

# NATIONAL PROTECTED AREAS SYSTEM PLAN - BELIZE

## OPERATIONAL FRAMEWORK: PRINCIPAL THEMES AND AREAS OF ACTION



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*The Nature  
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## Acronyms

APAMO	Association of Protected Areas Management Organizations
BAPPA	Belize Association of Private Protected Areas
BDF	Belize Defense Force
BERDS	Biodiversity and Environmental Resource Data System of Belize
BTB	Belize Tourism Board
BTIA	Belize Tourism Industry Association
CBO	Community-based organization
CFO	Chief Forest Officer
CHM	Clearing House Mechanism
CPA	Community protected area
FID	Fisheries Department
FOD	Forest Department
FON	Friends of Nature
GOB	Government of Belize
HOD	Head(s) of Department
IOA	Institute of Archaeology
MNRE	Ministry of Natural Resources and the Environment
MNS	Ministry of National Security
MOU	Memorandum of Understanding
MPA	Marine protected area
NAVCO	National Association of Village Councils
NGO	Non-governmental organization
NMPP	National Management Plan Framework
NPA	National protected areas
NPAS	National Protected Areas Secretariat
NPATC	National Protected Areas Technical Committee
NPASA	National Protected Areas System Act
NPAPSP	National Protected Areas Policy and System Plan project
NPASP	National Protected Areas System Plan
NPCA	National Parks Conservation Association
NPSA	National Parks System Act
PA	Protected area(s)
PACT	Protected Areas Conservation Trust
PAP	Public awareness programme

PD	Police Department
PPA	Private protected area
PROARCA	Programa Ambiental Regional para Centroamérica
REA	Rapid Ecological Assessment
TASTE	Toledo Association for Sustainable Tourism and Empowerment
TEV	Total economic valuation
TOR	Terms of reference
TNC	The Nature Conservancy
UB ERI	University of Belize Environmental Research Institute
UNDP	United Nations Development Programme

## Acknowledgements

This Operational Framework for Belize's National Protected Areas System Plan (NPASP) is based on the end product of two years of persistent and committed work by the Protected Areas Task Force, and the various consultancies and consultations that were held during that two-year planning period. Special mention goes to Jan Meerman and Roger Wilson for synthesizing the various consultancy reports in order to prepare the NPASP.

Preparation of the Operational Framework was made possible through a consultancy commissioned and funded by The Nature Conservancy. Besides developing an Operational Framework for the NPASP Implementation Matrix, the consultancy also sought to develop two funding proposals, which use the Operational Framework as a focal point, for presentation to potential donors, investors and/or cooperation organizations interested in promoting the continuity and implementation of the Belize NPASP.

Two stakeholder workshops were held – one in June 2006 and the other in August 2006 – to identify and prioritize the principal themes and areas of action related to implementation of the NPASP and financial sustainability of the NPASP. Detailed Proceedings were prepared for each of these workshops, which have informed this Operational Framework. The following agencies covered the costs of the workshops: The Oak Foundation, Protected Areas Conservation Trust, and The Nature Conservancy. Special thanks go to the Fisheries Department and the Belize Association of Private Protected Areas for submitting written comments for the August 2006 workshop. Special thanks as well goes to Wilber Sabido (Chief Forest Officer), Dr. Ed Boles (University of Belize), Marnix Perez (PACT), Tanya Santos (Forest Department), Alejandro Martinez (TNC), and George Myvette (Fisheries Department) for chairing the August 2006 working group sessions and/or serving as Rapporteur for such sessions. Your contributions have been invaluable in this process.

Finally, much appreciation goes to all those persons who reviewed draft versions of this Operational Framework and provided comments to fine-tune same.

## I. Background

The National Protected Areas Policy and System Plan is the end product of two years of work by the Protected Areas Task Force, an inter-ministerial group charged with the development of a coherent approach to protected area establishment and management on a national scale. This end product was accomplished with financial and technical support from the Protected Areas Conservation Trust (PACT), United Nations Development Programme (UNDP-Belize), Mesoamerican Biological Corridors Project, Belize Audubon Society, The Nature Conservancy (TNC), Programa Ambiental Regional para Centroamérica (PROARCA), Mesoamerican Barrier Reef System project, Wildlife Conservation Society, and World Wildlife Fund.

