



ANNUAL REPORT 2020



IMPACTO COLECTIVO
POR LA PESCA Y LA ACUACULTURA MEXICANAS

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I. Introduction

What a year! 2020 took us by surprise and challenged us. Both personally and at work, 2020 brought us face to face with vulnerability and the need to adapt and innovate. The fisheries and aquaculture sector has been no exception and continues to be challenged by the circumstances and effects of the COVID-19 pandemic.

In spite of the personal, operational, commercial and mobility tensions and restrictions during the year, the people who make up Impacto Colectivo por la Pesca y la Acuacultura Mexicanas (ICPMX--Collective Impact Initiative for Mexican Fisheries and Aquaculture) kept in constant communication and coordination. The different working groups and committees of the Initiative made progress on issues of shared interest and the support team was strengthened after its first performance evaluation and by hiring new members. Our network maintained its diverse and multi-sectoral nature, gained presence, and continued to strengthen its inclusive identity based on collaboration and agreements.

Networking is not easy. All the people who are part of ICPMX do it as part of their many valuable individual activities and responsibilities. Collaboration requires not only experience and intelligence, but also emotional skills that we tend to undervalue as a society and within the sector. At times, collaborating demands patience because it is slower compared to working individually and because it demands that we listen and put ourselves in the shoes of the person or organization next to us.

Alignment, dialogue and collaboration are more than just words. In ICPMX, we believe that these practices are central to building the future we want for Mexico and for the fishing and aquaculture sectors. We want to contribute toward helping to build a country and a sector that does not fall prey to the temptations and traps of polarization, mistrust and discouragement to thwart governance. We are working to build a sector that privileges legality and competitiveness, but does not do so at the expense of the health of ecosystems and fisheries resources, or the well-being of people. We are working to build a sector that closely observes the actions of the government while engaging in productive, informed, critical and respectful dialogue.

At ICPMX we collaborate because we know it is time to do so and because the fisheries and aquaculture sector needs to take its place in the public and citizen's agenda in Mexico. This annual report summarizes our progress during 2020 and describes, broadly, our route to 2021. I invite our members to read it and take a moment to celebrate our work together. To those who read this report and are not part of ICPMX, I invite you to get in touch with us and to consider being part of this network and movement that is investing in a better present and future for fisheries and aquaculture, for those who make a living from these activities and for the resources and ecosystems on which they depend.

