a United Executive Committee. The United Executive Committee generates governance decisions for institutional policies and strategies that are implemented by the Executive Director, who is responsible for technical activities, organizational representation, and consolidating funding opportunities.



40+ MOVING FORWARD

Over the next five years building on our accumulated experience from 40 years of uninterrupted work, CEDO is aligning our upcoming work with Mexican national and international development plans. CEDO finds synergies with the United Nations' 2030 Agenda and the Sustainable Development Goals, which advocates for “Leaving No One Behind” and Convention on Biological Diversity Post 2020 Global Plan for Biodiversity, the novel approach for transforming society's relationship with biodiversity and to ensure that, by 2050, there is a shared global vision of living in harmony with nature.

To move forward towards **40+** we will be working to:

Catalyze community empowerment for well-being. CEDO Intercultural enables communities to increase control over the factors, decisions and actions that shape their lives by addressing social, cultural, political, economic and environmental determinants that underpin well-being. Our efforts focus on providing assistance, building capacity and facilitating partnerships with other sectors in finding solutions to their common challenges.

Empower communities to self-manage in order to achieve well-being. CEDO builds the capacity of our region's most vulnerable communities to achieve well-being by securing their biocultural heritage in an orderly and legal manner.

Foster the sustainability of our region's principle fisheries. CEDO Intercultural, together with the communities we work with, will consolidate local Fisheries Improvement Projects (FIPs) that link fair market incentives; outcomes will include increasing income generated by responsible fishing, completing social and environmental responsibility certifications, strengthening links in the value chain, expanding local and international partnerships in target markets, and fostering a culinary conservation approach.

Increase awareness and undertake actions for the protection, conservation and sustainable use of habitats and species. CEDO will work to strengthen conservation and restoration measures aimed at protecting our region's ecosystems and biodiversity, by researching and applying tools such as citizen-science, sustainable economic development, responsible tourism, and best fisheries management practices.

Offer educational programs and learning-spaces for communities and regional partners. CEDO recognizes that education is a fundamental and transformational factor in creating progress, both when it comes to working with individuals and as a society. We will continue to work with schools to develop and implement environmental curricula, while consolidating a new program titled, "School of the Sea," and launch a new range of competency-building courses with coastal communities in order to provide local people with specialized certificates.

Impact ecosystem management and decision-making at the local, regional and national level using the best available knowledge. CEDO will continue to bring students, researchers and diverse academic organizations together to build sources of interdisciplinary information that can be used to support decision-making and ensure the sustainable development of our eco-region.

Share information about our results to expand our impact. CEDO will forge new approaches to communicating the qualities, actions, and results of our collaborative work and promoting our region's biocultural values to a diverse audience through emails, social, and traditional media and high-quality publications.



HOW DO WE DO IT?

CEDO sources our wide range of experience to promote inclusive, safe, resilient and sustainable coastal communities in the Northern Gulf of California. We believe in fair, peaceful, and inclusive societies with equal opportunities across socio-economic, gender and other divides. We also foster economic alternatives that can lead to more inclusive, hopeful and dignified livelihoods.

Based on these foundations, our work for the next five years is organized along the following strategic lines:

1. Community well-being. *We will strengthen communities in the Northern Gulf of California with the tools and practices that best enable them to identify problems and self-manage appropriate solutions for the common good. An integral part of this effort is developing case studies to test the effectiveness of community-based management, including fishing practices, legal frameworks, infrastructure improvements and the designing and developing of social and economic networks.*

CEDO Intercultural believes that community development and prosperity in the Northern Gulf of California are best achieved through empowerment of citizens to manage their natural resources sustainably, strengthen their local economy through best fishing practices, understand legal frameworks, and organize community-based actions.

CEDO will continue to work with eight coastal communities in the Northern Gulf of California: San Felipe and Golfo de Santa Clara in Baja California, and in Sonora, Puerto Peñasco, Bahía San Jorge, Punta Jagüey, Santo Tomás, Desemboque de Caborca and Puerto Lobos. The goal is to strengthen these communities through socially-oriented approaches and technical tools that promote both individual development and community collaboration, and at the same time generate case studies with the aim of documenting and demonstrating a clear increase in overall well-being. These will be used to scale solutions to more of Mexico's fishing communities in the future.

Our areas of work include:

- i) Advisory councils,
- ii) Infrastructure and services improvement,
- iii) Health, education, healthy diet,
- iv) Renewable energies, and
- v) Environmental and fishing regulations.