The design of the National Protected Areas Policy and System Plan resulted from a series of consultative processes, implemented as part of the two-year national planning initiative that included the participation of relevant government entities (namely, the Forest Department and Fisheries Department), local and international conservation NGO's, community-based organizations, local communities, indigenous communities, academia, and industry. The major consultations held are summarized below.

A series of community consultations was held in three of the seven districts of Belize<sup>1</sup> between March 24 and April 13, 2005, to identify impacts on protected areas and mechanisms related to governance systems that could be utilized to mitigate much of these impacts. The results of these consultations resulted in several key recommendations for co-management policy and on appropriate governance mechanisms at the protected area unit and system level that were incorporated into the National Protected Areas System Plan (NPASP).

Another series of consultations was held as part of a 2005 study to assess management capacity in Belize's protected area system. The administrative and field staffs of seven protected areas were interviewed as a part of these consultations<sup>2</sup>. The protected areas included in this study covered a range of IUCN protected area categories and institutional arrangements (government management, government-NGO co-management, government-CBO co-management, and private ownership and management). The results of this study were also incorporated into the NPASP.

Additionally, numerous local non-governmental organizations provided technical input during the protected areas system assessment and analysis phase (2005) of the national protected area planning process. Such NGO's included the Belize Audubon Society, Programme for Belize, and Friends of Nature.

These studies and consultations were part of a national consultation and research process that took place over a two-year period (2004-2005) and culminated with the production of over 20 reports (see Appendix 1), which led to the preparation of Belize's National Protected Areas Policy and System Plan in November 2005.

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<sup>1</sup> The three districts are: 1) Belize District, 2) Stann Creek District, and 3) Toledo District.

<sup>2</sup> The protected areas studied as part of the institutional and technical management capacity assessment included: 1) Five Blues Lake National Park, Hol Chan Marine Reserve, Xunantunich Archaeological Site, Rio Bravo Conservation and Management Area, Sarstoon Temash National Park, Mountain Pine Ridge Forest Reserve, and Cockscomb Basin Wildlife Sanctuary.

The National Protected Areas Policy and System Plan were 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 interests, regional and international organizations and protected area managers participated in the forum. Since then, two stakeholder planning retreats (June 2006 and August 2006) have been conducted to prioritize principal themes, identify action areas, develop concrete objectives, and define measurable results for implementation of the NPASP. The stakeholder consultations have been supported by local and international partners such as PACT, TNC, and the Oak Foundation, and have involved over 50 different national governmental, non-governmental, community-based, and private sector organizations, as well as all the international conservation non-governmental organizations that operate within Belize.

The process has clearly involved extensive studies and widespread consultation, and thus represents the consensus view among those people directly involved or affected by protected areas in Belize.

## II. Introduction

The National Protected Areas Policy (NPAP) is the key statement on the role and management of protected areas. The aim is to create a National Protected Area System in which all important sites are included in one coherent framework and that meets all obligations under international agreements to which Belize is a signatory. The NPAP aims for the PA system to: a) be comprehensive, with representative examples of all ecosystems in the country and including areas providing important environmental services, possessing exceptional scenic values and providing critical habitat for species of conservation concern or economic importance; b) be integrated with regional and national approaches promoting biological connectedness (such as the Mesoamerican Biological Corridors Project) and with other national and regional development plans; c) be economically, socially and ecologically sustainable in order to optimize socio-economic benefits derived from the system as far as these are compatible with maintaining biodiversity values and sustainable resource management and ensure the equitable distribution of these benefits and public awareness of their importance; and d) have transparent management geared towards delivery of measurable benefits and emphasize public participation at all levels. This applies to the establishment, management, modification or de-reservation of all the protected areas included in the national network.

