



United Nations Development Programme
Country: Belize
PROJECT DOCUMENT



Strengthening National Capacities for the Operationalization, Consolidation, and Sustainability of Belize's Protected Areas System

UNDAF Outcome(s): *Outcome 3*

By 2011, national frameworks and capacities are in place enhancing the ability to adequately address adaptation to and mitigation of the impact of disasters as well as the comprehensive, equitable, sustainable and effective management of the nation's natural resources.

UNDP Strategic Plan Environment and Sustainable Development Primary Outcome:

Strengthened national capacities to mainstream environment and energy concerns into national development plans and implementation systems.

UNDP Strategic Plan Secondary Outcome:

Countries develop and use market mechanisms to support environmental management.

Expected CP Outcome(s):

3.2 An operationalized framework for national integrated sustainable development strategy developed.

Expected CPAP Output(s):

3.2.4 Innovative approaches and strategies established for improved sustainable land use and comprehensive water resources management and utilization knowledge and practices

Executing Entity/Implementing Partner:

Forest Department, Ministry of Natural Resources and Environment/ Fisheries Department, Ministry of Agriculture and Fisheries (NPAC).

Implementing Entity/Responsible Partners:

Ministry of Natural Resources and Environment/ Ministry of Agriculture and Fisheries, UNDP Belize.

Brief Description

Despite its small size, Belize is known for its record high levels of terrestrial and aquatic biodiversity. Belize hosts more than 150 species of mammals, 540 species of birds, 151 species of amphibians and reptiles, nearly 600 species of freshwater and marine fish, 3,408 species of vascular plants, 65 scleraetian corals, 45 hydroids, and 350 species of mollusks in addition to a great diversity of sponges, marine worms, and crustaceans. Belize has a fractured network of 94 terrestrial and marine protected areas (PAs), covering 1.22 million hectares (ha), that helps to protect its biological resources. Currently, Belize's biodiversity is exposed to various direct threats both within and outside of the PAs, including deforestation, rapid and uncontrolled coastal development, the presence of alien invasive species, potential impacts from oil exploration and extraction, and the effects of climate change. The long-term solution to the many threats to biodiversity in Belize is the conversion of the fractured network of PAs into a cohesive National Protected Areas System (NPAS), with the appropriate legal, administrative, and institutional restructuring that will allow Belize to realize its strong commitment to biodiversity conservation. The project objective is that by July 2013, Belize will have effectively developed legal, financial, and institutional capacities to ensure sustainability of the existing NPAS. This objective will be achieved through three interrelated outcomes that will generate the flow of global-, national-, and local-level benefits for: a) enhanced protection of over 1.22 million ha of terrestrial, coastal, and marine ecosystems, including 546,904 ha of lowland broadleaf forests, 195,844 ha of sub-mountain broadleaf forests, and 17,075 ha of mangroves; b) improved management effectiveness for 28 PAs (3 Forest Reserves, 7 Marine Reserves, 4 National Monuments, 5 National Parks, 2 Natural Reserves, 4 Private Protected Areas, and 3 Sanctuaries); c) an increase in the financial capacity of Belize's NPAS by 30%, which is currently at 26.4% as measured through the total average score for all PAs in the UNDP Financial Scorecard, including an increase of annual government budgeting for PAs from \$2.3 million USD to \$2.9 million USD per year and doubling the income generated by non-governmental sources for eight participating PAs; and c) a national training program to sustain long-term capacity building for PAs that will be developed to train staff from 20 co-managed PAs in management and business plan development, administration, and financial planning, as well as 90 staff from the PAs' administrative body in PA management and monitoring techniques.

Programme Period:	2007- 2011	Total resources required	\$2,054,971
Atlas Award ID:	<u>00059614</u>	<i>Total allocated resources:</i>	<i>\$1,947,471</i>
Project ID:	<u>00074617</u>	– GEF	\$975,000
PIMS #	4207	– Forestry Department	\$25,000
Start date:	July 2010	– PACT	\$585,000
End Date	Aug. 2013	– Oak Foundation	\$200,000
Management Arrangements	NEX	– APAMO	\$112,471
PAC Meeting Date	_____	– UNDP Belize	\$50,000
		<i>In-kind contributions:</i>	<i>\$107,500</i>
		– Forestry Department	\$31,000
		– Department of Fisheries	\$76,500

Agreed by (Government):

Date/Month/Year

Agreed by (Executing Entity/Implementing Partner):

Date/Month/Year

Agreed by (UNDP):

Date/Month/Year

LIST OF ACRONYMS

APR	Annual Project Report
APAMO	Association of Protected Areas Management Organizations
AWP	Annual Work Plan
BAPPA	Belize Association of Private Protected Areas
CBD	Convention on Biological Diversity
CBO	Community-based Organization
CPAP	Country Programme Action Plan
CZMAI	Coastal Zone Management Authority and Institute
GDP	Gross domestic product
GEF	Global Environment Facility
GOB	Government of Belize
HACT	Harmonized Approach to Cash Transfers
IA	Institute of Archaeology
IUCN	International Union for Conservation of Nature
IW	Inception Workshop
M&E	Monitoring and Evaluation
MAF	Ministry of Agriculture and Fisheries
MBR	Mesoamerican Barrier Reef
METT	Management Effectiveness Tracking Tool
MNRE	Ministry of Natural Resources and Environment
MPA	Marine protected area
MSP	Mid-size Project
NGO	Non-governmental Organization
NPAA	National Protected Areas Authority
NPAC	National Protected Areas Committee
NPAPSP	National Parks and Protected Areas Policy and Systems Plan
NPASP	National Protected Areas System Plan
NPAS	National Protected Areas System
NPASA	National Protected Area System Act
NPSA	National Parks System Act
PA	Protected area
PACM	Protected Areas Coordinating Mechanism
PACT	Protected Areas Conservation Trust
PEG/PB	Project Execution Group/Project Board
PFB	Programme for Belize
PIF	Project Identification Form
PIR	Project Implementation Review
POWPA	Programme of Work for Protected Areas
PPA	Private protected area
PPG	Project Preparation Grant
RAPPAM	Rapid Assessment and prioritization of Protected Area Management
RCU	Regional Coordination Unit
SBAA	Standard Basic Assistance Agreement
TNC	The Nature Conservancy
ToR	Terms of reference
TPC	Tripartite Committee
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNDP CO	United Nations Development Program Country Office

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1. SITUATION ANALYSIS

1.1. Context and global significance

Environmental context

1. Belize is located between 15° 53'- 18° 30'N and 87° 15'- 89° 15'W, and is bounded to the north by the Mexican states of Quintana Roo and, in the extreme north-west, Campeche, to the west and south by the Guatemalan departments of Petén and, in the extreme south, Izabal, and to the east by the Caribbean Sea. The country is roughly rectangular in shape, extending 280 kilometers (km) (175 miles [mi]) from north to south and 109 km (68 mi) from east to west. The maximum east-west extension is 180 km (113 mi), including the territorial sea. The total land area is 22,960 square kilometers (km²) (8,867 square miles [mi²]), of which 95% is located on the mainland, and 5% is distributed over more than 1,060 cays or islands. The total area of the country (including territorial sea) is 46,620 km² (18,000 mi²). Belize is physiographically very diverse because it lies at the boundary between two sharply contrasting geologies. Northern Belize is an extension of the Yucatan Platform, while southern Belize shares the mountainous geology of eastern Guatemala. The country is divided into six districts, nine municipalities, and more than 240 villages. Inland, the Maya Mountain/Mountain Pine Ridge Massif is the dominant physical feature and rises to 1,124 meters (m) (3,688 feet [ft]) at its highest point. It is surrounded by rugged karst limestone hills. Beyond that, most of the northern part of the country and the entire coastal area, including Toledo in the south, consists of low-lying plains. Nine land regions, each comprising a particular combination of topography, soils, and vegetation, and thus a distinctive landscape, have been distinguished.

2. Despite its small size, Belize is known for its abundant natural resources, especially with respect to water and biodiversity. Belize is comprised of a diversity of landscapes and records high levels of terrestrial and aquatic biodiversity. Belize hosts more than 150 species of mammals, 540 species of birds, 151 species of amphibians and reptiles, nearly 600 species of freshwater and marine fish, and 3,408 species of vascular plants. Terrestrial species of global significance occurring in Belize include the jaguar (*Panthera onca*), the puma (*Felis concolor*), the Central American tapir (*Tapirus bairdii*), the white-lipped peccary (*Tayassu pecari*), the endangered yellow-headed parrot (*Amazona oratrix*), the Mesoamerican river turtle (*Dermatemys mawii*), and the endemic Maya Mountains frog (*Rana juliani*). The country is unique not only in the total number of species present, but also in the vast array of ecotypes and their species richness. A total of 85 terrestrial ecosystems have been identified for Belize. In addition, two marine ecosystems (seagrass beds and coral reefs) have been identified.¹ Belize's diversity in ecotypes and the prevailing connectivity of its systems support a high degree of globally significant biodiversity. In recognition of this Belize has been characterized as the "Noah's Ark" of Central America.

3. Belize's marine biodiversity is also characterized as being globally significant, as its network of marine protected areas (MPAs) is home to seven United Nations Educational, Scientific, and Cultural Organization- (UNESCO)-designated World Heritage Sites which make up the Belize Barrier Reef Reserve System. The world heritage site totals 96,300 hectares (ha) and is home to over 500 species of fish, 65 scleraetianian corals, 45 hydroids, and 350 mollusks in the area, plus a great diversity of sponges, marine worms, and crustaceans. The area harbours probably the largest population (300-700 individuals)

¹ The current ecosystem classification is taken from the Central American Ecosystems Map. This ecosystem classification scheme differs from earlier classifications in that the broader divisions in the hierarchy are based first on vegetation structure (e.g., forest, scrub, herbaceous), followed by seasonality, altitudinal aspects, vegetation type (e.g., broadleaf, needle-leaf, palm), groundwater regime, and ultimately underlying geology and soil.

of West Indian manatee (*Trichechus manatus*) in the world and its coastal zone is home to two species of threatened crocodiles (*Crocodylus acutus* and *C. moreletii*).

4. As part of the 2005 National Parks and Protected Areas Policy and Systems Plan (NPAPSP), an attempt was made to create the first national Red Data List of critical terrestrial and marine species (including plants and marine life). This study revealed the presence of some 91 species of amphibians, birds, mammals, fish, and flora currently found on the International Union for Conservation of Nature (IUCN) Red List. This list catalogues those species that are regarded as threatened at the global level. The complete list is attached to this document as Appendix 8.6.

Overview of Protected Areas in Belize

5. Belize has a high proportion of its land and sea resources protected under a variety of management structures. This system of protected areas (PAs) has evolved over several decades, reflecting changing conservation attitudes, as has the scope and direction of the various agencies responsible for its administration. Belize has in total 18.52%² (1.05 million ha [2.61 million acres]) of its land and sea resources protected under a variety of management structures: 769,093 ha (1,900,469 acres) of terrestrial reserves, 159,030 ha (392,970 acres) of marine reserves and a further 128,535 ha (317,615 acres) protected through “officially recognized” private conservation initiatives. While 18.52% of the national territory under protection may not sound like much, the picture changes when the terrestrial and marine realms are looked at separately. In total 36.46% of all national lands are under some type of protection status. PAs within the marine realm represent 7.33% of national marine territories. In all, the PA system of Belize comprises 94 reserves of varying levels of protection and purpose. Figure 1 illustrates the existing National Protected Areas System (NPAS) and Table 1 provides summary statistics. The complete list of PAs is included in Section 8.5. Management Effectiveness Tracking Tool.

6. Belize’s NPAS also includes areas of cultural and archaeological significance. This includes representative sites of the Chiquibul Cave System which is the longest and largest known network of caves in Central America. At least 70 invertebrate species are known from the system. Many species await study, and of these, two aquatic and five terrestrial species are apparent troglobites.

Socioeconomic context

7. A unique characteristic of Belize is its small national population; the latest estimates indicate the country has a population of approximately 322,100 and is growing at a rate of 2.6% per annum³. Belize still enjoys the lowest population density in Central America (~12.3 persons/km²), with large areas of the country essentially uninhabited and existing in a wilderness state.

8. Belize is considered a country of medium development and has a relatively open economy based on export agricultural crops, aquaculture export products, oil production, and tourism. Countries such as Belize, with limited development in its industrial base, are dependent on primary natural resources to drive economic growth. Fisheries, agriculture, tourism, and now oil constitute the backbone of the Belizean economy. Although Belize enjoys one of the highest per capita income levels of the region (\$3,406 USD), poverty levels remain relatively high in pocketed areas with most significant instances of poverty and indigence being reported within the southernmost district of Toledo, the northernmost district of Corozal, and in urban pockets within the Belize District. Preliminary findings of the 2009 Poverty Assessment suggest that as much as 44% of the Belizean population is poor.

² Jan Meerman. 2005. Protected Areas System Assessment and Analysis.

³ CSO. 2008. Mid Year Population Estimates.

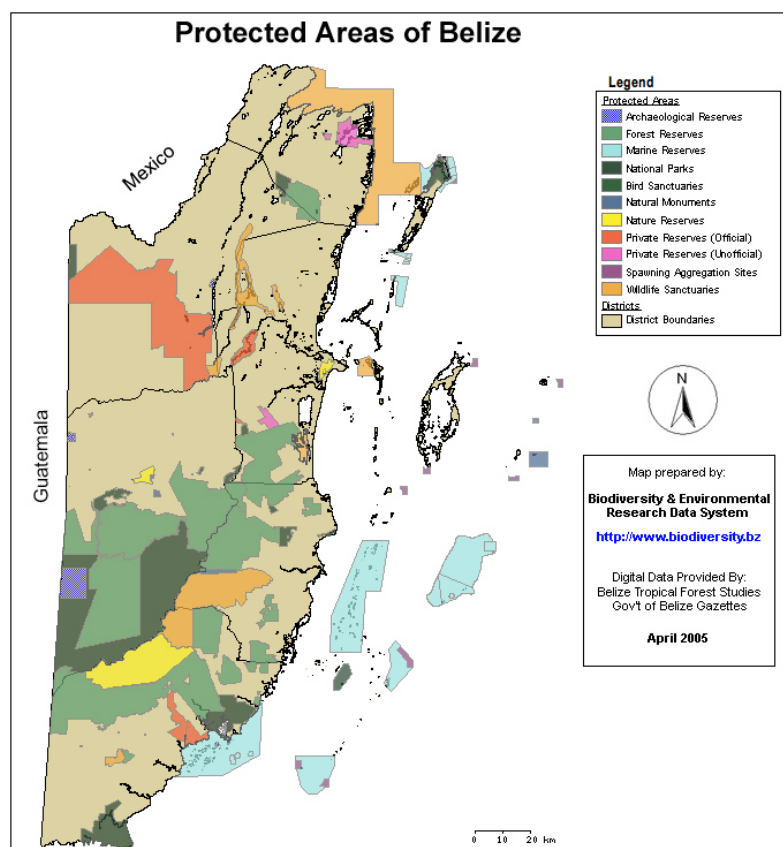


Figure 1 – Protected Areas of Belize

Table 1 - Protected areas summary statistics.

Category	Status	# of Management Units/Zones	Acres (approx.)	Hectares (approx.)	%
Conservation Management Categories	Marine Reserves (incl. spawning aggregations)	11	26,595	10,763	0.19
	National Parks	16	410,536	166,138	2.92
	Natural Monuments	5	17,382	7,034	0.12
	Nature Reserves	3	111,228	45,013	0.79
	Spawning Aggregation Sites	11	916	371	0.01
	Wildlife Sanctuaries	7	368,786	149,243	2.63
	Sub-Total				6.66
Archaeological Reserves	Archaeological Reserves	12	28,620	11,582	0.20
Bird Sanctuaries	Bird Sanctuaries	7	15	6	0.00
Extractive Reserves	Forest Reserves	16	939,815	380,331	6.69
Marine Reserves	Marine Reserves	8	372,730	150,839	2.65
	Sub-Total				9.54
Private Reserves	Private Reserves	8	325,346	131,663	2.32
	Total % of National Territory under protection				18.52

9. Natural resources provide the base of Belize's development; however, despite rich biodiversity and notwithstanding expansions in tourism industry and the discovery of commercial quantities of petroleum in 2006, a general downward trend in gross domestic product (GDP) was recorded between the years of 2000 and 2008 (Figure 2). The global economic downturn led to a further contraction of the GDP for the first two quarters in 2009.

10. The sustainable management of Belize's rich natural resource base is critical to the sustainability of the country's productive sectors. PAs play an important role in the social and economic development of Belize, with the contribution derived from the tourism sector. Tourism has emerged as one of the major foreign exchange earners for the country. The hotel and restaurant industries alone accounted for an approximate 3.3% of national earnings, as was indicated in 2009 Third Quarter GDP Estimates released in December 2009 by the Statistical Institute of Belize. The 2008 Tourism Report generated by the Belize Tourism Board suggests that "Belize is well known for its sites and attractions. These come in the form of the natural and built environments, both marine and terrestrial." This document also indicates that as much as 85% of tourists visiting Belize spend some time at the various terrestrial or marine PAs, including the archaeological reserves.



Figure 2 - Belize GDP Trends 2000-2008

11. Forest reserves in Belize are managed in order to provide the traditional range of goods and services as is practiced around the world. These include extraction of timber and non-timber forest products, as well as other goods and services like research, recreation, education, watershed protection, and soil protection/erosion control. 2009 Third Quarter GDP Estimates reflect that forest products and agriculture products, including hunting, accounted for 9.9 % of the GDP.

12. These same figures estimated that capture fisheries accounted for 2.7% of the country's GDP. This industry is sustained and supported by an existing network of MPAs, which include spawning aggregation sites. Belize's marine reserves are managed under different strategic management schemes, using zoning systems that allow for multiple uses, incorporating extraction as well as protection of the available resources. Other activities such as tourism, eco-tourism, and research are also supported.

13. A strengthened PA network offers opportunities for and contributes to Belize's socioeconomic development derived through various forms. Services provided by Belize's NPAS contribute (both directly and indirectly) approximately 20% of Belize's GDP.

Policy and legislative context

14. Belize's policy, legal, and institutional frameworks for land management and the societal perspective on land use are very much influenced by the nature of its settlement and colonization, and the importance of land to early economic activity. Much of Belize's pre-colonial development hinged on the

extraction/exploitation of the country's natural resource base. While the extractive sector is not as dominant as it was in the pre-colonization and colonization periods, the pillars of the Belizean economy are still very much dependent on the continued integrity of the natural resource base; policy makers are becoming more and more cognizant of this reality.

15. The Constitution of Belize provides for the allocation of ministerial portfolios, the formulation of recommendations, and the oversight of public policy conducted through government ministries. However, much of the implementation of the related programmes is carried out through government departments. The legal status of departments reflects the fact that natural resource rights in Belize are unbundled. The Ministry of Natural Resources and Environment (MNRE) and the Ministry of Agriculture and Fisheries (MAF) are directly responsible for the sustainable management of natural resources and the environment. Biodiversity conservation within the Government of Belize (GOB) is implemented within a few departments.

16. The GOB has shown its desire to sustainably manage these resources by enacting the relevant laws. PAs in Belize are declared under four primary legal instruments: the National Parks System Act (NPSA), the Forest Act, the Fisheries Act, and the Ancient Monuments and Antiquities Act.

17. The NPAS: Chapter 215 of the Substantive Laws of Belize, Revised Edition 2000, enacted in 1981, empowers the Minister to declare that any specified area of land shall be: a) a national park, b) a nature reserve, c) a wildlife sanctuary, d) a natural monument.

18. The Forest Act: Chapter 213 of the Substantive Laws of Belize, Revised Edition 2000, empowers the Minister to declare any part of the national land to be a forest reserve depending on his satisfaction after inquiry (where necessary) that such rights and privileges of private persons as may exist with respect to such land have been satisfactorily defined and recorded. The Forest Act was first legislated in 1927⁴.

19. The Fisheries Act: Chapter 210 of the Substantive Laws of Belize, Revised Edition 2000, empowers the Minister responsible to declare any area within the fishing limits of Belize and as appropriate any adjacent surrounding land, to be a marine reserve. Marine reserves afford special protection to the aquatic flora and fauna of such areas and to preserve the natural breeding grounds and habitats of aquatic life; allow for the natural regeneration of aquatic life in areas where such life has been depleted; promote scientific study and research in respect of such area; or preserve and enhance the natural beauty of such areas. This law was first enacted in 1948, with the amendment for marine reserves introduced in 1983.

20. The Ancient Monuments and Antiquities Act: Chapter 330 of the Substantive Laws of Belize, Revised Edition 2000, empowers the Minister to declare that on every grant or lease of national lands there shall be specifically reserved to the government all rights of ownership in any ancient monument or antiquity which is found in or upon any such lands granted or leased.

21. The designation of special development areas and protected green spaces has also occurred through the Land Utilization Act (Chapter 188 of the Substantive Laws of Belize). This section of the law is often coupled with the guidelines set out in the Cayes Development Policy, which consolidates existing

⁴ As part of Belize's forest legislation, the Forests (Mangrove Protection) Regulation prohibits any alteration of mangroves (this includes cutting and defoliating of mangroves) on any land without a permit. In most cases a permit to clear mangroves is issued after a multi-agency assessment is conducted and may be denied if the proposed cutting is in proximity to areas known to be of high ecological value or where the cutting may undermine current efforts to protect critical habitats for certain species. Alterations which involve dredging or filling can be authorized only under "exceptional circumstances."

legislations and promulgates regulations and guidelines applicable to the development and sustainable management of all the cayes within the coastal zone of Belize. The policy calls for a detailed planning system to control the use of land, and water development to cover the entire coastal zone. The Policy also demarcates/recommends zones and a system of assigning development codes for the cayes.

22. The National Institute of Culture and Heritage: Chapter 331 of the Substantive Laws of Belize, Revised Edition 2000, empowers the Minister to declare, on the recommendation of the Board: a) any area of unalienated national land containing or adjacent to an ancient monument to be an Archaeological Reserve; b) any area of alienated national land, title to which has reverted to the State, containing or adjacent to an ancient monument to be an Archaeological Reserve. This Act became effective in February 2000.

23. Despite their legal designation under the current legal framework, long-term security and sustainability for PAs is not adequately addressed. None of the pieces of legislation described above provides written departmental guidelines for the declaration, de-reservation, reclassification, or alteration of PAs in Belize. Additional legal instruments (laws and regulations) administering and regulating PAs in Belize, which are a part of a very comprehensive legislative base, are listed in Appendix 8.7.

24. The management of Belize's PAs as a system was proposed under the 2002 NPAPSP. These documents, although endorsed by the MNRE, were never fully ratified by the Belize Cabinet. A process to formalize these documents through Cabinet endorsement and ratification is ongoing and is expected to be completed in March 2010.

25. There are a number of international conventions related to PAs that Belize has signed, acceded to, or ratified. International instruments place certain obligations on the GOB vis-à-vis PAs and biodiversity conservation. Of particular interest to this project is Article 8 of the United Nations Convention on Biological Diversity (CBD) that states "Each Contracting Party shall, as far as possible and as appropriate: a) Establish a system of protected areas or areas where special measures need to be taken to conserve biological diversity; b) Develop, where necessary, guidelines for the selection, establishment, and management of protected areas or areas where special measures need to be taken to conserve biological diversity; c) Promote the protection of ecosystems, natural habitats and the maintenance of viable populations of species in natural surroundings; and d) Promote environmentally sound and sustainable development in areas adjacent to protected areas with a view to furthering protection of these areas." Belize signed the CBD in June 1992, with ratification occurring in December 1993.

Institutional Framework

26. PAs in Belize have been managed using a variety of approaches that are dependent on the entity with lead responsibility for the site and its preferred operational procedures. Belize's PAs are currently the responsibility of the Forest Department (forest reserves declared under the Forest Act and PAs declared under the NPSA), the Fisheries Department (marine reserves declared under the Fisheries Act), and the Institute of Archaeology (Ancient Monuments and Antiquities Act) (Figure 3). The Forest Department currently manages 600,386 ha (1,482,954 acres) of PAs, representing 17 forest reserves, 16 national parks, seven wildlife sanctuaries, four nature reserves, and four natural monuments. Twenty-two of these PAs are co-managed through agreements with non-governmental organizations (NGOs) or community-based organizations (CBOs). The Fisheries Department manages eight marine reserves, four of which have co-management agreements with local NGOs or with CBOs and 11 spawning aggregation sites. The Institute of Archaeology is in charge of 11 archaeological reserves throughout the country. Eight Private Protected Areas (PPAs) are recognized as being a part of the established PA network. These PPAs are managed by national NGOs

27. The level of coordination among these agencies and active management of all PAs varies depending on resource allocation, stakeholders' priorities, and the capacity and commitment to manage these sites. These agencies have different principles, and carry out their responsibilities with considerable overlap, which could contribute to confusion on the part of the community stakeholders, conflicts, and inefficiencies in the use of limited financial, material, and human resources. There is a need for greater collaboration, coordination, and management of PAs in order to reflect the socio-political realities of governance, and address the needs of the various stakeholder groups.

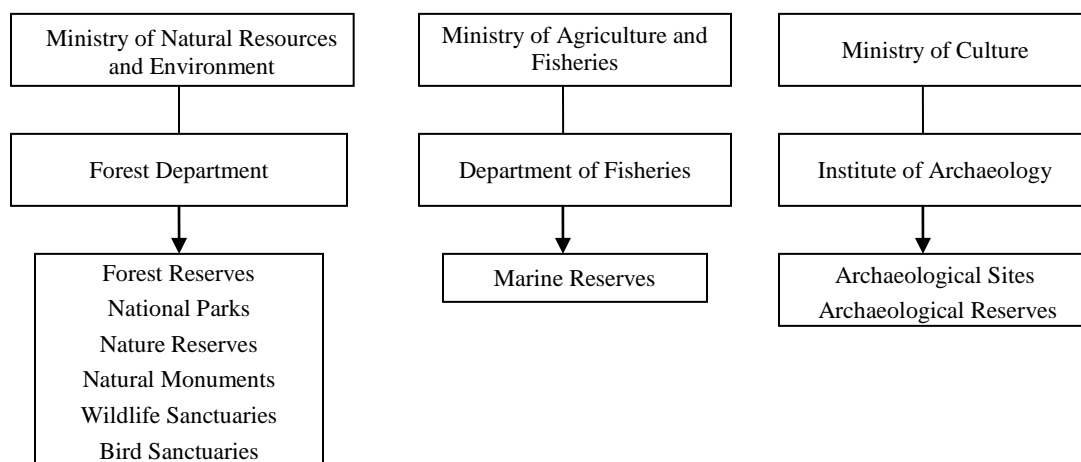


Figure 3 – Protected areas jurisdictions of government agencies in Belize.

28. Belize presently uses four types of PA governance practices. First by the government whose authority, responsibility, and accountability is founded on legislation and rests with a government agency. Although management may be exercised directly or be delegated, and consultation or communication with concerned parties may be required, the government retains full ownership and control. Second, by joint governance (co-management) with authority, responsibility, and accountability shared among a variety of concerned parties, which are likely to include government agencies, local communities, private landowners, and other stakeholders. The parties recognize the legitimacy of their respective entitlements and choose or are required to collaborate. Examples include co-managed PAs and conservation easements. Third, private governance with authority and responsibility resting with the landowners, who may exercise it for profit (e.g., tourism businesses, resource extraction) or not for profit (e.g., foundations, universities, conservation NGOs). Usually, the landowners are fully responsible for decision-making and their accountability to society is limited. Private governance does have its role where landowners elect to “manage” their lands for conservation purposes. Finally, community governance with authority and responsibility for managing the natural resources resting with the indigenous peoples and/or local communities with customary and/or legal claims over the land and natural resources. It is therefore analogous to private governance, and accountability to society usually remains limited, although it is at times achieved in exchange for recognized rights or economic incentives. This form of governance is usually associated with areas that are collectively controlled or managed under traditional or locally agreed-upon rules. An example of this type of governance (private protected areas [PPAs]) is the Community Baboon Sanctuary, which should be accommodated in the NPAS.

29. Co-management agreements have been formalized between NGOs and CBOs and the relevant government agencies as a result of NGO intervention in recognition of gaps and constraints in the system (i.e., human and financial limitations and constraints within the mandated government departments). Co-management arrangements with NGOs and the Forest Department for the management of selected PAs, and with CBOs and the Fisheries Department for selected marine reserves exist with varying degrees of

effectiveness. Currently, there is no national policy for guiding co-management agreements of PAs; however, recent works carried out by the Association of Protected Areas Management Organizations (APAMO) is informing the development of a national co-management framework.

1.2. Threats, impacts, and root causes

30. Currently, Belize's biodiversity is exposed to various direct threats both within and outside of the PAs. Anthropogenic threats as well as those of natural origin are reported by PA management authorities at varying degrees across the different areas that make up the NPAS. The Management Effectiveness Tracking Tool (METT), which was applied to a representative sample of PAs in Belize during the PPG phase (in 28 of 94 areas), identified a number of common threats to the PAs. During the application of the METT it was ascertained that these threats should be addressed in a joint manner by all PA stakeholders in order to effect true biodiversity conservation, maintenance of environmental services, and sustainable use of the natural resources. The most significant threats to Belize's terrestrial and aquatic ecosystems and species, as well as their underlying causes, are summarized in the following paragraphs.

Threats to biodiversity

31. **Deforestation.** Over the last five decades the forest cover in Belize had steadily decreased due to the expansion of unsustainable economic activities, such as large-scale agriculture and aquaculture. Deforestation peaked in the 1990's to an annual rate that is twice that of Central America as a whole (2.3% vs. 1.2% annually)⁵. Deforestation has been more severe along rivers, where it has reached more than 13% annually. Present evidence indicate a stabilization of deforestation at just above 1% per annum⁶; however, recent increases in illegal transboundary incursions by immigrants into Belize forests and PAs for farming, hunting, and harvesting non-timber forest products presents new possibilities of a reversal in the country's stabilization resulting in possible new increases in deforestation rate. Additionally, the economic slowdown that the country as a whole is currently experience may push deforestation rates once more to critical levels negatively affecting many of the 3,408 species of vascular plants occurring in Belize and the animal populations that depend on them for food and shelter.

32. **Rapid Coastal Development.** Rapid and uncontrolled coastal development has resulted in increased habitat loss in Belize's coastal zone. It is estimated that about 75-80% of all coastal land in Belize has been purchased for the development of tourism and residential areas⁷, posing a serious threat to mangroves, coastal wetlands, and other coastal ecosystems. It estimated that in 1990 about 98% of Belize's original mangroves (approximately 80,016 ha) remained; however, two years later an additional 519 ha had been lost due to increased urban expansion and tourism development, a 0.7% reduction in the national total⁸. Since mangroves play a crucial role in coastal tropical biodiversity by acting as a nursery for many species that live in and around coral reefs and providing multiple niches for great numbers of fish, crustaceans, and other species, their disappearance due to coastal development poses a serious threat to both mangrove and reef diversity in Belize. Coastal ecosystems are also threatened by the expansion of aquaculture, primarily through shrimp and tilapia farming. Aquaculture in Belize has been expanding in volume and value more rapidly than most other agro-production activities. It is estimated that aquaculture has experienced a 160% annual increase in production volume over the last decade, particularly farmed shrimp⁹. According to the World Wildlife Fund, shrimp aquaculture is potentially one of the largest

⁵ Young, C. A. 2008. Belize's ecosystems: threats and challenges to conservation in Belize. Available at <http://tropicalconservationscience.mongabay.com/content/v1/08-03-03-Young.htm>.

⁶ Review of Belize's Forest Coverage, Cathalac 2009

⁷ Young, C. A. 2008. Belize's ecosystems: threats and challenges to conservation in Belize. Available at <http://tropicalconservationscience.mongabay.com/content/v1/08-03-03-Young.htm>.

⁸ Murray, M.R., Zisman, S.A., Furley, P.A., Munro, D.M., Gibson, J., Ratter, J., Bridgewater, S., Minty, C.D., Place, C.J. 2003. The mangroves of Belize Part 1. distribution, composition and classification. *Forest Ecology and Management* 174: 265-279.

⁹ http://www.fao.org/fishery/countrysector/naso_belize/en

threats to the Mesoamerican Reef¹⁰. Coastal urban development is also responsible for the increase in solid waste and pollution of coastal waters. Improper solid waste disposal is among the top environmental problems in Belize¹¹, while increased water nutrient content (mainland runoff) that results from human development constitutes a threat to coastal lagoons, seagrasses, and reefs.

33. Invasive species. The introduction of alien invasive species has become an increasing problem in Belize, particularly for fish populations and local fisheries. Due to the flooding of the Mopan River watershed in neighboring Guatemala in 1998 during Hurricane Mitch, as well as unintentional releases from aquaculture, the African Nile Tilapia (*Oreochromis niloticus*) has spread to several areas in the country^{12, 13}. This species poses a threat to local fish populations (85 freshwater fish species have been reported for Belize¹⁴) due to its aggressive nature and relatively fast reproductive cycle. Other invasive species such as the cultured penaeid shrimp (*Penaeus vannamei*) is found in Belize's coastal waters, as well as the eastern oyster (*Crassostrea virginica*). The full extent of their impact on local biodiversity is yet unknown, although the eastern oyster is known to form extensive beds potentially affecting local benthic populations. The bony lionfish (*Pterois sp.*), a reef fish originally from the western Pacific, was first sighted in Belize in early 2008 and since then is being closely monitored by the Fisheries Department¹⁵. This invasive species was first released off the coast of Florida in the 1990s and has since negatively affected reefs across the Caribbean, preying particularly on native coral-reef fishes.