To achieve our goals, we will consolidate multi-sectorial and inter-community dialogues as a framework to encourage public participation in creating strategies for species conservation, resource management, and rural development within our region's coastal fishing communities.

The impacts of CEDO's work in this area include:

- Improving living conditions in coastal fishing communities,
- Increasing access to economic, social, and cultural rights and services,

- Addressing nutritional deficits by promoting a healthy and varied diet in rural communities,
- Addressing poverty by identifying development opportunities in coastal areas,
- Raising awareness of the basic human rights of guaranteed access to drinking water, food, and health services; an adequate education; gender justice; and fair treatment under the law.
- Promoting fair and democratic processes among people who make a living from the fishing industry,
- Promoting community self-management.
- Supporting communication and decision-making processes,
- Promoting equitable, transparent and science-based legislation, regulations and governance,
- Supporting the diversification of fisheries products, and
- Strengthening local commerce and economies.

Indicators of success include qualitative and quantitative data on the well-being of people participating in community decision-making processes, such as: tangible improvements in community infrastructure and practices that serve the common good and are managed collaboratively, as well as established and productive collaborations. Current funding for this line of work is provided by The David and Lucile Packard Foundation, Fondo Mexicano para la Conservación de la Naturaleza and the Marisla Foundation.

2. Sustainable fishing and aquaculture. *Promote and advise the regional and national fisheries sector so that a third of the annual regional products of commercial fisheries are produced and marketed according to the Fisheries Improvement Project framework, and the social responsibility and Fair-Trade certification models.*

CEDO Intercultural collaborates with artisanal fishermen from six of the eight communities with whom we work to implement the management of 11 local priority fisheries, and associated fisheries refuge zones, to ensure the sustainability of a coastal-marine ecosystem known as the Peñasco-Lobos Biological and Fisheries Corridor. Likewise, we will work to develop priority fisheries management tasks in the two main fishing communities of the Upper Gulf, San Felipe and Santa Clara, replicating lessons learned.

We continue to encourage the application of results and recommendations from the Peñasco-Lobos Corridor Program, both from the voluntary and official regulatory frameworks, in the following areas:

- vi) Fisheries improvements
- vii) Seafood value chain
- viii) Seafood traceability
- ix) Sustainability Standards (FIPs and MSC)
- x) Fair Trade
- xi) Culinary Conservation

CEDO Intercultural promotes fisheries improvement models in accordance with the Conservation Alliance for Seafood Production and the Fair-Trade certification and seal. CEDO also advises and supports local producers in the implementation of these models in local fisheries. In addition, we promote the strengthening of governance within local fisheries and the coordination and interaction of local fishermen with the municipal

governments of Caborca and Puerto Peñasco, and across the three levels of government, to encourage the voluntary adoption of Fisheries Advisory Committees.

The impacts of CEDO's work in this area include:

- Preventing and significantly reducing marine pollution from illegal, lost, or abandoned fishing gear.
- Effectively regulating fisheries to put an end to overfishing, illegal, unreported and unregulated fishing, and destructive fishing practices.
- implementing scientifically sound management plans to restore fish stocks in the shortest possible time, to at least reach levels that can produce the Maximum Sustainable Yield (MSY) in accordance to each species' biological characteristics;
- Facilitating access to marine resources and fisheries markets for artisanal fishermen;
- Adopting best fishing practices and certifications;
- Promoting fishing refuges and other tools for the recovery of commercial species;
- Promoting legal, regulatory, governance, and/or institutional frameworks that recognize and protect access rights for small-scale fishermen.

The success of the strategy is measured by the number of producers interested in joining the Fishery Improvement and Fair-Trade certification efforts, the number of formally registered and ongoing Fishery Improvement Projects, the number of fishermen interested in consolidating Fisheries Advisory Committees, the number of ongoing Committee Consolidation Processes, and the number of Consolidated Committees. Funding for this strategic line is provided by the David and Lucile Packard Foundation, the Fondo Mexicano para la Conservación de la Naturaleza, the Marisla Foundation, and the Resources Legacy Fund.

3. Citizen action for species and ecosystems conservation and monitoring.

Consolidate voluntary citizen networks, trained and certified to monitor biodiversity, and to collaborate in restoring landscapes and protect priority species in the North and Upper Gulf of California.