The National Protected Area System Plan is designed to implement the policy. The plan emphasizes the following strategic actions: a) establish a **National Protected Areas Secretariat** to ensure coordinated action in PA system development; b) revise and consolidate protected area legislation in order to give legislative underpinning to the plan; c) provide support services to protected area managers across the PA system, to enhance management capacity<sup>3</sup>; d) secure comprehensive coverage by concentrating attention on gaps in the present network of protected

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<sup>3</sup> This includes a national training programme and site-specific assistance in administration, financial management, survey and research, as well as management and business planning. The aim is to make for more cost-effective and efficient management plus a business-like management culture and approach to securing support.

areas<sup>4</sup>; and e) simplify the existing PA system by consolidating adjacent protected areas into single, multi-zoned, management units<sup>5</sup>. This creates a smaller number of sites that are individually more important – indeed some will be of exceptional importance on a regional, even global, scale. Overall the plan aims to create a more effective protected area system that delivers and is seen to deliver tangible benefits yet is more cost-effective and simpler to administer.

Actions necessary to implement the National Protected Areas Policy and System Plan are grouped under four objectives. Each objective has an underlying strategy and the actions are arranged following a critical path to be undertaken over a six-year period – that is, one year of preparatory work and five years of full implementation (see Appendix 2 – NPASP Implementation Matrix). Between them the actions cover all the issues covered by the National Protected Area Policy and System Plan. The four objectives set out an overall strategy – essentially to make the existing protected area network function effectively so that it can assimilate the modifications needed to ensure comprehensive coverage.

This document presents a detailed Operational Framework, based on the NPASP Implementation Matrix, which sets out the priority areas of action for NPASP implementation over a 2.5-year period, including the one-year preparatory work referred to above. Section III provides narrative details of each NPASP Objective including required Actions and Tasks, and resulting Outputs/Deliverables and Expected Outcomes. Section IV presents the same information in matrix form, as well as additional information associated with each Action/Task, namely, Implementation Timeframe, Persons/Institutions Responsible, and Indicative Costs. For ease of reference, Notes are also provided linking each Action/Task to the NPASP Implementation Matrix Actions. A summary table of the Tasks, Outputs/Deliverables, and Outcomes is provided in Appendix 3. Users of this Operational Framework, and in particular the National Protected Areas Secretariat, may draft individual detailed work plans for each of the Actions/Tasks listed in the Operational Framework. Such work plans would detail the sub processes required for more focused attention and action.

The Operational Framework provides the basis for a Memorandum of Understanding (MOU) for the Implementation of Belize's National Protected Area System Plan. Through the MOU (see Appendix 4), signatories agree to collaborate in the implementation of this Operational Framework, which contributes toward the implementation of the Convention on Biological Diversity's Programme of Work on Protected Areas and is consistent with meeting the objective of the establishment and maintenance by 2010 for terrestrial and 2012 for marine areas of comprehensive, effectively managed, and ecologically representative national and regional systems of protected areas. In other words, MOU signatories agree to engage their numerous governmental and non-governmental partners in Belize and around the world to collaboratively develop proposals with practical outcomes for implementing the NPASP in Belize.

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<sup>4</sup> Action directed towards the following areas will greatly strengthen the existing PA system: 1) northern Belize to the south and west of Shipstern, 2) the central northern coastal plain, 3) the east-central Belize Valley, 4) the karst hills of western Toledo, 5) Turneffe Atoll, 6) the Moho River, and 7) parts of the Rio Hondo and New, Belize and Temash Rivers. These areas include private lands and suitable incentives must be explored to bring them into the national system.

<sup>5</sup> Special attention will be devoted to the Belize Barrier Reef System, the Maya Mountain-Mountain Pine Ridge massif and the north-western forests.



The objectives, actions and tasks listed below will take place over a period of 2.5 years from January 2008 to June 2010, in the first instance. Further activities and next steps will be guided by the outcome of these objectives and activities.