Gabriela Anaya R.
ICPMX Coordinator

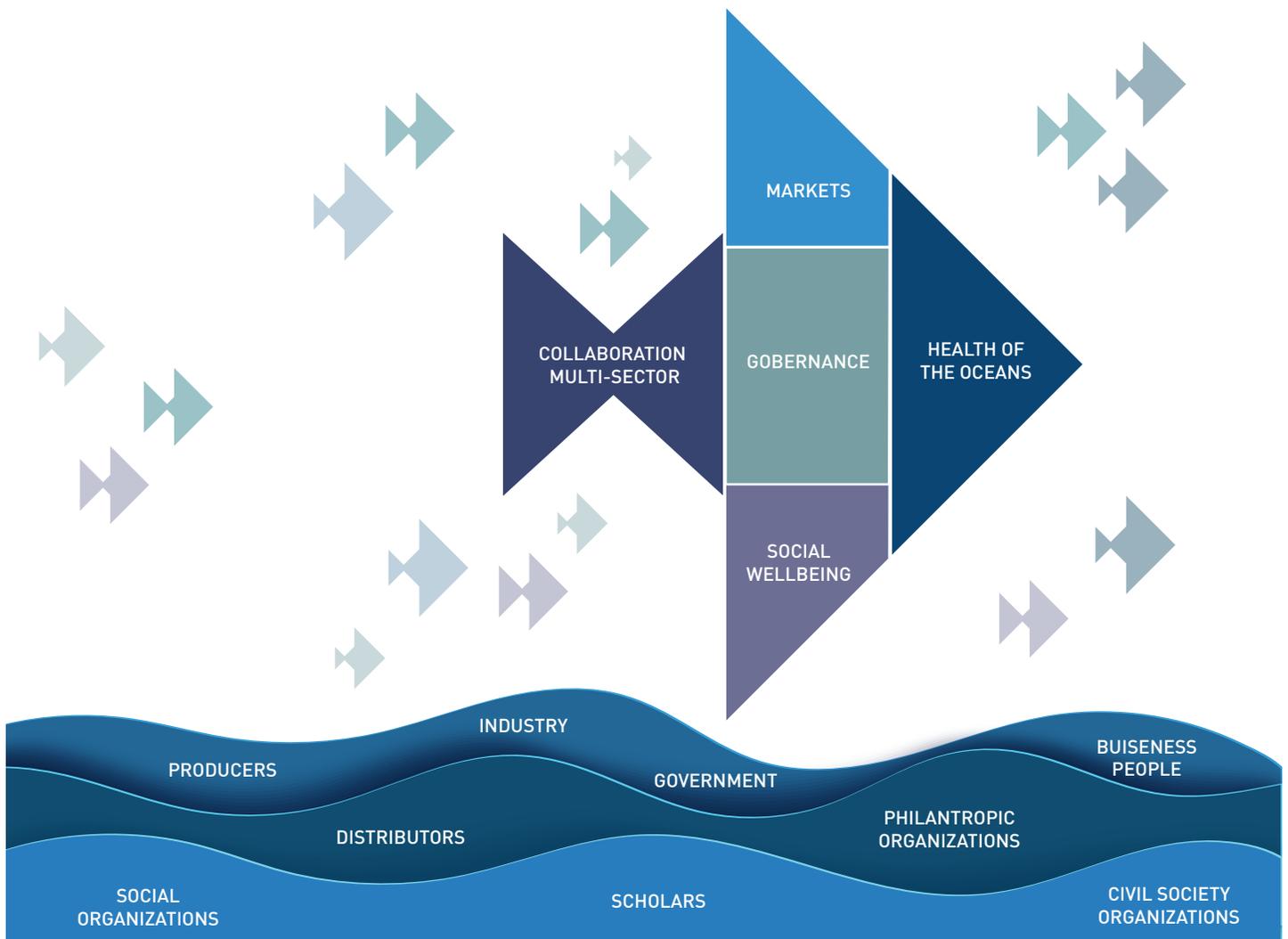


II. Shared Agenda

Our guiding light is our shared agenda. This agenda, which we developed together, guides networking and reflects the proactive and participatory working model at a systemic level.

The shared agenda includes five central lines of action:

- 01 Encourage multi-sector collaboration through spaces for proactive dialogue and exchange of perspectives and proposals for solutions.
- 02 Improve governance, public policies and management of fisheries and aquaculture resources in Mexico.
- 03 Strengthen the sustainability, legality, responsibility and competitiveness of the market for national fishery and aquaculture products.
- 04 Increase the social well-being of communities and individuals involved in the production and supply chains of fisheries and aquaculture.
- 05 Protect and restore the health of marine ecosystems and populations of relevant species to fisheries and aquaculture.