CEDO Intercultural promotes the conservation, restoration and sustainable use of biological diversity with local communities, authorities at the three levels of government, and the general public, with the goal of reducing natural and anthropogenic threats to species and landscapes. This is done primarily through enabling and empowering voluntary and effective action on the part of individuals, communities, businesses, and governments working in collaboration. We foster participatory conservation of our region's biocultural heritage by using and promoting tools such as citizen science and community monitoring, partnerships for sustainability, and NaturArte [9], our ecotourism and experiential learning program.

Local communities participate in this effort via:

- xii) Contributing to scientific collections
- xiii) Environmental management units and wildlife care centers
- xiv) Citizen science
- xv) Community monitors
- xvi) Fisheries Refuge Zones
- xvii) Conservation of wildlife
- xviii) Restoration and conservation of coastal wetlands, islands, and other ecosystems within and outside Natural Protected Areas

CEDO Intercultural collaborates with Mexico's National Commission for the Knowledge and Use of Biodiversity (CONABIO) to promote citizen science networks, and actively collaborates in the advisory councils for regional protected areas with the National Commission for Natural Protected Areas (CONANP), in order to:

- Sustainably manage and protect terrestrial, freshwater, marine, and coastal ecosystems to avoid major adverse effects. This includes strengthening their resilience and taking the necessary steps to restore health and productivity.
- Conserve at least 10% of our coastal and marine areas.
- Take urgent and meaningful measures to reduce the degradation of natural habitats, halt biodiversity loss, and protect threatened and endangered species.
- Participate in decision-making processes such that development and public spending for conservation and sustainable use of biodiversity and ecosystems are applied based on the best available knowledge.
- Improve cooperation, and strengthen interactions between traditional knowledge, science, technology and innovation to improve current systems or build new ones.
- Promote the capacity of local communities to pursue sustainable livelihoods, and protect habitats and species.

Success will be reflected by the participation of individuals, community groups, businesses and governments that willingly take on commitments, actions, and costs in support of regional conservation.

Funding for this program is provided by the David and Lucile Packard Foundation, Fondo Mexicano para la Conservación de la Naturaleza, Marisla Foundation, and Greater Good, in addition to federal resources from the National Commission for Natural Protected Areas, the Program for the Conservation of Sustainable Development (PRODERS) and the Program for the Protection and Restoration of Ecosystems and Priority Species (PROCOCODES).

4. Education, outreach, and communication. *Promote and implement updated environmental education and School of the Sea curricula, professional and specialized courses, and competency certifications with children, youth, producers, local professionals, and tourists, and share lessons learned to scale the impact.*

Education has been a permanent programmatic component throughout CEDO's history. It is a strategic line that seeks to: i) inform the population about the correlations between people and biodiversity; ii) create solutions for local environmental problems; iii) identify local environmental leaders who can drive an environmental agenda, and iv) create awareness about the regional, national, and international sustainability of ecological processes, ecosystems, and species among youth and adults of all backgrounds.

Given the current challenges, CEDO Intercultural proposes adopting environmental education curricula for the regional public and private education system by consolidating a portfolio of specialized courses in the following areas:

- xix) Environmental education for schools
- xx) Specialized training programs
- xxi) Competency certifications
- xxii) CEDO School of the Sea

Education links all of CEDO's core programs through technical training, our School of the Sea, monitoring, Peñasco Clean Beach Certification, and numerous other projects we carry out with communities, businesses and schools.

Following our 40+ vision, CEDO Intercultural will continue to promote education and capacity building by offering specialized courses in collaboration with government agencies and communities to generate a broad curriculum based on our strategic lines.

This will help to:

- Guarantee a quality education that is inclusive and equitable and promote lifelong learning opportunities for all.
- Ensure that all students acquire the theoretical and practical knowledge necessary to make informed decisions that promote sustainable lifestyles, respect for human rights, gender equality, and a culture of peace and non-violence.
- Integrate a global citizenry and leverage our own cultural diversity to help build a culture of sustainable development.
- Ensure that learning is grounded in problem solving and in actions taken to improve the state of our environment.
- Incorporate environmental education in national education policies, including training and professional capacity building for adults.
- Improve awareness, knowledge, attitudes, and human and institutional capacity around climate change mitigation and adaptation.

Success in the implementation of our education and capacity building goals will be reflected in changing attitudes around current and future environmental challenges, and in new solutions being applied by CEDO, our partners, and our collaborators.