### III. Objectives and Strategic Actions

#### ***Objective 1: An enabling administrative structure is established***

***Strategy: Consolidate the administrative structure that maintains coordinated action in National Protected Area System Plan implementation.***

#### **Action 1.1 Establish and operationalize the National Protected Areas Secretariat**

The National Protected Areas Secretariat (NPAS) shall serve as the primary entity charged with coordinating the implementation of the NPASP, guided by the NPASP Operational Framework. Among its various functions, the NPAS will: 1) oversee the work of staff and consultants hired to coordinate the work related to the implementation of the NPASP; 2) support efforts to identify and access funds for the implementation of the NPASP; 3) promote efforts to incorporate the National Protected Areas Policy in the plans, strategies and operations of relevant government and quasi-government bodies; 4) promote and oversee the revision of the National Parks System Act and other protected area legislation, and oversee the preparation of a consolidated protected area legislation; and 5) serve as a body for national coordination and consultation between government agencies, national NGO's and CBO's, international NGO's, and others. The NPAS shall serve until such time that a consolidated national protected area legislation provides for the creation of a national protected area authority and appointment of a Board of Directors, and, in effect, shall continue the work of the NPAS.

It is further proposed that a National Protected Areas Technical Committee be established to provide advice to the NPAS in matters pertaining to the following: 1) support efforts to identify and access funds for the implementation of the NPASP; and 2) promote efforts to incorporate the priorities of the National Protected Areas Policy and System Plan in the plans and strategies of relevant international conservation NGO's, donor agencies, and foundations. The NPATC shall serve until the legislative amendment to the National Park Systems Act establishes the National Protected Areas Commission. Inclusion rather than exclusion should be the rule when setting up the NPATC, in order to ensure that all key stakeholders are present as implementation of the NPASP commences.

It is hereby proposed that the National Protected Areas Technical Committee includes representation from the following agencies: 1) Forest Department, 2) Fisheries Department, 3) Protected Areas Conservation Trust, 4) Association of Protected Area Management Organizations (NGO and CBO representatives), 5) National Federation of Community Based Co-managers, 6) Policy Coordination and Planning Unit in the MNRE, 7) Institute of Archaeology, 8) National Protected Areas Secretariat, 9) Coastal Zone Management and Authority, 10) the University of Belize 11) Belize Tourism Board and 12) Belize Association of Private Protected Areas.

Other provisions pertaining to the functions and processes of the NPATC include: 1) The NPATC members will serve as a panel of resource persons at relevant consultation sessions held with respect to the NPASP; 2) recommendations and decisions of the NPATC will be made by a majority of the membership of the entire Committee and in performing its role, the Committee will be guided by the provisions of the NPASP; 3) from time to time the Minister may give further directions to the Committee; and 4) the Chief Forest Officer and the Fisheries Administrator will serve as Chair and vice Chairperson respectively to the Committee.

Tasks:

- a. Formulate and consult Terms of Reference for the NPAS and NPATC; presentation to NPATC and Minister of Natural Resources;
- b. Appointment of the NPATC;
- c. Prepare work plan for this action, detailing the sub-processes required for more focused attention and action;
- d. Prepare a detailed operational budget for the implementation of the NPASP;
- e. Oversee the preparation and implementation of a long-term financing plan for the NPA System;
- f. Establish the NPAS; recruit a Program Director and Program Assistant and Administrative Assistant when funds become available;
- g. Support the institutional strengthening of APAMO, BAPPA the Indigenous Peoples Conservation Alliance (IPCA) and the National Federation of Community Based Co-Managers;
- h. Establish a formal agreement between the Government of Belize, NPAS, international NGOs, local NGOs/CBOs, donors and foundations for collaboration in the implementation of the NPASP; and
- i. Institute a formal financial administration arrangement for the NPAS, after reviewing various scenarios.

Outputs/Deliverables:

- Work plan
- Terms of Reference for the NPAS and NPATC
- Terms of Reference for Program Director
- NPAS (including legal support)
- Funding proposals to support the implementation of the NPASP (*Note: This Output is related to Action 2.2.1 below.*)
- Financial administration arrangement for the NPAS

Outcomes:

- Twelve-member NPATC appointed and fully operational
- Funding and technical expertise secured to support the implementation of the NPASP

## **Action 1.2 Revision of the National Parks System Act (NPSA) and other protected area related legislation, re-titled as the National Protected Area System Act (NPASA)**

The revision of the NPSA is an important milestone serving several key purposes. Here, the main point is that it grounds the **National Protected Areas Secretariat** in a legal context and creates the legal framework for inter-departmental coordination and for the eventual establishment of a National Protected Areas Authority. It also harmonizes the legislative underpinning used for marine and terrestrial protected areas, and creates legislative underpinning for *bona fide* private protected areas.