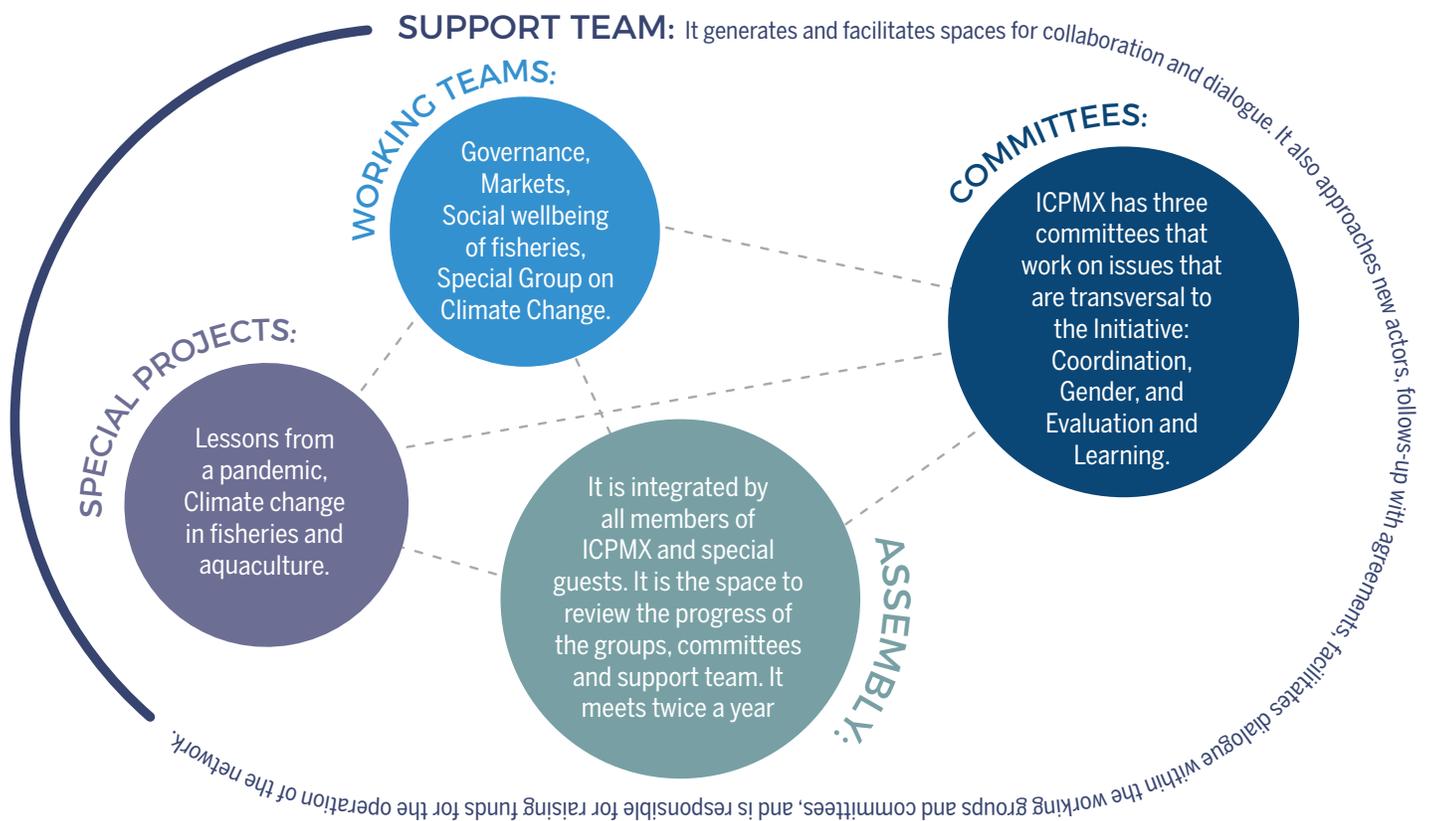


III. How does ICPMX operate?

Structure

ICPMX is not an organization or company, but a network that operates in a structured and constant way. The members of the Initiative are part of the assembly, which meets twice a year virtually or in person. Most of the members also participate in working groups and committees, where the bulk of the collaborative work takes place. We have three permanent working groups: governance, markets and social wellbeing of fisheries, as well as a special group on climate change. We also have three committees: coordination, gender, and evaluation & learning.

The support team is in charge of supporting the network in the processes of meeting, facilitation and internal communication. It is also responsible for the development of the network, for raising funds for its operation, for strategically supporting working groups and committees and for implementing external communication actions.



Forms of collaboration

There are several ways to collaborate in and with ICPMX. Our intention and challenge are to use collaboration to add value to the individual work of participants, as well as to the sector as a whole. To achieve this, we encourage and enable the amplification of individual voices and the alignment of efforts among participants, as well as the approach and cooperation with external actors. With this in mind, we implement various forms of collaboration:

01.

Conducting and disseminating analysis and common recommendations on important issues for fisheries and aquaculture.

It is the most common way to collaborate in ICPMX. Dialogues and analyses are generated on complex issues and solutions are proposed, whether for the public sector, the private sector, social organizations or communities.

02.

Alignment of objectives and/or activities among ICPMX members or with the network.

The objectives and activities of ICPMX are born from a virtuous circle between the ideas and proposals of its members. In addition to recommending objectives and activities to ICPMX, we hope that our space for dialogue achieves a harmonizing and aligning effect on the objectives and activities of participants for the benefit of the shared agenda.

03.

Actions with actors external to ICPMX (organizations, associations, networks, individuals).

These are actions, promoted by ICPMX groups or committees, that involve relevant actors that are not part of the Initiative.

04.

Working and collaborating in partnership with specific organizations within ICPMX.

These are actions promoted by individual members that, with the support of the ICPMX support team, create space for the participation of other members of the Initiative.

IV. Integrantes

Markets

Social Wellbeing in Fisheries

Evaluation Committee

Climate Change

Gender Committee

Coordinating Committee

Citlali Gómez
Daylin Muñoz
Eduardo Rolón
Guillermo Rodríguez
Jose Luis Carrillo
Mariana Ramos

Support Team

Gabriela Anaya (coordination)
Paulina Klein (governance, evaluation and learning)
Ana Paola Rivas (communication)
Mara Nah (facilitation)
Julian Portilla (facilitation)

Governance

CONSULTANTS WHO PARTICIPATE IN ICPMX:
Amy H Weaver
Antonio Gómez
Francisco Morales

PERMANENT GUESTS:
Comisión Nacional de Acuacultura y Pesca (CONAPESCA)
Instituto Nacional de Pesca (INAPESCA)
Secretaría de Desarrollo Agropecuario, Rural y Pesca del Gobierno del Estado de Veracruz

V. Principles of ICPMX

1. INCLUSION

The Initiative is made up of participants from different sectors with an interest in the sustainability and legality of fishing, as well as social responsibility along the value/supply chains.

INTEGRATED APPROACHES

The members of the Initiative consider that fishing and aquaculture are socio-ecological systems; meaning, systems in which the economic, social and ecological considerations of fishing and aquaculture activities, as well as the interaction between them, must be equally addressed.

3. ECONOMIC, SOCIAL AND ENVIRONMENTAL SUSTAINABILITY

For the purposes of ICPMX, we understand sustainability as a process that can be evaluated by means of environmental, economic and social criteria and indicators that tend to improve the quality of life and productivity of people, based on appropriate measures for the preservation of the ecological balance, protection of the environment and the use of fishing and aquaculture resources, so that the satisfaction of the needs of future generations is not compromised.