34. Oil exploration and extraction. Continued exploration for oil and mineral resources has also moved the discussion of sector development within PAs to the forefront, as much of the areas identified for their potential for commercial extraction are located within or near PAs. Recent discoveries of important oil reserves in Belize (i.e., 7 million barrels of proven reserves¹⁶) and their subsequent extraction constitute a new threat to the country's biodiversity. Oil exploration licenses have already been issued to 17 oil companies throughout the country, with the exception of the Maya Mountains in the south-central region¹⁷. Because of Belize's increasing revenue and development needs, as well as the current high level of oil prices, there is pressure on the GOB to allow oil exploration and extraction in ecologically sensitive areas. The fact that the GOB can use ministerial power to de-reserve PAs constitutes a risk to the integrity and long-term viability of the NPAS¹⁸. Additionally, Belize's institutions lack the experience necessary to prevent oil-related impacts and the legal and policy structure for supporting sustainable resource exploitation. Furthermore, there is a lack effective management practices to avoid significant ecosystem degradation within the PAs.

35. Climate Change. Climate change poses a serious and significant threat to Belize's biodiversity. Changes in sea temperatures are believed to be responsible for recent severe coral bleaching and mortality within the Belize reef system starting in 1997-1998¹⁹. Climate change can cause additional stresses to

¹⁰ http://www.worldwildlife.org/cci/aquaculture_projects2.cfm

¹¹ Belize Environmental Technologies. 2009. Belize's 4th National Report to the United Nations Convention on Biodiversity. 52 p.

¹² Ibid.

¹³ Esselman, P. C. 2009. Fish communities and conservation of aquatic landscapes in Northeastern Mesoamerica. A dissertation submitted in partial fulfillment of the requirements for the degree of Doctor of Philosophy (Natural Resources and Environment) in The University of Michigan.

¹⁴ http://biological-diversity.info/Fish_freshw.htm. Freshwater Fishes of Belize. 2003.

¹⁵ Belize Environmental Technologies. 2009. Belize's 4th National Report to the United Nations Convention on Biodiversity. 52 p.

¹⁶ U.S. Energy Information Administration. 2010. Belize energy profile. Available at http://tonto.eia.doe.gov/country/country_energy_data.cfm?fips=BH

¹⁷ Government of Belize. 2007. Belize Petroleum Contracts Map. Geology and Petroleum Department. Ministry of Natural Resources and the Environment. Quoted by Young, C. A. 2008. Belize's ecosystems: threats and challenges to conservation in Belize. Available at <http://tropicalconservationscience.mongabay.com/content/v1/08-03-03-Young.htm>.

¹⁸ Young, C. A. 2008. Belize's ecosystems: threats and challenges to conservation in Belize. Available at <http://tropicalconservationscience.mongabay.com/content/v1/08-03-03-Young.htm>.

¹⁹ Aronson R.B., W.F. Precht, M.A. Toscano, K.H. Koltes. 2002. The 1998 bleaching event and its aftermath on a coral reef in Belize. Marine Biology 141: 435-447.

Belize's reef system through acidification of seawater, shifts in coral reef species composition due to migration and mortality, and rises in sea levels. Together with disease (e.g., white band) and natural disturbances (e.g., hurricanes), climate change has led to an 80% reduction in live coral cover on portions of the reef over the last 20 years. Belize now has a coral cover of 13-15%, which is less than the 20% average for the Caribbean²⁰. Considering the economic contribution of Belize's barrier reef to its economy (\$150 million USD/year)²¹, continued negative impacts will have devastating impacts on the Belizean economy and the fishing communities that depend on the reef for their livelihoods.

36. Belize lies within the hurricane belt and the constant threat of hurricanes, which is expected to increase in both frequency and intensity due to climate change, remains a real threat to Belize's forests, reefs, and PAs. In recent years, forests in Belize have been significantly affected by hurricanes (e.g., Chantal, Keith, and Iris) causing considerable forest damage in the north and south of the country due to extended flooding and persistently strong winds. In addition to the physical damage (e.g., toppled trees, wind break, and defoliation), hurricanes leave native forests exposed to potential pest infestations that can wipe out entire forests. The outbreak of the bark beetle (*Dendroctonus spp.*) in 2000 and 2001 that affected over 26,000 ha of mature pine stands (*Pinus caribaea* and *P. tecunumanii*) in Belize's Mountain Pine Ridge Forest Reserve with nearly 100% mortality, is believed to be partially related to post-hurricane effects²². Damage to forests also affects animal populations by reducing their food supply and changes in habitat availability that in turn may affect species composition. An increase in both hurricane frequency and intensity due to climate change is also responsible for the weakening or the destruction of the reef system, compromising its ability to buffer the tidal impacts from storms; this may cause severe negative impacts on coastal ecosystems (e.g., mangroves and coastal lagoons) and species due to increased water salinity, extended flooding, and coastal erosion.

Direct and underlying causes

37. Although the threats to biodiversity in Belize stem from many sources, the **rising incidence of poverty** in environmentally fragile areas is among the major causes for such threats. As mentioned earlier in this Project Document, as much as 44% of the Belizean population was considered to be poor in 2009 (up 11% since 2006) despite Belize enjoying one of the highest per capita income levels of the region (\$3,406 USD). Many of the country's poor population are forced to rely on subsistence agriculture where they slash and burn the forests and often squat on and farm public lands, including PAs. Additionally, people in rural areas are twice as likely as the urban population to be poor, placing increased pressure on natural resources through the harvesting of forest products and the demand of bush meat and protein from marine resources, which may lead to the overharvesting of many species (e.g., parrots and turtles)²³.

38. **Downturns in the state of the national economy** have forced Belizean decision/policy makers to more closely investigate the potential contributions of the natural environment to national development targets. The new policy of the GOB supports a more aggressive agricultural sector as well as to more aggressively pursue the country's tourism option. Both of these policy directions, in addition to the need for attaining national energy security, are expected to further impact the country's PAs and biodiversity. Finally, Belize currently suffers from **ineffective legal and institutional and frameworks** that inhibit enforcement of environmental regulations. The enforcement agencies in charge of safeguarding Belize's

²⁰ McField, M., and Bood, N. 2007. Our Reef in Peril - Can we use it without abusing it?, pp., 151-171. In Taking Stock: Belize at 25 years of Independence, Volume 1. B. Balboni and J. Palacio (eds). Cubola Productions, Belize. Quoted by Young, C. A. 2008. Belize's ecosystems: threats and challenges to conservation in Belize. Available at <http://tropicalconservationscience.mongabay.com/content/v1/08-03-03-Young.htm>.

²¹ Ibid.

²² Billings, R. F. Pine bark beetle outbreaks in Central America: impact and management. Available at <http://www.fao.org/DOCREP/ARTICLE/WFC/XII/0631-B1.HTM>. (Accessed 03/2010).

²³ Young, C. A. 2008. Belize's ecosystems: threats and challenges to conservation in Belize. Available at <http://tropicalconservationscience.mongabay.com/content/v1/08-03-03-Young.htm>.

biodiversity lack financial resources, personnel, and skills to enforce regulations to sustainably manage these resources. Many of the existing policies and laws are not sufficient to secure a sustainable NPAS and need revision. Additionally, conservation and PA management responsibilities are dispersed among different agencies within different governmental ministries. This has resulted in a lack of coordination and cooperation among these agencies, limiting the effectiveness of conservation efforts. Many gaps exist within the current PA network which inhibit its effective administration and threatens its sustainability. There exists a need to align the NPAS, integrating its management more effectively with the macro-economic needs and development direction of the country as a primary means of ensuring the system's sustainability. This need is now more important than ever, given the country's growing economic and financial challenges that may place PAs at greater risk as the system faces competing demands, rights (customary or legal), power imbalances, and access to resources.

1.3. Long-term solution

39. The long-term solution to the many threats to biodiversity in Belize is a conversion of the fractured network of PAs into a cohesive NPAS, with the appropriate legal, administrative, and institutional restructuring that would allow Belize to realize its strong commitment to biodiversity conservation. This solution addresses effectiveness in NPAS management and recognizes the need for the development of adequate capacities throughout the system and the need to embrace the contribution of all institutional actors in its management.

40. Modernization of the financial support of PAs, with an emphasis on the systems' financial self-sustainability, is necessary both to effectively realize such structural changes as well as the long-term effectiveness of the re-formatted PA system. As Belize explores various avenues to support its national development, it is necessary that management considerations address long-term productive sectors within its NPAS. Sectors such as tourism, petroleum, and mining, while capable of providing much needed financial resources for biodiversity conservation, if not developed within a coordinated strategic framework can result in increased pressures to the system. Specific project actions that will contribute to developing solutions for the current threats to biodiversity in Belize's PAs are summarized in Table 2.

41. The application of the United Nations Development Program's (UNDP) Financial Sustainability Scorecard for National Systems of Protected Areas and the METT have provided guidance to project preparers and NPAS management organizations in determining the most cost-effective approach to remove barriers to NPAS financial security and assist in the exploration of a systems-based approach to planning. The Financial Sustainability Scorecard, completed in January 2010, indicated crucial gaps in the national framework, thereby enabling more effective financial planning and financial sustainability for the PAs. The overall resulting score of the Belize NPAS is 26.4%, which is notably below the average score obtained in PA systems of the Mesoamerica and Caribbean Region (33%)²⁴. The overall score indicates that while there are some elements in place to attain financial sustainability, serious gaps in the enabling environment still persist. A closer look at the results from the analysis show these gaps to be most significant in Components 2 and 3 of the scorecard, which address business planning and tools for cost-effective management and tools for revenue generation, respectively. Although the recorded system average is low, when findings were segregated by PA type and management structure it was recognized that MPAs within the national system scored significantly higher (54.1%). As part of the long-term solution to the threats to biodiversity, it is being recommended that the best practices observed in the MPA sub-system be adopted for use in the greater NPAS.

²⁴ According to the preliminary results of a study commissioned by UNDP Panama Regional Office, the scorecard was applied to the protected area systems of the following countries: Belize, Costa Rica, Cuba, El Salvador, Guatemala, Honduras, México, Nicaragua, Panamá and Dominican Republic.

42. The application of the METT as an activity of the PPG in 28 of the 94 PAs in Belize suggests a system operating at **Medium** effectiveness (70.06%). Mirroring the results of the Financial Sustainability Scorecard it was observed that MPAs commonly scored as having high effectiveness (75-100%)²⁵. The combined analysis of the results of both assessment tools indicated the need for long-term responses to the following NPAS needs: a) coordination of system activities; b) increased opportunities for income generation by site and system to support mission critical (core) costs; c) increased capacities for management efficiency; and d) cost-effective management and transparency in financial management. The effective response to these needs will also contribute to the long-term solution to biodiversity threats in Belize.

Table 2 - Proposed solutions to the threats to biodiversity.

Threats	Solutions
High deforestation rates	<ul style="list-style-type: none"> - Legal reform that articulates the Forest Act and the NPSA allows for institutional strengthening (e.g., effective interagency coordination, improved allocation of financial resources, and staffing) and improves enforcement of environmental regulations. - Small-scale investments for community-managed businesses in support and enhancement of PA visitation will increase incomes of community members surrounding selected PAs. - Cooperation agreements with public and private sectors for environmental education contribute to increased awareness among communities surrounding PAs about biodiversity values.
Rapid and uncontrolled coastal development	<ul style="list-style-type: none"> - Legal reforms that articulate PA-related legislation and policies allow for increased enforcement of environmental regulations and compliance by the tourism sector. - Tourism sector further engaged in PA management through contributions to long-term PA financing (i.e., concessions, cost-sharing arrangements, fee collection) and the establishment of long-term biodiversity-friendly agreements. - PA investment guidelines include appropriate mitigation actions and a vetting and approval process (e.g., EIA) for investment within PAs.
Introduction of alien invasive species	<ul style="list-style-type: none"> - Improved monitoring skills of PA administrators and institutionalization of PA management effectiveness assessment allows for periodically monitoring the presence of alien invasive and other problematic species and genes (e.g., introduction of genetically modified organisms).
Oil exploration and extraction	<ul style="list-style-type: none"> - Oil sector operating under a legal and management framework that engages the sector in conservation through contributions to long-term PA financing (i.e., royalty payments, concessions, cost-sharing arrangements) and the establishment of long-term agreements that embrace the concept of biodiversity offsets to ensure that there is no net loss of biodiversity occurring in the PA system.
Climate change	<ul style="list-style-type: none"> - Although the threat of climate change cannot be eliminated by the project's actions, improved PA management and monitoring skills among PA administrators and co-managers will better prepare Belize to adopt PA management and conservation strategies to more effectively deal with the effects of climate change and mitigate its impact.

1.4. Barriers analysis

43. **A fractured institutional, legal, and operational framework of PA management.** Currently there is no articulated PA system in Belize. Instead, PAs are administered by one of three independent

²⁵ A summary of METT scores and the results of the Financial Sustainability Scorecard are found as Annex 8.6 of this Project Document.

government agencies (the Forest Department, Fisheries Department, and the Institute of Archaeology within the National Institute of Culture and History) each under a different ministry. Each agency has a different management focus and is separately responsible for its own budget, staffing, and operational organization. Thus, coordination between the three agencies has been weak, and previous *ad hoc* (i.e., without statutory mandate) attempts to foster greater coordination have been unsuccessful. Without PA institutional reform, the financial and capacity reforms required to improve national PA effectiveness are impossible.

44. An ineffective financial system that fails to address PA management needs. The PA network is not financially sustainable; instead it is overly reliant on direct central government funding and international donors. A gap analysis undertaken through an unpublished exercise carried out by APAMO member Programme for Belize (PFB) suggested that the average cost associated with the management of PAs is \$3.38 USD per acre (\$1.35 USD per ha). This figure was based on a survey of various sites within Central America. Using this average as a base for supporting mission-critical levels of activities within those sites currently managed by the GOB, a required \$4.8 million USD per annum was suggested to ensure effective management of the GOB's 1.4 million acres (0.57 million ha).

45. The PFB discussion paper also suggests the average management cost associated with the 1.2 million acres (0.49 million ha) being co-managed by APAMO members as being \$9.23 USD per acre (\$3.69 USD per ha). This translates to a total annual need of approximately \$11 million USD. PA revenue recorded through the application of the UNDP Financial Sustainability Scorecard suggests a shortfall of 37.9%. The fact is, however, that because of the institutional fracturing of the NPAS, even estimates of the long-term financial shortfall are difficult to verify. PPG-related surveys provided a clear indication that as much as 85% of the PAs within the national system are functioning below mission-critical levels, which suggests a certain degree of validity of the UNDP Financial Sustainability Scorecard values.

46. Despite the importance for biodiversity conservation within PAs in the Belizean economy, means to capture some compensation for these goods and services are limited and have not been developed organically at the national level. Innovative projects such as debt-for-nature swaps, tourism conservation fees, and butterfly farming have been initiated by some PAs rather than strategically formulated at a system-wide level, and no formal current mechanism allows for the cross-subsidization of PAs with different levels of revenue-generating ability. However, individual best practices of cross-subsidization are found among MPAs managed by the Fisheries Department, as well as the nine PAs managed by the Belize Audubon Society.

47. A weak institutional and individual management capacity. Currently the limited PA resources are spread thinly between a multitude of PAs that share borders, ecological traits, and potential management objectives, which are managed autonomously causing unnecessary duplication of efforts and shortfalls for enrichment activities. Limitations in human capacities for planning, management, and monitoring of the status of biodiversity have further weakened the effectiveness of the NPAS. Furthermore, nearly half the ecosystem types found in Belize are under-represented in the current PA network and improved institutional and individual capacity is required in order to facilitate PA expansion. However, without consolidation of PA resources and increased development of PA management capacity, PA expansion to meet biodiversity targets is not possible.

48. The UNDP Financial Sustainability Scorecard indicates gross inadequacies in capacities for financial planning and management and exposes an *ad hoc* system for capacity development which is driven primarily on funding opportunities rather than a planned systematic approach addressing identified gaps in capacities.

1.5. Stakeholder analysis

49. The proposed intervention is expected to engage a diverse set of PA stakeholders, primarily those that are engaged in planning for and managing the national system (Table 3). The success of the project is dependent on their complete immersion into project development and the implementation of project activities. The main actors involved are the two primary government entities with mandates for PA designation and management (i.e., Forest Department, Fisheries Department), the National Protected Areas Advisory Council (NPAC), a temporary body with responsibility for providing technical guidance in the elaboration of an accepted Protected Areas Coordination and Management Body, APAMO, representing all co-managers within the system (it should be noted that much of the recorded baseline dealing with the operationalization of recommendations of the NPAPSP have been executed through APAMO efforts), the Protected Areas Conservation Trust (PACT), established by law to facilitate PA sustainability actions, and the Belize Association of Private Protected Areas (BAPPA), ensuring that the importance of PPAs for biodiversity management and connectivity is not neglected in project efforts. To ensure active involvement/ participation of these agencies and/or organizations, it is proposed that the abovementioned organization form the core of the Project Board.

Table 3 - Summary of key stakeholders.

Stakeholders	Description of Stakeholders' Roles in Project Implementation
Forest Department (DF)	The FD is mandated through national legislation to provide management oversight for all PAs designated under the Forest Act and the NPAS. The FD serves in the critical role of Co-chair of the NPAC, which currently serves to advise the GOB on all issues related to the NPAS as well as serve to facilitate the advancement of NPAPSP objectives. The FD is the co-executing agency of the proposed initiative and will participate on the proposed Project Board. Technical staff of the FD is expected to support project day to day execution.
Fisheries Department (FD) - Ministry of Agriculture and Fisheries (MAF)	The FD is mandated through national legislation to provide for the establishment and management of marine reserves within the system. The FD also serves as co-chair of the NPAC, the entity which currently serves to advise the GOB on all issues related to the NPAS as well as serve to facilitate the advancement of NPAPSP objectives. The FD is the co-executing agency of the proposed initiative and will serve as host of the proposed initiative. The FD financial and technical staff will be directly support project management and execution of proposed actions. The DF is also expected to play a significant role in the transfer of MPA Best Practice initiatives across the NPAS.
Coastal Zone Management Authority and Institute (CZMAI)	The CZMAI is a quasi-governmental entity that comprised the Advisory Council made up of the GOB, NGO, and academia policy representatives, and supported by a Technical Committee comprising similar representation. Its mission is to support the allocation, sustainable use, and planned development of Belize's coastal resources through increased knowledge and the building of alliances for the benefit of the Belizean people and the global community. The CZMAI will participate in project implementation through their participation in the Project Board/ Project Execution Group. The CZMAI participated in project development workshops/discussions.
Institute of Archaeology (IA)	The IA is a quasi-governmental agency established in 2003, which replaced the Department of Archaeology. The IA is dedicated to the research, protection, preservation, and sustainable management of Belize's cultural and archaeological resources. It has among its objectives the sustainable development and effective management of all public archaeological reserves and parks.
Protected Areas Conservation Trust (PACT)	The PACT is a National Trust established to provide financial support to the NPAS. The PACT has significant roles in park financing, and as such, in the financial sustainability of the system. The PACT serves as the primary co-financier of the proposed initiative and is expected to contribute to project oversight through their

Stakeholders	Description of Stakeholders' Roles in Project Implementation
	participation on the Project Board/ Project Execution Group. PACT's involvement in the project is crucial for the long-term sustainability of Component 3, which addresses capacity building of NPAS managers.
Association of Protected Areas Management Organizations (APAMO)	APAMO is Belize's leading network of environmental non-governmental organizations, particularly in the areas of PA management. Members of APAMO co-manage as much as 30% of the NPAS. Membership includes both NGOs and CBOs. The APAMO has been instrumental in forwarding recommendations crafted through the NPAPSP. Much of the project baselines have been contributed through APAMO efforts. The APAMO is meant to have a critical role in advising project delivery, ensuring synergies among project components and ongoing national efforts.
Belize Association of Private Protected Areas (BAPPA)	BAPPA is an umbrella organization representing all PPA managers. PPAs, although not yet formalized within the NPAS, contribute significantly to ecosystem connectivity and the protection of areas of great biodiversity significance (increasing ecosystem representation within the NPAS). BAPPA's role in the project is advisory as well as to provide assurance (i.e., ensuring the consideration of PPA's in overall project delivery).
Individual Park Managers/ Co-managers	Contributing to the management of Belize's NPAS are 18 co-management organizations. These organizations are directly responsible for PA planning and management activities. The proposed initiative will seek to engage park managers directly in the execution of Component 2 activities. These PA managers will be directly involved in the execution of piloted initiatives within individual PAs, including applied fee mechanisms and micro-investment to improve revenue generation potential, among others. These groups include, but are not limited to, the following: The Belize Audubon Society, Ya 'axche Conservation Society, Toledo Institute for Development and Environment, Southern Environmental Alliance, and Friends of Conservation and Development. All participating Civil Society Organizations are duly established and registered as not-for-profits under the laws of Belize.
Oak Foundation Belize	International NGO/ Foundation in Belize which supports large and small grants, including for marine conservation programs. Nationally the Oak Foundation has contributed significantly to the restructuring and strengthening of the NPAS, particularly the MPA sub-system. The organization is a partner in supporting the NPAC and is considering a national project which will have as one of its deliverables the strengthening of the national legislative framework supporting PA management and financing. The Oak Foundation's ongoing work program is will co-finance directly some aspects of the proposed initiative.
The Nature Conservancy (TNC)	International NGO with presence in Belize whose work directly supports interventions to ensure sustainable management of the natural resource base, financial sustainability of PAs, and improved management effectiveness of PAs. TNC's established work program complements closely the work being proposed under this initiative. Some of their planned programs can be viewed as indirect co-financing to project components. Because of the close linkages in programs it is imperative that this international NGO participate in project implementation as a means of synergizing national efforts.
National Protected Areas Commission (NPAC)	The newly restructured NPAC was established to advise to the GOB on issues related to the NPAS and its effective management. The NPAC will play a crucial role in advising the execution of Component 1 of the project, transitioning this Pro-Tempore group into the permanent Protected Areas Management Organization being proposed to facilitate coordination of PA management.
Ministry of Natural Resources and Environment	The MNRE through its Policy and Coordinating Unit has established a structure which enables non-state participation in key policy decision-making. The Policy

Stakeholders	Description of Stakeholders' Roles in Project Implementation
(MNRE)	Unit through its Non-State Stakeholder Committee will work to engage PA stakeholders throughout the implementation phase ensuring their feedback into the process. The GEF Operational Focal Point is also embedded in this Ministry, making its participation in Project oversight activities crucial. The Legal Representative of the MNRE will also play a crucial role in overseeing the harmonization of legislation.
United Nations Development Program (UNDP) Belize	UNDP-Belize will serve as the GEF Implementing Agency and will work to ensure transparency and accountability in project delivery, as well as provide technical backstopping for project implementation.

1.6. Baseline analysis

50. Under the “business as usual” scenario, Belize faces the possibility of little advancement in the realization of an effectively managed and financially sustainable NPAS. If not addressed in a significant way, gaps in PA financing and management will continue to threaten the integrity of the NPAS, limiting the operational effectiveness (i.e., its ability to provide for biodiversity conservation, ecosystem support, and its ability to support national development goals). The proposed project is expected to establish an enabling environment through legal, institutional, and operational reforms supporting PA management effectiveness and financial sustainability. Without the Global Environment Facility (GEF) intervention, insufficient conservation efforts and ecosystem under-representation will continue due to the fractured nature of the current PA network and the lack of a system approach to conservation. Additionally, without GEF intervention, PAs will remain financially unsustainable, relying on insufficient and uncertain funding and will continue to operate in an environment where revenue generation options are severely limited for as much as 70% of the sites currently making up the system, despite their significant contributions in supporting the various pillars of national development.

51. Even with the existence of a NPAPSP, which was developed to provide strategic direction and guidance for the NPAS, the current problematic situation identified above will remain. Although all management efforts of Belize’s national system should be aligned with the NPAPSP, administrative structures and processes do not fully support the operationalization of this key tool. PAs’ sustainability continues to be negatively impacted by current practices of “silo” management. An evaluation of NPAS indicates the absence of crucial national legal and institutional elements. These deficiencies limit the success of any national attempt at advancing the NPAPSP recommendations, and manage to maintain the barriers to effective and efficient management of the NPAS. A lack of coordination among PA management authorities and institutions has resulted in what now can only be described as *ad hoc* actions resulting in ineffectual management with very little realized benefits. Without GEF increment it is expected that the management of NPAS sites will continue following the *status quo*, which has contributed to its deficiency to date and reduced its ability of realizing true financial and ecological sustainability.

52. As threats to biodiversity continue to grow due to increased demands on Belize’s natural resource base as a means of counteracting national economic shortfalls, the capacity of managers to address these threats is expected to remain the same as management entities are unable to capitalize on alternative financing options to support human and institutional capacity building. The assessment of the NPAS’s current financial status using UNDP’s Financial Sustainability Scorecard indicates varying levels of understaffing in most PAs. This problem is particularly acute in the community-managed parks and the government-managed forest reserves. Particularly critical is the absence of capacities across all PAs for effective long-term planning, including planning for financial sustainability. Capacity building for PA managers has been driven by fund availability and not by specific priority needs. Without the development of an informed capacity development regime it is expected that opportunities for learning

and innovation will remain limited. Partnerships established through the project are expected to support this programme after project end. The following describes the baseline programs divided into three areas according to the project's outcomes:

1. Legal and institutional arrangements for a national protected areas system.

53. The NPAPSP was the result of two years of collaborative efforts between state and non-state stakeholders involved in PA management. The system plan document was completed by an inter-ministerial task force and was endorsed by the MNRE in 2005. Plans are currently underway to seek official Cabinet endorsement of the document in 2010. The NPAPSP outlines a policy for PAs in Belize and provides recommendations for the formalization and sustainability of an NPAS.

54. A result of this extensive exercise was the investigation of possible management structures crucial for the support of an NPAS. The resulting NPAPSP Report records these suggested structures as Annex 4 of the primary document. This report, which deals with NPAS governance, is commonly referred to by national stakeholders as the *Homer Document (June 2005)*.²⁶ The study presented five possible management structures to PA stakeholders and underwent significant national consultation and discussions with PA stakeholders. As a result of this development/validation process, these five options were reduced to a possible two structures which were thought to be most suited to national realities and that responded best to sustainability concerns. Of the two proposed structures, one of these (Option 1) recommends the establishment of a single statutory agency for the management of all state-declared PAs. This agency, to be known as the "National Protected Areas Service" would comprise the existing staff and infrastructure of the Forest and Fisheries Departments, the CZMAI, and the IA. The second structure (Option 2) proposes the establishment of a single statutory agency referred to as the "Forest and Wildlife Authority" that would give the Forest Department complete control of its finances, staffing, and operations complemented by the establishment of a sister agency called the "Wildlife Authority/Fisheries and Marine Resources Authority" to oversee management of marine areas. This proposal creates an opportunity for the participation of the CZMAI to be incorporated into this agency.

55. Since the initial presentation of the Homer findings, APAMO, as a part of its response to a 2007-2010 framework document developed by PA stakeholders to guide the operationalization of the NPAPSP²⁷, has commissioned several processes of legislative review. Key among these was the review of the NPSA, Chapter 215 of the Substantive Laws of Belize. The outcome of this review resulted in proposed recommendations for amendments to the Act which included the articulation of a "Part IV, Section 24 through 42." This proposed amendment develops a structure for what is to be called the "National Protected Areas Authority." The proposed "National Protected Areas Authority" is closely aligned to the recommendations made by Homer in Option 1 and is felt to provide adequate basis for the project's contribution to the removal of Barrier 1, which speaks to "a fractured institutional, legal, and operational framework of protected area management."

56. The 2005 NPAPSP also proposed certain actions necessary to implement the National Protected Areas Policy. Primary amongst these actions was the need for "harmonization of legislation." In order to ensure that the legislation pertaining to biodiversity management and protection are conducive to the attainment of long-term goals of the NPAS it was identified as being imperative that synergies between existing legislation and between the PA policy and other policies, particularly those linked to national and

²⁶ Homer, Floyd. 2005. Improving Governance of Protected Areas in Belize: institutional, management and legislative requirements. National Protected Areas Policy and Systems Plan Project (NPAPSP).

²⁷ National Protected Areas System Plan –Belize (Operational Framework : Principal Themes and Areas of Actions).

sectoral development, be recognized and pursued. The national policy also called for the enactment of new legislation to address gaps within the system.

57. Since this declaration of purpose several individual institutions, including the GOB, have undertaken efforts to streamline PA management. Through the UNDP-GEF *Integrating Protected Areas and Landscape Management in the Golden Stream Watershed Project* (GSW), legislation was drafted to ensure the formalization of PPAs within the national system. This drafted legislation is currently under final review by the GOB before its presentation to the Cabinet for endorsement. Ongoing efforts spearheaded by APAMO and supported by the GOB have resulted in the development of a draft Co-management Agreement meant to standardize co-management across the system as well as provide clear definition of roles and responsibilities in the co-management of PAs. APAMO has also worked to assess national management effectiveness and is undergoing a process of developing a training program focusing particularly on CBOs involved in PA management. The Forest Department has led efforts to review and amend the antiquated forestry legislation and policies, and is actively involved in designing an effective system for community-based forestry. In the marine realm, through efforts supported by the Oak Foundation, measures to consolidate MPAs into effective management units are underway while the recently completed World Bank-GEF *Conservation and Sustainable Use of the Mesoamerican Barrier Reef* (MBR) project worked to harmonize policies and regulation for the sustainable management of transboundary coastal and marine resources. Specific outputs whose lessons and products are key to this proposed Mid-size Project (MSP) include: a) best practices certification for marine tourism development; b) harmonized regulations governing extraction of marine resources; and c) the development of the base of an improved information system to encourage public and private participation in MBRS conservation.

58. Although much has happened, efforts to streamline PAs and PA-supporting initiatives remain uncoordinated and have resulted in some duplication of efforts (e.g., in 2009 both BAPPA and the GEF GSW project had initially submitted recommendations regarding the formalization of PPAs into the NPAS). Without the identification of an effective leader, resulting tensions between the aggressive, proactive NGO stakeholder community and the national entities with mandates for PA management have also begun to increase.

2. PA financial sustainability.

59. The recently completed UNDP Financial Sustainability Scorecard indicates that the combined NPAS operates at 37.9% below mission critical levels (i.e., finances currently injected in the system are inadequate to support completely the basic required structures for effective PA management). Although the country still morally and theoretically supports biodiversity conservation and management, the current economic positioning of the GOB does not allow for immediate increases in government funding to the system. This in itself is disturbing news for a system whose guiding policy identifies the key role of government as providing core funding to facilitate best practice management.

60. Management effectiveness tracking tool (METT) scores indicate that a significant proportion of Belize's PAs (more than 85%) are operating with insecure budgets, with a bulk of the NPAS budget attributed to external grants, funded by a large cross section of donor organizations ranging from large internationals and multinationals to small funds/foundations. This number is supported by an independent survey carried out by the UNDP CO which suggests that grant funds on average account for 80% of individual park budgets, with some PAs' entire annual budgets tied to grants.

61. The strength of Belizean NGO co-managers to attract outside funding should not go unrecognized as the project investigates means of maintaining system sustainability. Although insecure in nature, this revenue source has been instrumental in supporting the management of PAs since their establishment and the ability of co-managers to attract external funding should be considered an asset. However, it should be

cautioned that a large majority of those PA managers participating in project development have indicated a constant decline in available funding sources over the last decade.

62. A majority of the Belizean PAs have had to depend primarily on grant funds as these PAs have no real avenue for revenue generation at present and where present revenue generation activities are limited to the application of entrance fees and the provision of very limited tourism services. A very weak national financial accountability system makes it next to impossible to ascertain true estimates of total fee generation through the system. An extrapolation exercise recently conducted by UNDP indicates this figure to be near \$2 million USD per year across the NPAS; however, without supporting records this figure cannot be substantiated. An ill-defined national fee structure has opened managers, government and NGOs alike, to admitted but undefined losses.

63. The need for modernizing Belize's PA financing approach is critical at this juncture, but such a need is restricted by a poorly defined environment for planning and management as well as limited capacities for the application of effective management tools. This is evident in the results of the applied UNDP Financial Sustainability Scorecard, which indicated very poor NPAS scores relating to Component 2, business planning and tools for cost-effective management, and Component 3, tools for revenue generation by PA. The overall findings revealed in the score card indicate that while Belize's NPAS has in place some elements essential to ensure sustainability (this is particularly the case of the MPAs developed under the GEF-supported project *Conservation and Sustainable use of the Belize Barrier Reef Complex*), significant gaps still exist in the national environment supporting this goal.

64. The lack of specific national approaches or "menu mixes" as could be prescribed by a national financial sustainability strategy is one such missing component within the national enabling environment. This proposed *a la carte* approach is expected to investigate potential financing opportunities based on a number of factors including PA features, PA product services offering potential integration of the PA system in the national development framework, and the purchasing potential or willingness of customer groups. The GOB has initiated national consultancies aimed at defining the component of a sustainability strategy for its national system. This effort is funded in part by TNC and the GEF-supported global Programme of Work for Protected Areas (POWPA) initiative. The feasibility assessments associated with this formulation process are expected to inform financial sustainability investments proposed in Component 2 of the project.

