Project Scope

Context
The ecosystem of the La Paz Ensenada is being depleted. In Jan2015, representatives of NGOs, philanthropy, finance, corporations, and the fishing community gathered to brainstorm what actions need to be taken in order for the Ensenada and its community to El Manglito to thrive, facilitated by the NGO Noroeste Sustentable (NOS).

Purpose
Suggest a viable way of creating and launching an organization that empowers the El Manglito community towards their own development and prosperity. This organization must be based in the community’s first commercial activity: the fishing of Callo de Hacha scallops and Almeja Catarina clams. The solution must be holistic, considering the different social, economic and environmental factors that are present in El Manglito. The key objective consisted in aiming at the restoration of not only the social capital within the community, but also the production capacity of the Ensenada.

Critical tension
The status quo (initial chaos) versus the dream of a self-sufficient organization that works over a prolific Ensenada, with resources to satisfy the Community’s needs. There was not clarity on how to design this organization, what are the resources needed and what is the role of NOS into this new endeavor.

Activities

Mapping “the mess”
Understanding the system dynamics of the El Manglito Community and the Ensenada
• Revision of NOS’s materials: presentations, models, media
• Ensenada Data and Information collection: biological activity, growth models
• Community data and information collection: interviews with fishermen and aquaculture farmers.
• Workshop with fishermen cooperative and federation leaders
• Interview with other stakeholders: local fishing retail stores, lending companies executives, women and kids

Creation of Proposed Model
Creation of Proposals for a New Organization
• Definition of vision
• Business model: customers, value proposition, projects, people needed, resources needed, partners’/networks’ cost structure, revenue structure
• Organizational architecture

Financial Analysis
Economics of the solution
• Basic assumptions
• Callo de Hacha growth model
• What-if scenarios (extraction rates, hurricane)
• Cost analysis
• Investment calculations

Stakeholders’ Workshop
• Stakeholders’ Workshop: 2-day meeting, in which the proposal produced agreement, discussion, and co-creation among several stakeholders of the restoration efforts: philanthropists, investors, politicians, field specialists, and environmental leaders

Next Steps
High Level Approach to Next Activities
• Action Plan
• Introduction to project management
• Introduction to business/service prototyping

Insights

Income Stability as a Fundamental Solution

| Stable Income: MX$15,000/mo | Community building and social capital is part of the output of the new organization. The community must be adequately organized to succeed: |
| Unstable Income: MX$10,000/mo | • Empowerment and leadership activities |
| Ingreso | Costos | Balance |


Community building and social capital is part of the output of the new organization. The community must be adequately organized to succeed:
• Empowerment and leadership activities
• Dialogues on the responsibilities of self-governance

By the People, with the people, for the people

Lessons

The governance and management profile for the restoration organization should have an ideal of self-governance
• Human capacity within its members and management/governance by the fishermen community is the ideal, although community members may not be ready yet in terms of capacity to take leadership roles
• Definition of effective corporate structure. SAPI (Sociedad Anónima Promotora de Inversión) is a viable possible way
• Effective transition from no-governance towards governance

Small-scale prototyping of presently executable projects is critical
• Small-scale experiments will provide key insights about the culture and community
• Specific projects that were posited included a concession project, a project around testing ownership and property right enforcement, a surveillance project, a business plan/strategy project, a local marketing project, and a crowdsourcing project to tell the story of the community to the outside world

Different phases of the project necessitate different financing sources, with philanthropy and angel investment serving as sources of transitional capital in preparation for commercial or semi-commercial sources of capital
• Possible sources of financing include angel investors, philanthropy, equity, debt, project financing, and crowdsourcing