4. SOCIAL WELLBEING

The social wellbeing of people and communities committed to sustainable fisheries and aquaculture is a central condition for the future of fisheries and aquaculture activities. For ICPMX, this means the set of factors that guarantee the compliance with the human and labor rights of the people that participate directly in the fishing activity and processing of the resource, as well as those that ensure quality of life and dignity.

5. DIFFERENCES, DIALOGUE AND COLLABORATION BASED ON CONSENSUS

The diversity of interests and perspectives represented in the Initiative makes it difficult to agree 100% on our perception of the problems and solutions. The members make a commitment to work in alignment with the vision and goals described in this agenda. When faced with differences, we promote dialogue and the exchange of perspectives.

6. COMMITMENT TO GENDER EQUALITY

Gender equality is a fundamental pillar of the human rights and well-being of communities and individuals working in fishing and in aquaculture. In order to respect and promote this right, it is necessary to have mechanisms within the initiative to identify, challenge and ponder discrimination, inequality and exclusion of women, as well as the actions that must be taken to create the conditions for change that will allow progress in equality. This implies that the Initiative will not promote interventions without a gender perspective or that deepen the gap in access to marine resources, or in access to socio-economic benefits derived from their use.

VI. Groups and committees

FISHERIES SOCIAL WELLBEING WORKING GROUP

Community dialogues on social wellbeing

The social welfare working group, through a consultancy carried out by Inclusión y Equidad A.C., conducted a series of dialogues in fishing communities in the country. The objective of the dialogues was to learn about their views on the aspects of social welfare that they consider important to be strengthened within their communities. The dialogues involved groups of adults (men and women), as well as children and teens from the following communities:

- Puerto Agua Verde, municipality of Loreto, BCS.
- Punta Abrejos, municipality of Mulegé, BCS.
- Topón, municipality of Pijijiapan, Chiapas.
- El Cuyo, municipality of Tizimin, Yucatán.

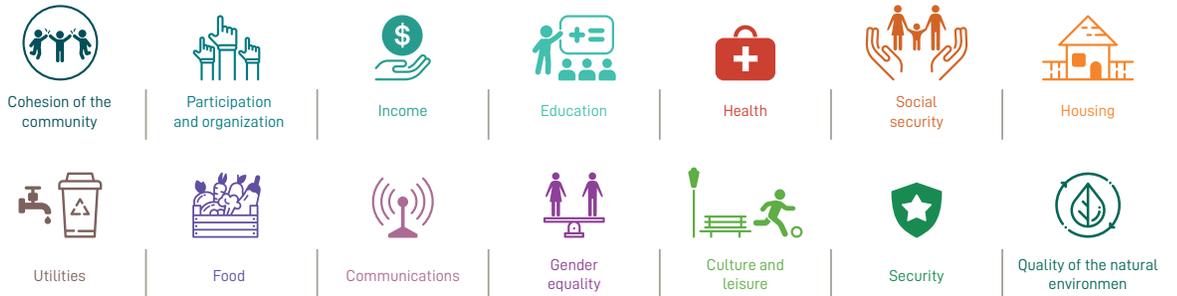
The cessation of activities as a result of the COVID-19 pandemic prevented conducting the scheduled events in Sinaloa, Oaxaca and Quintana Roo. Instead, remote interviews were conducted with people in five communities in these States.

The reflections and recommendations for action that emerged from the dialogues were integrated into individual reports for each community and into a broader one that integrates the process as a whole. The reports will be presented starting in January 2021. In addition, work is underway to integrate a document of public policy recommendations to increase the well-being of fishing communities. This document, to be released in February 2021, will integrate recommendations derived from the dialogue process, as well as other aspects identified through previous studies carried out by ICPMX members.



From the 14 main dimensions of well-being identified in the dialogues, the group agreed to focus its 2021-2024 working plan on improving the following:

- 1) Health (which includes nutrition, social security and recreational infrastructure)
- 2) Income
- 3) Participation and organization



In addition, the group decided to incorporate food security as part of the working plan approach.



Proposal of special denomination for fishing villages

With the support of the consultant Liliana Gutiérrez Mariscal, the group carried out an analysis to identify and propose a mechanism to help bring attention to and promote the actions of fishing communities committed to legality, sustainability and social welfare. As a result of this analysis, the group agreed to promote the implementation of a pilot project in El Cuyo, Tizimín, Yucatán, which is a community that meets favorable characteristics of local leadership, state government interest, and a robust fishing organization. In the first half of 2021, the possibility of implementing this pilot project in collaboration with Iniciativa por los Mares y las Costas de México will be explored.

WORKING GROUP ON MARKETS

Impacts of COVID-19

During the health crisis, ICPMX had several meetings to understand the effects of the COVID-19. As a result of the dialogue between sector actors, the compilation of data and its own research, ICPMX generated an analysis of the effects of the pandemic on the sector. At the same time, thanks to the analysis and recommendations generated by ICPMX participants, the group prepared a statement with recommendations for the government on emergency measures to address the needs of the sector.