3. PA management capacity.

65. A recently completed Status of Protected Areas Report²⁸ presented effectiveness results against the seven indicator categories, including resource information, resource administration, management and protection, participation, education and socioeconomic benefits, management planning, governance, human resources, and financial and capital management. The national management effectiveness tool applied was developed through the NPAPSP process and is based primarily on Rapid Assessment and prioritization of Protected Area Management (RAPPAM) methodologies. The overall management effectiveness of the NPAS is rated as **Good** (2.44 out of 4.0). These numbers are consistent with those generated through the application of the METT, in which an average score for the NPAS (determined by averaging individual PA scores) indicated **Medium effectiveness** of the system (70.06%). The METT identified specific deficiencies as it relates to relationships with commercial and or tourism operators as well as in the management of fees. These two criteria both recorded scores well below the average 1.5 and

²⁸ Commissioned by APAMO in 2009 to provide an overview of management effectiveness of Belize NPAS and state of biodiversity values within the system.

is a telltale sign of inefficiencies in management capacities to address business development and finance management accountability and transparency.

66. The value of strategic planning is understood and accepted by all organizations involved in PA management in Belize; however, institutionalizing the strategic planning process has presented some difficulty at both the site and national levels of PA management. PA management planning to date has been carried out primarily through the contracting of national experts, as the capacities for effective planning are all but absent within agencies and organizations tasked with PA management. Understanding the core elements of effective PA management dictates an understanding of the regional and international context of sustainable development and PA management. Weak management effectiveness has significantly intensified threats to the system and has resulted in a system characterized by poor planning and with limited chances for true sustainability.

2. STRATEGY

2.1. Project rationale and policy conformity

67. The GEF Strategic Objective on Protected Areas (SO 1) is aimed at “Catalyzing Sustainability of Protected Area Systems.” In keeping with the GEF IV focus the proposed project targets support for the NPAS. Project Component 2 specifically addresses GEF Strategic Priority 1, “Sustainable Financing of Protected Area Systems at the National Level,” as PA managers and co-managers having gained necessary capacities, supported by key planning tools and frameworks, to address PA system/PA financial sustainability through outcome delivery. The project is also expected to create an operational, centralized PA network and consolidate PA units to allow for greater effectiveness in their management (Component 3) as well as a more coherent approach for expansion of the country’s PA system at the landscape level. Through Component 1 the project will create the necessary legal and institutional environments for the development and sustainability of a more robust NPAS.

68. OP Conformity: The project focuses on the PA system in its entirety and proposes interventions which will allow national authorities to initiate a process of replacing site level management with a more effective process of systems management. The project will also promote consistent assessment of PA effectiveness and thus will leave beyond its duration an appreciation for monitoring outcomes, both in terms of ecosystem functions and sustainable use of resources at PAs. In accordance with GEF 4 guidance the proposed intervention will work to increase the overall levels of funding to the NPAS by creating opportunities for PAs to secure funds from sources external to the national budgeting process, and by developing national capacities for effective planning and management.

69. The proposed initiative proposes to undertake priority actions prescribed by the NPAPSP document and is aligned with the primary national objectives for PA management as is outlined within these documents. The National Protected Areas Policy identified four strategic objectives that should be implemented along a critical path to improve PA system management in Belize. The four strategic objectives were designed to make the existing network function effectively so that it can assimilate the modifications needed to ensure comprehensive coverage of PA across the country. These objectives include the establishment of an enabling administrative structure for policy implementation, the creation of a system that is functional, the rationalization of the system allowing for comprehensive cover, and the consolidation and simplification of the site.

70. The project also supports national actions aimed at assuring CBD conformity. Belize ratified the CBD on December 30, 1993. The POWPA crafted and approved during COP-7 of the CBD required that countries make substantive efforts to strengthen the NPAS through legal and institutional capacity development and by creating an environment which enables sustainability of the system. Despite some

national efforts to advance the POWPA, gaps continue to persist restricting the ability of managers to effectively secure PA values. The project herein is expected to serve as a catalyst to fulfilling national sustainability targets for its PAs as set out in Belize's National Biodiversity Action Plan and respond directly to alleviating critical barriers to PA effective management and financial sustainability as prescribed in the 2005 NPAPSP.

71. As a country Belize is eligible to receive assistance from the UNDP through its Standard Basic Assistance Agreement (SBAA) with the United Nations, signed on June 7, 1982. The proposed initiative is in line with the Program of Action prescribed by the UNDP Belize Country Program Document. In response to United Nations Development Assistance Framework (UNDAF) National Priority Area III: Improving Sustainable Development Practices, the UNDP CPD proposes UNDP's support to initiatives meant to strengthen the national framework for biodiversity management at state and non-state levels. The proposed initiative builds on UNDP's past support through its very active Disaster, Energy and Environment portfolio and is a result of the Common Country Assessment (CCA) which identified the weak and inequitable distribution of access to and benefits from natural resources, citing unsustainable levels of land use and fisheries practices, the vulnerability of Belize's resource base to the effects of climate change, and inadequacies in national capacities to effectively mainstream improved environmental management efforts into national planning for sustainability.

2.2. Country ownership: country eligibility and country drivenness

72. Belize became a Party to the Convention on Biological Diversity on December 30, 1993 (by ratification). The signature date was on June 13, 1992.

73. The proposed initiative is fully consistent with the Belize's NPAPSP. The NPAPSP is the result of two years' effort from the Protected Areas Task Force, an inter-ministerial group charged with the development of a coherent approach to PA establishment and management on a national scale. It identified four strategic objectives that should be implemented along a critical path to improve PA system management in Belize. The four strategic objectives were designed to make the existing network function effectively so that it can assimilate the modifications needed to ensure comprehensive coverage of PA management across the country. These objectives include: a) the establishment of an enabling administrative structure for policy implementation, b) the creation of a system that is functional, c) the rationalization of the system allowing for comprehensive ecological and operational coverage, and d) the consolidation and simplification of the system into large management units. Table 4 summarizes national efforts towards the realization of these objectives.

74. The NPAPSP resulted from extensive consultation with local communities, government agencies, NGOs, and other PA stakeholders. The NPAPSP was presented to the Belizean public at a National Stakeholders Forum in January 2006. A total of 49 groups representing a cross-section of non-government, government, civil society, private interest, regional and international organizations and PA managers participated in the forum. Since then, various stakeholder planning events have been held to prioritize principal themes, identify action areas, develop concrete objectives, and define measurable results. The process has clearly involved extensive studies and widespread consultation, and thus represents the consensus view among those people who are directly involved or affected by PAs in Belize.

Table 4 - Summary of actions towards a functional NPAS.

Objective	Activity	Status
1. Establish an enabling administrative structure for policy implementation.	Formal adoption of the National Policy on Protected Areas.	Done by Cabinet in December 2006.
	Establish a standing NPAC.	NPAC has been appointed, and

		meets occasionally. No funds allocated for sustainable operation.
	Revision of the National Parks System Act (NPSA) and re-title as the National Protected Area System Act (NPASA).	Initiated by the Forest Department, but no name selected. The process is in the early stages.
	Full administrative reform consolidating natural resource management (including PA management) under a single statutory authority.	Discussions held on the reform, although the (single authority) structure has not yet been agreed upon.
2. The NPAS is functional.		
2.1. Procedures.	Formal adoption of technical guidelines for site management and business planning models, monitoring and evaluation, and co-management agreements.	The entire co-management arrangement is currently under review by the government and APAMO.
	Inclusion within the NPASA of clauses relating to management planning and co-management.	Should be addressed during the review.
	Provision of technical support to meet required procedural standards.	Should be addressed during the review.
2.2. Financing	Seek efficiencies in use of available resources.	Being applied on a “manager” basis.
	Provision of technical support in financial planning, business planning, and site administration.	Sought by individual managers.
	Economic evaluation at site and system levels.	Initiated.
2.3. Other support systems	Provision of “rapid response” team for resource protection.	Pilot structure in place for Toledo & Stann Creeks District for fire management.
	Legal support program.	Not yet available.
	Public awareness program.	Applied by individual managers as a support/advocacy tool.
	National training program for PA management.	Initiated.
3. The NPAS is comprehensive.	Maintain the clearing house mechanism for management and access to information on biodiversity.	Clearing house in place, lack of capacity to maintain database.
	Biodiversity baseline and monitoring program.	Not generally applied.
	Provisions for inclusion of private and community PAs within the national system	Legislation drafted and under consideration.
	Detailed survey and incorporation of areas required to complete the NPAS.	Not yet completed.
4. The NPAS is consolidated and simplified.	Inclusion within the NPASA of clauses allowing a full range of PA management options with different levels of extractive use, plus provisions for technical review and public participation in boundary modifications.	To be addressed during the review of the legislation.
	Site consolidation.	Some areas already being managed under the landscape approach, but not yet generally or formally instituted.

2.3. Design principles and strategic considerations

75. PIF Conformity: The project design is closely aligned to the original PIF. The structure of the project components closely resembles the PIF that was approved by the GEF. Only minor changes in the

indicative GEF financing by components were made, as a result of the adjustments for improved project outcome/output delivery and overall project management. Project management costs were increased from \$90,000 USD to \$96,000 USD, which still meets the GEF requirement of less than 10% of the total project financing. Additional funds assigned to the project management budget will be used to help cover the costs of the project's M&E plan. A summary of the indicative GEF financing by components is presented in Table 5.

Table 5 - GEF financing by components.

Project Components	ProDoc (USD)	Original PIF (USD)
Component 1	196,250	200,000
Component 2	580,000	585,000
Component 3	102,250	100,000
Project Management	96,500	90,000
TOTAL	975,000	975,000

76. UNDP's Comparative Advantage: The UNDP has been selected as the Implementing Agency (IA) of this project by the GOB based on its longstanding working relationship with the GOB in the area of sustainable development and natural resources management. The UNDP serves as the in-country lead UN agency working in the area of biodiversity and has served as the IA for a majority of national biodiversity initiatives to date. UNDP Belize was party to the development of the NPAPSP, which serves as the basis for this project. Its in-country presence has allowed for the IA's participation in a wide range of national development processes, which provides the IA with an understanding of national priorities and needs as well as direct linkages to the primary stakeholders involved in national PA management. This project will build upon the extensive experience of the UNDP in the development and implementation of major PA-related projects globally. The UNDP's comparative advantages in the areas of institutional strengthening and human resource development are considered assets in this process.

77. Coordination with other related initiatives: This GEF project was designed to implement recommendations developed under the NPAPSP. Project directors (i.e., co-chairs of the NPAC) and the project implementation team will ensure coordination and synchronization of efforts with related NPAPSP programming. Additionally, steps will be taken by the Project Board to include in its membership National Project Coordinators (e.g., APAMO and BAPPA) who are managing related projects to ensure coordination and synchronization of efforts, as well as promote cross-fertilization where possible. This project will be implemented in the context of other GEF initiatives, including the recently completed World Bank-GEF MBR full-size project, and the ongoing NDP-GEF GSW medium-size project and the POWPA initiative. These GEF investments were properly reflected in the project design. The lessons-learned were identified for incorporation in the proposed project, as well as complementarities.

2.4. Project objective, outcomes and outputs/activities

78. The **project goal** is to safeguard globally significant terrestrial, coastal, and marine biodiversity of Belize. The **project objective** is that by July 2013, Belize will have effectively developed legal, financial, and institutional capacities to ensure sustainability of the existing NPAS. The project's outcomes and outputs are described below.

Outcome 1: The National PA system is supported by legal and institutional reforms furthering efforts in attaining sustainability of the system.

79. The greatest barrier to the effective management of Belize's NPAS lies in its fragmented nature and its limited capacities for effective planning. Ensuring effective management and securing sufficient financial resources are vital if PAs are to continue to provide benefits and fulfill their role in biodiversity conservation. However, these outcomes are impossible if the enabling environment does not exist to support the process. Public policy is a key factor for the effective management of PAs. If a PA system is to be strong and effective, it must be supported by the appropriate policies, legal instruments and institutions. Outcome 1 seeks to provide an enabling legislative, institutional, and socio-economic environment for Belize's NPAS. It identifies and responds to legislative and institutional gaps and barriers that may impede the effective management of PA and recognizes that the lack of financing and capacity are in fact interrelated issues.

Output 1.1. National Protected Areas System Act (NPASA).

80. The proposed output will respond to Belize's fragmented NPAS and will formally define through legislation a national system as well as provide a structure for coordination of activities within the defined system. Such a system was never formally defined, with PAs arbitrarily added or removed with little consideration of ecosystem representation or true functionality of the system. This output will be co-financed by the Oak Foundation through a complementary initiative, which is intended to promote effective systems management through the establishment of parent PA legislation (NPAPSA). This legislation will link all PAs that are currently established and managed under the three principal existing acts: Forest Act, Fisheries Act, and NPSA.

81. The process of developing this parent legislation will include a rationalization exercise to verify the elements of the existing PA network, with key focus on ecosystem representation and categorization of PAs within the system. A legislative review, along with the findings of the rationalization process, will serve as the basis for NPASA development. Full participation of stakeholders in this process is key to its successful implementation, as well as stakeholder acceptance of any resulting product. As a means of ensuring this the project will also support advocacy functions by the NPAC and its co-chairs (i.e., Fisheries Department and Forest Department). The NPASA will be approved by the Belize Cabinet during the second year of the project.

Output 1.2. Reformed Forest Act, National Parks System Act, Finance Act, and Fisheries Act in support of NPAs.

82. It is vital that all existing PA legislation and enabling regulations are harmonized with the new parent NPASA legislation. The project proposes a simple harmonization activity meant to ensure synergies among the various pieces of legislations referred to in this project document as base legislations (Fisheries Act, Forest Act, NPSA, Finance Act, PACT Act, and Coastal Zone Management Act) and the developed NPASA. It is expected that the base legislation will require amendments to ensure the required reconciliation of PA guiding principles and system targets. Initiatives supported under this output are intended to examine the existing legal structure and to make recommendations for amendments to these base acts. It is expected that these recommendations for harmonization will be adopted and endorsed within the proposed timeline for the project, especially in year three of project implementation.

Output 1.3. Legal instruments/frameworks addressing royalty payments, concessions, cost sharing arrangements with long-term productive sectors.

83. Given the reality within Belize of limited allocation to PA management due to national economic constraints and the over-dependence of the system on external grants, all opportunities for sustainable resource use must be explored and enabled for Belize's PA system to become financially sustainable. The current lack of enabling regulations to complement the existing NPSA disqualifies to a great degree the

use of concessionary arrangements within the existing system; and decisions regarding any such arrangements are left to Ministerial discretion. This severely limits the permissible income generation options available to PA managers and also leaves the system unprotected in the possibility of unregulated investments. The proposed intervention will develop the enabling regulations governing concessions as is prescribed under the NPSA.

84. In a parallel process the project will work directly with other line ministries and departments in the drafting and/or revising of regulating instruments which will allow PA considerations to be included in their respective sectors' development within PAs. This effort is also expected to investigate and enable a mechanism whereby sectors supported by PA resources directly contribute to the management of the system. Concessions and cost-sharing arrangements will be directly addressed by these regulating instruments. It is also the intent of this activity to revise outdated royalty assignments and to put in place a mechanism where a percentage of such royalties and fees are directly invested in the system and its management. Current practices direct all royalties to the national consolidated fund with no surety of its reinvestment in the management of the resource itself.

85. In response to a growing movement to actively manage and possibly exploit resources found within the boundaries of Belize's PAs, the project proposes the development of Investment Guidelines. These guidelines are meant to ensure protection of the integrity of biodiversity and cultural values maintained by the PA system. Key attention will be given to processes governing oil and mineral exploration and exploitation, water use, tourism, and energy generation within PAs. These guidelines will take into consideration proposed appropriate mitigation actions as well as establish a formal process, directly linked with the national Environmental Impact Assessment (EIA) process for the vetting and approval of such investments. The National Environmental Appraisal Committee (NEAC) of the Department of Environment and various resource management authorities will be sensitized as to these guidelines and their applications.

86. This outcome will be closely linked to the actions proposed under Output 1.2, particularly the policy and legislation review process being proposed. This review process will assist the project in identifying relevant gaps in regulations and other legal instruments which may impede PA sustainability.

Output 1.4. Fees and charges standardization policy.

87. Management failures and the issues associated with agency non-performance in key areas indicate a general lack of accountability for effective management in the PA system. METT survey interviews exposed a system void of an effective fee system. Fees are in fact rarely applied within the system and when applied limited checks exist to ensure for transparency and accountability in its application. This deficiency restricts the usefulness of fees as it relates to supporting PA sustainability. The proposed output seeks to, through a participatory process, examine the current fee regime and design a structure more suited to respond to the needs of the national system. The proposed initiative is expected to address adjustments to existing fees charged and the introduction of fees for additional services including but not limited to parking, watercraft docking, scientific research, filming, camping, among others. The proposed fee structure is expected to take into account the real cost of sustainable tourism management and will also take into consideration the visitors' willingness-to-pay for services.

88. The project is also expected to support improvements in the PA fee collection system. This activity will increase the administrative and technical efficiency for ticket sales as well as for fee collection in the PAs. Improving the efficiency with which fees are collected will serve to prevent loss of revenue. This is hoped to be achieved through the establishment of a management structure to streamline the administrative ticket sales and fee collection chain. Ticket sales and fee collection will be standardized across the NPAS and guards put in place ensuring regular reporting on revenue generation.

89. Once defined this system-wide user fee system must be implemented and enforced. It is the intention of the project to legitimize and institutionalize this structure through the articulation of a national fee policy and by supporting a national socializing program meant to increase awareness and “buy-in” among decision-makers, managers, and users. The revised fee structure and its supporting improved fee collection system will be piloted across several PAs within the existing network. A trial *in situ* application will make it possible to evaluate the impact of the new fees on visitor volume and adjust the new fee proposal if necessary. PAs participating in the pilot will include those with highest annual visitation rates and include , but are not limited to: the Hol Chan Marine Reserve, the Blue Hole/ Half Moon Caye Natural Monuments, the Laughing Bird Caye National Park, and Actun Tunichil Muknal National Park. The Project Execution Group with guidance from APAMO will make final determination of the participating PAs.

Output 1.5. NPAS management organization including structure and operational guidelines.

90. As has been previously described, Belize’s PA system is managed through a structure fragmented across multiple government agencies, ministries, and other entities with little coordination and no clear line of authority for overall management. The project proposes to work closely with the recently restructured NPAC in the establishment and formalization of the National Protected Areas Authority (NPAA). The NPAA has been predefined as a hybrid of the two acceptable structures for effective PA administration and coordination for Belize during the elaboration of Belize’s NPAPSP. The proposed structure was further fine-tuned through an APAMO-commissioned legal and institutional review of the national system. The above suggested NPAA is expected to serve to ensure administrative and operational coordination among the government agencies and non state co-managers responsible for PA management. As a parallel process these entities will be individually strengthened to ensure capability to execute their mandate as relates to PAs. The target for this objective is for the NPAS to have an overarching effective national management framework in place by 2012.

91. The project seeks to coordinate NPAC-APAMO efforts in the realization of the final accepted structure for Belize’s PA administration and coordination. This component will consolidate the management organization’s role as the responsible agency for the administration of the NPASA. The accepted structure and its responsibilities are to be clearly defined and determined by legal and institutional frameworks at the national level. The project will support the development of standard operational plans, ensuring conformity with the needs of the NPAS as well as work to develop mechanisms of effective communication among partners, for conflict management, and a mechanism which ensures the involvement of all partners in decision-making. The management authority is expected to formalize the coordinated participation of the main stakeholders in PA planning and management, once functional.

Outcome 2: Modernizing PA Financing for Sustainability.

92. Belize’s PA system shows very little innovation in the methods employed to ensure financial sustainability of the system. More and more PA managers have become increasingly dependent on the application of grant funds to support PA management and investment. Coupled with the GOB’s increasing challenges relating to fiscal constraints and the increasing inability of the GOB to meet the costs of PA management, this has led to a system operating largely on unsecured budgets that are dependent on year to year successes in attracting grant funding. Add to this the narrowing focus of some funding agencies and the investment assurances required by international development and lending agencies, who insist that financial sustainability be a routine condition of loans and grants for PAs, and the importance of adopting a business approach to PA management becomes apparent.

93. Project interventions will target those PAs thought to have the greatest revenue generation potential. These efforts will work to strategically invest in these areas, as an increase in the revenue stream to the NPAS as a whole is necessary to ensure sustainability of the system. It is the long-term vision of Belize's NPAS to foster a system of cross-subsidization for the NPAS, where high potentially productive PAs or zones within PAs are developed allowing for the attainment of their financial needs and in time having these parks contributing to the financial sustainability of the broader system. The interventions prescribed under Outcome 2 serve to operationalize and streamline mechanisms expected to increase the earning potential of PAs as well to "sure up" existing mechanisms for increased effectiveness in their application reducing losses due to inefficiencies.

94. The project targets nine (9) priority PAs deemed as having the highest tourism potential, these parks are similar to those already mentioned as having the highest visitation rates, however a final decision for their inclusion is dependent on the outcome of planned feasibility and carrying capacity studies. Apart from parks with high potential for tourism the project is also expected to work in at least three other parks within the system that are closely linked to other productive sectors, including energy generation, minerals and oil extraction, fisheries, and forest extraction. PAs suggested for inclusion during project development include: Chiquibul National Park (mineral & xate non-timber extraction), Sarstoon Temash National Park (oil exploration), and the Southwater Caye Marine Reserve (fisheries extraction). Every effort will be made to align the NPAS with current long-term national development strategies that are under development.

Output 2.1. Selected instruments (i.e., legislated NPASA-related regulations for increased government budget appropriations; amended co-management agreements for accountability, enabling regulations for tourism concession and royalty assignment to PAs, and regulation for fee definition) enable PA investments.

95. This project maintains that government allocation should continue to be an important component of financing PAs; however, in view of recent national financial shortfalls the project proposes the application of more innovative means to secure this required support. This project component will apply the national instruments refined under Output 1.3 of Component 1 (i.e., regulations guiding sector development within the NPAS and regulations defining royalties and concessions). These instruments will become a part of the national menu of options available to support PA management. As was expressed above, the current lack of enabling regulations to complement the existing NPAS disqualifies any degree of concessionary arrangements for and within the existing system and leaves decisions regarding such arrangements to the discretion of the Minister of Natural Resources and Environment. This severely limits permissible activities within the system which can contribute to income generation, and leaves the system unprotected to unregulated investments which have gained Ministerial approval.

96. In years 2 and 3 of project implementation the project will apply the products generated through Output 1.3 and 1.4 across the PA system. Through the application of these instruments and regulations, particularly those related to royalty assignments, the project will attain its projected target of a 25% increase of the GOB's input/re-investment in the NPAS.

97. Enabling regulations defining and guiding investments in PAs will also allow for increased investments in the system by PA managers and private sector organizations. With the establishment of an environment which supports concessionary agreements with PA managers, the project will work to support up to four (4) such partnerships across the NPAS.

98. Important to the successful implementation of the above suggested measures are the acceptance and involvement of national co-management partners. A legal review of existing co-management agreements commissioned by the APAMO described existing co-management agreements as being, "loosely and sketchily drafted agreements with ambiguous and perambulatory language, that ill-define the obligations

and duties of the parties thereto.” Under this project component the project expects to build on the extensive work undertaken by APAMO and its members in the standardization and formalization of co-management agreements. Based on the recommendations coming out of the above legal review process, a new co-management framework was drafted to guide co-management of sites within the NPAS. The project will seek the acceptance and adoption of the co-management framework, through its support of a national consultation process, involving PA managers including NGOs, CBOs, and the GOB. As a result of this process there is expected to be a re-drafting of the framework to a product accepted by both the GOB and its co-management partners. Important to this agreement are the clear definition of roles and the inclusion of measures for accountability and transparency in PA management.

Output 2.2. Selected mechanisms (e.g., business plans, PA marketing strategies; PA cross-subsidization; increase in small scale PA level physical capital and businesses; reinvestment system for concessions, royalty, and fees in PAs) increase PA revenues.

99. Activities defined under this output will serve to increase income generation of individual sites within the NPAS and by association the overall system itself. These activities include: a) the development and the application of effective planning tools for financial sustainability, and b) measures for reinvestments for concessions, royalties and fees into PA management as well as the support of management effectiveness and small-scale development. Through this output, pilot projects will be established to demonstrate innovative financial sustainability mechanisms.

100. The METT and the Financial Sustainability Scorecard results reported the existence of management plans in approximately 50% of the PAs assessed. However, in many cases these management plans do not provide adequate guidance for business planning in the PAs. To complement existing PA management plans, the project will support the development of PA-level business plans in the eight (8) priority PAs, which are chosen for their high potential for revenue generation (selection will be done during the first year of project implementation and guided by the PA Financial Sustainability strategy under development). Selected PAs will most likely include some of the areas already identified for inclusion in previously mentioned pilots. The developed business plans will serve as models for PA managers across the system, enabling them to accurately determine management costs and potential revenues and identify any shortfall, as well as assess the conservation costs of such shortfalls. It is the intention of this output to act as a catalyst in changing the existing management paradigm, to encourage PA managers to adopt a business approach in the management of their PA. However, it is cautioned that this approach is not meant to replace PA consciousness of conservation and conservation objectives but in fact is expected to complement it. It is expected that as a result of this exercise PA managers will be able to ensure that the highest priority management activities can be funded and that managers will be able to identify financial sources and opportunities and to match these with the financial requirements of the PA or NPAS. Important to this outcome is the defining of re-investment strategies for PAs.

101. The development of the business plan for the eight (8) pilot PAs will inform the production of simplified “how to” guides (i.e., Business Planning Guides). These guides will map out a simplified process for business planning for PAs, taking into account recognized national and regional best practices. The Business Planning Guides will be promulgated through PACT sponsored capacity building measures as well as through the use of APAMO and other management entities including the NPAC for their dissemination. Efforts will be made to introduce these guides to the University of Belize curriculum course titled ‘Protected Areas Management’.

102. It is a reality that most of the PAs within Belize’s NPAS are not only under-staffed, but also severely under-equipped. Limited funds injected into the system are prioritized to support staffing firstly, programmatic work secondly, and then whatever surplus is recorded is re-invested in park facilities and infrastructure. This is particularly debilitating for those areas receiving visitors. It is believed that current re-investments into the system are inadequate to support basic services provided to an increasing number

of tourists within the PAs. The project is expected to provide small-scale investments for physical capital and community-managed businesses within PAs through a built-in small grant scheme. Priority PAs will be those eight (8) PAs targeted for business plan development. Investments will support the following: a) enhancing PA communications; b) improvements to visitors' canters and entry booths, which will facilitate payment of PA entry fees; c) improvements for enhanced visitor experience; and d) support of small-scale infrastructure or small community-managed businesses and enhanced visitor experiences.

103. Investments in PAs, particularly infrastructural investments, are expected to take into consideration carrying capacities and limits to acceptable change.

Output 2.3. Socialization program to build awareness and acceptance among PA managers and industry stakeholders of the PA Financial Sustainability Strategy.

104. A product of the Global Protected Areas Plan of Work Initiative is the development of a PA financial strategy for Belize's NPAS. This strategy is expected to define opportunities for investments and revenue generation within the NPAS, and is being developed through a parallel process spearheaded by the NPAC and PACT. The completed strategy is expected to be ready for circulation within the second year of the proposed MSP implementation. The proposed MSP has dedicated a small amount of resources to support the socialization of this document. Investments will be made in the execution of information forums, the development and circulation of information packages and the facilitation of one-on-one dialogue with industry partners including tourism, energy, forestry, fisheries, and oil and minerals sectors. The intention of this action is to raise interest among development sector partners for their consideration of investment in and support of the NPAS (see Output 2.5). The input will also contribute to raising the profile of Belize's PAs and elevating the general awareness of their role, value, and importance for Belize's development.

Output 2.4. Revenue accountability system improves the efficiency of tourism fee collection and administration.

105. Both METT and the Financial Sustainability Scorecard exercises revealed the deficiencies at both the individual site and national levels to track PA revenue generation as well as investments. In order to manage current revenue flow and plan for the future, a best practice user-pays system should keep detailed records and trends of income and expenditure. The project proposes to introduce a networked revenue tracking mechanism. The structure of this mechanism, to be partially defined for visitor fee management during the execution of Output 1.4 deliveries, will be piloted in the eight priority PAs where investments for increased revenue generation are expected to occur, as they are the PAs with the greatest levels of visitation per year. The select priority PAs will be equipped with computer terminals and adequate software for online financial information management. These pilot PAs will be monitored throughout the project and recommendations for a future system-wide expansion of the financial management system will be made. The integration of fee collection into the financial information system will allow for monitoring of project progress in terms of revenue generation.

106. One of the most important factors of a cost-effective user-pays system is ensuring an efficient method of fee collection. This requires minimizing the costs of running the actual revenue collection and ensuring maximum compliance from fee-paying visitors in order to gain maximum revenue. The project will introduce several innovative approaches to ticket sales and fee collection including the use of ticketing networks and agents. During project implementation systems that are relatively easy to operate and inexpensive to sustain will be pilot-tested. A best practice system which employs the use of tourism ticket outlets has been successfully applied within the MPA Network, minimizing opportunities for theft and losses at the individual sites. The proposed ticketing agent substantially decreases costs associated with fee collection and also restricts the amount of currency at individual sites. The project is also expected to pilot an integrated pass system, where visitors are allowed access to multiple PAs based on a

defined tourism experience. A modification of this is the issuance of a PA “passports” to visitors. It has been found that coordinating and consolidating fees contributes to an ease in application.

107. In order to ensure more effective on-site ticket collection, the project will support these sites with tools and capacities for increased monitoring and surveillance. A feedback mechanism to central authorities will allow for a reconciliation of PA-generated information with those generated by ticket agents. The NPAA will establish itself as the permanent authority for fee management. Until such a time that the required capacities are set in place in this proposed management organization, the Forest Department and the Fisheries Department will serve as managers of their respective fee systems.

Output 2.5. Long-term investment plans with key productive sectors (e.g., tourism, fisheries, forestry, electricity generation, mineral extraction and oil) embrace the concept of biodiversity offsets to ensure that there is no net loss of biodiversity found in the PA system.

108. The process of defining economic policies, development plans, and associated budgets is critically important for PAs. PA managers must more actively participate in these processes and should seek to influence the priorities set through them. As the links between Belize’s natural resource base and its national development agenda become more apparent, it is important to explore the use of economic policies and instruments to influence development behavior and achieve conservation objectives. The need to begin shaping development plans ensuring the protection of the supporting resource base is critical for PA survival. There is a growing realization that managing PAs in isolation from the main forces shaping the environment is no longer feasible in a rapidly changing world of increasing development pressures. The kind of information that might influence sector investment in PAs is not always available to investors and sector planners.

109. The project proposes the development of sector strategies and guidelines for investing in PAs and PA buffer areas. These guidelines will be used to inform the national EIA processes, which guide/inform projects related to development. The project team and the NPAC/NPAA will coordinate with the Ministry responsible for foreign investments as well as the Ministry of Economic Development as a means of promulgating and mainstreaming these guidelines into sector development plans. The Project Management Unit (PMU), which is responsible for the direct execution of all project activities, will participate in an advocacy campaign with the aim of disseminating the guidelines to members of the private sector. Sector guidelines for tourism, forestry, agriculture and fisheries, water resource management, energy generation, and oil and mineral extraction will be completed within the 3 year-timeframe of project implementation.

Output 2.6. Cooperation agreements with public and private sectors (including international partnerships) for scientific research, environmental education, and ecotourism management, and monitoring as a means of underwriting management costs of at least 20 PAs.

110. Over the past decade or so, several notable innovations have been made in the concept and practice of PAs. These innovations reflect the changing context for PAs and address emerging challenges. Many traditional views about PAs have had to change and a new set of ideas and approaches has emerged. One such approach is the establishment of partnerships around PA conservation and management objectives aimed at offsetting costs for effective management. For years the PA managers have been utilizing volunteers to support their management regimes. The project seeks to formalize the role of volunteerism in PA management processes.

111. The project management unit will support the NPAC in serving as a broker for PA sites and will work to identify agencies, organizations, and institutions that have the capacities and the capability of providing PA managers with relevant resources and services to support management objectives. These entities include national and international academic institutions currently involved in research activities in country, volunteer organizations including the US Peace Corps and local school programs, the Belize

Defense Force and Coast Guard organizations for patrolling, and national business houses willing to financially support/adopt a PA. Once links between PA managers and service providers are established, the project will work alongside the NPAC to formalize partnership agreements through the drafting of Memorandum of Agreement Documents (MoAs). It is expected that these partnership agreements will cover a wide range of PA-related activities including patrolling, monitoring and research, ticket sales, PA education, and technical backstopping for planning. Up to ten (10) of such signed agreements are expected to be facilitated through project processes.

Outcome 3: NPAS is supported by enhanced management capacity

112. The major conceptual shift in planning and managing PAs has brought a corresponding change in the work of the PA manager. From being essentially concerned with resource protection and visitor management services, the new breed of PA manager is increasingly being called upon to be more outward looking and to possess the necessary skills to forge relations and work with a range of partners. PA managers must have the ability to work with people, negotiate co-management agreements, resolve conflict, and carry out business and financial tasks. As the link between knowledge and action, learning is the focus of the project's capacity building efforts.