The effect of using the consolidated protected area legislation (the NPASA) as the legal vehicle ensuring coordination places ultimate responsibility for the development of the protected area system under the Ministry of Natural Resources and the Environment while leaving responsibility for individual sites under the Fisheries or Forest Department according to the legislation used for site establishment. It must be noted that, in revising the NPSA, several other protected area-related legislation will also need to be reviewed in order to check for redundancy (in legislation and institutional roles) and ensure consistency with the NPASA. Such PA-related legislation include: 1) the Fisheries Act, 2) the Forests Act, 3) the National Lands Act, 4) the National Institute of Culture and History Act, 5) the Environmental Protection Act, among others.

The NPASA should include clauses allowing, among other provisions, a full range of protected area management categories with different levels of extractive use, regulations for various PA categories, protocol for boundary modifications including provisions for technical review and public participation in boundary modifications, and consultative procedures for the re-categorization and/or de-regulation of PA's where necessary. These provisions are necessary precursors to any revision of management regime within the protected areas, whether applied to the entire site, or to specific zones. They also apply to any proposal to modify boundaries by adding or excising parts of existing protected areas.

The NPASA, as the consolidated legislation for protected areas, should also make provisions for the following: 1) management planning, 2) co-management agreements, 3) conservation easements, among others.

### Tasks:

- a. Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action by the NPAS;
- b. Prepare TOR of consultancy to conduct a comprehensive review of existing PA-related legislation, including an exhaustive review of different institutional arrangement scenarios for improving governance of the national PA system; issue call for bids; commission consultancy;
- c. Engagement of consultancy – comprehensive review of existing PA-related legislation and institutional arrangement scenarios for improving governance of the national PA system; technical review of current PA categories, and development of national policy on co-management of PAs;

- d. Public hearings/forums on the draft NPASA and co-management policy; series of stakeholders meetings held to obtain input on appropriate institutional arrangements for managing the PA system;
- e. Results of consultancy reviewed by the NPATC; presented to Minister of Natural Resources and other key Ministers; presentation to Cabinet;
- f. Preparation and review of draft National Protected Areas System Act; preparation of draft amendments to other legislation;
- g. Develop procedures/guidelines and criteria for the declaration, re-alignment or de-reservation of PAs; and
- h. Model and propose a process for instituting an improved governance arrangement for the national PA system.

Outputs/Deliverables:

- Work plan and framework for execution
- Consultancy TOR
- Consultancy report(s)
- Reports on public hearings/forums on the draft NPASA; series of stakeholders meetings held to obtain input on appropriate institutional arrangements for managing the PA system
- Draft National Protected Areas System Act, including draft amendments to other related legislation

Outcomes:

- Consolidated protected area legislation (NPASA) proposed, along with relevant regulations
- NPASA enacted, along with relevant regulations
- Improved institutional arrangement for governance of the national PA system determined; a process to institute this improved governance arrangement defined

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***Objective 2: A functional national protected area system***

***Strategy: The existing protected area network is efficiently managed, meeting protected area policy aims to secure environmental, social and economic benefits and creating a solid foundation for further development as a comprehensive system.***

**2.1 Procedures and Technical Support.**

A range of effective managerial tools are coming into use in Belize. Such tools, which were prepared as part of the NPASP, include the following: 1) National Management Plan Framework (NMPF), 2) Monitoring Package for Assessing Management Effectiveness of Protected Areas, and 3) Guidelines to Co-Management.