Based on the recommendations made during our June meeting, the markets group agreed to support existing efforts of group members working with retail companies to improve their purchasing practices, seeking to reduce buyer-risk and encourage more purchases of sustainable products.

Traceability and labelling

Despite the pandemic, the traceability subgroup continued dialogue with CO-NAPESCA to advise on the development of guidelines for traceability rules and regulations. Although network members participating in the corresponding rules and regulation committee do so on behalf of their organizations, the ICPMX traceability and labeling subgroup serves as a space to identify, analyze and agree on issues of shared interest, particularly:

- How to ensure the chain of custody after the product landing
- How to ensure the alignment with international guidelines for traceability
- How to implement the rules gradually so as not to have a negative impact on smaller fisheries

The sub-group also made progress in making recommendations on amendments to labelling standards. Although the recommendations are ready, due to the pandemic, the subgroup decided to wait until 2021 to introduce them.

Aquaculture

In December 2020, ICPMX held the first meeting of aquaculture producers. The group explored the need and feasibility of working together to propose public policies and business practices aimed at promoting the sustainability of the sector. The group was also interested in how to promote the welfare of fishing communities through aquaculture, seeking to develop design models and public-private partnerships that allow the development of culturally appropriate and environmentally sustainable economic activities.



WORKING GROUP ON GOVERNANCE

Inspection and surveillance

Members of the group developed a series of recommendations to improve fisheries inspection and surveillance in the country and thus contribute to the creation of CONAPESCA's Comprehensive Inspection and Surveillance Program. Subsequently, as a result of the bill to change the powers of inspection and surveillance from CONAPESCA to the Ministry of the Navy (SEMAR), ICPMX organized four public fora to analyze the opportunities and risks associated with this change. International experts, Mexican fisheries legal experts, producers and representatives from various government agencies participated in the fora. As a result, concrete observations and recommendations were made to the Federal Chamber of Deputies Fisheries Commission.

RECOMMENDATIONS MADE BY ICPMX TO THE LEGISLATURE REGARDING THE CHANGE OF INSPECTION AND SURVEILLANCE POWERS FROM CONAPESCA TO SEMAR.

- Standardize and limit the period during which SEMAR will be in charge of fishing inspection and surveillance with the period in which the Armed Forces will carry out public security tasks (until March 27, 2024).
- Maintain CONAPESCA's leadership for inspection and surveillance on land, inland waters and at sea in sites and fisheries with low levels of conflict.
- Define and publicize clearly the mechanisms and structures for monitoring, control, transparency, co-responsibility and accountability for possible acts of human rights violations.
- Adequately budget the costs of inspection and surveillance.
- Establish both in the General Sustainable Fishing and Aquaculture Act and in its Regulations (to be published in parallel) the mechanisms of inter-institutional coordination between the parties involved, considering also the State Fishing Councils and the Management Committees of the fisheries.
- Define clearly which authority will be responsible for carrying out administrative procedures and sanctions.
- Include in the amended act that information regarding the actions and results of fisheries monitoring and inspection and surveillance, including information generated by satellite tracking and monitoring systems, must be made public.

Public budget of the sector

With the support of Humint's team of consultants, we analyzed the evolution of the budget for the fishing sector during the period 2010-2020. In summary, our analysis highlighted the following:

- The budget proposed for CONAPESCA in the Federal Expenditure Budget Project (PEF) 2021 is 7.6% higher compared to that of 2020 and 4.9% higher than that of 2019.
- The Federal Expenditure Project (PEF) decreased 36.3% during the change of administration between 2018 and 2019, and had a 17% decrease with respect to 2010.
- Despite the increase in the last two years, the approved budget has not reached the levels prior to 2018.
- It should be noted that the 2020 PEF was modified during the second quarter, almost tripling the budget initially granted in December 2019, by including the resources allocated to the Fishermen's Welfare Program (BIENPESCA)², which meant that the budget expended was slightly lower than that of 2019.

Although the cuts in the sector make it difficult to meet the objectives of the institutions in charge of the sector, the analyses of the Superior Audit of the Federation and others show that improvements and changes in some programs and activities could achieve efficiencies that would contribute to the sustainability of the sector.

Evolution of CONAPESCA's budget
(Millions of pesos)



Source: Humint with data of Budgetary Transparency PEF 2020 for the 2nd Quarter.

**The Exercise Budget corresponds to the Modified PEF for the 2nd Quarter that includes the resources destined to BIENPESCA.