113. The main objective of the Capacity Building for Protected Areas Management Program to be developed through the project is to establish effective institutional capacity within PA management organizations for strategic planning, program development and implementation, and to promote long-term sustainability.

Output 3.1. A national training program to sustain long-term capacity building for PAs.

114. To enable different entities to better fulfill their mandates and responsibilities in PA planning and management, the project proposes to support the development of a structured, long-term capacity development program which focuses on the development of national capacities for detailed financial planning. This program will include specific components for self-assessment and the determination of PA costs needs, as well as planning for the streamlining or reduction of management costs where possible. Once developed, the program will be supported through the PACT grant program. The proposed capacity building program will respond to the needs identified through a national training needs assessment (TNA), in addition to needs identified during the elaboration of the Project Identification Form (PIF). The TNA is based on visits to PAs, application of perceived needs, and a SWOT analysis (strengths, weaknesses, opportunities, and threats) of a representative sample of PA management organizations. The TNA will target individuals involved in PA management both at the individual PA unit and system levels. Training modules specifically designed to address national capacity needs will also be developed and tested as part of the project.

Output 3.2. Staff from 20 co-managed PAs trained in management and business plan development, administration, and financial planning.

115. In response to NPAS-level investigation results that proper management and strategic planning at the site and system levels are critical in the achievement of sustainable financing (i.e., PIF elaboration phase), the project will deliver, with financial assistance from PACT, a series of training exercises specifically aimed at delivering the skills and competencies required by those organizations participating in Component 2. The project will develop national capacities for finance and business planning to staff from 20 PA co-management organizations, especially for PAs where their administration is the responsibility of small local NGOs and CBOs. Additionally, 90 staff from the PA administrative body will be trained in PA management and monitoring techniques. By targeting both co-managers and government-level staff, the project will ensure that co-managers receive proper technical assistance from the GOB when required and that effective tracking skills within the GOB will be in place to assess PA management effectiveness. All training exercises will be part of the training program developed under

Output 3.1 and shall continue through PACT intervention after project completion. As part of the training process, the project will use the modules for business planning developed under Output 2.2.

116. To assess the impact of the training activities, the project will contract a training evaluation specialist to perform an analysis. This information from the analysis will be made available to PACT so that it can use the results to fine-tune the training program and provide improved PA training services after completion of the project.

Output 3.3. Institutionalized management effectiveness assessment.

117. Project Preparation Grant (PPG) activities identified the need for PA managers to have access to tools in order to assess the effectiveness of PA management. Thus, the project will deliver training to GOB PA officials and co-managers in the application of the METT as well as the national assessment tool. The training will include the development of skills to enable PA staff and co-managers to “cross-walk” the METT results obtained through the project with the national assessment tool. In doing so, PA managers and decision-makers will have compatible assessment records that will be available for reference well beyond the project’s life.

2.5. Key indicators, risks and assumptions

118. Project indicators are detailed in the Results Framework, which is included in Section 3 of this Project Document. A summary of the project’s indicators is provided in Table 6. The risks that might prevent the project from being achieved are presented in Table 7.

Table 6 - Project indicators.

Objective / Outcome	Indicators	Goal (3 years)
Objective: By July 2013, Belize will have effectively developed legal, financial and institutional capacities to ensure sustainability of the existing national protected area system.	Existence of a reformed NPAS.	– Institutionally articulated NPAS under the management of a statutory national coordination body.
	Increase in financial capacity of NPAS in Belize as measured through the Total Average Score for all PA in the UNDP Financial Scorecard.	– Legal and regulatory framework: 75% – Business planning: 40% – Tools for revenue generation: 48% – Total: 56.8%
	Change in the financial gap to cover PA basic management costs and investments.	– ≤ \$4,743,897 USD/yr
	Change in coverage of key terrestrial, coastal, and marine ecosystems within NPAS.	– Lowland broadleaf forests: 546,904 ha – Sub-mountain broadleaf forests: 195,844 ha – Mangroves: 17,075 ha
Outcome 1: The NPAS is supported by legal and institutional reforms furthering efforts in attaining sustainability of the system.	Change in the institutional framework for the NPAS.	– Single statutory agencies within the Forest and Fisheries Departments (i.e., “Forest and Wildlife Authority” and “Wildlife Authority/Fisheries and Marine Resources Authority”, respectively) with a permanent/participatory Protected Areas Coordinating Mechanism (PCM)
	Number of legal instruments (new and amended) which directly support the financial sustainability of the NPAS.	– Tourism (fees and concessions) = 2 – Petroleum & Mineral Extraction (concessions and royalties) = 1 – Water use (fees) = 1
	Number of officials from the GOB and other key stakeholders supporting the national coordination body for NPAS	– 45 members (government members: 26, quasi-governmental members: 9;

Objective / Outcome	Indicators	Goal (3 years)
	management.	non-government members: 10)
Outcome 2: Modernizing PA Financing for Sustainability.	Existence of a national budget for the PA system.	– National budgetary allocation for NPAS
	Increase in annual government budgeting for PAs.	– \$2,897,714 USD/yr
	Increase in income generated by non-governmental sources for eight (8) participating parks	– A 25% increase over the baseline (<i>baseline will be determined within the first 6 months of project implementation</i>)
	Increase in tourism-based fees collected in PAs and accounted for by the GOB.	– \$2,598,966 USD/yr
	Numbers of long-term/biodiversity-friendly investment plans established with key productive sectors (i.e., tourism, fisheries, forestry, electricity generation, and mineral extraction and oil).	– At least four (4) representing diversified sectors
	Number of cooperation agreements with public and private sectors to underwrite PA management costs.	– Up to 10 medium- to long-term cooperation agreements
Outcome 3: National PA System is supported by enhanced management capacity.	Increase in PA management effectiveness as measured by METT scores for 28 PAs (3 Forest Reserves, 7 Marine Reserves, 4 National Monuments, 5 National Parks, 2 Natural Reserves, 4 PPAs, and 3 Sanctuaries) (METT scores for all 28 PAS are presented in Annex 8.6).	– High 14 PA – Medium 14 PA – Low 0 PA Based on the following definitions: High (75>), Medium (55-74), Low (<55).
	Number of PA administrative staff (government and non-government) trained in PA management and monitoring techniques.	– Up to 90 additional trained PA staff
	Number of PA management organizations with tools for effective management in place.	– 50% of participating PA management organizations are using management tools in their planning (<i>tentative: baseline will be determined within the first 6 months of project implementation</i>)

Table 7 - Risks facing the project and the risk mitigation strategy.

Risk	Severity	Risk Mitigation Measures
Reduction in Government and PA stakeholders' commitment to NPAPSP implementation.	Low	The project will be developed and implemented in the spirit of stakeholder involvement as was successfully employed in the development of the NPAPSP. This approach allowed for high level of stakeholder buy-in to the process.
Recent global economic turmoil negatively impacts tourism revenue generation potential as tourism-related travel decreases.	Medium	Belize tourism is strongly linked to the American market and it is being forecast that both cruise and overnight visitation will decrease as a result of global economic downturns. The project, while promoting tourism-related revenues as a means of financing the sustainability for the PA, does not limit its interventions to this sector. The project proposes the diversification of revenue generation sources as a means of decreasing the system's

		vulnerability to disruptions in any one sector.
Inability to maintain adequate co-financing of actions.	Low	The bulk of the project co-financing needs will be met through the support of complementary activities by the PACT, which funds some \$750,000 USD in small, medium, and large grants annually. These grants are disbursed in line with PACT's strategic plan, which has as its core the objectives prescribed within the NPAPSP. It is believed that PACT finances can adequately co-finance project activities.
Compromising the integrity of NPAS through de-reservations.	Medium	To ensure minimization of national back-sliding in the development of its PA system, all PA reservations and de-reservations will be guided by the direction/criteria provided under the NPAPSP and the coordination of NPAC.
Climate Change	Low	Ecosystems represented in the NPAS are expected to be impacted by climate change. The NPAS enlargement will take into consideration the impact of climate change on life zones as outlined in the habitat gap analysis. Furthermore the Biodiversity Clearinghouse will provide data on species range shifts that may occur due to climate change.

2.6. Financial modality

119. This project will fund activities designed to ensure the financial sustainability of the existing NPAS in Belize. More specifically, project activities will provide support to the PA system through legal and institutional reforms, by modernizing the financial support provided to PAs in order to ensure the financial self-sustainability of the PA system, revising sector-related laws and policies (e.g., tourism, oil, and mining), and strengthening the management of PA co-managers and administrative staff. The funding support provided by GEF to the project will consist of a grant to cover the incremental costs of these activities. Thus, GEF resources will be used mostly in providing technical assistance.

120. The project will be executed under National Execution (NEX-modality), according to the standards and regulations for UNDP cooperation in Belize. The costs of the incremental activities that are required to contribute to global benefits that will be financed by GEF are \$975,000. A summary of the project's budget is presented in Table 8.

Table 8 - Total project budget.

Outcome	Budget	Percentage of total budget
Outcome 1. The NPAS is supported by legal and institutional reforms furthering efforts in attaining sustainability of the system.	196,250	20
Outcome 2. Modernize, and diversify financing for the sustainability of the NPAS.	580,000	59.5
Outcome 3. NPAS is supported by enhanced management capacity.	102,250	10.5
Project management costs	96,500	10
TOTAL	975,000	100

2.7. Cost-effectiveness

121. In line with the GEF Council's guidance on assessing the cost-effectiveness of projects (Cost Effectiveness Analysis in GEF Projects, GEF/C.25/11, April 29, 2005), a qualitative approach to identifying the alternative of best value and feasibility for achieving the project objective was used.

122. This project has been developed using cost-effectiveness criteria, which focuses on removing the structural, institutional, and financial barriers to the effective management of Belize's PAs as an integrated system, and following NPAPSP recommendations regarding necessary PA system reforms. The project will codify these recommendations through the NPASA, a legislative mandate that shall be the foundation for institutional strengthening, financial sustainability, and improved PA management. It will allow the creation of statutory agencies within Belize's Forest Department and the Fisheries Department to improve governance of PAs. Each agency shall have a Board of Directors to set policy and for overall supervision. To ensure coordination of activities, a national PA coordinating mechanism shall be established, bringing together seven government and quasi-government agencies related to PA management²⁹. This represents a more cost-effective approach compared with the alternative in which limited coordination of efforts between government agencies, the private sector, and civil society (i.e., NGOs and CBOs) for biodiversity conservation does not allow for improved national PA management effectiveness or the delivery of global and national benefits. Cost-effectiveness should be achieved in three key areas as follows:

123. **Institutional reform.** Under the alternative governance structure, PA management is the responsibility of three independent government agencies (the Forest Department, Fisheries Department, and the Institute of Archaeology), each under a different ministry. Under this alternative each agency will continue to operate under separate legal frameworks, financing policies, budget, staffing and operational organization. This makes operation costly and inefficient, as many functions, roles, and actions are duplicated and coordination between the three agencies is weak and at times not possible. Additionally, stakeholder participation will continue to be dispersed and agency accountability questionable. Therefore, under this scenario the sustainability of the existing NPAS will almost certainly not be achieved. The project's approach to PA governance (Component 1) will eliminate institutional and operational inefficiencies through a legal and institutional reform that will allow the articulation of the agencies responsible for PA management in Belize. Through the GEF project, statutory agencies within two different ministries will be established under a national coordination body, thus increasing the conservation dividend of all PA activities. In terms of budgeting and administration, existing staff will be redeployed among the new agencies, maximizing the use of existing resources and avoiding the extra cost of hiring additional staff.

124. **Financial sustainability.** Under the alternative scenario the financial sustainability of NPAS will remain highly uncertain as evidenced by the results of the application of the UNDP Financial Sustainability Scorecard. The NPAS will continue to rely on the allocation of scarce and dispersed funding by the central government, and on international donations that are often area-specific and do not necessarily respond to the conservation and ecological needs of globally and nationally significant biodiversity. Thus, the majority of the PAs will continue to operate unarticulated and will be unable to take advantage of the benefits associated with economies of scale that are related to the management of PAs as a system, continuing to operate below mission-critical limits. The project's approach to the financial sustainability of the NPAS will include system-wide financial and legal policy reforms to be

²⁹ Forest and Wildlife Department, Fisheries and Marine Resources Department, National Institute of Culture and History, Chamber of Commerce and Industry, PACT Belize, Geology and Petroleum Department, and Belize Tourism Board.

delivered through Component 1, which will achieve a number of positive outcomes: a) financial streamlining for the pooling of resources and the removal of duplicative efforts, as well the ability of the NPAS to collect and disburse its own funds, rather than having to return any income generated to the government's consolidated account; b) PA fees and charges standardization; and c) the development of system-wide legal instruments and frameworks addressing royalty payments, concessions, and cost-sharing arrangements with productive sectors that will contribute to override PA management costs. Through Component 2, the GEF project will implement specific actions (e.g., development of PA business plans and marketing strategies; PA cross-subsidization; development of small-scale PA infrastructure and businesses; and reinvestment system for concessions, royalty, and fees in PAs) that will increase PA revenues. Additionally, the development of a PA revenue accountability system will allow the GOB to significantly improve the efficiency of tourism fee collection, administration, and reallocation with benefits spread throughout the system.

125. PA management. The alternative PA management scenario is one where the limited PA resources will continue to be unevenly distributed among a multitude of PAs that share borders, ecological traits, and management objectives. It will continue to promote the autonomous management of PAs, causing unnecessary and costly duplication of efforts, and limiting management cost reductions due to lack of learning and knowledge-sharing and few opportunities for adaptive management. Co-management of PAs will continue to be inefficient as there will be no management accountability mechanisms in place to assess their conservation benefits or to identify deficiencies and implement course corrections. At the national level, NPAS management responsibilities will remain fractured among different government agencies, and uneven levels of PA management effectiveness will prevail with no effective mechanisms in place for sharing information and experiences among managers (better results for MPAs than for their terrestrial counterparts will be encountered). Management capacity development will remain opportunistic, driven primarily by funding opportunities and unplanned needs. The project's proposed enhancement of PA management capacity (Component 3) is a more cost-effective option than the alternative as it will promote PA management based on larger management units. The project will improve coordination among government officials from different agencies as well as co-managers, and it will facilitate the improvement of PA management planning and conflict resolution, all of which will result in the reduction of unnecessary duplication of management activities and costs. This will be achieved through the development of a national training program that will sustain planned long-term capacity-building to improve the skills of co-managers of PAs and the skills of the PA administrative body for better monitoring and evaluation of progress. This, together with the institutionalization of a PA management effectiveness assessment, will improve management accountability and bring about more efficient designation and use of available resources.

2.8. Sustainability

126. The foundation for the **ecological sustainability** of the project will be the legal recognition of the NPAS as an ecologically and geographically integrated network of protected marine, coastal, freshwater, and forest areas. As 18.53% of Belizean territory is already under various forms of protected status, these areas can be organized as a unified system to allow for a more coherent and effective landscape-level approach to PA management. Over time this system organization will reduce ecological gaps in the PA network, increase ecological representativeness, improve the PA classification system, and consolidate PAs into larger and more coherent management units. At the site level, improved management effectiveness (i.e., planning, management, monitoring, and reporting), in the form of developing PA administrators' and co-manager's management and monitoring skills, will contribute to the long-term viability of ecosystems and populations of biodiversity of global, national and local significance already under protection. As a whole, the project has been conceived as a long-term solution to prevent and mitigate threats to biodiversity in Belize by converting the existing fractured network of PAs into a

cohesive PA system through legal, institutional, and operational reform, which will allow Belize to realize its strong commitment to biodiversity conservation.

127. Institutional sustainability will be ensured through well-established and financed statutory PA agencies so that the NPAS receives adequate, consistent, and coordinated institutional and operational support. The PA responsibilities of the Forest Department, Fisheries Department, and the CZMAI will be legally and functionally amalgamated and placed under the jurisdiction of two articulated agencies to eliminate the overlapping of responsibilities, duplication of efforts, and lack of strategic direction that is characteristic of the current institutional arrangement. Institutional sustainability through the project will be further ensured by creating a legal and institutional environment to allow the GOB to increase funding for the NPAS and the operation of the statutory agencies. Furthermore, through the development of a PA management and financial accountability system for co-management, the statutory agencies will have an improved control and follow-up mechanism to ensure improved PA governance and financial accounting. Finally, PA officials and administrative staff will be beneficiaries of training activities in PA management and monitoring that will contribute to institutional building and human resource development. The institutional and operational framework for effective PA management that will be built through the project will constitute a long-term legal, financial, and institutional arrangement that is required for the sustainability of the NPAS.

128. Social sustainability will be achieved through direct participation of key civil stakeholders in the three stages of the project cycle: design, implementation, and evaluation. Consultations developed by the GOB with local communities, NGOs, and other PA stakeholders during development of the NPASPP and the participation of social umbrella organizations such as APAMO, BAPPA, and a variety of environmental NGOs during the design of the project (PPG phase) constitute the base for the social sustainability of the project. APAMO and BAPPA will be invited to become members of the Project Board. Participation and social acceptance will be further enhanced through the implementation of the project's Stakeholder Involvement Plan (Annex 8.6). Various PA co-management arrangements exist in Belize that constitute a key aspect of social participation in PA management and biodiversity conservation. The project will strengthen the current arrangements by providing training to co-managers in areas critical for improving PA management effectiveness (e.g., PA management, financial planning and business plan development, and monitoring). The project will also make funds available to co-managers for the development of small-scale infrastructure and businesses as part of the project's financial sustainability strategy for the NPAS, which will allow local communities and other groups involved in co-management to increase PA revenues and motivate them to continue their commitment to conservation. These actions, together with the development of a management accountability system in which co-managers become active participants in monitoring the success of their conservation efforts, constitutes the foundation for social sustainability at the PA level.

129. Financial sustainability will be achieved through the development of a PA financial sustainability strategy that includes legal reform; development of selected instruments to facilitate investment in PAs by the government, private, and civil sectors; and the development of selected mechanisms to increase PA revenues. These reforms and instruments will establish permanent mandates for the GOB to increase its annual budgetary allocations for PAs as a measure to achieve a sustainable NPAS. Through amended co-management agreements for accountability and regulations for tourism concessions and royalty assignments to PAs, the NPAS will be able to employ legal instruments to increase income generated by PAs under co-management and long-term investment plans with key productive sectors whose interests are closely related to effectively managed PAs. Additionally, the statutory agencies put into place to oversee the management of all state-declared PAs will be able to generate, retain, and directly reinvest revenues (e.g., entrance and user fees, recreation-related concession fees, and research and permit fees), effectively and efficiently improving resource allocation for PAs. The strategy will also include a

socialization program to build awareness and support of the financial sustainability of PAs and the establishment of long-term agreements with public and private sectors to underwrite management costs through the collection of fees and investments in scientific research, environmental education, ecotourism management, and biodiversity monitoring. The project will build broad support (i.e., GOB, NGOs, and the private and civil sectors) through its various actions to ensure financial sustainability of the NPAS well beyond the project's end.

2.9. Replicability

130. Although the legal, institutional, and operational reforms to strengthen the NPAS will have a system-wide impact, specific actions that will be implemented at the site level to directly benefit only a set of PAs can be replicated for the remaining PA units within Belize, beyond the scope and funding of the project. More specifically, all actions planned to improve PA managers' and co-managers' skills to secure the financial sustainability and improve the management effectiveness of PAs could potentially be replicated among groups of PA administrators who will not be part of these efforts during the life of the project. Similarly, experience gained in the implementation of mechanisms to increase income generated by non-governmental sources and the establishment of cooperation agreements with public and private sectors as a means of underwriting management costs in specific PAs should benefit additional areas within the NPAS beyond the project. Initiatives for replication have the potential to be funded through Belize's PACT, which also serves as a co-financier of the project.

131. Lessons learned from the system-wide legal, institutional, financial, and operational reforms proposed for Belize have the potential to be replicated in other countries within Latin America and the Caribbean region. PA system-wide projects are under way or are being proposed in countries such as Argentina, Colombia, Costa Rica, and the Dominican Republic, all of which to some extent share similar objectives (and financing from the GEF). Together, they constitute a valuable set of initiatives with the high potential for replication and sharing of experiences. In particular, Belize has proven to be a step ahead in the establishment of PA co-management agreements in the region. Lessons learned from the PA co-management initiatives that will be carried out during the project constitute a rich source of information and experience for other countries to follow where PA co-management is being proposed.

132. The project will also make use of the tools made available by UNDP-GEF (i.e., information networks, forums, and documentation and publications) to disseminate knowledge and lessons learned, so that they may be used for the design and implementation of similar projects in the region. Project costs for disseminating knowledge and lessons learned are \$4,500 USD (an average of \$1,500 per year).

3. STRATEGIC RESULTS FRAMEWORK AND GEF INCREMENT

3.1. Incremental Cost Analysis

Global and National objectives

133. The long-term goal of GEF's involvement in this project is to safeguard globally significant terrestrial, coastal, and marine biodiversity of Belize. The objective of the project is that by July 2013, Belize will have effectively developed legal, financial, and institutional capacities to ensure sustainability of the existing National Protected Areas System (NPAS).

134. The project objective will be achieved through three interrelated outcomes that will generate benefits for global-, national-, and local-level biodiversity. These benefits include: a) improving the protection of over 1.22 million hectares of terrestrial, coastal, and marine ecosystems, including 546,904 ha of lowland broadleaf forests, 195,844 ha of sub-mountain broadleaf forests, and 17,075 ha of mangroves; b) improving PA management effectiveness in 28 PAs with conservation benefits for 561,144.8 ha of terrestrial and marine ecosystems; c) legal reform that articulates existing legislation (e.g., the Forest Act,

the NPSA, and the Fisheries Act) allows for institutional strengthening (e.g., effective interagency coordination, improved allocation of financial resources, and staffing) and improve enforcement of environmental regulations (e.g., improved control of illegal extraction of natural resources within PAs); and d) climate change mitigation and shore protection by reducing illegal forest clearing in PAs and mangrove destruction by unregulated urban development.

135. The project will have significant positive impacts on biodiversity of global, national, and local importance. The project will enhance the protection of biodiversity within the Belize Barrier Reef, which is the second largest barrier reef in the world (300 km in extent) and the largest in the western Hemisphere. This ecosystem harbours 106 species of coral and over 500 species of fish, an overwhelming majority of the marine biodiversity that is found in the Caribbean. The project will also improve protection of coastal ecosystems (e.g., mangroves, lagoons, and shallow beds of seagrasses) and their associated species, such as the West Indian manatee (*Trichechus manatus*). An example of the terrestrial biodiversity that will benefit from the project is the jaguar (*Panthera onca*). Belize's forests contain the highest density of this species in Central America and possibly the greatest density of large cats anywhere in the Neotropics. Also, approximately 550 species of birds are known to occur in Belize (66 species are Neotropical-Nearctic migratory birds), many of which are found in the country's PAs. Among the 360 species of breeding birds, the Yellow-headed Parrot (*Amazona oratrix*) is considered globally endangered, with the subspecies *belizensis* essentially endemic to Belize. Seven additional birds from Belize are considered of special global concern. Furthermore, substantial populations of colony nesting seabirds such as the Red-footed Booby (*Sula sula*) can be found in the barrier islands off the Belize mainland. Finally, the project will contribute to the protection of Belize's terrestrial plants, of which 4,000 plant species have been recorded to date; of these, 41 species are endemic (~1%).

Baseline Scenario

136. Important programs will be developed under the baseline scenario; however, these programs alone will not overcome the barriers that prevent legal, administrative, and institutional restructuring that will allow the effective management and financial sustainability of the Belize NPAS and the increased delivery of global, national, and local benefits. The baseline programs are divided into three areas that correspond to the project's three outcomes. These three areas are described below.

137. **Governance of protected areas.** Existing and planned investments for baseline programs and activities for the 2010-2013 time period are estimated at \$5,762,867 USD. Investments have been focused on strengthening the legal foundations of PA co-management agreements and the development of a National PAs Framework for Belize under the leadership of APAMO. Over the next three years this agency is expected to invest in the strengthening of the legal foundation of Belize's PAs and in developing recommendations for the integration of PA policy and management into Belize's forest policy. Additionally, over the last year TNC has supported an initiative through BAPPA for the definition of provisions to include private and community PAs within the NPAS (i.e., drafting a Conservation Covenant and amendment to NPSA). The Oak Foundation will continue to support governance initiatives in its effort to build a network of MPAs and in the development of the NPAPSA.

138. **PA financial sustainability.** Existing and planned investments for baseline programs and activities for the 2010-2013 time period are estimated at \$13,815,997 USD. PA investments will rely on government allocations to PA management through direct budget transfers from the GOB into the Forest Department and the Fisheries Department to fund PA staff as well as administration and operations personnel who support department-related PA/ecosystem management programs and their Support Ecosystem Management Units. Government-based investment will also include PA-dedicated taxes, donor funds, loans, and other financial mechanisms that are applied to the PACT fund and two small debt-for-nature swaps.

139. PA investments will also include reinvestment by the GOB (Forest Department and the Fisheries Department) and co-managers of site-based revenues (i.e., entrance fees to tourism sites, concessions, and grants). These resources will also be used to support basic PA management and operations. Considering the current global economic recession and Belize's slowdown in economic growth, annual site-based revenues are not expected to increase during the life of the project, nor are government direct budget transfers or other government-based investments. Although these programs together represent important resources for PAs, they are not sufficient to cover basic costs for NPAS management and PA-agency operations. Under this baseline scenario Belize's NPAS will continue to operate under an annual financial gap which is currently at 38%; thus, the NPAS financial sustainability will be compromised.

140. A large number of PAs in Belize depend primarily on grant funds. Currently, deficiencies exist within the NPAS to effectively track the full extent of the grant-related investments. Efforts in this direction made during the application of the Financial Sustainability Scorecard as part of the PPG phase revealed that external donations from several international NGOs (e.g., Wildlife Conservation Society, World Wildlife Fund) to the NPAS for the baseline year 2008-2009 totaled \$2,633,758 USD. It is difficult to determine if this level of financing will continue during the three years of project implementation since grants are uncertain, especially in a troubled economic environment. However, efforts to secure external (and internal) grants can be expected. Agencies like TNC routinely provide assistance to the GOB and local NGOs (e.g., BAPPA) in securing external funding. Over the past two years the Oak Foundation has made significant investments in its program to build a network of MPAs to provide support for PA governance, science, financial sustainability, and capacity building. These efforts by the Oak Foundation are expected to continue during the life of the project and will include a \$10 million USD investment through the Reef for Life initiative for the capitalization of a fund for consolidating Belize's MPA network through the financing of governance, research, financial sustainability, and capacity-building activities.

141. Few efforts will be made to involve private sectors in PA financing. However, through APAMO the assessment of tourism policies in Belize and recommendations for necessary policy reforms that influence the improvement of conservation and sustainable development will be underway, setting foundations for improved tourism investments in PAs. APAMO will complete this effort through the development of an Action Plan that will outline the steps needed to implement necessary tourism policy reforms.

142. **PA management capacity.** Existing and planned investments for baseline programs and activities for the 2010-2013 time period are estimated at \$7,022,532 USD. Investments have been focused on strengthening the management capacity of both government officials and co-managers. Important resources exist through the PACT, which invests approximately 25% of the grants program in PA capacity development throughout the entire NPAS. TNC has also been active in support of the institutional strengthening of BAPPA and preparing periodic PA management effectiveness assessment reports for the GOB and NGOs through consultations and workshops. Additionally, as part of its support for specific PA management initiatives, TNC has provided assistance to the Toledo Institute for Development and Environment (TIDE) to initiate the Southern Belize Fire Working Group and assistance for development of a Conservation Action Strategy for the Maya Mountain Marine Corridor. Similarly, TNC provides assistance to the Southern Environmental Association (SEA Belize) to develop a conservation strategy for PAs in Southern Belize.

143. As part of the assistance that APAMO provides to local NGOs and CBOs, investments have been made to strengthen the financial management capacities of at least four conservation NGOs. In addition, capacity development in financial and business planning is expected to occur as part of APAMO's ongoing assistance program to member agencies. The Oak Foundation, as part of its ongoing

Mesoamerican Reef Eco-Region Program, provides funding to several organizations in Belize, including APAMO and PACT, to support capacity building to improve MPA management effectiveness.

144. Although all of the above initiatives certainly contribute to developing PA management capacities they do not respond to an articulated long-term PA management effectiveness capacity-building strategy that will address all management capacity needs throughout the NPAS. Additionally, assessment of the effectiveness of PA management is sporadic. For example, the system-wide assessment of PA management effectiveness that was carried out using the RAPPAM tool responded to the needs of the NPAPSP process rather than to an institutionalized practice. Thus, similar investments are not expected to occur during the next three years.

GEF Alternative to Generate Global Benefits

145. Despite the important contribution of the existing baseline activities, loss of biodiversity and ecosystem degradation will continue to occur in Belize's PAs. The policy, legal, financial, and weak PA management capacity barriers described in Section 1.4 of this Project Document will continue to promote a fractured network of PAs and seriously limit the possibility of their improved management and financial sustainability. Existing conservation efforts will clearly be insufficient to appropriately address biodiversity threats and the barriers mentioned previously. A cohesive NPAS will improve PA management and reverse current trends. An **alternative scenario** would focus on removing key barriers to an integrated NPAS in Belize by effectively developing legal, financial, and institutional capacities to ensure its sustainability. A description of the benefits of the GEF's alternative scenario over the baseline follows.

146. First, the project will **establish an NPAS supported by legal and institutional reforms to further efforts to attain sustainability of the system**. The total incremental funding will amount to \$450,500, of which GEF will contribute \$196,250 and co-financers will contribute \$254,250. The GEF alternative will facilitate the enactment by the Cabinet of Belize of the NPASA that will serve as the foundation for the proposed institutional, financial, operational, and PA management changes. Along these lines, reforms will be instituted by the project in coordination with the Oak Foundation, UNDP Belize, and the GOB for the Forest Act, the National Parks System Act, the Finance Act, and the Fisheries Act. Once these are achieved, the NPASA will enable the establishment of the NPAS. The institutionalization of the NPASA will require the establishment of statutory authorities responsible for PA management within the Fisheries and Forest Departments. These agencies will receive support from the Protected Areas Coordinating Mechanism (i.e., the NPAA) that will be established by the Cabinet as a national coordination body for NPAS management with representation from the government, the private sector, and the civil sector with a total of 45 members. The project will also develop new legal instruments and the amendment of existing instruments: two (2) regarding tourism fees and concessions, one (1) regarding concessions and royalties for petroleum and mineral extraction, and one (1) for water use fees. These will allow long-term support from productive sectors for the financial sustainability of NPAS.

147. Second, the project will **modernize and diversify financing for the sustainability of the NPAS**. Total incremental funding will amount to \$986,250, \$580,000 of which will be provided by GEF and \$406,250 of which will be provided by co-financing sources. The GEF alternative, which in addition to the project includes investments from the GOB (i.e., PACT Belize, the Forest Department, and the Fisheries Department), will allow the development of a set of instruments and mechanisms that will enable investments in PAs and increased PA revenues. By project's end it is expected that the annual government budgeting for PAs will have increased by 25% and that the NPAS will have a national budgetary allocation that will cover basic operating costs. Additionally, the GEF alternative will increase by 25% the income generated by non-governmental sources for eight participating PAs and increase fees and revenues collected in the PAs by 35%. The latter will result from the project's implementation of a

revenue collection accountability system that will allow full and timely PA income reporting from the private sector and co-managers to the GOB.

148. Finally, the GEF increment investment will **enhance the management capacity of the NPAS**. Total incremental funding will amount to \$414,721, \$102,250 of which GEF will contribute and \$312,471 of which will be provided by co-financers. The development of a national training program to sustain long-term capacity-building for PAs will be a joint effort between PACT Belize, APAMO, and the project. PACT's contribution will be in the form of small grants to NGOs and CBOs involved in co-management agreements with the GOB, as well as to government agencies. Through these grants, APAMO's investments, and the GEF funds, 50% of the participating PA management organizations will be able to develop and use skills that will allow them to effectively manage the PAs, including the systematic use of tools such as management effectiveness assessment techniques that are recognized by the conservation community.

149. System Boundary: The project's national scope encompasses Belize's system of PAs, which is comprised of 94 reserves distributed throughout the country (between 15° 53'- 18° 30'N and 87° 15'- 89° 15'W). The project will deliver benefits in the form of legal and institutional reform, improved financing, and improved management effectiveness to 769,093 ha of terrestrial reserves, 159,030 ha of marine reserves and 128,535 ha under private conservation initiatives. Additionally, the project will increase the management effectiveness of 28 PAs.

150. Incremental costs summary: The incremental cost matrix that follows summarizes baseline costs and incremental activity costs for each outcome of the project. The total baseline amounts to **\$26,601,396**. The costs of the incremental activities required to contribute to global benefits are **\$2,054,971, \$975,000** of which will be financed by GEF and **\$1,079,971** of which will be provided by co-financers. The latter have stated their commitment to the project through written letters signed by their legal representatives.

151. In summary, the GEF Alternative has a total cost of **\$28,656,367**, of which GEF resources represent 3.4% (excluding PPG resources).