Funding for this line of work is currently provided by the David and Lucile Packard Foundation, the Fondo Mexicano para la Conservación de la Naturaleza and the Marisla Foundation.

5. Mobilizing knowledge, science, and technology, to address sustainability and climate change management. *Promote strategic collaborations among local communities, regional scientific organizations, businesses, and nonprofit entities to generate knowledge and innovative solutions to improve the sustainable use of regional resources and take action for climate change mitigation and*

adaptation. The approach is designed to include traditional knowledge in finding science-based solutions that impact decision-making and can be supported by all stakeholders and sectors.

CEDO is recognized for having a robust academic, scientific and technological foundation. Our Biological Field Station in Puerto Peñasco has been used by hundreds of national and international researchers in both biological and socio-economic disciplines. Over the past 40 years, thousands of collaborators, students, and volunteers have facilitated a continuous exchange of knowledge between local people and visiting groups in the following areas:

- xxiii) Scientific databases and metadata
- xxiv) Modeling
- xxv) Marine and coastal spatial and temporal planning
- xxvi) Scientific cooperation
- xxvii) Fisheries management

The continuous generation of knowledge is a key role of CEDO's that supports our involvement in decision-making, advocacy, and proposals. CEDO's capacity lies not only in having a qualified and dedicated team, but also in our credibility and in our management of partnerships.

CEDO Intercultural will mobilize its partners and networks to develop and operate programs with national and international associate researchers, providers of social services and professional internships, as well as graduate students.

This has an impact on:

- Promoting scientific cooperation for sustainability at all levels.
- Increasing scientific and technological knowledge and highlighting traditional knowledge to develop research capacity and transfer the use of technology towards sustainability.

- Increasing economic benefits from the sustainable use of natural resources, in particular through the sustainable management of fisheries, aquaculture, and tourism.

Success in this area will be measured by the number of strategic collaborations established between CEDO and academic-scientific institutions and national and international working groups, researchers, interns, and graduate students. Qualitative results include the impact of knowledge in decision-making and in sustainability management.



ORGANIZATIONAL NEEDS AND OPPORTUNITIES FOR PARTICIPATION

CEDO Intercultural is a single institution, with a great team and physical assets that facilitate our work to support these programs and fulfill our mission. Setting ambitious fundraising and financing goals will allow us to continue our mission by:

- Providing preventive maintenance and repairs to our field station, vehicles, and vessels.
- Expanding and improving our infrastructure and assets to offer broader educational and ecotourism services.

- Retaining professional talent and diversifying our staff by hiring professionals in business development, strategic alliance design, marketing, communications, and tourism.
- Establishing a program for the continuous professional development of all our staff.
- Developing an efficient and ongoing volunteer and citizen action program.

Thanks to donations and service contracts, CEDO Intercultural has sustained its operations without interruption for four decades. We are now moving forward to 40+. CEDO's annual financial needs amount to \$ 115,000 USD to cover office operations, institutional development, and our membership program in Tucson, Arizona; \$3,200,000 Mexican pesos for CEDO A.C. to cover general campus operations, building, and vehicle maintenance, NaturArte operations, and our Eco shop and Visitors Center; and \$6,800,000 Mexican pesos for MAC CEDO to cover an integrated plan of strategic conservation actions (basic research in natural and social sciences, community member training opportunities, Fishery Improvement Projects, and social-environmental responsibility certifications).

We anticipate annual increases of 10% in these costs next 5 years.

CEDO Intercultural reciprocates the trust of our donors and partners by guaranteeing our maximum effort in respecting and continuously meeting the following values:

- *Teamwork:* Build excellence, responsibility, pride, enjoyment, and satisfaction in all our members.
- *Innovation:* Identify innovative solutions to achieve sustainable livelihoods that take advantage of local knowledge, acquired experience, and new ideas.
- *Inclusion:* Promote the active participation of stakeholders and foment ideological and cultural diversity.

- *Social responsibility:* Share knowledge and resources so that local communities can take advantage of socio-economic opportunities linked to the sustainable use of ecosystems.
- *Legality:* Promote a collective compliance with the legal framework for the management and use of ecosystems.
- *Environmental responsibility:* Use the organization's resources in a sustainable way and focus our actions on the responsible use of natural resources



CEDO Intercultural
*Thriving Coastal Communities, Sustainable Livelihoods,
Healthy Ecosystems*