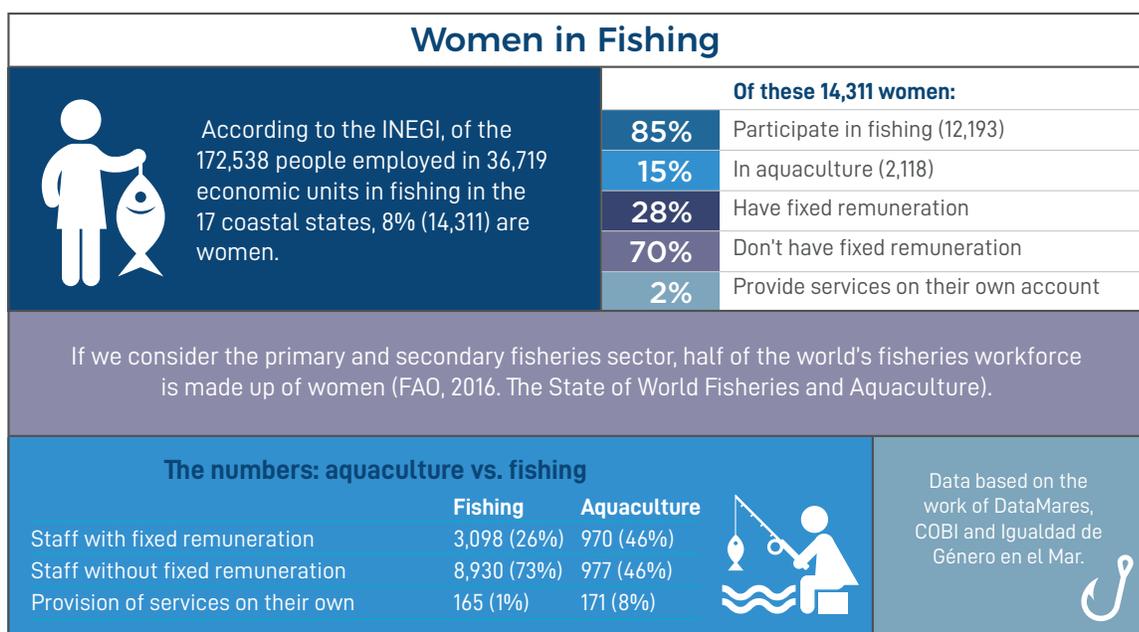
COORDINATION COMMITTEE

The coordination committee held a face-to-face meeting in early 2020 to review and approve the annual support team plan. Subsequently, it held monthly sessions remotely to follow up, among other things, on the Initiative's response to COVID and the processes to strengthen the internal governance and coordination of the network. The latter process was advised by consultant Rafael González Franco de la Peza:

- Planning of the transition process of the Initiative's coordination in 2021. As a result of this planning, the committee will be responsible for overseeing, during the first half of the year, the process of convening and hiring a new person in charge of coordinating the support team.
- Development of internal network governance tools, including:
 - Guiding principles (see the relevant section in this report).
 - Letter of commitment from members.
 - Reasons for leaving the network.
 - List of commitments for new members.

GENDER EQUALITY COMMITTEE

This year, we founded a committee responsible for overseeing and promoting gender equality within the ICPMX. The committee seeks, among other things, that ICPMX members adopt a gender perspective both in their organizational work and in the Initiative, ensure the use of inclusive language as a network and promote the equal participation of women and men in working meetings, decision-making and internal governance.



The Nature Conservancy (TNC) team presented an “Active Observer” workshop focused on developing skills to recognize and respond appropriately to situations of discrimination and gender violence. This first workshop was attended by members of the coordination committee, the gender committee and the support team, as well as members of the co-secretariats of the working groups.

EVALUATION AND LEARNING COMMITTEE

The committee advised on the development of the Shared Measurement System (SMC). Its participation was focused on advising the selection of indicators that would allow ICPMX to measure progress on its goals and objectives. Five webinars were developed by Humint to disseminate the proposed SMC among the members of the Initiative.

The committee also reviewed the learning questions that were included in the survey applied by consultant Rafael Gonzalez Franco to ICPMX members to evaluate the internal performance of the initiative and the support team (the main results of the survey can be found in the evaluation and learning section of this report).



VII. Special Projects



We initiated and advanced two special projects co-financed and coordinated with EDF México. These projects are implemented with the participation of network members and other invited persons:

Lessons from a pandemic: Testing the Resilience of the Mexican Fishing Sector

In collaboration with Ethos, Laboratorio de Políticas Públicas, we developed a report that documents and analyzes lessons learned from the COVID-19 pandemic. The report consists of:

- Eight case studies along the supply chain of the fishing sector (coastal and industrial).
- Fifteen essays by experts who share their views on aspects of industry resilience.

Through stories that show both its vulnerability to systemic change and examples of adaptation or transformation in the face of the pandemic, the reports and essays document relevant lessons and proposals for strengthening the resilience of the fisheries sector. By systematizing and disseminating these reflections, we hope to improve the sector's preparation to face other types of large-scale disruptions, such as climate change and potential future health contingencies.

The report will be launched in February 2021.

Climate change and fisheries

We began the development of a document to analyze and diagnose the environmental, economic and social impact of climate change on the Mexican fishing and aquaculture sector. This document will also propose recommendations for organization, management and public policy to address the effects of climate change and its implications for fisheries and coastal communities in Mexico. A consulting team integrated by Professor Luis Fueyo and scholars from the Autonomous University of Baja California Sur is in charge of the project. A special group, with the participation of ICPMX members from the different working groups, informs and advises the development of the project.