Result	Baseline Scenario	Alternative Scenario
Outcome 1: The NPAS is supported by legal and institutional reforms furthering efforts in attaining sustainability of the system.	<ul style="list-style-type: none"> – Lack of an articulated PA system in Belize; PAs are administered by one of three independent government agencies (the Forest Department, the Fisheries Department, and the Institute of Archaeology) each under a different ministry. Each agency has a different management focus and is separately responsible for its own budget, staffing, and operational organization. Thus, coordination between the three agencies has been weak, and previous <i>ad hoc</i> attempts (i.e., without statutory mandate) to foster greater coordination have been unsuccessful. – Efforts to streamline PAs and PA-supporting initiatives are uncoordinated and have resulted in a duplication of efforts. 	<ul style="list-style-type: none"> – Enactment of the NPASA serves as the foundation for institutional, financial, operational, and PA management reforms. – Establishment of statutory authorities responsible for PA management within the Fisheries and Forest Departments with the support of a national coordination body allows for effective coordination of efforts for PA management and biodiversity conservation. – New legal instruments and the amendment of existing instruments regarding tourism fees and concessions, royalties and concessions for petroleum and mineral extraction, and water use fees allow long-term support from productive sectors for the financial sustainability of NPAS.
Outcome 2: Modernize and diversify financing for the sustainability of the NPAS.	<ul style="list-style-type: none"> – Insufficient allocation of financial resources by the GOB limits the financial sustainability of the NPAS. – More than 85% of Belize's PAs are operating with insecure budgets, with a bulk of the NPAS budget attributed to external and uncertain grants. – A very weak national financial accountability system makes it next to impossible to ascertain true estimates of total fee generation through the NPAS. An ill-defined national fee structure has opened managers, government agencies, and NGOs to admitted but undefined losses. 	<ul style="list-style-type: none"> – The development of a set of instruments and mechanisms enables investments in PAs and increased PA revenues. By project's end the following will be achieved: a) the annual government budgeting for PAs will increase by 25% and the NPAS will have a national budgetary allocation that will cover basic operating costs; b) the income generated by non-governmental sources for eight participating PAs will increase by 25%; and c) there will be an increase in fees and revenues collected in the PAs by 35%. – A revenue collection accountability system in place allows full and timely PA income reporting from the private sector and co-managers to the GOB.
Outcome 3: NPAS is supported by enhanced management capacity.	<ul style="list-style-type: none"> – Absence of capacities across all PAs for effective long-term planning, including planning for financial sustainability. Capacity building for PA managers driven by fund availability and not by specific priority needs; thus, opportunities for learning and innovation is limited. – Institutionalizing the strategic planning process is difficult at both the site and national levels of PA management. PA management planning is carried out primarily through the contracting of national experts, as the capacities for effective planning are all but absent within agencies and organizations tasked with PA management. 	<ul style="list-style-type: none"> – A national training program to sustain long-term capacity building for PA administrative staff (government and non-government) and PA co-managers including PA management and business plan development, administration, financial planning, and monitoring techniques – PA management organizations develop and use skills that allow them to effectively manage the PAs, including the systematic use of PA management effectiveness assessment techniques.

	Baseline (US\$)		Alternative		Increment (US\$)			
Outcome 1: The NPAS is supported by legal and institutional reforms furthering efforts in attaining sustainability of the system.	– <u>APAMO</u> : strengthening the legal foundations of PA co-management agreements and the development of a National PAs Framework for Belize.	38,700	GEF	196,250	GEF	196,250		
			Co-financing	254,250	Co-financing	254,250		
			Oak Foundation	200,000				
			Forest Department	16,750				
			Fisheries Department	7,500				
	– <u>TNC</u> : definition of provisions for the inclusion of private and community PAs within the NPAS.	57,500	UNDP Belize	30,000				
			Baseline	5,762,867				
	– <u>Oak Foundation</u> : governance initiatives for the consolidation of a network of MPAs and the development of the NPAPSA.	5,666,667						
Subtotal baseline	5,762,867	Subtotal alternative	6,213,367	Subtotal increment	450,500			
Outcome 2: Modernize, and diversify financing for the sustainability of the NPAS.	– <u>GOB</u> : direct budget transfers for NPAS management and operations (e.g., PA and administrative staff; basic equipment and infrastructure, etc.) and PA entrance fees.	6,872,980	GEF	580,000	GEF	580,000		
			Co-financing	406,250	Co-financing	406,250		
			PACT	385,000				
			Forest Department	7,750				
			Fisheries Department	13,500				
			Baseline	13,815,997				
	– <u>Government budget provided for PA management (i.e., PACT)</u> : grants program for PA management and conservation, PA	1,049,565						

	promotion and development, environmental education and awareness, and community development around PAs.					
	– <u>TNC</u> : Assistance to NPAC and local NGOs. (\$208,500)	208,500				
	– <u>APAMO</u> : Development of a National Responsible Tourism Policy & Action Plan. (\$18,285)	18,285				
	– <u>Oak Foundation</u> : Reefs for Life initiative/MPA network fund.	5,666,667				
	Subtotal baseline	13,815,997	Subtotal alternative	14,802,247	Subtotal increment	986,250
Outcome 3: NPAS is supported by enhanced management capacity.	– <u>PACT</u> : grants to NGOs and CBOs to improve PA management (both terrestrial and marine), including building capacities for PA management plan development, ecological assessments, and monitoring and surveillance to ensure compliance with the management plans.	1,049,565	GEF	102,250	GEF	102,250
			Co-financing	312,471	Co-financing	312,471
			PACT	200,000		
			APAMO	112,471		
			Baseline	7,022,532		
	– <u>TNC</u> : institutional strengthening of partner organizations and PA management effectiveness assessment.	264,400				

	– <u>APAMO</u> : support to member agencies by strengthening their financial management capacities and business planning.	41,900				
	<u>Oak Foundation</u> : Capacity building to improve MPA management effectiveness as part to the Reef for Life Initiative and the Mesoamerican Reef Eco-Region Program.	5,666,667				
	Subtotal baseline	7,022,532	Subtotal alternative	7,437,253	Subtotal increment	414,721
Project Management	NA	0	GEF	96,500	GEF	96,500
			Co-financing	107,000	Co-financing	107,000
			Forest Department	31,500		
			Fisheries Department	55,500		
			UNDP Belize	20,000		
			Baseline	0		
	Subtotal baseline:	0	Subtotal alternative	203,500	Subtotal increment:	203,500
TOTAL			Total GEF	975,000	Total GEF	975,000
			Total Co-financing	1,079,971	Total Co-financing	1,079,971
			Total Baseline	26,601,396		
	TOTAL BASELINE	26,601,396	TOTAL ALTERNATIVE	28,656,367	TOTAL INCREMENT	2,054,971

3.2. Project Results Framework

This project will contribute to achieving the following Country Programme Outcome as defined in CPAP: <i>Innovative approaches and strategies established for improved sustainable land use and comprehensive water resources management and utilization knowledge and practices.</i>					
Country Programme Outcome Indicators: <i>An operationalized framework for national integrated sustainable development strategy developed.</i>					
Primary applicable Key Environment and Sustainable Development Key Result Area: <i>1. Mainstreaming environment and energy.</i>					
Applicable GEF Strategic Objective and Program: <i>BD-SPI-PA Financing</i>					
Applicable GEF Expected Outcomes: <i>PA systems secure increased revenue and diversification of revenue streams to meet total expenditures required to meet management objectives; Reduction in financing gap to meet PA management objectives.</i>					
Applicable GEF Outcome Indicators: <i>Total revenue and diversification in revenue streams.</i>					
	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
Project Objective: By July 2013, Belize will have effectively developed legal, financial, and institutional capacities to ensure sustainability of the existing National Protected Areas System (NPAS).	Existence of a reformed NPAS.	– Fragmented NPAS into three different Ministries.	– Institutionally articulated NPAS under the management of a statutory national coordination body.	– Official gazette/national law registry	– Cabinet approves the National Protected Areas System Act (NPASA) and authorizes the establishment of NPAS.
	Increase in financial capacity of NPAS in Belize as measured through the Total Average Score for all PAs in the UNDP Financial Scorecard.	– Legal and regulatory framework: 36.7% – Business planning: 18.0% – Tools for revenue generation: 21.1% – Total: 26.4%	– Legal and regulatory framework: 75% – Business planning: 40% – Tools for revenue generation: 48% – Total: 56.8%	– Financial sustainability score sheets	– The range of investment instruments and revenue mechanisms proposed by the project is supported by the GOB and co-funders.
	Change in the financial gap to cover basic PA management costs and investments.	– \$5,997,247 USD/yr	– ≤ \$4,743,897 USD/yr	– Financial sustainability score sheets – Budget appropriations	
	Change in coverage of key terrestrial, coastal, and marine ecosystems within NPAS.	– Lowland broad-leaved forests: 546,904 ha – Sub-mountain broad-leaved forests: 195,844 ha – Mangroves: 17,075 ha	– Lowland broad-leaved forests: 546,904 ha – Sub-mountain broad-leaved forests: 195,844 ha – Mangroves: 17,075 ha	– GIS and overlay maps – Aerial photography/satellite imagery	– Trends in deforestation rate remain unchanged or improve. – Environmental changes (including climate change) within their natural variability.
Outcome 1: The NPAS is supported by legal and institutional reforms furthering efforts in attaining sustainability	Change in the institutional framework for the NPAS.	– The Forest Department (forest reserves and PAs) and the Fisheries Department (marine reserves) under the coordination of a temporary National Protected Areas	– Single statutory agencies within the Forest and Fisheries Departments (i.e., “Forest and Wildlife Authority” and “Wildlife Authority/Fisheries and Marine Resources	– Government gazette	– There is a high level of political will to organize and administer Belize’s PAs as an articulated system.

of the system.		Commission (NPAC)	Authority,” respectively) with a permanent/participatory Protected Areas Coordinating Mechanism (PCM)		– PA stakeholders (i.e., CBOs and NGOs) have the capacity to engage in external services.
	Number of legal instruments (new and amended) which directly support the financial sustainability of the NPAS.	– Two (2): PACT (tourism) and Forest Regulations (concessions and royalties)	– Tourism (fees and concessions) = 2 – Petroleum & Mineral Extraction (concessions and royalties) = 1 – Water use (fees) = 1	– Gazetted Statutory Instruments and Acts – Memoranda of Agreement and contracts	
	Number of officials from the GOB and other key stakeholders supporting the national coordination body for NPAS management.	– 15 members (government members: 6, quasi-governmental members: 4; non-government members: 5)	– 45 members (government members: 26, quasi-governmental members: 9; non-government members: 10)	– Terms of Reference and contracts – Employee guidelines and policy manuals – National coordination body (or PCM) organization chart	
Outputs: 1.1. National Protected Areas System Act (NPASA). 1.2. Reformed Forest Act, National Parks System Act, Finance Act, and Fisheries Act in support of NPAS. 1.3. Legal instruments/frameworks addressing royalty payments, concessions, cost-sharing arrangements with long-term productive sectors (e.g., tourism, oil, gas, and mineral extraction) and environmental safeguards within NPAS. 1.4. Fees and charges standardization policy. 1.5. NPAS management organization including structure and operational guidelines.					
Outcome 2: Modernize and diversify financing for the sustainability of the NPAS.	Existence of a national budget for the PA system.	– No budget specific for the existing NPAS	– National budgetary allocation for NPAS	– NPAS financial plans and corresponding budget allocations – Financial sustainability score sheets	– Effective coordination among various institutions allows for joint programming/budgeting. – National and international macroeconomic conditions stabilize and return to pre-global economic crisis levels (2008). – Willingness within the GOB to increase funding for PAs. – Complementing ongoing activities funded from external
	Increase in annual government budgeting for PAs.	– \$2,318,171 USD/yr	– \$2,897,714 USD/yr	– Budget appropriations – Annual financial and expense reports – Financial Sustainability Scorecard update	

					programmes proceed without impediment.
	Increase in income generated by non-governmental sources for eight (8) participating parks.	– To be established within first 6 months of project implementation	– A 25% increase over the baseline	– Official letters of financial commitments – Annual financial and expense reports – Audit reports	– Openness by partners in revenue reporting. – Willingness of the civil sector to continue support of individual PAs.
	Increase in tourism-based fees collected in PAs and accounted for by the GOB.	– \$1,925,160.00 USD/yr	– \$2,598,966 USD/yr	– Accounting reports – Audit reports	– Private sector and co-managers are active participants of NPAS revenue collection accountability system.
	Number of long-term/biodiversity-friendly investment plans established with key productive sectors (e.g., tourism, fisheries, forestry, electricity generation, and mineral extraction and oil).	– Zero (0)	– At least four (4) representing diversified sectors	– Approved investment plans – Outlines of impact mitigation plans	– Willingness of private and public sectors to support individual PAs and NPAS.
	Number of cooperation agreements with public and private sectors to underwrite PA management costs.	– One (1): University of South Florida and Belize Audubon Society for scientific research	– Up to 10 medium- to long-term cooperation agreements	– Signed agreements – Project technical and highlight reports	
Outputs: 2.1. Selected instruments (e.g., legislated NPASA-related regulations for increased government budget appropriations; amended co-management agreements for accountability, enabling regulations for tourism concession and royalty assignment to PAs, regulation for fee definition, etc.) enable PA investments. 2.2. Selected mechanisms (e.g., business plans, PA marketing strategies; PA cross-subsidization; small-scale PA infrastructure and businesses; reinvestment system for concessions, royalty, and fees in PAs) increase PA revenues. 2.3. Socialization program to build awareness and acceptance of the PA Financial Sustainability Strategy. 2.4. Revenue accountability system improves the efficiency of tourism fee collection and administration. 2.5. Long-term investment plans with key productive sectors (e.g., tourism, fisheries, forestry, electricity generation, and mineral extraction and oil) embrace the concept of biodiversity offsets to ensure that there is no net loss of biodiversity occurring in the PA system. 2.6. Cooperation agreements with public and private sectors (including international partnerships) for scientific research, environmental education, ecotourism management, and monitoring as a means of underwriting management costs of at least 10 PAs.					
Outcome 3: NPAS is supported by enhanced management capacity.	Increase in PA management effectiveness as measured by METT scores for 28 PAs (3 Forest Reserves, 7 Marine Reserves, 4 National Monuments, 5 National Parks, 2	– High: 11 PA – Medium: 14 PA – Low: 3 PA Based on the following definitions: High (75>), Medium (55-74), Low (<55).	– High: 18 PA – Medium: 10 PA – Low: 0 PA Based on the following definitions: High (75>), Medium (55-74), Low (<55).	– METT score sheets – Project monitoring and evaluation reports	– Continued interest from the GOB and civil sector to engage in co-management of PAs. – PACT and its programs continue to support capacity building in PAs.

	Natural Reserves, 4 PPAs, and 3 Sanctuaries) (METT scores for all 28 PAs are presented in Annex 8.5 of the Project Document).				
	Number of PA administrative staff (government and non-government) trained in PA management and monitoring techniques.	Annual Average (National training sessions): – Enforcement training: 1 event, 25 persons/event – Biodiversity Monitoring: 2 events, 15 persons/event – Data Management/Analysis: 1 event, 8 persons/event	– Up to 90 additional trained PA staff	– Training memoirs – Databases containing records of individuals trained	
	Number of PA management organizations with tools for effective management in place.	– To be established within first 6 months of project implementation	– 50% of participating PA management organizations are using management tools in their planning (<i>tentative</i>)	– In-house plans developed (management plans, business plans, etc.) – Management and monitoring reports	
<u>Outputs:</u> 3.1. A national training program to sustain long-term capacity building for PAs. 3.2. Staff from 20 co-managed PAs trained in management and business plan development, administration, and financial planning. 3.3. Institutionalized management effectiveness assessment.					

4. TOTAL BUDGET AND WORKPLAN

Award ID:	00059614	Project ID(s):	00074617
Award Title:	Strengthening National Capacities for the Consolidation, Operationalization and Sustainability of Belize's Protected Areas System		
Business Unit:	SLV10		
Project Title:	Belize: Strengthening National Capacities for the Operationalization, Consolidation, and Sustainability of Belize's Protected Areas System		
PIMS no.	4207		
Implementing Partner (Executing Agency)	Forest Department (Ministry of Natural Resources and Environment)/ Fisheries Department (Ministry of Agriculture and Fisheries)		

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)	See Budget Note:
OUTCOME 1: The National PA System is supported by legal and institutional reforms furthering efforts in attaining sustainability of the system.	Forest Department (NPAC)	62000	GEF	71300	Local Consultants	62,500	57,500	-	120,000	1
				71400	Contractual Services Individuals	14,000	14,000	14,000	42,000	2
				71600	Travel	1,500	1,500	1,500	4,500	3
				72100	Contractual Services	5,250	1,750	1,750	8,750	4
				72200	Equipment & Furniture	500	-	-	500	5
				72400	Communications and Audiovisual Equipment	2,000	2,000	2,000	6,000	6
				72500	Supplies	750	750	750	2,250	7
				72800	IT Equipment	6,000	-	-	6,000	8
				74200	Audio Visual & Print Production Cost	1,000	2,500	500	4,000	9
				74500	Miscellaneous Expenses	750	750	750	2,250	10
					Total Outcome 1	\$94,250	\$80,750	\$21,250	\$196,250	
OUTCOME 2: Modernize and diversify financing for the sustainability of the NPAS.	Fisheries Department (NPAC)	62000	GEF	71300	Local Consultants	50,000	100,000	65,000	215,000	11
				71400	Contractual Services Individuals	14,000	14,000	14,000	42,000	12
				71600	Travel	1,000	3,500	3,500	8,000	13
				72100	Contractual Services	-	18,000	7,000	25,000	14
				72400	Communications and Audiovisual Equipment	-	2,500	4,000	6,500	15
				72500	Supplies	750	1,750	1,750	4,250	16
				72600	Grants	-	120,000	120,000	240,000	17

				72800	IT Equipment	-	-	22,000	22,000	18
				74200	Audio Visual & Print Production Cost	-	6,000	6,000	12,000	19
				74500	Miscellaneous Expenses	1,750	1,750	1,750	5,250	20
					Total Outcome 2	\$67,500	\$267,500	\$245,000	\$580,000	
OUTCOME 3: NPAS is supported by enhanced management capacity.	Forest Department (NPAC)	62000	GEF	71300	Local Consultants	15,000	-	5,000	20,000	21
				71400	Contractual Services Individuals	10,000	10,000	10,000	30,000	22
				71600	Travel	-	2,000	2,000	4,000	23
				72100	Contractual Services	-	12,000	12,000	24,000	24
				72400	Communications and Audiovisual Equipment	-	1,000	1,000	2,000	25
				72500	Supplies	-	3,000	3,000	6,000	26
				74200	Audio Visual & Print Production Cost	13,750	-	-	13,750	27
				74500	Miscellaneous Expenses	500	1,000	1,000	2,500	28
					Total Outcome 3	\$39,250	\$29,000	\$34,000	\$102,250	
PROJECT MANAGEMENT (INCLUDES MONITORING AND EVALUATION COSTS)	Fisheries Department (NPAC)	62000	GEF	71200	International Consultants	-	-	20,000	20,000	29
				71300	Local Consultants	-	10,000	-	10,000	30
				71400	Contractual Services Individuals	13,000	13,000	13,000	39,000	31
				71600	Travel	500	500	500	1,500	32
				72100	Contractual Services	5,500	5,000	5,000	15,500	33
				72500	Office Supplies	500	500	500	1,500	34
				74100	Professional Services	-	3,000	6,000	9,000	35
					Total Project Management	\$19,500	\$32,000	\$45,000	\$96,500	
PROJECT TOTAL						\$220,500	\$409,250	\$345,250	\$975,000	

Total Budget Summary

Donor Name	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)
GEF	220,500	409,250	345,250	975,000
PACT (Grants)	100,000	285,000	200,000	585,000
Oak Foundation (Grant)	100,000	100,000	-	200,000
Fisheries Department (In-kind)	20,500	28,000	28,000	76,500
Forest Department (In-kind)	10,000	16,000	5,000	31,000
Forest Department (Cash)	25,000	-	-	25,000
APAMO (Cash)	112,471	-	-	112,471
UNDP Belize (Cash)	20,000	20,000	10,000	50,000
TOTAL	608,471	858,250	588,250	2,054,971

Atlas Budget Summary

Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)
71200	International Consultants	-	-	20,000	20,000
71300	Local Consultants	127,500	167,500	70,000	365,000
71400	Contractual Services- Individuals	51,000	51,000	51,000	153,000
72100	Contractual Services - Companies	10,750	36,750	25,750	73,250
71600	Travel	3,000	7,500	7,500	18,000
72200	Equipment and Furniture	500	-	-	500
72400	Communications and Audiovisual Equipment	2,000	5,500	7,000	14,500
72500	Supplies	2,000	6,000	6,000	14,000
72600	Grants	-	120,000	120,000	240,000
72800	IT Equipment	6,000	-	22,000	28,000
74100	Professional Services	-	3,000	6,000	9,000
74200	Audio Visual & Print Prod. Costs	14,750	8,500	6,500	29,750
74500	Miscellaneous	3,000	3,500	3,500	10,000
Total		\$220,500	\$409,250	\$345,250	\$975,000

Budget Line & Description	Total	Percentage
71200 - International consultant	20,000	2.1
71300 - Local consultant	365,000	37.4
71400 - Contractual services - individuals	153,000	15.7
71600 - Travel	18,000	1.8
72100 - Contractual services - companies	73,250	7.5
72200 - Equipment and furniture	500	0.1
72400 - Communication and audiovisual equipment	14,500	1.5
72500 - Supplies	14,000	1.4
72600 - Grants	240,000	24.6
72800 - Information technology equipment	28,000	2.9
74100 - Professional services	9,000	0.9
74200 - Audiovisual & printing production costs	29,750	3.1
74500 - Miscellaneous expenses	10,000	1.0
TOTAL	975,000	100

Outcome	Total budget assigned	Percentage of total budget assigned
Outcome 1	196,250	20
Outcome 2	580,000	59.5
Outcome 3	102,250	10.5
Project Management	96,500	10
TOTAL	975,000	100

Project Budget Notes

Atlas Category	Atlas Code	Budget Notes
Outcome 1. The National PA System is supported by legal and institutional reforms furthering efforts in attaining sustainability of the system.		
1. Local Consultants	71300	<ul style="list-style-type: none"> Legal Experts #1 & #2: National Protected Areas Systems Act development, Legislative harmonization exercise (2 persons @\$250.00 per effort/day; total 90 effort days). Legal expert #3: Drafting of enabling legislations supporting investments in PA (1 person @\$250.00 per effort /day; total 60 effort days). PA Financing Specialist/ Economist #1: Fee structure analysis, development of national fee structure (1 person @ \$250.00 per effort/day; total 120 effort days). Organizational Development Expert #1: Support GOB in operationalizing the NPAS Management Organization (1 person @ \$250.00 per effort/day; total 120 effort days).
2. Contractual Services - Individuals	71400	<ul style="list-style-type: none"> Project Coordinator: 39 person-weeks (@ \$692.31 per effort week) to support Outcome 1 coordination, development, and delivery (development of TORs, facilitate consultancies, support quality assurance). Project Administrator/ Finance Assistant: 52 person-weeks (@ \$288.46 per effort week) to support Outcome 1 logistic planning and procurement processes.
3. Travel	72300	<ul style="list-style-type: none"> Travel includes internal travel associated with coordination and consultation requirements of Outcome 1: a) Travel of local stakeholders to socialization & validation sessions/ workshops (4 events national in scope) (\$2,000) and b) Travel of national consultants and project coordinator to PAs (\$2,500).
4. Contractual Services - Companies	72100	<ul style="list-style-type: none"> 4 national validation sessions (@ \$750 per session) for Outcome 1 delivery. 2 sensitization forums (@ \$750 per forum) as a means of socializing PA stakeholders of new PA legislation, regulation, and structures.
5. Equipment and Furniture	72200	<ul style="list-style-type: none"> Small printer supporting NPAC/PMU functions (One printer @\$500).
6. Communication and audiovisual equipment	72400	<ul style="list-style-type: none"> Support of consultation processes and overall Outcome 1 delivery (\$2,000/year).
7. Supplies	72500	<ul style="list-style-type: none"> Support of Outcome 1 delivery and consultation processes (\$750/year).
8. IT Equipment	72800	<ul style="list-style-type: none"> 3 computers (\$2,000 per computer plus accessories) to support PMU within NPAC offices hosted by the Fisheries Department.
9. Audiovisual & Print Production Cost	74200	<ul style="list-style-type: none"> Advertising for consultancies (\$1,000). Printing and dissemination of NPASA, National Fee Structure documents (\$3,000).
10. Miscellaneous	74500	<ul style="list-style-type: none"> Miscellaneous expenses covering varied expenses plus bank charges (\$750/yr).
Outcome 2. Modernize and diversify financing for the sustainability of the NPAS.		
11. Local Consultants	71300	<ul style="list-style-type: none"> Legal Expert #3: Amendment of legal instruments meant to support NPASA, development of cabinet papers with proposed amendment (1 person @\$250.00 per effort/day; total 120 effort days). Economist/ Sectoral Specialist: Development of guidelines for long-term investments in and around PAs (5 persons at \$250.00 per effort/day; total of 20 effort days). PA Finance Specialist #1: Development of PA business plans for 8 project pilot areas (8 plans @ \$10,000 per plan). Natural Resources Expert and Socioeconomic expert: Assessment of resource use and biodiversity protection needs in PAs (e.g., carrying capacity, limits of acceptable change, etc.) (2 persons at \$250.00 per effort/day; total 160 effort days).
12. Contractual Services Individuals	71400	<ul style="list-style-type: none"> Project Coordinator: 39 person-weeks (@ \$692.31 per effort week) to support Outcome 2 coordination, development, and delivery (development of TORs, facilitate consultancies, support quality assurance, work with PA to negotiate cooperation agreement, work with GOB to integrate small co-managers into system level mechanism for fee collection and administration). Project Administrator/ Finance Assistant: 52 person-weeks (@ \$288.46 per effort week) to support Outcome 2 logistic planning and procurement processes.

13. Travel	71600	<ul style="list-style-type: none"> Travel includes internal travel associated with coordination and consultation requirements of Outcome 2: a) travel of local stakeholders to socialization & validation sessions/ workshops (\$1,500); b) travel of national consultants to PAs to facilitate business plan development (\$1,750); c) travel of project coordinator related to advocacy, ensuring acceptance of outcome/outputs (\$2,500); and d) travel of project personnel for negotiation of cooperation agreements (\$2,250).
14. Contractual Services	72100	<ul style="list-style-type: none"> Company contract for IT services for the development of database supporting fee management/ accountability system (Consultancy Firm @ \$500.00 per day for 30 days). Workshops events supporting socialization program for PA stakeholders and decision-makers (2 workshops @ \$2,000 per workshop). Workshops raising awareness/ marketing among tour operators, PA managers, other user PA user groups about fee accountability system (3 workshops @ \$2,000 per workshop).
15. Communication and audiovisual equipment	72400	<ul style="list-style-type: none"> Support delivery and socialization of fee accountability system (\$2,500 for year 2). Support the integration of small co-managers with low administrative capacity to system level mechanism for fee collection and administration (\$4,000 for year 3).
16. Supplies	72500	<ul style="list-style-type: none"> Support of Outcome 2 delivery and consultation processes (Year 1: \$750; Year 2: \$1,750; Year 3: \$1,750).
17. Grants	72600	<ul style="list-style-type: none"> 16 small grants of \$15,000 each provided to individual PAs (identified by Project as having great potential for increased earnings) for investments in human capital, infrastructure, marketing tools, etc., with an aim at improving revenue generation (grant selection will be guided by NPAS financial sustainability strategy and individual PA business plans).
18. IT Equipment	72800	<ul style="list-style-type: none"> IT equipment including 2 servers (\$3,000 per server) and 8 computers and accessories (\$2,000 per computer plus accessories) to support piloted fee management/ accountability system.
19. Audiovisual & Print Production Cost	74200	<ul style="list-style-type: none"> Printing and promulgation of: a) investment guidelines, b) fee structure document, and c) NPAS financial sustainability strategy (@ \$3,000 per year for years 2 and 3). Support of socialization program (\$3,000 per year for years 2 and 3).
20. Miscellaneous Expenses	74500	<ul style="list-style-type: none"> Miscellaneous expenses covering varied expenses plus bank charges (average \$1,750/year).
Outcome 3. NPAS is supported by enhanced management capacity		
21. Local Consultants	71300	<ul style="list-style-type: none"> Capacity Building Expert #1: Design of national training program/ curriculum to support PA management effectiveness (1 person @ \$250.00 per effort/day; total 60 effort days). M& E Expert: Consultancy to independently assess training impact (1 person @ \$250.00 per effort/day; total 20 effort days).
22. Contractual Services Individuals	71400	<ul style="list-style-type: none"> Project Coordinator: 43 person-weeks (@ \$697.67 per effort week) to support Outcome 3 coordination, development, and delivery (development of TORs, facilitate consultancies, support quality assurance, coordinate the execution of overarching training programme with PACT, coordinate management effectiveness training program under project).
23. Travel	71600	<ul style="list-style-type: none"> Travel costs for years 2 and 3 are associated with management effectiveness training program (subsidization of stakeholder participation from throughout the country) (\$2,000/year).
24. Contractual Services	72100	<ul style="list-style-type: none"> Training and Education services for execution of management effectiveness training program (8 sessions/modules @ \$3,000 per session).
25. Communications and Audiovisual Equipment	72400	<ul style="list-style-type: none"> Support to coordination of training activities (8 training activities @ \$250 per training activity).
26. Supplies	72500	<ul style="list-style-type: none"> Supplies for training packages (8 training packages @ \$750 per training package).
27. Audiovisual & Print Production Cost	74200	<ul style="list-style-type: none"> Printing and promulgation of training modules and support materials (8 modules @ 1,718.75 per module).
28. Miscellaneous Expenses	74500	<ul style="list-style-type: none"> Miscellaneous expenses covering varied expenses and bank charges (average \$833.22/year).
Project Management including Monitoring and Evaluation		
29. International Consultants	71200	<ul style="list-style-type: none"> International consultant- Monitoring and evaluation expert: Final Project evaluation (1 person @ \$1,000 per effort/day; Total of 20 days); fees include mission cost.

30. Local Consultants	71300	<ul style="list-style-type: none"> Monitoring and Evaluation Expert: Mid-term project evaluation/ systematization exercise (2 person @ 250.00 per effort/day; total 40 days).
31. Contractual Services Individuals	71400	<ul style="list-style-type: none"> Project Coordinator: 35 person-weeks (@ \$685.36 per effort week): Project planning, day-to-day management of project activities, project reporting, maintaining key relationships among stakeholders. Project Administrator/ Finance Assistant: 52 person-weeks (@ \$288.70 per effort week) to support overall project logistic planning and procurement processes, provision of general secretarial support.
32. Travel	71600	<ul style="list-style-type: none"> Support of Project Execution group activities and participation in project quality assurance (\$500/year).
33. Contractual Services	72100	<ul style="list-style-type: none"> Validation workshops/presentation workshops supporting M&E processes (5 @ \$3,100/event).
34. Office Supplies	72500	<ul style="list-style-type: none"> Support of Project Execution group meetings and project M& E processes (\$500/year).
35. Professional Services	74100	<ul style="list-style-type: none"> Annual Project audits (3 @ \$3,000, 2 in year 3: one for the audit of the 2011 financial year and one at project completion).

NOTE - The funding for the Project Coordinator position is covered as follows: This is a full-time position, but with responsibilities divided between project management and technical inputs: 121 person-weeks (or 78% effort) are dedicated to the technical aspects of the project, all of which are GEF-funded. This latter amount is reflected equally under each of the three outcomes (i.e., 39, 39, and 43 weeks/outcome respectively). In addition, 35 person-weeks (or 28% effort) concern the administration part of project management; these weeks are GEF-funded and are apportioned in the project management budget.

5. MANAGEMENT ARRANGEMENTS

152. This proposed initiative will be nationally executed (NEX-modality) and is an integral part of the UNDP Country Programme Action Plan (CPAP) 2007–2011 signed between the GOB and the UNDP in December 2006. The signing of the UNDP CPAP 2007–2011 constitutes a legal endorsement by the GOB.

153. To ensure UNDP's accountability for programming activities and use of resources, while fostering national ownership, the appropriate management arrangements and oversight of UNDP programming activities will be established. The management structure will respond to the project's needs in terms of direction, management, control, and communication. As the project is cross-functional and involves various stakeholders, its structure will be flexible in order to adjust to ongoing changes in the context. The UNDP Project Management structure consists of roles and responsibilities that bring together the various interests and skills involved in, and required by, the project.

154. The UNDP will act as the Implementing Agency/Senior Supplier for this project. As a part of the Project Board, UNDP brings to the table a wealth of experience working with the GOB in the arena of biodiversity conservation, protected areas management, and sustainable development, and is well-positioned to assist in both capacity-building and institutional strengthening. As always, the UNDP Country Office (UNDP-CO) and UNDP/GEF Regional Coordination Unit (RCU) in Panama will be answerable as the agency responsible for transparent practices, appropriate conduct, and professional auditing. Staff and consultants will be contracted according to the established rules and regulations of the United Nations and all financial transactions and agreements will similarly follow the same rules and regulations.

155. The project will be jointly executed by the two principal government departments (i.e., Implementing Partners) with responsibility for PA management, the Fisheries Department within the MAF and the Forest Department within the MNRE. The heads of both of these departments currently serve as co-chairs of the NPAC. The capacity assessment results of the proposed executing agencies are included in Annex 8.4. of this project document.

156. The heads of these departments will serve as Project Directors, and will be assigned to provide general project oversight (part of GOB co-financing) to the project and will represent the interest of the GOB during project execution. The proposed duration of the project is three (3) years.

5.1. UNDP Support Services

157. The Project Support role provides project administration, management, and technical support to the Project Coordinator as required by the needs of the individual project. The project will support an Administrative/Finance Assistant position to support direct day-to-day project implementation. The UNDP Belize Environmental Programme Analyst, Finance Officer, Procurement Officer and M&E Officer will provide technical, financial, administration, and management support to the project as is required. Additional support roles will be undertaken by the UNDP Regional Bureau (RBLAC) and the Regional UNDP/GEF Offices.

158. This biodiversity MSP will utilize dual payment modalities, direct request payment and direct cash transfers to the PMU to facilitate its timely execution. If the PMU requires execution services support from the UNDP CO that are outside the purview of implementation services as is prescribed by the

relevant program and financial manuals, standard ISS fees, using the universally assigned rates, will be charged to the Project.

159. The GOB will retain the rights to set rates for associated project activities such as mileage, internal daily survival allowances, consultancy fees, etc., as they relate to project staff contracted by the project.

5.2. Collaborative arrangements with related projects

160. Steps will be taken by the Project Board to include in its membership National Project Coordinators who are managing related projects to ensure coordination and synchronization of efforts as well as promote cross-fertilization, where possible.

5.3. Inputs to be provided by all partners

161. The direct execution of project activities is expected to be carried out through the PMU, which will be physically located within the Fisheries Department. Oversight of the PMU will be a function of the NPAC and its co-chairs, the Forest Department, and the Fisheries Department. The Fisheries Department, currently the host of the NPAC Secretariat, will also host the PMU. Under the hosting arrangement, the Fisheries Department is expected to provide appropriate office space for the PMU and will subsidize utilities of the PMU during the project implementation phase. In its Harmonized Approach to Cash Transfers (HACT) assessment of the Fisheries Department, the UNDP CO found that this Implementing Partner had strong internal organizational structure with adequate segregation of financial duties. The Fisheries Department is classified as a “low risk” agency as it relates to the management of financial cash transfers. The finance staff at the Fisheries Department will assist the PMU with its management of project resources and will ensure adequate record keeping of project funds. It is expected that the Fisheries Department’ annual contribution supporting the MPA network will continue throughout the projected project period.

162. The NPAC Secretariat and NPAC members are expected to provide technical oversight as well as direction to the PMU as it relates to the execution of Component 1 of the proposed MSP. The NPAC Coordinator is expected to assist the PMU in the development of comprehensive consultancy terms of reference as well as participate in the procurement process for the hiring of consultants. The NPAC is key in the establishment of the NPAA.

163. Both the Forest Department and the Fisheries Department are expected to dedicate a minimum of two (2) core PA staff to support the implementation of project activities and to provide day-to-day technical backstopping for the PMU. The participation of Forestry and Fisheries staff are recognized as in-kind GOB co-financing.

5.4. Audit arrangements

164. The GOB, through the signed SBAA, is responsible for its UNDP-assisted development projects and the realization of their objectives as described in the relevant Project Documents, thus maintaining its own accounting system necessary to justify the expenditures financed by UNDP or by the associated donors. UNDP Financial Regulations require any project that has spent over \$300,000 USD or more in a given financial year to be audited. Additionally, any project funded by GEF with expenditures of \$100,000 USD or more within one financial year must also be audited.

165. The GOB will provide the UNDP Resident Representative with certified periodic financial statements, relating to the status of UNDP (including GEF) funds disbursed as direct cash transfers in

accordance with the established procedures set out in the Programming and Finance manuals. Independent annual audits will be conducted by a suitably qualified commercial auditing firm to be engaged by the UNDP CO.

5.5. Agreement on intellectual property rights and use of logo on the project's deliverables

166. In order to accord proper acknowledgement to GEF and UNDP for providing funding, the GEF and UNDP logos should appear on all relevant project publications and project hardware, among other items. Any citation on publications regarding projects funded by UNDP and GEF should also accord proper acknowledgment to both UNDP and GEF.

167. In accordance with standard UNDP procedures, all resources and equipment gained through project support remain the property of UNDP until project closure, at which time a decision will be taken as to how to dispose of these resources.

5.6. Roles and responsibilities of the parties involved in project management

168. The MAF and the MNRE will work to establish a PMU responsible for directing, supervising, and coordinating project implementation. The established PMU will be hosted by the Fisheries Department and supported by the staff and network of experts within the PA units of their respective ministries. The Executing Agencies will subcontract specific components of the project to specialized government departments, research institutions, and NGOs.

169. **The Project Execution Group/Project Board (PEG/PB)** is the group responsible for making management decisions for the project by consensus when guidance is required by the Project Coordinator. Responsibilities of the PEG/PB include making recommendations for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, the PEG/PB decisions should be made in accordance with standards that ensure management to bring about development results, best value for the money, fairness, integrity, transparency, and effective international competition. In case a consensus cannot be reached within the PEG/PB, the final decision shall rest with the UNDP Programme Officer.

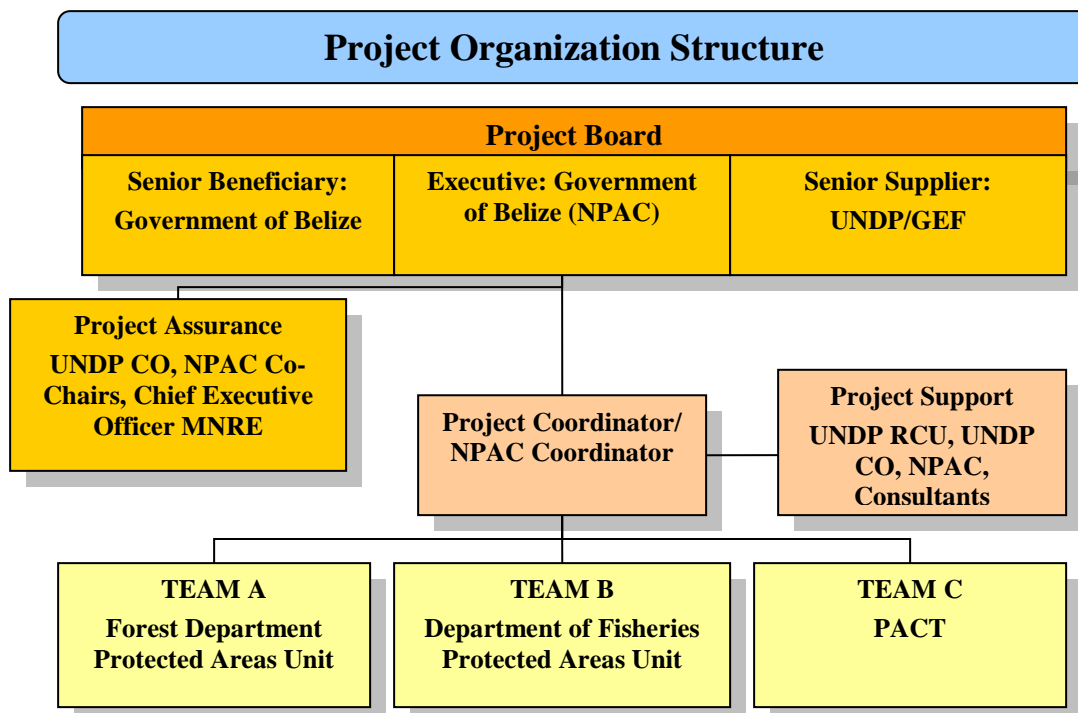
170. The PEG/PB is consulted by the Project Coordinator to make decisions when the Project Coordinator's tolerances (normally in terms of time and budget) have been exceeded (flexibility). Based on the approved Annual Work Plan (AWP), the PEG/PB may review and approve project quarterly plans when required and authorize any major departure from these agreed-upon quarterly plans. The PEG/PB is the authority that signs off on the completion of each quarterly plan and authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates any conflicts within the project or negotiates a solution to any problems between the project and external entities. In addition, it approves the appointment and responsibilities of the Project Coordinator and any delegation of its project assurance responsibilities.

171. The PEG/PB is tentatively composed of the Fisheries Department, Forest Department, the CZMAI, MNRE Policy Coordination and Planning Unit, the Ministry of Economic Development, Ministry of Finance, the PACT, the APAMO, the UNDP, and the BAPPA managers.

172. **The Project Coordinator** will be contracted by the UNDP with the support of the Fisheries Department and the Forest Department. The Project Coordinator has the authority to run the project on a day-to-day basis on behalf of the Implementing Partners within the constraints/ tolerances laid down by

the PEG/PB. The Project Coordinator’s prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standards of quality and within the specified constraints of time and cost. The Project Coordinator will be supported by project funds.

173. Project Assurance: Project assurance is the responsibility of each PEG/PB member; however, the role can be delegated. The project assurance role supports the PEG/PB by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project assurance is independent of the Project Coordinator; therefore, the PEG/PB cannot delegate any of its assurance responsibilities to the Project Coordinator. The UNDP Programme Officer will hold the project assurance role.



6. MONITORING FRAMEWORK AND EVALUATION

174. Project M&E will be conducted in accordance with the established UNDP and GEF procedures and will be provided by the project team and the UNDP-CO with support from the UNDP/GEF Regional Coordination Unit (RCU) in Panama City. The Project Results Framework in Section 3 provides performance and impact indicators for project implementation along with their corresponding means of verification. The M&E plan includes an inception report, project implementation reviews, quarterly and annual review reports, and mid-term and final evaluations. The following sections outline the principle components of the M&E plan and indicative cost estimates related to M&E activities. The project’s M&E plan will be presented and finalized in the Project Inception Report following a collective fine-tuning of indicators, means of verification, and the full definition of project staff M&E responsibilities.

Project Inception Phase

175. A **Project Inception Workshop** (IW) will be held within the first 2 months of project start-up with the full project team, relevant GOB counterparts, co-financing partners, the UNDP-CO and representation from the UNDP-GEF RCU, as well as UNDP-GEF headquarters (HQs) as appropriate.

176. A fundamental objective of this IW will be to help the project team to understand and take ownership of the project's goal and objectives, as well as finalize preparation of the project's first annual work plan on the basis of the project results framework and the GEF SO1 Tracking Tool. This will include reviewing the results framework (indicators, means of verification, and assumptions), imparting additional detail as needed, and on the basis of this exercise, finalizing the AWP with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project.

177. Additionally, the purpose and objective of the IW will be to: (i) introduce project staff to the UNDP-GEF team which will support the project during its implementation, namely the CO and responsible RCU staff; (ii) detail the roles, support services, and complementary responsibilities of UNDP-CO and RCU staff in relation to the project team; (iii) provide a detailed overview of UNDP-GEF reporting and M&E requirements, with particular emphasis on the Annual Project Implementation Reviews (PIRs) and related documentation, the Annual Project Report (APR), as well as mid-term and final evaluations. Equally, the IW will provide an opportunity to inform the project team on UNDP project-related budgetary planning, budget reviews including arrangements for annual audit, and mandatory budget re-phasing.

178. The IW will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines and conflict resolution mechanisms. The Terms of Reference for project staff and decision-making structures will be discussed again, as needed, in order to clarify each party's responsibilities during the project's implementation phase. The IW will also be used to plan and schedule the Tripartite Committee Reviews.

Monitoring Responsibilities and Events

179. A detailed schedule of project review meetings will be developed by the project management in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative timeframes for Tripartite Committee Reviews, PEG/PB (or relevant advisory and/or coordination mechanisms); and (ii) project-related M&E activities.

180. **Day-to-day monitoring** of implementation progress will be the responsibility of the Project Coordinator based on the project's AWP and its indicators. The Project Coordinator will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion. The Project Coordinator will fine-tune the progress and performance/impact indicators of the project in consultation with the full project team at the IW with support from UNDP-CO and assisted by the UNDP-GEF RCU. Specific targets for the first-year implementation progress indicators together with their means of verification will be developed at this workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the AWP. Targets and indicators for subsequent years will be defined annually as part of the internal evaluation and planning processes undertaken by the project team.

181. Measurement of impact indicators related to global benefits will occur according to the schedules defined in the IW. The measurement of these will be undertaken through specific studies that are to form part of the projects activities for the quantification of changes in coverage of key terrestrial, coastal, and marine ecosystems within NPAS (i.e., lowland broadleaf forests, sub-mountain broadleaf forests, and mangroves).

182. **Periodic monitoring** of implementation progress will be undertaken by the UNDP CO through quarterly meetings with the project implementation team, or more frequently as deemed necessary. This will allow parties to take stock of and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. The UNDP CO and UNDP-GEF RCU, as appropriate, will conduct yearly visits to the project's field sites, or more often based on an agreed upon schedule to be detailed in the project's Inception Report/AWP to assess first-hand project progress. Any other member of the PEG/PB can also take part in these trips, as decided by the PEG. A Field Visit Report will be prepared by the UNDP CO and circulated no less than one month after the visit to the project team, all PEG/PB members, and UNDP-GEF.

183. **Annual monitoring** will occur through the Tripartite Committee (TPC) Reviews. This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to TPC review at least once every year. The first such meeting will be held within the first 12 months of the start of full implementation. The project proponent will prepare an Annual Project Report (APR) and submit it to UNDP CO and the UNDP-GEF regional office at least two weeks prior to the TPC for review and comments.

184. The APR will be used as one of the basic documents for discussions in the TPC. The Project Coordinator will present the APR to the TPC, highlighting policy issues and recommendations for the decision of the TPC participants. The Project Coordinator will also inform the participants of any agreement reached by stakeholders during the APR preparation on how to resolve operational issues. Separate reviews of each project component may also be conducted if necessary. The TPC has the authority to suspend disbursement if project performance benchmarks are not met. Benchmarks will be developed at the IW, based on delivery rates and qualitative assessments of achievements of outputs.

185. The **Terminal TPC Review** is held in the last month of project operations. The Project Coordinator is responsible for preparing the Terminal Report and submitting it to UNDP-CO and to UNDP-GEF RCU. It shall be prepared in draft at least two months in advance of the TPC meeting in order to allow review, and will serve as the basis for discussions in the TPC meeting. The terminal TPC review considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its stated objectives and contributed to the broader environmental objective. It decides whether any actions are still necessary, particularly in relation to sustainability of project results, and acts as a vehicle through which lessons learned can be captured to feed into other projects being implemented.

Project Monitoring Reporting

186. The Project Coordinator, in conjunction with the UNDP-GEF extended team, will be responsible for the preparation and submission of the following reports that form part of the monitoring process and that are mandatory.

187. A **Project Inception Report** will be prepared immediately following the IW. It will include a detailed First Year/AWP divided in quarterly timeframes detailing the activities and progress indicators

that will guide implementation during the first year of the project. This work plan will include the dates of specific field visits, support missions from the UNDP CO or the RCU or consultants, as well as timeframes for meetings of the project's decision-making structures. The IR will also include the detailed project budget for the first full year of implementation, prepared on the basis of the AWP, and including any M&E requirements to effectively measure project performance during the targeted 12-month timeframe. The IR will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions, and feedback mechanisms of project-related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation. When finalized, the IR will be circulated to project counterparts who will be given a period of one calendar month in which to respond with comments or queries. Prior to the IR's circulation, the UNDP CO and UNDP-GEF's RCU will review the document.

188. The Annual Project Report (APR) is a UNDP requirement and part of UNDP's CO central oversight, monitoring, and project management. It is a self-assessment report by the project management to the CO and provides input to the country office reporting process and the Results-Oriented Annual Report (ROAR), as well as forming a key input to the TPC Review. An APR will be prepared on an annual basis prior to the TPC Review, to reflect progress achieved in meeting the project's AWP and assess performance of the project in contributing to intended outcomes through outputs and partnership work. The format of the APR is flexible but should include the following sections: (i) project risks, issues, and adaptive management; (ii) project progress against pre-defined indicators and targets, (iii) outcome performance; and (iv) lessons learned/best practices.

189. The Project Implementation Review (PIR) is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons from ongoing projects. Once the project has been under implementation for one year, a PIR must be completed by the CO together with the project management. The PIR can be prepared any time during the year (July-June) and ideally prior to the TPC review. The PIR should then be discussed in the TPC meeting so that the result would be a PIR that has been agreed upon by the project, the Executing Entity/Implementing Partner, UNDP CO, and the concerned RCU.

190. The individual PIRs are collected, reviewed, and analyzed by the RCU prior to sending them to the focal area clusters at the UNDP/GEF headquarters. The focal area clusters supported by the UNDP-GEF M&E Unit analyze the PIRs by focal area, theme, and region for common issues/results and lessons. The TAs and PTAs play a key role in this consolidating analysis. The focal area PIRs are then discussed in the GEF Interagency Focal Area Task Forces in or around November each year and consolidated reports by focal area are collated by the GEF Independent M&E Unit based on the Task Force findings. The GEF M&E Unit provides the scope and content of the PIR. In light of the similarities of both APR and PIR, UNDP-GEF has prepared a harmonized format for reference.

191. Quarterly Progress Reports outlining main updates in project progress will be provided quarterly to the local UNDP CO and the UNDP-GEF RCU by the project team. Progress made shall be monitored in the UNDP Enhanced Results Based Management Platform and the risk log should be regularly updated in ATLAS based on the initial risk analysis included herein.

192. Specific Thematic Reports focusing on specific issues or areas of activity will be prepared by the project team when requested by UNDP, UNDP-GEF, or the Implementing Partner. The request for a Thematic Report will be provided to the project team in written form by UNDP and will clearly state the

issue or activities that need to be reported on. These reports can be used as a form of lessons learned exercise, specific oversight in key areas, or as troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered. UNDP is requested to minimize its requests for Thematic Reports, and when such are necessary will allow reasonable timeframes for their preparation by the project team.

193. A Project Terminal Report will be prepared by the project team during the last three months of the project. This comprehensive report will summarize all activities, achievements, and outputs of the project; lessons learned; objectives met or not achieved; structures and systems implemented, etc.; and will be the definitive statement of the project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's activities.

194. Technical Reports are detailed documents covering specific areas of analysis or scientific specializations within the overall project. As part of the Inception Report, the project team will prepare a draft Reports List detailing the technical reports that are expected to be prepared on key areas of activity during the course of the project, and tentative due dates. Where necessary this Reports List will be revised and updated, and included in subsequent APRs. Technical Reports may also be prepared by external consultants and should be comprehensive and specialized analyses of clearly defined areas of research within the framework of the project and its sites. These technical reports will represent, as appropriate, the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national, and international levels. Technical Reports have a broader function and the frequency and nature is project-specific.

195. Project Publications will form a key method of crystallizing and disseminating the results and achievements of the project. These publications may be scientific or informational texts on the activities and achievements of the project in the form of journal articles or multimedia publications. These publications can be based on Technical Reports, depending upon the relevance and scientific worth of these reports, or may be summaries or compilations of a series of Technical Reports and other research. The project team will determine if any of the Technical Reports merit formal publication, and (in consultation with UNDP, the GOB, and other relevant stakeholder groups) will also plan and produce these Publications in a consistent and recognizable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.

Independent Evaluation

196. The project will be subjected to at least two independent external evaluations as follows:

197. An independent **Mid-Term Evaluation** will be undertaken at exactly the mid-point of the project lifetime (i.e., November 2011). The Mid-Term Evaluation will determine progress being made towards the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency, and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation, and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference, and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-Term Evaluation will be prepared by the UNDP-CO based on guidance from the UNDP-GEF RCU. The management response of the evaluation will be uploaded to the UNDP corporate systems, in particular the UNDP Evaluation Office Evaluation Resource Center (ERC). The GEF SO1 Tracking Tool will also be completed during the mid-term evaluation cycle.

198. An independent **Final Evaluation** will take place three months prior to the terminal Project Board meeting, and will focus on the same issues as the Mid-Term Evaluation. The Final Evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The Final Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the UNDP Evaluation Office Evaluation Resource Center (ERC). The Terms of Reference for this evaluation will be prepared by the UNDP-CO based on guidance from the UNDP-GEF RCU. The GEF SO1 Tracking Tool will also be completed during the final evaluation.

Audit Clause

199. The GOB will provide the Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in the Programming and Finance manuals. The audit will be conducted according to UNDP's financial regulations, rules, and audit policies by the legally recognized auditor of the GOB, or by a commercial auditor engaged by the GOB.

Learning and Knowledge Sharing

200. Results from the project will be disseminated within and beyond the project intervention zone through a number of existing information sharing networks and forums. In addition, the project will participate, as relevant and appropriate, in UNDP-GEF sponsored networks, organized for Senior Personnel working on projects that share common characteristics. UNDP-GEF RCU has established an electronic platform for sharing lessons between the project managers. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation through lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Identify and analyzing lessons learned is an ongoing process, and the need to communicate such lessons as one of the project's central contributions is a requirement to be delivered not less frequently than once every 12 months. UNDP-GEF shall provide a format and assist the project team in categorizing, documenting, and reporting on lessons learned.

M&E work plan and budget

Type of M&E activity	Responsible Parties	Budget US\$*	Time frame
Inception Workshop	<ul style="list-style-type: none"> Project Coordinator UNDP CO UNDP GEF 	5,500 (GEF)	Within first two months of project start-up
Inception Report	<ul style="list-style-type: none"> Project Team UNDP CO 	None	Immediately following IW
Measurement of Means of Verification of project results	<ul style="list-style-type: none"> UNDP GEF Regional Technical Advisor/Project Coordinator will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members 	None	Start, mid-point, and end of project
Measurement of Means of Verification for	<ul style="list-style-type: none"> Oversight by Project Coordinator 	No separate M&E cost: to be absorbed within salary	Annually prior to ARR/PIR and to the

Type of M&E activity	Responsible Parties	Budget US\$*		Time frame
Project Progress and Performance (measured on an annual basis)	• Project Team	and travel costs of project staff		definition of annual work plans
ARR and PIR	• Project Coordinator and Team • UNDP-CO • UNDP-GEF	None		Annually
Tripartite Committee Reviews and Reports	• GOB counterparts • UNDP CO • UNDP GEF RCU	None		Annually, upon receipt of APR
Project Execution Group Meetings (Project Board Meetings)	• Project Coordinator • UNCP-CO • GOB representatives	3,000 (GEF) 3,000 (CoF) (average 2,000 per year)		Four times per year
Quarterly progress reports	• Project Coordinator and Team	None		Quarterly
Technical reports	• Project Coordinator and Team • Hired consultants as needed	4,000 (CoF)		To be determined by Project Team and UNDP-CO
Mid-term Evaluation	• Project Coordinator and Team • UNDP- CO • UNDP-GEF RCU • External Consultants (i.e., evaluation team)	10,500 (GEF) 10,000 (CoF)		At the mid-point of project implementation
Final Evaluation	• Project Coordinator and Team • UNDP- CO • UNDP-GEF RCU • External Consultants (i.e. evaluation team)	25,000 (GEF) 10,000 (CoF)		At least three months before the end of project implementation
Terminal Report	• Project Team • UNDP-CO	4,000 (CoF)		At least three months before the end of the project
Lessons learned	• Project Coordinator and Team • UNDP-GEF RCU (suggested formats for documenting best practices, etc)	4,500 (GEF) (average 1,500 per year)		Yearly
Audit	• UNDP-CO • Project Coordinator and Team	9,000 (GEF) (average 3,000 per year)		Yearly
Visits to field sites	• UNDP-CO • UNDP-GEF RCU (as appropriate) • GOB representatives	No separate M&E cost: paid from IA fees and operational budget		Yearly
TOTAL INDICATIVE COST (*Excluding project team staff time and UNDP staff and travel expenses)		GEF	57,500	
		CoF	31,000	
		Total	88,500	

7. LEGAL CONTEXT

201. This document, together with the CPAP, which was signed by the GOB and UNDP and is incorporated by reference, constitutes a Project Document as referred to in the SBAA. All CPAP provisions apply to this document.

202. Consistent with the Article III of the SBBA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner.

203. The Implementing Partner shall: a) put into place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried out; b) assume all risks and liabilities related to the Implementing Partner's security and the full implementation of the security plan.

204. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required herein shall be deemed a breach of this agreement.

205. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism, and that the recipients of any amounts provided by UNDP herein do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

8. ANNEXES

8.1. Risk Analysis

Project Title: Strengthening National Capacities for the Operationalization, Consolidation, and Sustainability of Belize's Protected Areas System	Award ID: 00059614	Date:
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#	Description	Date Identified	Type	Probability and Impact	Countermeasures/ Management Response	Owner	Submitted, Updated By	Last Update	Status
1	Reduction in commitment by government and PA stakeholders to implement NPAPSP.	September 2009	Financial Strategic	<p>Loss of stakeholder commitment to the process can result in both financial and strategic implications for project proponents. The project calls for the establishment of an enabling environment for PA financial sustainability. Such a framework calls for legislative revisions, the enactment of new regulations as well as a shift away from the <i>status quo</i> of PA management in Belize. Such a task will require full buy-in/support from all PA stakeholders in order for the project to achieve success and to ensure sustainability of proposed measures.</p> <p>Enter probability on a scale from 1 (low) to 5 (high) P = 3</p>	<p>Project developers have worked to maintain the spirit of high stakeholder involvement/ participation in project development. The proposed management design will work to keep priority stakeholders closely knitted into the project framework. This approach was successfully applied during the development of the NPAPSP in managing stakeholder commitment and support to the process.</p> <p>As co-chairs of NPAC, the FD</p>	NPAC, UNDP CO	PA management Stakeholders, UNDP	February 15, 2010	<p>Risk of diminished GOB commitment was reduced with the decision to revitalize NPAC as well as the decision to formalize GOB cabinet endorsement of the NPAPSP. APAMO remains committed to effective PA management.</p>

				Enter impact on a scale from 1 (low) to 5 (high) I = 5	and DF continue to actively lobby government counterparts for acceptance of the NPAPSP.				
2	Negative effects of global economic crisis on PA sustainability alternatives.	September 2009	Financial Strategic	<p>The Belizean economy is strongly linked to the American markets. Several proposed approaches for financial sustainability are based on the assumption that travel to Belize is not severely restricted by the economic crunch and that the GOB will be able to offer continued support to the proposed processes.</p> <p>Enter probability on a scale from 1 (low) to 5 (high) P = 4</p> <p>Enter impact on a scale from 1 (low) to 5 (high) I = 5</p>	<p>The proposed initiative will attempt to avoid vesting PA solutions in any one development sector, instead diversifying as much as possible and working to decrease inefficiencies.</p> <p>While promoting tourism in PAs and continuing its bid to increase national support to the NPAS the project hopes to decrease system vulnerability through the introduction of diverse and innovative portfolio for PA management.</p>	GOB, UNDP	UNDP, NPAC, APAMO	Not Applicable	Risk continues to persist as is reflected in the recent announcement by the GOB that the country is in recession, as well as proposed budgetary cuts to all line ministries, including those responsible for management of the PAs.
3	Challenge of Co-Financing	September 2009	Financial	A bulk of the project co-financing needs are to be met through the support of complementary actions funded by the PACT. PACT funds some	PACT has recently engaged in a process of institutional review and strategic planning.	UNDP NPAC	UNDP	Not Applicable	Risk exists but ongoing efforts to decrease the probability of it influencing

				<p>\$750,000 USD in small and large grants annually supporting the recommendations of the NPAPSP.</p> <p>Enter probability on a scale from 1 (low) to 5 (high)</p> <p>P = 2</p> <p>Enter impact on a scale from 1 (low) to 5 (high)</p> <p>I = 4</p>	<p>Decisions resulting from this process are that the fund will continue to respond to the needs of the NPAS. Project developments continue to work closely with PACT to ensure synergy/harmony in project activities and PACT strategic direction.</p>				the project negatively have been successful to date.
4	Destabilization of NPAS through de-reservations.	September 2009	Operational Strategic	<p>Internal assessments carried out by the MNRE have indicated as many as 184 secured land titles within the NPAS. In response to these findings the GOB must determine the best alternatives for addressing this issue. Some instances of reservations and de-reservations in the past have been the result of political agendas rather than informed technical guidance.</p> <p>Enter probability on a scale from 1 (low) to 5 (high)</p> <p>P = 3</p>	<p>Government counterparts have agreed to follow the criteria set forth by the NPAPSP to guide future actions in the NPAS. It is also agreed that the project will address some outstanding questions related to reservation and de-reservation of lands in its planned legislative reviews.</p>	PA Co-Managers NPAC	UNDP NPAC APAMO	Not Applicable	Risk is gradually increasing as more accounts of natural resource use conflicts are being reported across the NPAS.

				Enter impact on a scale from 1 (low) to 5 (high) I = 3					
5	Capacity Constraints within the NPAC.	September 2009	Organizational	<p>The NPAC is expected to play a critical role in the coordination of project activities. Recent inactivity by the NPAC has forced a rationalization process and a redefinition of its role in PA management.</p> <p>Enter probability on a scale from 1 (low) to 5 (high) P = 3</p> <p>Enter impact on a scale from 1 (low) to 5 (high) I = 3</p>	<p>As initial activities have indicated a weakened impact and reluctance by the GOB to support the NPAC as it exists, the project has made alterations to original proposed managing arrangements, recommending managing by respective line ministries/ departments with proven project execution ability instead of vesting complete oversight in the NPAC. The GOB has also commenced a review of the NPAC and has taken steps to support a “new” NPAC to ensure its participation in project coordination. The findings of this task force have</p>	UNDP	UNDP	Not Applicable	Actions underway by the GOB and decisions undertaken by the project expected to minimize risk.

					been presented to PA stakeholders and actions have been taken to re-staff NPAC with at least core personnel.				
6	Climate Change	September 2009	Environmental Strategic	<p>Climate variations or events directly linked to climatic changes have been of increasing concern to PA management authorities (e.g., increase in sea water temperature, increase in frequency and intensity of hurricanes), as many believe the values/ attributes of their PAs are at risk to degradation.</p> <p>Enter probability on a scale from 1 (low) to 5 (high) P = 3</p> <p>Enter impact on a scale from 1 (low) to 5 (high) I =3</p>	Part of the planned management effectiveness component partially supported by this project is expected to build capacities of PA managers in planning for, monitoring, and where possible mitigating the impacts of climate change.	PA Co-Managers	PA Co-Managers	February 15, 2010 Climate-induced changes, particularly in marine reserves.	Risk is believe to be constant and increasing, particularly within the marine reserves.

8.2. Terms of Reference for Key Project Staff

The following are the terms of reference (ToRs) for the project management staff. The PMU will be staffed by a full-time Project Coordinator and a full-time Project Administrator/Finance Assistant, both of which will be nationally-recruited positions. ToRs for these positions will be further discussed and fine-tuned during the IW so that roles and responsibilities and UNDP GEF reporting procedures are clearly defined and understood. Also, during the IW the ToRs for specific consultants and sub-contractors will be fully discussed and, for those consultancies to be undertaken during the first 6 months of the project, full ToRs will be drafted and selection and hiring procedures will be defined.

Project Coordinator

The project executing agencies, with the assistance of the UNDP CO, will hire the Project Coordinator to carry out the duties specified below, and to provide further technical assistance as required by the project team to fulfill the objectives of the project. He/she will be responsible for ensuring that the project meets its obligations to the GEF and the UNDP, with particular regard to the management aspects of the project, including staff supervision, stakeholder liaison, implementation of activities, and reporting. The Project Coordinator will head the PMU, and will be responsible for day-to-day management of project activities and the delivery of its outputs. The PM will support and be guided by the PEG and will coordinate the activities of all partners, staff, and consultants as they relate to the execution of the project. The Project Coordinator will be responsible for the following:

Tasks:

- Prepare detailed work plan and budget under the guidance of the PEG.
- Make recommendations for modifications to the project budget and, where relevant, submit proposals for budget revisions to the PEG, NEPA, and UNDP.
- Facilitate project planning and decision-making sessions.
- Organize the contracting of consultants and experts for the project, including preparing ToRs for all technical assistance required, and supervising their work.
- Provide technical guidance and oversight for all project activities.
- Oversee the progress of the project components conducted by the local and international experts, consultants, sub-contractors and cooperating partners.
- Coordinate and oversee the preparation of all outputs of the project.
- Foster, establish, and maintain links with other related national and international programs and national projects.
- Organize PEG meetings at least once every quarter as well as annual and final review meetings as required by the UNDP, and act as the secretary to the PEG.
- Coordinate and report the work of all stakeholders under the guidance of the PEG to the GOB and the UNDP.
- Organize required workshops, consultations, or meetings.
- Prepare PIRs/APRs and attend annual review meetings.
- Ensure that all relevant information is available in a timely fashion to the PEG about activities nationally, including private and public sector activities, which impact on the project.
- Prepare and submit quarterly progress and financial reports to the PEG and UNDP as required.
- Assist in the development of educational, promotional, and marketing materials regarding the NPAS, its biodiversity resources, and stakeholder communities, the achievements of the project, and other topics relevant to the project.