The report will be launched in June 2021.

VIII. Communication

The effects of the pandemic on the fisheries and aquaculture sector made us reconsider the purpose of our communication efforts, both within and outside ICPMX. As a result, we modified some communication dynamics and created new objectives and strategies.

INTERNAL COMMUNICATION

ICPMX is a network that is characterized by the constant communication and exchange of information between its members. In order to contribute updated and unbiased information about the sector to its members, with the support of Humint's consulting team, ICPMX developed and distributed bi-weekly summaries of actions and agreements of the executive and legislative powers relevant to the sector. In addition, Humint conducts bimonthly public policy analyses for network members.



EXTERNAL COMMUNICATION

Campaigns:

- Since the beginning of 2020, we started a permanent campaign that seeks to visualize the fishing and aquaculture sector and its entire value chain. “El Lado Humano de la Pesca” (The Human Side of Fishing) tells stories and tales of people who make their living from fishing with the purpose of showing and sharing their personal world.
- To accompany the work of the markets group, information was published about the impacts of COVID on the fishing and aquaculture sectors. This publication was covered in media such as Big Fish and El Universal.
- Links were created to news related to the subject and a campaign for the consumption of seafood was promoted through the publication of recipes in collaboration with COMEPESCA and Sofía Trejo.

La acuicultura en estados costeros de México

produce casi **222 mil toneladas** de productos acuícolas anualmente. En estados que no tienen litoral se producen más de **40 mil toneladas al año.**

Principales estados productores:

Costeros	Sin litoral
• Sonora	• Puebla
• Veracruz	• Hidalgo
• Sinaloa	• Chihuahua
• Tabasco	• Estado de México

Fuente: Conpesca

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Trucha a la veracruzana

Oncorhynchus mykiss

FORMA DE PESCA: Redes de enmalle

TEMPORADA DE CAPTURA: todo el año

TALLA MÍNIMA: 25-50 cm

ORIGEN RECOMENDADO: Acuicultura

ESPECIE ALTERNATIVA: Tilapia

agua dulce

azul

Ingredientes

- 1 Trucha de 2 kg
- 4 Tomates finamente picados
- 1 Cebolla grande
- 50 gr de cilantro
- 12 hojas de hierbabuena
- 6 hojas de orégano grande
- 1 lata mediana de chiles curtidos
- 4 dientes de ajo
- 1 frasco chico de aceitunas
- 1 frasco chico de alcaparras
- Aceite
- Sal al gusto

Preparación

Poner un sartén al fuego, agregar el aceite en cantidad suficiente para freír la verdura. Agregar el tomate, cebolla, cilantro, hierbabuena, orégano, ajo y sal al gusto. Cocine la verdura hasta obtener una mezcla suave, agregar los chiles encurtidos, aceitunas y alcaparras. Tapar y cocinar a fuego lento por 5 minutos. Separar la mitad de la mezcla, hacer una especie de cama con la verdura y colocar la trucha y la otra mitad colocarla encima del pescado. Tapar y cocinar a fuego lento por 10 minutos.

¡Disfruta de éste delicioso platillo veracruzano!!

#PescaConFuturo®

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Recetario Sostenible: Carmen Cruz Delgado

Strengthening of our communication area:

- We made a general analysis of our communication work: objectives, messages, audiences and interactions. As a result, we decided to set goals for 2021 to create at least one collaborative campaign per year, as well as to have two more campaigns with measurable results and simplified menus to reach wider audiences. Our purpose is to communicate to position and help advance the objectives of our shared agenda.
- We started updating our website (www.icpmx.org) to make it more user-friendly. During the first quarter of 2021 we will launch new sections.

IX. Learning and evaluation

Shared Measurement System

The objective of the Shared Measurement System (SMC) is to have a tool to evaluate the progress and impact of the initiative in the fisheries and aquaculture sector. During 2019, the first draft of the system was developed with the participation of members of the initiative and during 2020, we collected feedback to improve it. In addition, the design and programming of the dashboard that will house these indicators was developed. The team of consultants in charge of developing the SMC carried out webinars to explain the indicators proposed for the system. Subsequently, meetings were held with the markets and governance working groups to receive comments and suggestions. We agreed to resume the meetings with the working groups once the three-year work plans of each group are available since this will be a basic input for the definition of the final indicators.