- Coordinate and participate in monitoring and evaluation exercises to appraise project success and make recommendations for modifications to the project.
- Perform other duties related to the project in order to achieve its strategic objectives.
- Ensure the project utilizes best practices and experiences from similar projects.
- Ensure that all project activities are carried out on schedule and within budget to achieve the project outputs.

Outputs:

- Detailed work plan indicating dates for deliverables and budget.
- List of names of potential advisors and collaborators and potential institutional links with other related national and international programs and national projects.
- Quarterly reports and financial reports on the consultant's activities, all stakeholders' work, and progress of the project to be presented to the PEG and UNDP (in the format specified by UNDP) and discussed at the quarterly meetings of the PEG.
- A final report that summarizes the work carried out by consultants and stakeholders during the period of the project, as well as the status of the project outputs at the end of the project.
- Minutes of PEG meetings.
- Yearly PIRs/APRs.
- Adaptive management of project.

All documents are to be submitted to the UNDP CO in MS Word and in hard copy.

Qualifications (indicative):

- A graduate academic degree in areas relevant to the project (e.g., PAs/natural resource management and conservation).
- Minimum 5 years of experience in project management with at least 2 years of experience in PA management.
- Experience facilitating consultative processes, preferably in the field of natural resource management.
- Working knowledge of PA management and planning.
- Proven ability to promote cooperation between and negotiate with a range of actors, and to organize and coordinate multi-disciplinary teams.
- Strong leadership and team-building skills.
- Demonstrable ability to organize, facilitate, and mediate technical teams to achieve stated project objectives.
- Familiarity with logical frameworks and strategic planning.
- Strong computer skills.
- Excellent communication and writing skills.
- Previous experience working with a UNDP/GEF-supported project is considered an asset.

Project Administrator/Finance Assistant

The Project Administrator/Finance Assistant is responsible for the financial and administrative management of the project activities and assists in the preparation of quarterly and annual work plans and progress reports for review and monitoring by the PEG/PB. This position also provides support to the Project Coordinator for the day-to-day management of the project. The Project Administrator/Finance Assistant will have the following responsibilities:

Financial management:

- Responsible for providing general financial and administrative support to the project.
- Take own initiative and perform daily work in compliance with annual work schedules.
- Assist project management in performing budget cycle: planning, preparation, revisions, and budget execution.
- Assist the Project Coordinator in all project implementation activities.
- Provide assistance to partner agencies involved in pilot initiatives, performing and monitoring general administrative and financial aspects of pilots to ensure compliance with budgeted costs and in line with UNDP/GOB policies and procedures.
- Monitor project expenditures, ensuring that no expenditure is incurred before it has been authorized.
- Assist project team in drafting quarterly project progress reports concerning financial issues.
- Ensure that UNDP procurement rules are followed in procurement activities carried out by the project and bear the responsibility for the inventory of the project assets.
- Perform preparatory work for mandatory and general budget revisions, annual physical inventory and auditing, and assist external evaluators in fulfilling their mission.
- Provide assistance in all logistic arrangements concerning project implementation.

Administrative management:

- Make logistical arrangements for the organization of meetings and round tables.
- When necessary, provide secretarial support for the project staff.
- Draft contracts for international/local consultants.
- Draft correspondence related to assigned project areas; clarifies, follows up, responds to requests for information.
- Assume overall responsibility for administrative matters of a more general nature, such as registry and maintenance of project files.
- Perform all other administrative and financial related duties, upon request.
- Provides support to the Project Coordinator in coordination and arrangement of planned activities and their timely implementation.
- Assist the Project Coordinator in liaising with key stakeholders from the GOB counterpart, donor community, civil society, and NGOs as required.

Qualifications and skills:

- At least an Associate Degree in finance, business sciences or related fields.
- Experience in administrative work, preferably in an international organization or related to project execution.
- A demonstrated ability in financial management of development projects and in liaising and cooperating with government officials, NGOs, mass media.
- Self-motivated and ability to work under the pressure.
- Team-oriented, possesses a positive attitude and works well with others.
- Flexible and willing to travel as required.
- Excellent interpersonal skills.
- Excellent verbal and writing communication skills in English.
- Good knowledge of Word, Outlook, Internet Explorer, and Excel is necessary.

National Protected Areas Committee (NPAC)

The National Protected Areas Committee (NPAC) is a Pro-tem committee that will serve for 2 years or until the legislative amendments to the National Park Systems Act establishes the Protected Area Technical Committee.

The purpose of the NPAC is to provide technical advice to the Ministries and other stakeholders where appropriate responsible for protected areas in matters pertaining to the implementation of the National Protected Areas System Plan (NPASP).

The specific functions of the Pro-Tem committee include:

1. Coordinate implementation of the NPASP
2. Oversee the work of the secretariat established to implement the NPASP
3. Identify and recommend technical experts for implementation of specific activities under the NPASP
4. Support efforts to identify and access funds for the implementation of the NPASP
5. Promote efforts to incorporate the National Protected Areas Policy (NPAP) in the plans, strategies and operations of relevant government, quasi-government bodies and national and international NGOs.
6. Promote and oversee the revision of the National Parks System Act and other protected area legislation, and oversee the preparation of consolidated protected area legislation for recommendation to the government.
7. Serve as a body for national coordination and consultation between government agencies, local NGO's and CBO's, international NGO's, and others in matters specifically related to protected areas issues.
8. The NPAC members will serve as a panel of resource persons at relevant consultation sessions held with respect to the NPASP.
9. Recommend structure and composition of the Protected Areas Commission to carry out the NPASP once PA legislation has been passed.

Membership

The membership of the Pro-Tem Committee will be appointed by the Minister of Natural Resources and the Environment. The membership of the Committee shall include a representative of the:

1. Forest Department (Chair),
2. Fisheries Department (Vice Chair),
3. Belize Tourism Board,
4. PACT,
5. Institute of Archaeology,
6. University of Belize,
7. Belize Chamber of Commerce
8. Policy Coordination and Planning Unit in MNRE.
9. Two (2) Non- Government conservation organizations.

Rules of Order

1. The Committee will be guided by the provisions of the National Protected Areas Policy and System Plan.
2. Recommendations and decisions of the Committee will be made by a majority of the membership of the entire Committee and in performing its role.
3. The Committee shall establish sub- committees and may co-opt other relevant government and local non-government organizations to assist with implementation of the NPASP.
4. The Committee reports to the Minister of Natural Resources and the Environment, through the CEO in the Ministry of Natural resources, via the Chair and or Vice Chair of the Pro Tem Committee.

8.3. Capacity Assessment

This section details the results of capacity of the Implementing Partner, which was evaluated using the Harmonized Approach to Cash Transfers (HACT). HACT has replaced a variety of cash transfer procedures applied by different UN agencies. It is based on the principles for aid effectiveness as described in the Paris Declaration.

HACT is a risk-informed approach to collaboration with government and other implementing partners, and applies to all situations and partners. Some partners have relatively strong internal control systems, and the cooperating UN agency can rely on these systems. Other partners may have weak systems, and the UN agency may have to increase its own monitoring activities to seek the assurance that UN funds are effectively used by the implementing partners for the intended purposes.

Both HACT Checklists A and B were initially applied to the Fisheries Department in February 2008 in preparation of the Fisheries Department implementation of a multiple donor initiative supporting Hurricane Dean Rehabilitation. The result of this initial assessment categorized the Fisheries Department as a low-risk implementation partner. In order to verify these results for the implementation of the project herein, Checklist A was reapplied in January 2010. The combined findings of both assessments follow.

Methodology Employed. The UNDP CO utilized the methodology as was prescribed in *UNDP: Guidelines for Assessing the Financial Management Capacity of Implementing Partners Receiving Cash from an Agency*. The findings from the questionnaire were then cross-referenced with information gathered through interviews with the Implementing Partner.

Implementing Partner: Fisheries Department

Financial Management Capacity: (Based on application of Checklists A and B). The Fisheries Department is considered a low-risk counterpart; however, because of very limited experience with the execution of UN agency initiatives the evaluator applied Check List B in the assessment of the institution's capabilities.

1. **Implementing Partner:** Risk Management Rating – LOW. Although the Implementing Partner has limited experience in the execution of UNDP and UNEP projects, they have experience in management of projects of similar and greater size funded by other organizations. Their execution of these initiatives has been carried out without incidence. The UNDP project is to be executed in line with UNDP project management procedures and requirements. Reporting is guided by the signed Project Document.

2. **Funds Flow:** Risk Management Rating – LOW. It was determined that the Implementing Partner has the capacity to receive and transfer funds adequately. The UNDP CO is expected to continue to monitor funds transfer and execution through participation on the Project Board and through reconciliation of accounts and periodic monitoring of supporting documents. Funds are transferred to Implementing Partner in Belizean Dollars (BZD) minimizing the need for the management of foreign exchange risks.
3. **Staffing:** Risk Management Rating – LOW. The Implementing Partner functions with a full roster of qualified financial staff trained in government requirements for accountability. The UNDP CO Finance Officer will work closely with project staff to ensure their full understanding of all UNDP finance and procurement procedures.
4. **Accounting Policies and Procedures:** Risk Management Rating – LOW. The project accounting system is based on that of the GOB and is designed especially to track project finance based on authorized expenditures. All accounting and supporting documentation are maintained; however, there is a need to reconcile these practices with UNDP's reporting procedures. There exist adequate controls through segregation of duty. All variations to the budget must first be approved by PEG/UNDP.
5. **Internal Audit:** Risk Management Rating – LOW. There exists a Departmental Audit System in which audits of project funds are given priority based on donor needs.
6. **External Audit:** Risk Management Rating – LOW. The project is expected to enable structures for external auditing. External audits will be carried out in compliance with UNDP GEF requirements.
7. **Reporting and Monitoring:** Risk Management Rating – LOW. Financial statements are prepared for the project on a timeline agreed to by donor, quarterly detailed expenditure reports are presented to the Project Steering Committee (PSC). All finances are reported against the Annual Work Plan approved by the PSC/UNDP.
8. **Information Systems:** Risk Management Rating – LOW. The existing system is completely computerized and can adequately support the project.

Overall Risk Assessment: LOW.

It is the assessor's opinion that there exist no significant indications of inability or lack of capacity of the Implementing Partner to adequately execute and report on project funds. UNDP guidance is reconciling the government's accounting system and UNDP reporting requirements if necessary; however, similarities in system requirements do not make for a problematic process. UNDP continues oversight through participation in the PSC and maintaining control over significant budgetary revisions, their involvement assists in negating any identified reporting weaknesses.

Decision on Payment Modality: Based on the findings of these exercises, the Implementing Partner is considered **LOW** risk as the financial systems that are in place adequately support transparency and accountability in finance transfer and management. Oversight of the Implementing Partner by senior Fisheries Technical and Financial staff and a proposed Project Board also contributes to the assessor's

confidence in successful project execution and minimizes the possibility of mismanagement of donor funds.

8.4. Stakeholder Involvement Plan

Stakeholder Participation during Project Preparation

During the Project Preparation Grant (PPG) phase of the Project, key stakeholders participated in planning and project design workshops and several smaller focus group sessions and meetings. These participation forums were: a) PPG phase introduction workshop, b) project Results Framework Workshop, and c) individual meetings and consultations. Detailed descriptions of these meetings are presented below.

Introduction Workshop (held on September 14th, 2009). The objectives of this workshop were to: a) help the PPG project team and other stakeholders to understand and take ownership of the project goals and objectives, b) ensure that the project team and other stakeholders have a clear understanding of what the PPG phase seeks to achieve as well as their own roles in successfully carrying out the PPG activities, c) re-build commitment and momentum among key stakeholders for the PPG phase, and d) validate the PPG Work Plan.

The participants in the PPG Phase Introduction Workshop included the Fisheries Department - NPAC Co-chair, Forest Department - NPAC Co-chair, Fisheries Department - PA Unit, PACT, YCT, BAPPA, APAMO, Belize Audubon Society, OAK Foundation, The Nature Conservancy, and UNDP Belize.

Project Results Framework Workshop (held November 5th - 6th, 2009). The objectives of this workshop were to: a) define the Results Framework, including the revised project outputs, indicators, baseline information, goals, verification mechanisms, and assumptions; b) develop a preliminary definition of the project's activities for each output/outcome; and c) develop preliminary project costing, including co-financing.

The participants in the Project Results Framework Design Workshop included the Ya'ax Che Conservation Trust, APAMO, Programme For Belize, Belize Audubon Society, Southern Environmental Alliance, The Nature Conservancy, PACT, MNRE Policy Unit, CZMAI, Fisheries Department, and UNDP-Belize.

Individual Meetings and Consultations: Individual meetings and consultations with key stakeholders were held during the PPG phase, and included NPAC, Forest Department Co-chair and Fisheries Department Co-chair; APAMO, Yvette Alonzo; PACT, Sharon Perera; and MNRE, Mrs. Beverly Castillo, Chief Executive Officer (CEO). The various issues that were addressed during these meeting included: a) specific capacity strengthening needs, b) monitoring and evaluation system, c) co-financing, and d) project participation mechanisms, among others.

Stakeholder Participation Plan for the Project Implementation Phase

Objectives of the Stakeholder Participation Plan: The formulation of the stakeholder participation plan has the following objectives: a) to clearly identify the basic roles and responsibilities of the main participants in this project, b) to ensure full knowledge of those involved concerning the progress and obstacles in project development and to take advantage of the experience and skills of the participants to enhance project activities, and c) to identify key instances in the project cycle where stakeholder involvement will occur. The ultimate purpose of the stakeholder participation plan will be the long-term sustainability of the project achievements, based on transparency and the effective participation of the key stakeholders.

Summary of Stakeholder Roles in Project Implementation:

Stakeholders	Form of participation in Project Implementation (roles and responsibilities)
Forest Department and Fisheries Department	As the project's Executing Entities, the Forest Department and the Fisheries Department will be the government agencies responsible for programming, implementation and monitoring of project activities. They are responsible for all technical decisions and the effective and efficient use of resources to achieve the goals established in the annual work plans and project objective.
Coastal Zone Management Authority and Institute (CZMAI)	The CZMAI will advise on project delivery, ensuring synergies among project components and ongoing national efforts in coastal development through its monitoring and research programs.
Institute of Archaeology (IA)	A quasi-governmental agency established in 2003 (it replaced the Department of Archaeology), the IA is dedicated to the research, protection, preservation, and sustainable management of Belize's cultural and archaeological resources. It has among its objectives the sustainable development and effective management of all public archaeological reserves and parks.
Protected Areas Conservation Trust (PACT)	As main co-financier of the project, PACT's participation through its grant program will be instrumental in the implementation of all project capacity development activities. As a National Trust established to provide financial support to the NPAS, it also has a key role in the long-term financial sustainability of the system.
Association of Protected Areas Management Organizations (APAMO)	The APAMO will advise on project delivery, ensuring synergies among project components and ongoing national efforts, in addition to ensuring the effective representation and participation of local NGOs and CBOs. It is expected that APAMO will have representation on the Project Board.
Belize Association of Private Protected Areas (BAPPA)	The BAPPA will advise on project delivery, ensuring synergies among project components and ongoing national private conservation efforts through PAs, in addition to ensuring the effective representation and participation of PPA owners. It is expected that BAPPA will have representation on the Project Board.
Individual Park Managers/Co-managers	The role of individual park managers/co-managers will be to participate in training sessions to enhance their skills in management and business plan development, administration, financial planning programming, and PA management and monitoring techniques. They will be directly responsible for PA planning and management activities for participatory PAs, in close coordination with the Project Coordinator. They will be directly involved in the implementation of piloted initiatives within individual PAs, including applied fee mechanism, and micro-investment to improve revenue generation potential, among others.
Oak Foundation Belize	The Oak Foundation will serve as a co-financier of the proposed project.
National Protected Areas Commission (NPAC)	The NPAC will play a crucial role in advising on the execution of Component 1 of the project, transitioning this Pro-Tempore group into the permanent Protected Areas Management Organization proposed to facilitate coordination of project activities and system development in the management of PAs.
Ministry of Natural Resources and Environment (MNRE)	The MNRE is the Responsible Partner for reporting and coordination of efforts between the GOB and GEF. The MNRE will play a major role, together with the MAF, to provide guidance for the development of the regulatory framework for a sustainable NPAS.
United Nations Development Program (UNDP) Belize	UNDP Belize will serve to ensure transparency and accountability in project delivery and comply with all the commitments and duties in its capacity as the GEF Implementation Agency. The UNDP CO will provide technical support and assistance to the project's Executing Entities.

Participation Mechanisms: Three key phases for stakeholders' participation have been identified for the implementation phase of the project: planning, implementation, and evaluation. **Project planning** will include annual meetings with key PA stakeholders during which annual goals will be set for each component of the project. These annual planning meetings will also serve to specify the activities that are to be funded through each co-financing source. **Project implementation** will take place according to the annual plans that are approved by the Project Board, which is expected to be formed by government (e.g., MARN, MAF) and non-government representatives (e.g., APAMO, BAPPA) to ensure active involvement/participation and full representation. In addition, key stakeholders will be direct beneficiaries of the project's activities, such as training and PA management. **Project evaluation** will occur annually with the participation of key PA stakeholders at the end of each planning year and previous to defining the annual plan for the following year of project implementation. Also, mid-term and final-term project evaluations will be carried out as part of the project cycle. Due to the independent nature of these evaluations, they will be key moments during the project's life when stakeholders can express their views, concerns, and assess whether the project's outcomes are being achieved and if necessary, define the course of correction.

8.5. Management Effectiveness Tracking Tool

Section One: Project General Information

1. Project Name: Strengthening National Capacities for the Operationalization, Consolidation, and Sustainability of Belize's Protected Areas System
2. Project Type: MSP
3. Project ID (GEF):
4. Project ID (IA): 4207
5. Implementing Agency: UNDP
6. Country(ies): Belize

Name of reviewers completing tracking tool and completion dates:

	Name	Title	Agency
Work Program Inclusion	– Diane Wade – M. Benjamin Vivas	– Environmental Program Analyst – Project Design Consultant	– UNDP Belize – Independent Consultant (PPG Phase)
Project Mid-term			
Final Evaluation/project completion			

7. Project duration: **Planned** ___3___ years **Actual** _____ years
8. Lead Project Executing Agency (ies): Forest Department, Ministry of Natural Resources and Environment/ Fisheries Department, Ministry of Agriculture and Fisheries (NPAC).

9. GEF Strategic Program: Sustainable Financing of Protected Area Systems at the National Level (SP 1).
10. Project coverage in hectares: 1.22 million hectares (769,093 ha of terrestrial reserves; 159,030 ha of marine reserves; and 128,535 ha of 'officially recognized' private conservation initiatives).

Targets and Timeframe Total Extent in hectares (ha) of PAs targeted by the project by broad ecosystem type	Foreseen at project start	Achievement at Mid-term Evaluation of Project	Achievement at Final Evaluation of Project
Lowland broad-leaved forest	546,904 ha		
Lowland broad-leaved dry forest	2,551 ha		
Lowland savanna	48,112 ha		
Shrubland	9,936 ha		
Lowland pine forest	17,594 ha		
Sub-mountain broad-leaved forest	195,844 ha		
Sub-mountain pine forest	37,526 ha		
Wetlands	22,745 ha		
Water	1,189 ha		
Mangrove and littoral forest	17,075 ha		
Seagrass	62,060 ha		
Coral reef	18,973 ha		
Sparse algae	83,533 ha		
Open sea	83,352 ha		

Protected areas that are the target of the GEF intervention

Name of Protected Area (i.e., Management Units/Zones) ³⁰	Is this a new protected area? Please answer yes or no.	Area in Hectares— please specify biome type	Global designation or priority lists (E.g., Biosphere Reserve, World Heritage site, Ramsar site, WWF Global 200, etc.)	Local Designation of Protected Area (E.g, indigenous reserve, private reserve, etc.)	IUCN Category for each Protected Area					
					I	II	III	IV	V	VI
1. Bacalar Chico	No	4,693.2	World Heritage Site	Marine Reserve				x		
2. Bacalar Chico	No	1,698.4	World Heritage Site	Marine Reserve				x		
3. Caye Caulker	No	3,913.4		Marine Reserve						x
4. Dog Flea	No	576.4		Marine Reserve				x		
5. Emily or Caye Glory	No	546.7		Marine Reserve				x		
6. Gladden Spit	No	1,617.5		Marine Reserve				x		
7. Gladden Spit and Silk Cayes	No	10,513.1		Marine Reserve				x		
8. Glovers Reef	No	1,550.6	World Heritage Site	Marine Reserve				x		
9. Glovers Reef	No	7,070.3	World Heritage Site	Marine Reserve				x		
10. Glovers Reef	No	270.1	World Heritage Site	Marine Reserve				x		
11. Glovers Reef	No	26,176.5	World Heritage Site	Marine Reserve				x		
12. Hol Chan	No	252.6		Marine Reserve		x				
13. Hol Chan	No	590.3		Marine Reserve		x				
14. Hol Chan	No	115.7		Marine Reserve		x				
15. Hol Chan	No	184		Marine Reserve		x				
16. Hol Chan	No	400.5		Marine Reserve						
17. Nicholas Caye	No	673.1		Marine Reserve				x		
18. Northern Glovers Reef	No	621.7	World Heritage Site	Marine Reserve				x		
19. Port Honduras	No	39,145.9		Marine Reserve				x		

³⁰ The total number Belize's PAs is 94. However, some of the PAs (notably the marine reserves) are zoned according to their management regime, making a total of at least 105 management units.

Name of Protected Area (i.e., Management Units/Zones) ³⁰	Is this a new protected area? Please answer yes or no.	Area in Hectares— please specify biome type	Global designation or priority lists (E.g., Biosphere Reserve, World Heritage site, Ramsar site, WWF Global 200, etc.)	Local Designation of Protected Area (E.g, indigenous reserve, private reserve, etc.)	IUCN Category for each Protected Area					
					I	II	III	IV	V	VI
20. Port Honduras	No	1,323.3		Marine Reserve				x		
21. Rise and Fall Bank	No	1,720.8		Marine Reserve				x		
22. Rocky Point	No	5,70.1		Marine Reserve				x		
23. Sandbore	No	521.4		Marine Reserve				x		
24. Sapodilla Cayes	No	15,618.5	World Heritage Site	Marine Reserve				x		
25. Seal Caye	No	647.8		Marine Reserve				x		
26. Silk Cayes	No	153.1		Marine Reserve				x		
27. South Point Lighthouse	No	532.8		Marine Reserve				x		
28. South Point Turneffe	No	557.9		Marine Reserve				x		
29. South Water Caye	No	47,702.5	World Heritage Site	Marine Reserve					x	
30. Altun Ha	No	15.6		Archaeological Reserve		x				
31. Barton Creek	No	0.2		Archaeological Reserve		x				
32. Cahal Pech	No	9.1		Archaeological Reserve		x				
33. Caracol	No	10,339.5		Archaeological Reserve		x				
34. Caves Branch	No	6.2		Archaeological Reserve		x				
35. Cerros Maya	No	9.9		Archaeological Reserve		x				
36. El Pilar	No	771.6		Archaeological Reserve		x				
37. Lamanai	No	396.5		Archaeological Reserve		x				
38. Lubaantun	No	13.5		Archaeological Reserve		x				
39. Nim Li Punit	No	16.9		Archaeological Reserve		x				
40. Santa Rita	No	0.05		Archaeological Reserve		x				
41. Xunantunich	No	3.1		Archaeological Reserve		x				
42. Bird Caye	No	0.5		Bird Sanctuary				x		
43. Doubloon Bank	No	1.5		Bird Sanctuary				x		

Name of Protected Area (i.e., Management Units/Zones) ³⁰	Is this a new protected area? Please answer yes or no.	Area in Hectares— please specify biome type	Global designation or priority lists (E.g., Biosphere Reserve, World Heritage site, Ramsar site, WWF Global 200, etc.)	Local Designation of Protected Area (E.g, indigenous reserve, private reserve, etc.)	IUCN Category for each Protected Area					
					I	II	III	IV	V	VI
44. Little Guana Caye	No	1.0		Bird Sanctuary				x		
45. Los Salones	No	1.2		Bird Sanctuary				x		
46. Man of War Caye	No	0.8		Bird Sanctuary				x		
47. Monkey Caye	No	0.5		Bird Sanctuary				x		
48. Un-Named	No	0.4		Bird Sanctuary				x		
49. Caye Caulker	No	37.9		Forest Reserve						x
50. Chiquibul	No	59,822.1		Forest Reserve						x
51. Columbia River	No	60,016.3		Forest Reserve						x
52. Deep River	No	27,237.4		Forest Reserve						x
53. Fresh Water Creek	No	13,513.7		Forest Reserve						x
54. Grants Works	No	3,199.5		Forest Reserve						x
55. Machaca	No	1,253		Forest Reserve						x
56. Manatee	No	42,050.2		Forest Reserve						x
57. Mango Creek (1)	No	4,371.9		Forest Reserve						x
58. Mango Creek (4)	No	7,718.1		Forest Reserve						x
59. Maya Mountain	No	16,887.6		Forest Reserve						x
60. Monkey Caye	No	669.5		Forest Reserve						x
61. Mountain Pine Ridge	No	43,039.6		Forest Reserve						x
62. Sibun	No	43,055.9		Forest Reserve						x
63. Sittee River	No	37,359.4		Forest Reserve						x
64. Swasey-Bladen	No	5,980.7		Forest Reserve						x
65. VACA	No	14,118.2		Forest Reserve						x
66. Aguas Turbias	No	3,541.2		National Park		x				
67. Bacalar Chico	No	4,510.3	World Heritage Site	National Park					x	

Name of Protected Area (i.e., Management Units/Zones) ³⁰	Is this a new protected area? Please answer yes or no.	Area in Hectares— please specify biome type	Global designation or priority lists (E.g., Biosphere Reserve, World Heritage site, Ramsar site, WWF Global 200, etc.)	Local Designation of Protected Area (E.g, indigenous reserve, private reserve, etc.)	IUCN Category for each Protected Area					
					I	II	III	IV	V	VI
68. Billy Barquedeer	No	663.3		National Park		x				
69. Chiquibul	No	106,838.8		National Park		x				
70. Five Blues Lake	No	1,643.5		National Park		x				
71. Gragra lagoon	No	534.1		National Park		x				
72. Guanacaste	No	23.3		National Park		x				
73. Honey Camp	No	3,145.2		National Park		x				
74. Laughing Bird Caye	No	4,095.3	World Heritage site	National Park		x				
75. Mayflower Bocawina	No	3,178.4		National Park		x				
76. Monkey Bak	No	858.8		National Park		x				
77. Nojkaaxmeein Eligio Panti	No	5,122.2		National Park		x				
78. Payne's Creek	No	14,738.9		National Park		x				
79. Rio Blanco	No	38.2		National Park		x				
80. Sarstoon Temash	No	16,938.1	Ramsar site	National Park		x				
81. St. Herman's Blue Hole	No	268.9		National Park		x				
82. Actun Tunichil Muknal	No	185.1		Natural Monument						
83. Blue Hole	No	383	World Heritage site	Natural Monument			x			
84. Blue Hole	No	31	World Heritage site	Natural Monument			x			
85. Halfmoon Caye	No	3,954.2	World Heritage site	Natural Monument		x				
86. Thousand Foot Falls	No	522.2		Natural Monument			x			
87. Victoria Peak	No	1,958.9		Natural Monument			x			
88. Bladen	No	40,336.7		Nature Reserve						
89. Burdon Canal	No	2,126.6		Nature Reserve						
90. Tapir Mountain	No	2,549.4		Nature Reserve		x				
91. Aguacaliente	No	2,212.8		Wildlife Sanctuary				x		

Name of Protected Area (i.e., Management Units/Zones) ³⁰	Is this a new protected area? Please answer yes or no.	Area in Hectares— please specify biome type	Global designation or priority lists (E.g., Biosphere Reserve, World Heritage site, Ramsar site, WWF Global 200, etc.)	Local Designation of Protected Area (E.g, indigenous reserve, private reserve, etc.)	IUCN Category for each Protected Area					
					I	II	III	IV	V	VI
92. Cockscomb Basin	No	49,477.1		Wildlife Sanctuary				x		
93. Corozal Bay	No	73,049.4		Wildlife Sanctuary				x		
94. Crooked Tree	No	14,762.7	Ramsar site	Wildlife Sanctuary				x		
95. Gales Point	No	3,681.4		Wildlife Sanctuary				x		
96. Spanish Creek	No	2,428.7		Wildlife Sanctuary				x		
97. Swallow Caye	No	3,630.9		Wildlife Sanctuary				x		
98. Aguacate Lagoon	No	114.9		Private Reserve				x		
99. Block 127	No	3,736		Private Reserve				x		
100. Community Baboon Sanctuary	No	5,252.9		Private Reserve				x		
101. Golden Stream	No	6,085.7		Private Reserve				x		
102. Monkey Bay	No	465.4		Private Reserve				x		
103. Rio Bravo C&MA	No	104,897.2		Private Reserve						x
104. Runaway Creek	No	2,882.9		Private Reserve				x		
105. Shipstern Nature Reserve	No	8,228.4		Private Reserve				x		

Section Two: Management Effectiveness Tracking Tool for Protected Areas

Summary PA METT Scores Obtained in February 2010.³¹

No	PA	SCORE	%	No	PA	SCORE	%
1	Bladden NR	60	62.50%	16	Community Baboon Sanctuary	59	59.60%
2	Block 127 (TIDE Private Lands)	70	72.92%	17	Actun Tunichil Muknal NM	68	68.69%
3	Port of Honduras MR	77	77.78%	18	Cockscomb Basin Wildlife Sanctuary	75	75.76%
4	GSCP- PPA	84	84.85%	19	Crooked Tree Wildlife Sanctuary	66	66.67%
5	Payne's Creek NP	73	73.74%	20	Guanacaste NP	59	59.60%
6	Bacalar Chico MR	84.5	85.35%	21	St. Herman's Blue Hole NP	67	67.68%
7	Caye Caulker MR	77	77.78%	22	Tapir Mountain NR	46	51.11%
8	Hol Chan MR	92.5	93.43%	23	Blue Hole NM	78	78.80%
9	South Water Caye MR	71	71.72%	24	Victoria Peak NM	86	86.87%
10	Shipstern NR- PPA	52	52.53%	25	Laughing Bird Caye NP	66	66.67%
11	Rio Bravo- PPA	79	87.78%	26	Gladden Split/ Silk Cayes MR	69	69.70%
12	Sarstoon Temash NP	80	80.81%	27	HalfMoon Caye NM	78	78.79%
13	Machaca FR	41	47.13%	28	Sapodilla Caye MR	61	61.62%
14	Mountain Pine Ridge FR	70	70.71%				
15	Columbia FR	53	56.99%				

³¹ For more details, please see individual METT scores for each of the 28 measured PAs submitted in a separate attached file.

Section Three: UNDP PA Financial Sustainability Scorecard

Overview of process

The Financial Sustainability Scorecard first introduced to Belize PA stakeholders in the first Quarter of 2009. The scorecard based on stakeholder input was modified slightly to be able to more properly reflect realities within Sub sectors of the National Protected Areas System. Whilst Part II of the scorecard (capacity assessments/ structural features) was completed by year end 2009 the financial data had to be completed by UNDP through this PPG in early 2010. The results reflected in this document underwent significant stakeholder scrutiny with data collection and validation being a highly participatory process with all significant stakeholder groups (state and non-state being very well represented in the process).

Part 1: Overall Financial Situation of the National Protected Areas System (NPAS)

1: Description of the National Protected Area System of Belize

Type of protected area	Number	Coverage (ha)	Comments
Terrestrial and marine protected areas managed by the Government/ and or co-managed by NGO/CBO's within the National Protected Areas System (NPAS).	94	5,683,941	A total of 18.43 % of all national territories (combined terrestrial and marine) under protected areas status. This translates to some 36.46% of national lands and 13.6% of marine areas. 30% of all Belize's protected areas are co-managed by NGO's of CBO's.

Table 2: Overall Financial Situation (summarized) (USD)

Overall Sustainability of NPAS	Baseline Year (2007)³²	Year x	Project Year 3 (2013)³³
(A) Total Annual Government Budget provided for PA management (including trust funds, donor funds, PA dedicated taxes and other external income)	4,618,201.00		
(B) Total Annual Revenue Generation from PAs	5,192,552.50		
(C) Total available finances (A) + (B)	9,810,753.50		
(D) Estimated Financing Needs for Basic Management Cost and Investments to be covered	15,808,000.00³⁴		
(E) Annual Financing Gap (D) – (C)	5,997,247.50		
Financing Gap as percentage of Overall Financing Needs	37.9%		

³² Belize has not yet finalized analysis of 2009 financial reports allowing for complete reporting of 2009 PA finances, only partial information is available. Therefore, year 2007 is provisionally considered as the baseline year, since information is complete.

³³ 2010 will constitute Project Year 1, while 2013 will then constitute Project Year 3. At present this information does not exist, since a long-term financial analysis has not been done for the PA system of Belize yet. This analysis will be the focus for project implementation during the first year, and will be undertaken in close collaboration with TNC, as detailed in the strategy section of the Project Document. The next planned scorecard measurement will be carried out at the end of year 1, and will include long-term projections. A third measurement will be carried out mid-term, while a final measurement will be made at the end of project implementation.

³⁴ Represent the value required for operations at Mission Critical level.

Table 3: Overall Financial Situation (US\$)

Financial Analysis of the National Protected Area System	Baseline year 2008/2009 (USD)	Year x (USD)	Year X + 3³⁵ (forecasting) 2013 (USD)	Comments
I. AVAILABLE FINANCES				
(1) Total annual central government budget allocated to PA management (excluding donor funds and revenues generated (4) and retained within the PA system)	2,318,171.00			In 2008/2009 represented direct budget injection into the Forest Department and the Fisheries Department and supports PA staff as well as finance and operations personnel which support the PA/ecosystem management programmes.
(2) Total annual government budget provided for PA management (including PA dedicated taxes, Trust Funds, donor funds, loans, debt-for nature swaps and other financial mechanisms)	2,300,030.00			Includes various tourism related taxes applied to the PACT as well as DNS funds.
(3) Annual site based revenue generation across all PAs broken down by source (TOTAL)	5,192,552.50			It Is believed that these numbers are under reported by PA managers.
a. Entrance fees to tourism sites	1,925,160.00 ³⁶			Specify the number of visitors to the protected areas in year 2008 (Representative Sample of most visited sites) ▪ Laughing Bird Caye

³⁵ At present this information does not exist, since a long-term financial analysis has not been done for the PA system of Belize. See footnote 1.

³⁶ Whilst required by law, most PA management organizations do not report revenue generation to the GOB. It is extremely difficult to verify exact amounts with managers

				<p>National Park: 6074</p> <ul style="list-style-type: none"> - internationals: 92.1% - nationals: 7.9% <ul style="list-style-type: none"> ▪ Gladden Split/ Silk Cayes Marine Reserve: 3,255 - internationals: 97.9% - nationals: 2.1% <ul style="list-style-type: none"> ▪ Hol Chan Marine Reserve: 66,908 - international: 95.6% - national: 4.6% <ul style="list-style-type: none"> ▪ BAS Managed Parks (9 PA's): 53,099 - international: 89% - national: 11% <ul style="list-style-type: none"> ▪ Mountain Pine Ridge Forest Reserve: 53,027 * - international: 89% - national: 11% <ul style="list-style-type: none"> ▪ Community Baboon Sanctuary: 10,153** <p>Fee levels: Average applied fee of \$10.00 USD</p>
b. <u>Concessions</u>	633,633.50			Concessions limited to forest reserves and a few PPAs.
c. <u>Payments for ecosystem services</u> (PES)	0			None recorded.
d. <u>Other</u> (specify each type of revenue generation mechanism)	2,633,758.00			Income primarily from grants.
(4) Total annual revenues by PA system	9,810,754.50			Inadequate tracking systems within the national entities with mandate for PA management reduces the reporters confidence in the quoted figures as there

				exist very little means of verification and some data required extrapolation from other sources.
(5) Percentage of PA generated revenues retained in the PA system for re-investment	100 %	100%		All funds generated by the PAs are retained by the respected management entities (co-managers and are recycled into management efforts.
(6) Total finances available to the PA system [line item 2]+ [line item 4 * line item 5]	9,810,754.50			
II. COSTS AND FINANCING NEEDS				
(7) Total annual expenditure for PAs (all PA operating and investment costs and system level expenses)	unknown			The only amounts verifiable are those of the GOB. It must be taken under consideration that 30% of all PA's in Belize are co-managed.
(8) Estimation of financing needs	15,808,000.00			Figure based on average management cost per acre as determined through an unpublished study by Programme for Belize. 11,076,000 (Co-managed PAs) 4,732,000 (GOB-managed PAs)
A. Estimated financing needs for <i>basic</i> management costs and investments to be covered	15,808,000.00			
B. Estimated financing needs for <i>optimal</i> management costs and investments to be	24,050,000.00			This figure represents what is conceived as what is required for

covered				optimum management.
(9) Annual financing gap (financial needs – available finances)				
A. Net actual annual surplus/deficit	Unknown			
B. Annual financing gap for basic expenditure scenarios	5,997,247.50			This gap refers to the estimated needs for the basic scenario minus funds actually expended .
C. Annual financing gap for optimal expenditure scenarios	14,239,245.50			This gap refers to the estimated needs for the optimal scenario minus funds actually expended .

Note: 1 USD = 2.00 BZD

Part II – Assessing Elements of the Financing System

Analysis of Scores

Based on analysis of the overall financial capacity of the 94 protected areas within the NPAS, the application of the Scorecard resulted in an overall score of 26.4% with respect to the maximum possible score. The attained score is below the regional average as is determined by UNDP RBLAC. The average score obtained by protected area systems of the Mesoamerica and Caribbean Region (33%)³⁷. Of the 3 components of the scorecard that assess the elements of the financial system, Component 2 (business planning and tools for cost-effective management) was the weakest of the three measured overall components. The area with greatest representation was Component 1 (governance frameworks that enable PA financing).

Overall it was found that the structure which exist to support the marine reserves was most robust and that very little support exist for PPA's which are extremely necessary to maintain connectivity of areas.

Table 4: Summary Financial Scorecard Results

Components	Actual Score for PA System	Total Possible Score	Actual Score as % of TPS
COMPONENT 1: Governance frameworks that enable sustainable PA financing			
National Average	29	79	36.7%
Marine Reserves	44	79	55.7%
Forest Reserves	20	79	25.3%
Private Protected Areas	10	79	12.7%
National Parks	19	79	24.1%
<i>Element 1 – Legal, policy and regulatory support for revenue generation by Pas</i>			
National Average	2	6	33.3%
Marine Reserves	2	6	33.3%
Forest Reserves	2	6	33.3%
Private Protected Areas	1	6	16.7%
National Parks	2	6	33.3%
<i>Element 2 - Legal, policy and regulatory support for revenue sharing within the PA system</i>			
National Average	3	9	33.3%
Marine Reserves	6	9	66.7%

³⁷ According to the preliminary results of a study commissioned by UNDP Panama Regional Office, where the scorecard was applied to the protected area systems of the following countries: Belize, Costa Rica, Cuba, El Salvador, Guatemala, Honduras, México, Nicaragua, Panamá and Dominican Republic.

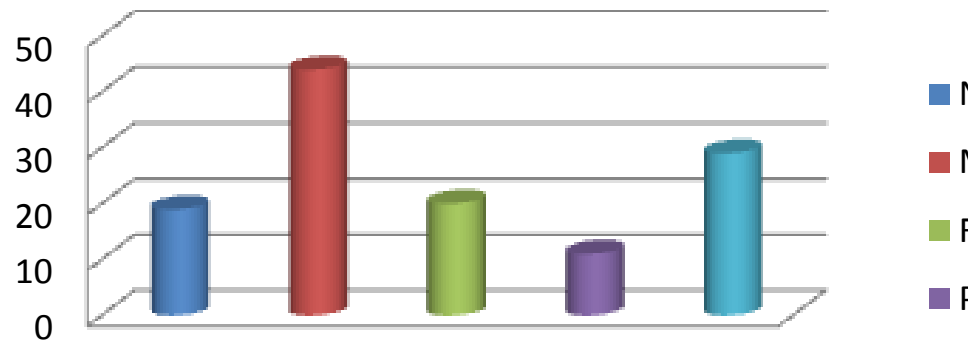
Components	Actual Score for PA System	Total Possible Score	Actual Score as % of TPS
Forest Reserves	0	9	0%
Private protected Areas	1	9	11.1%
National Parks	2	9	22.2%
<i>Element 3</i> - Legal and regulatory conditions for establishing endowment or trust funds National Average	3	9	33.3%
Marine Reserves	4	9	44.4%
Forest Reserves	1	9	11.1%
Private Protected Areas	2	9	22.2%
National Parks	3	9	33.3%
<i>Element 4</i> - Legal, policy and regulatory support for alternative institutional arrangements for PA management National Average	5	12	41.7%
Marine Reserves	6	12	50.0%
Forest Reserves	3	12	25%
Private Protected Areas	0	12	0%
National Parks	3	12	25%
<i>Element 5</i> - National PA financing strategies National Average	5	13	38.5%
Marine Reserves	9	13	69.2%
Forest Reserves	5	13	38.5%
Private Protected Areas	0	13	0%
National Parks	3	13	23.1%
<i>Element 6</i> - Economic valuation of protected area systems National Average	1	6	16.7%
Marine Reserves	1	6	16.7%
Forest Reserves	1	6	16.7%
Private Protected Areas	0	6	0%
National Parks	1	6	16.7%
<i>Element 7</i> - Improved government budgeting for PA systems National Average	4	6	66.7%
Marine Reserves	4	6	66.7%
Forest Reserves	4	6	66.7%
Private Protected Areas	4	6	66.7%
National Parks	0	6	0.0%

Components	Actual Score for PA System	Total Possible Score	Actual Score as % of TPS
<i>Element 8</i> - Clearly defined institutional responsibilities for PA management and financing National Average	1	3	33.3%
Marine Reserves	3	3	100.0%
Forest Reserves	2	3	66.6%
Private protected Areas	0	3	0%
National Parks	0	3	0%
<i>Element 9</i> - Well-defined staffing requirements, profiles and incentives at site and system level National Average	5	15	33.3%
Marine Reserves	9	15	60.0%
Forest Reserves	2	15	13.3%
Private protected Areas	2	15	13.3%
National Parks	5	15	33.3%
COMPONENT 2: Business planning and other tools for cost-effective management National Average	11	61	18.03%
Marine Reserves	38	61	62.3%
Forest Reserves	11	61	18.03%
Private Protected Areas	3	61	4.9%
National Parks	5	61	8.2%
<i>Element 1</i> - Site-level business planning National Average	3	18	16.7%
Marine Reserves	9	18	50.0%
Forest Reserves	4	18	22.2%
Private Protected Areas	2	18	11.1%
National Parks	2	18	11.1%
<i>Element 2</i> - Operational, transparent and useful accounting and auditing systems National Average	3	12	25.0%
Marine Reserves	9	12	75.0%
Forest Reserves	3	12	25.0%
Private Protected Areas	0	12	0%
National Parks	1	12	8.3%
<i>Element 3</i> - Systems for monitoring and reporting on financial management performance National Average	2	12	16.7%
Marine Reserves	7	12	58.3%
Forest Reserves	0	12	0%

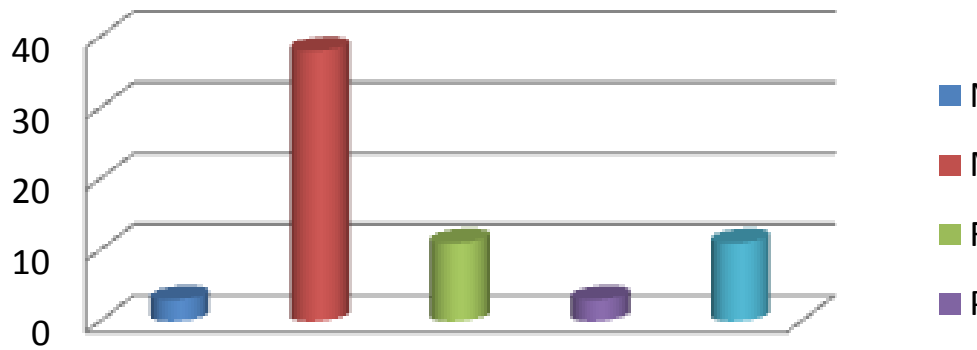
Components	Actual Score for PA System	Total Possible Score	Actual Score as % of TPS
Private Protected Areas	0	12	0%
National Parks	1	12	8.3%
<i>Element 4</i> - Methods for allocating funds across individual PA sites National Average	0	4	0%
Marine Reserves	4	4	100.0%
Forest Reserves	0	0	0%
Private Protected Areas	0	0	0%
National Parks	0	0	0%
<i>Element 5</i> - Training and support networks to enable park managers to operate more cost-effectively National Average	3	15	20.0%
Marine Reserves	9	15	60.0%
Forest Reserves	4	15	26.7%
Private Protected Areas	1	15	6.7%
National Parks	1	15	6.7%
COMPONENT 3: Tools and systems for revenue generation and mobilization National Average	12	57	21.1%
Marine Reserves	17	57	29.8%
Forest Reserves	16	57	28.1%
Private Protected Areas	10	57	17.5%
National Parks	4	57	7.02%
<i>Element 1</i> - Increase in number and variety of revenue sources used across the PA system National Average	3	9	33.3%
Marine Reserves	4	9	44.4%
Forest Reserves	3	9	33.3%
Private Protected Areas	1	9	11.1%
National Parks	1	9	11.1%
<i>Element 2</i> - Setting and establishment of user fees across the PA system National Average	4	15	26.7%
Marine Reserves	8	15	53.3%
Forest Reserves	1	15	6.7%
Private Protected Areas	3	15	20%
National Parks	0	15	0%
<i>Element 3</i> - Effective fee collection systems National Average	1	3	33.3%
Marine Reserves	3	3	100.0%

Components	Actual Score for PA System	Total Possible Score	Actual Score as % of TPS
Forest Reserves	3	3	100.0%
Private Protected Areas	0	3	0.0%
National Parks	0	3	0.0%
<i>Element 4</i> - Marketing and communication strategies for revenue generation mechanisms National Average	1	3	33.3%
Marine Reserves	1	3	33.3%
Forest Reserves	1	3	33.3%
Private Protected Areas	0	3	0%
National Parks	2	3	66.7%
<i>Element 5</i> - Operational PES schemes for Pas National Average	0	12	0%
Marine Reserves	0	12	0%
Forest Reserves	0	12	0%
Private Protected Areas	2	12	16.7%
National Parks	0	12	0%
<i>Element 6</i> - Operational concessions within Pas National Average	2	12	16.7%
Marine Reserves	0	12	0%
Forest Reserves	7	12	58.3%
Private Protected Areas	3	12	25.0%
National Parks	1	12	8.3%
<i>Element 7</i> - PA training programmes on revenue generation mechanisms National Average	1	3	33.3%
Marine Reserves	1	3	33.3%
Forest Reserves	1	3	33.3%
Private Protected Areas	1	3	33.3%
National Parks	0	3	0%
Total National Average	52	197	26.4%
Marine Reserves	99		50.3%
Forest reserves	47		23.9%
Private Protected Areas	24		12.2%
National Parks	26		13.2%

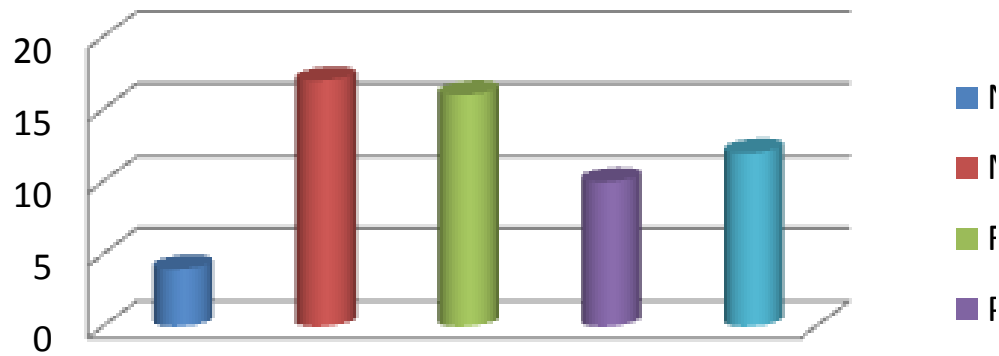
Component 1 Score (Points)



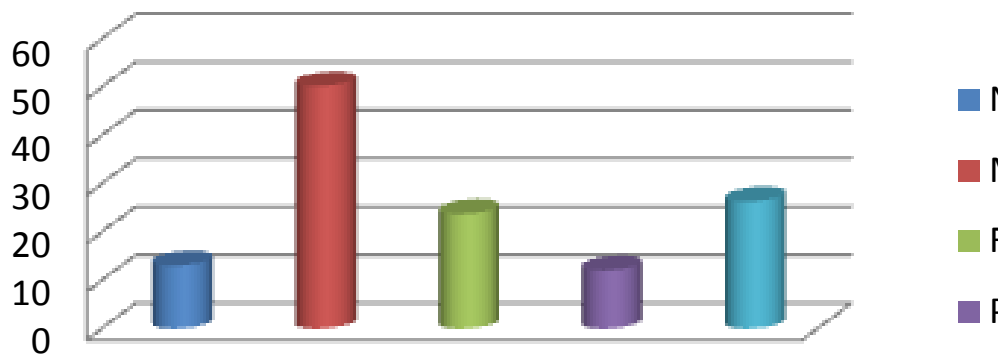
Component 2 Score (Points)



Component 3 Score (Points)



National Scores as a % of Total Possible Score



PART III – SCORING AND MEASURING PROGRESS

Total Score for PA System	52
Total Possible Score	197
Percentage of actual score of total possible score	26.4%
Percentage scored previous year*	--

* This score does not exist, as 2009 was the first year the Financial Scorecard was implemented and measured

Appendix 8.6. Belize's list of critical species.

Order	Species	English Name	IUCN class*	Status in Belize	Justification**
Amphibians	<i>Agalychnis moreletii</i>		CR	DD	3
Amphibians	<i>Bolitoglossa dofleini</i>		NT	DD	3
Amphibians	<i>Bufo campbelli</i>		NT	LC	3
Amphibians	<i>Smilisca cyanosticta</i>		NT	DD	3
Amphibians	<i>Eleutherodactylus chac</i>		NT	DD	3
Amphibians	<i>Eleutherodactylus laticeps</i>		NT	DD	3
Amphibians	<i>Eleutherodactylus leprus</i>		VU	DD	3
Amphibians	<i>Eleutherodactylus psephosypharus</i>		VU	DD	3
Amphibians	<i>Eleutherodactylus sabrinus</i>		EN	DD	3
Amphibians	<i>Eleutherodactylus sandersoni</i>		EN	DD	3
Amphibians	<i>Hyla bromeliacia</i>		EN	DD	3
Amphibians	<i>Rana juliani</i>		NT	NT	2
Birds	<i>Agamia agami</i>	Agami Heron		VU	6,8
Birds	<i>Ajaia ajaja</i>	Roseate Spoonbill		VU	6
Birds	<i>Amazona oratrix</i>	Yellow-Headed Amazon		EN	4,8,9,10
Birds	<i>Amazona xantholara</i>	Yellow-Lored Parrot		VU	10
Birds	<i>Anous stolidus</i>	Brown Noddy		VU	6
Birds	<i>Ara macao cyanoptera</i>	Scarlet Macaw		EN	4,8,9,11
Birds	<i>Ardea herodias</i>	Great Blue Heron		VU	4,10
Birds	<i>Asio stygius</i>	Stygian Owl		VU	10
Birds	<i>Bubo virginianus</i>	Great Horned Owl		VU	10
Birds	<i>Cairina moschata</i>	Muscovy Duck		VU	4
Birds	<i>Columba leucocephala</i>	White-Crowned Pigeon	NT	VU	4,7
Birds	<i>Contopus cooperi</i>	Olive-Sided Flycatcher	NT	DD	
Birds	<i>Crax rubra</i>	Great Curassow	NT	VU	4,9
Birds	<i>Dendrocygna autumnalis</i>	Black-Bellied Whistling Duck		VU	4,10
Birds	<i>Dendrocygna bicolor</i>	Fulvous Whistling Duck		VU	4,10
Birds	<i>Dendroica cerulea</i>	Cerulean Warbler	VU	VU	
Birds	<i>Egretta rufescens</i>	Reddish Egret		VU	6,10
Birds	<i>Egretta thula</i>	Snowy Egret		VU	6,10
Birds	<i>Egretta tricolor</i>	Tricolored Heron		Vu	6,10
Birds	<i>Electron carinatum</i>	Keel-Billed Motmot		VU	3,8,9
Birds	<i>Eudocimus albus</i>	White Ibis		VU	6
Birds	<i>Falco deiroleucus</i>	Orange-Breasted Falcon		VU	8,9
Birds	<i>Fregata magnificens</i>	Magnificent Frigatebird		VU	6
Birds	<i>Harpia harpyja</i>	Harpy Eagle	NT	CR	4,7,9,10
Birds	<i>Harpyhaliaetus solitarius</i>	Solitary Eagle	NT	CR	4,7,10
Birds	<i>Jabiru mycteria</i>	Jabiru		VU	4,7,9,10, 11
Birds	<i>Laterallus jamaicensis</i>	Black Rail	NT	DD	
Birds	<i>Melanoptila glabrirostris</i>	Black Catbird	NT	NT	8,9

Birds	<i>Meleagris ocellata</i>	Ocellated Turkey	NT	VU	3,4,9
Birds	<i>Morphnus guianensis</i>	Crested Eagle	NT	CR	4,7,10
Birds	<i>Mycteria americana</i>	Wood Stork		VU	4,6,10
Birds	<i>Nyctanassa violacea</i>	Yellow-Crowned Night-Heron		VU	6
Birds	<i>Nycticorax nycticorax</i>	Black-Crowned Night-Heron		VU	6
Birds	<i>Pelecanus occidentalis</i>	Brown Pelican		VU	6,10
Birds	<i>Penelope purpurascens</i>	Crested Guan		VU	4
Birds	<i>Phalacrocorax auritus</i>	Double-Crested Cormorant		VU	4,6,10
Birds	<i>Phalacrocorax brasilianus</i>	Neotropic Cormorant		VU	4,6,10
Birds	<i>Pionopsitta haematotis</i>	Brown-Hooded Parrot		DD	
Birds	<i>Sarcoramphus papa</i>	King Vulture		VU	7,8,9
Birds	<i>Sterna anaethetus</i>	Bridled Tern		VU	6
Birds	<i>Sterna antillarum</i>	Least Tern		VU	6
Birds	<i>Sterna dougallii</i>	Roseate Tern		VU	6
Birds	<i>Sterna fuscata</i>	Sooty Tern		VU	6
Birds	<i>Sterna sandvicensis</i>	Sandwich Tern		VU	6
Birds	<i>Sula leucogaster</i>	Brown Booby		VU	6
Birds	<i>Sula sula</i>	Red-Footed Booby		VU	6
Corals	<i>Anthozoa – all species</i>	Gorgonians, Telestaceans, Soft Corals, Black Corals, Stony Corals	VU	VU	9
Corals	<i>Hydrozoa – all species</i>	Fire Corals, Lace Corals	VU	VU	9
Fishes	<i>Balistes vetula</i>	Queen Triggerfish	VU	VU	4,5
Fishes	<i>Dermatolepis inermis</i>	Marbled Grouper	VU	MD	1,4,5,6
Fishes	<i>Epinephelus itajara</i>	Goliath Grouper	CR	MD	1,4,5,6,9
Fishes	<i>Epinephelus morio</i>	Red Grouper	NT	MD	1,4,5,6
Fishes	<i>Epinephelus nigritus</i>	Warsaw Grouper	CR	MD	1,4,5,6
Fishes	<i>Epinephelus niveatus</i>	Snowy Grouper	VU	MD	1,4,5,6
Fishes	<i>Epinephelus striatus</i>	Nassau Grouper	EN	MD	1,4,5,6,9
Fishes	<i>Hippocampus erectus</i>	Lined Seahorse	VU	DD	
Fishes	<i>Hippocampus reidi</i>	Longsnout Seahorse	DD	DD	
Fishes	<i>Lachnolaimus maximus</i>	Hogfish	VU	VU	4,5
Fishes	<i>Lutjanus analis</i>	Mutton Snapper	VU	VU	4,5,6
Fishes	<i>Lutjanus cyanopterus</i>	Cubera Snapper	VU	VU	4,5,6
Fishes	<i>Mycteroperca venenosa</i>	Yellowfin Grouper	NT	MD	1,4,5,6
Fishes	<i>Pagrus pagrus</i>	Red Porgy	EN	DD	4,5
Fishes	<i>Sanopus astrifer</i>	Whitespotted Toadfish	VU	DD	
Fishes	<i>Sanopus greenfieldorum</i>	Whiteline Toadfish	VU	DD	
Fishes	<i>Sanopus reticulatus</i>	Reticulated Toadfish	VU	DD	
Fishes	<i>Sanopus splendidus</i>	Splendid Toadfish	VU	DD	
Fishes	<i>Scarus guacamaia</i>	Rainbow Parrotfish	VU	VU	4,5
Fishes-Sharks	<i>Carcharhinus leucas</i>	Bull Shark	NT	NT	4,5,9,10

Fishes-Sharks	<i>Carcharhinus limbatus</i>	Blacktip Shark	NT	NT	4,5,9,10
Fishes-Sharks	<i>Carcharhinus longimanus</i>	Oceanic Whitetip Shark	NT	NT	4,5,9,10
Fishes-Sharks	<i>Carcharhinus plumbeus</i>	Sandbar Shark	NT	NT	4,5,9,10
Fishes-Sharks	<i>Galeocerdo cuvier</i>	Tiger Shark	NT	NT	4,5,9,10
Fishes-Sharks	<i>Isurus oxyrinchus</i>	Shortfin Mako	NT	NT	4,5,9,10
Fishes-Sharks	<i>Mustelus canis</i>	Dusky Smoothhound	NT	DD	
Fishes-Sharks	<i>Negaprion brevirostris</i>	Lemon Shark	NT	NT	4,5,9,10
Fishes-Sharks	<i>Prionace glauca</i>	Blue Shark	NT	NT	4,5,9,10
Fishes-Sharks	<i>Pristis pectinata</i>	Smalltooth Sawfish	NT	CR	4,5
Fishes-Sharks	<i>Pristis perotteti</i>	Large-tooth Sawfish	CR	CR	4,5
Fishes-Sharks	<i>Rhincodon typus</i>	Whale Shark	VU	VU	7,8,9
Fishes-Sharks	<i>Sphyrna lewini</i>	Scalloped Hammerhead	NT	NT	4,5,9,10
Fishes-Sharks	<i>Sphyrna mokarran</i>	Great Hammerhead	DD	DD	4,5,9,10
Fishes-Sharks	<i>Sphyrna zygaena</i>	Smooth Hammerhead	NT	NT	4,5,9,10
Mammals	<i>Alouatta pigra</i>	Mexican Black Howler Monkey	EN	VU	3,9
Mammals	<i>Ateles geoffroyi</i>	Central American Spider Monkey	VU	VU	9
Mammals	<i>Balaenoptera physalus</i>	Fin Whale	EN	DD	9
Mammals	<i>Balantiopteryx io</i>	Thomas's Sac-winged Bat,	EN	VU	8
Mammals	<i>Bauerus dubiaquercus</i>	Van Gelder's Bat,	VU	VU	8
Mammals	<i>Cabassous centralis</i>	Northern Naked-Tailed Armadillo	DD	DD	8
Mammals	<i>Centronycteris centralis</i>	Shaggy Bat	VU	VU	8
Mammals	<i>Dicotyles pecari</i>	White-Lipped Peccary	VU	VU	4,7,10
Mammals	<i>Globicephala macrorhynchus</i>	Short-finned Pilot Whale	VU	DD	9
Mammals	<i>Herpailurus yaguarondi</i>	Yaguarundi	VU	LC	10
Mammals	<i>Leopardus pardalis</i>	Ocelot	VU	VU	4,9,10
Mammals	<i>Leopardus wiedii</i>	Margay	VU	VU	9,10
Mammals	<i>Lontra longicaudis</i>	Neotropical River Otter	DD	VU	10
Mammals	<i>Mazama pandora</i>	Yucatan Brown Brocket Deer	DD	DD	3,4
Mammals	<i>Molossops greenhalli</i>	Greenhall's mastiff Bat	VU	VU	8
Mammals	<i>Mormoops megalophylla</i>	Ghost-faced Bat	NT	NT	8
Mammals	<i>Myotis elegans</i>	Elegant Myotis	VU	VU	8
Mammals	<i>Panthera onca</i>	Jaguar	NT	NT	4,7,9,10
Mammals	<i>Physeter macrocephalus</i>	Sperm Whale	VU	DD	9
Mammals	<i>Pteronotus gymnotus</i>	Greater Naked-back Bat	NT	NT	8
Mammals	<i>Puma concolor</i>	Puma	NT	NT	4,7,9,10
Mammals	<i>Stenella frontalis</i>	Atlantic Spotted Dolphin	VU	VU	9
Mammals	<i>Stenella longirostris</i>	Spinner Dolphin	VU	DD	9
Mammals	<i>Steno bredanensis</i>	Rough-Toothed Dolphin	VU	DD	9
Mammals	<i>Tapirus bairdii</i>	Central American Tapir	EN	VU	4,9,10
Mammals	<i>Thyroptera tricolor</i>	Spix's Disk-winged Bat,	VU	VU	8
Mammals	<i>Trichechus manatus</i>	West Indian Manatee	VU	VU	4,9
Mammals	<i>Turiopsis truncatus</i>	Bottlenose Dolphin	VU	VU	9

Plants	<i>Ceratozamia robusta</i>		VU	VU	3
Plants	<i>Pithecellobium johansenii</i>		EN	DD	
Plants	<i>Quiina schippii</i>		EN	DD	
Plants	<i>Schippia concolor</i>	Mountain Pimento	VU	LC	2
Plants	<i>Swietenia macrophylla</i>	Large-Leaved Mahogany	VU	VU	5,9
Plants	<i>Zamia prasina</i>		CR	DD	2,8
Plants	<i>Zamia</i> sp. Nov.	Un-described Zamia		VU	2,8
Plants	<i>Zamia variegata</i>	Variegated Zamia	EN	VU	3,9
Reptiles	<i>Caretta caretta</i>	Loggerhead	EN	EN	4,5,6,9
Reptiles	<i>Chelonia mydas</i>	Green Turtle	EN	EN	4,5,6,9
Reptiles	<i>Crocodylus acutus</i>	American Crocodile		NT	4,9,10
Reptiles	<i>Crocodylus moreletii</i>	Morelet's Crocodile		CD	3,4,5,9,10
Reptiles	<i>Dermatemys mawii</i>	Central American River Turtle	EN	EN	3,4,5,9
Reptiles	<i>Dermochelys coriacea</i>	Leatherback	CR	CR	4,9
Reptiles	<i>Eretmochelys imbricata</i>	Hawksbill Turtle	CR	CR	4,5,6,9
Reptiles	<i>Phyllodactylus insularis</i>	Island Gecko		NT	2
Reptiles	<i>Staurotypus triporcatus</i>	Mexican Musk Turtle	NT	NT	4
Reptiles	<i>Trachemys scripta</i>	Common Slider	NT	LC	4

* Extinct (EX), Extinct In The Wild (EW), Critically Endangered (CR), Endangered (EN), Vulnerable (VU), Near Threatened (NT), Least Concern (LC), Conservation Dependent (CD), Data Deficient (DD).

** Justification:

1. The Fisheries Department expressed that it is aware of present trends in the global populations of all Groupers. Measures have been taken to protect spawning sites of these fish in Belize and the Department is attempting to introduce measures that will allow it to sustainably manage this resource. For this reason the grouper all have been placed in the CD = Conservation Dependant category.
2. Endemic species
3. Small Range – Regional Endemic
4. Hunted – Fished
5. Economic importance
6. Colony breeder (restricted number of breeding colonies/locations)
7. Needs large range
8. Specialized ecological requirements
9. Charismatic species drawing national and international attention
10. Prosecuted as perceived pest
11. Genetically different from South American counterpart

Appendix 8.7. PA-related legal instruments.

# of Act or Statutory Instrument	Name or Description	Promulgating Agency	Date Gazetted	Gazette No.
No of 1990 Chapter 196A of the Revised Laws of Belize, 1980-90	Abandoned Wrecks Act	National Assembly	28/4/90	18 of 1990
Act No. 4 of 1981	Wildlife Protection Act	National Assembly	28/11/81	54 of 1981
Act No. 32 of 1926 Chapter 176, Revised. Laws of Belize 1980-90	Forests Act	National Assembly	1/1/27	
Chapter 174, Chapter 210. Revised Laws of Belize, 1980-90, 2000	Fisheries Act	National Assembly	10/4/48 24/9/48	
Act No. 22 of 1992	Environmental Protection Act, 1992	National Assembly	28/11/92	52 of 1992
Act No. 5 of 1981	National Parks Systems Act	National Assembly	28/11/81	54 of 1981
Act No. 1 of 1983	Fisheries (Amendment) Act	National Assembly	26/2/83	8 of 1983
S.I. No. 124 of 1995	Archaeological Admission Fees	Ministry of Tourism and the Environment	2/12/95	49 of 1995
Act No. 22 of 1971 pursuant to Chapter 259, Revised Laws of Belize, 1980-90	Ancient Monuments and Antiquities Act	National Assembly	31/12/71	62 of 1971
S.I. No 12 of 1982 made under Ch. 181 of the Revised Laws of Belize 1980-90	Wildlife Protection (Amendment) Regulations	Ministry of Natural Resources	30/1/82	5 of 1982
S.I. No 38 of 1980 as contained in Chapter 181, Subsidiary Laws of Belize, Vol. IV,1991	Wildlife Protection (Amendment) Regulations	Ministry of Natural Resources	17/5/80	22 of 1980
Act No. 6 of 1992	National Lands Act	Ministry of Natural Resources	25/4/92	20 of 1992
S.I. No 52 of 1995 made under sec. 11, of National Parks Systems Act, (Ch. 181A of the Revised Laws of Belize 1980-90)	National Parks (Entry Fees) Regulations, 1995	Ministry of Natural Resources	20/5/95	21 of 1995