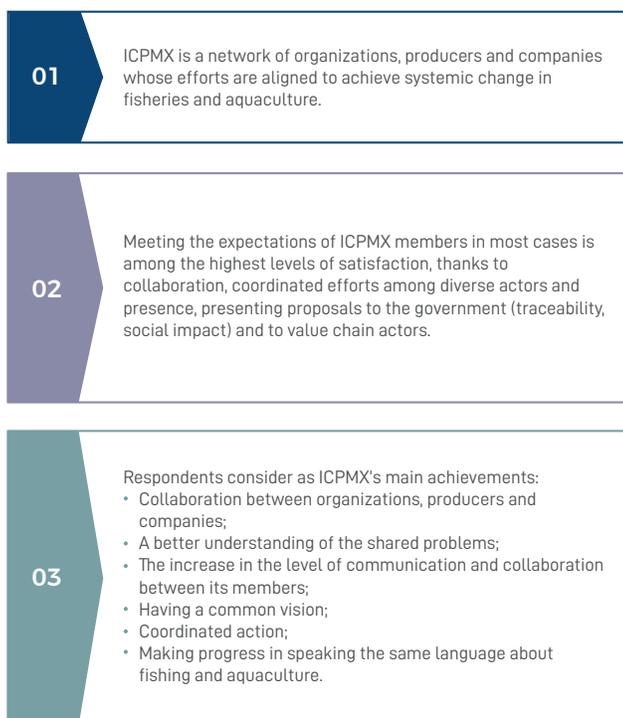
Internal performance of the initiative

An online survey was conducted to gather the views of ICPMX members about the performance of the support team, the functions of the coordination committee and the key issues that allow the group to generate a sense of identity and belonging to the group. *The ICPMX 2020 performance survey results* table summarizes some of the survey findings.

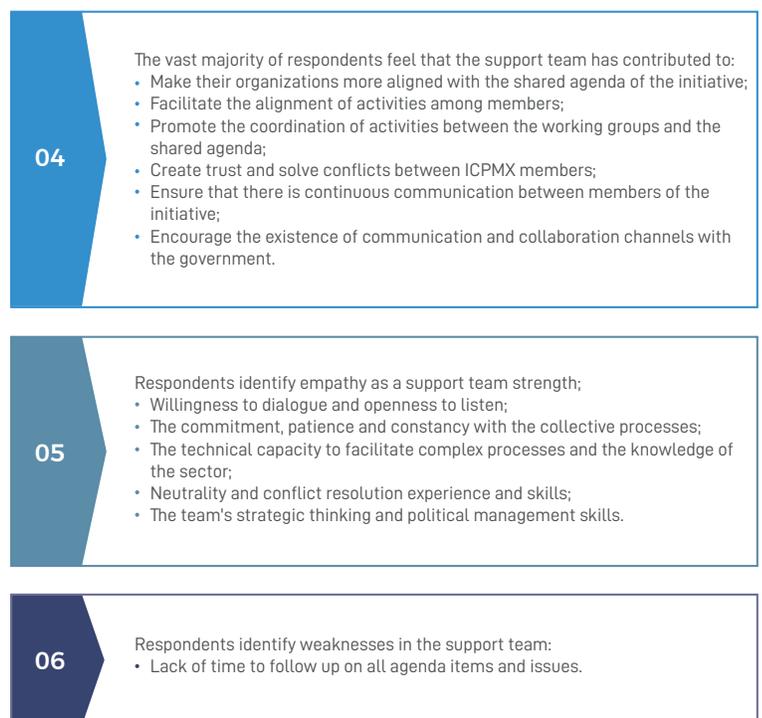
Results of the ICPMX 2020 performance survey

(Number of ICPMX members who responded to the survey: 20 people)

Perceptions about ICPMX:



Perceptions about the performance of the support team:



X. Towards 2021

We have many things to do in 2021. Operationally, our goals include:

1. Strengthening the actions of the working groups by:
 - The continuation and consolidation of ongoing actions.
 - The review of priorities and work objectives of each group and committee during the next three years.
2. Expand and scale our reach through collaboration with other networks and initiatives with purposes aligned with our shared agenda.
3. Strengthen communication around the actions of the network and around the issues of the shared agenda. In particular:
 - The welfare of fishing communities and people working in the sector.
 - The importance of fish and seafood for the health and food security of the country.
 - The health, productivity and resilience of the oceans and marine ecosystems as a central factor in the ocean economy.

Regarding the development and good functioning of the ICPMX network, our objectives are to:

4. Continue to strengthen the internal governance of the network, its leadership and the performance of the support team.
5. Complete the development of the Shared Measurement System (SMC).
6. Initiate the development of a financial strategy.



XI. Acknowledgements

We appreciate the collaboration and effort of the consultants who supported the work of ICPMX throughout 2020, as well as the partner organizations in special projects:

- Meridian Institute (fiscal sponsor of ICPMX)
- PCH Studio
- Viviane Calvo
- HUMINT, Data Analysis Human Intelligence
- Inclusión y Equidad, A.C.
- Liliana Gutiérrez Mariscal
- Ethos, Laboratorio de Políticas Públicas
- Héctor Reyes Bonilla and other members of the Autonomous University of Baja California team that participated in the special project on climate change
- Luis Fueyo MacDonald
- Taller Aquí Mero
- Rafael González Franco de la Reza
- Sofía Trejo





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