Management plans are an essential aspect of a protected areas system, providing the direction and background information for each protected area, identifying the objectives, the factors that affect or may affect the protected area, the contribution of the protected area to the overall

protected areas system and to ensure compliance with local, national and international policies (Wildtracks, 2005). Given this, the NMPF sets out a five-step process as follows: 1) identification of the management organization, based on a Protected Area Management Application Form; 2) Development and submission of a draft management plan to the relevant authorities, based on an Outline for Protected Areas Management Planning; 3) Review and Acceptance of Management Plan; 4) Annual evaluation of management plan implementation; and 5) Review and evaluation of management plan success (Wildtracks, 2005).

The Monitoring Package for Assessing Management Effectiveness of Protected Areas is a package of tools for conducting assessments of management effectiveness of protected area sites. The package provides the following tools: 1) explanation of the development and application of this monitoring methodology; 2) instructions on how to use the evaluation process; 3) method for assessing success in achieving desired results or “outcomes” for protected areas and for assessing the effectiveness of the process of achieving these outcomes through assessment of management functions; 4) a list of indicators for evaluating effectiveness of management functions; and 5) a worksheet that site staff can use to assemble information needed for site assessments (University Research and Evaluation *and* Galiano Institute for Environmental and Social Research, 2005).

The tool pertaining to Guidelines to Co-Management recommends ways to strengthen and expand current co-management agreement templates, and outlines a four-step process for new co-management arrangements: 1) Identification of the management unit (protected area) and main stakeholders with interests, concerns and capacities to manage the area; 2) Joint assessment of the need and feasibility of co-management in the specific context and for the area; 3) If co-management is found to be needed and feasible, then identification of the human and financial resources available to support the process; and 4) Establishment of a “Start-up Team” to promote and facilitate the process up to the setting up of the multi-party negotiating forum (Homer, 2005).

The general aim here is to ensure the application of these managerial tools in a coherent manner across the entire protected area system.

**Action 2.1.1: Formal adoption of technical guidelines and provision of technical support to meet required procedural standards.**

All these management procedures and guidelines (see Section 2.1 above) have been developed and incorporated as appendices to the NPASP. They are ready for immediate introduction as formal guidelines for all statutory protected areas under present legislation and for private and community reserves incorporated in the National Protected Area System. The Forest Department and the Fisheries Department have, in effect, started to require that new PA management plans are designed based on the NMPF. Both government departments have also suspended the renewal or creation of new co-management agreements until the template for co-management agreements have been refined based on the Guidelines to Co-Management discussed above. These actions demonstrate a commitment to internalize the NPASP provisions into the regular operations of key governmental PA management agencies.

Implementation of the guidelines creates a cycle of management planning preparation and revision, monitoring of performance and regular evaluation of delivery of results, in turn implying the need for technical expertise to undertake the work. The government departments are responsible for evaluation and monitoring and have staff dedicated for this purpose. PACT also performs due diligence in tracking the effectiveness of its support. The production of plans, however, is the responsibility of the actual or prospective co-manager. Support is needed at every level and in every institution to meet these functions and is particularly acute, though not confined, to the smaller NGOs and CBOs (Ravndal, 2002).

Many training programmes take place but they tend to be project/grant driven, are intermittent, address needs of particular initiatives or organizations, and are often never followed through. The aim is to develop a national capacity assessment and plan that meets the needs of the protected area system as a whole, and is sustained and operates at the several levels needed to support the development of the system. Project-related training courses and workshops should be coordinated within this framework.

Many smaller NGOs and CBOs have difficulty in managing and accounting for the financial support they receive. This is already a limiting factor in mobilizing support and the problem will be exacerbated by the demands of a “business orientated” strategy requiring skills in financial and business planning. The issue is to be addressed through provision of a support service available to all site managers in the network in these areas, extending to an accounting service giving assistance in financial administration, auditing and reporting. This makes for increased effectiveness and efficiency, capable of pooling routine administration across a number of management bodies.

#### Tasks<sup>6</sup>:

- a) Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action by the NPAS
- b) Co-management Agreements
  - Revise the co-management agreement templates based on NPA System Plan recommendations
  - Brief stakeholders on revised and retooled PA co-management agreements according to NPA System Plan recommendations
- c) National Capacity Assessment/Plan
  - Conduct a National Protected Area Training Needs Assessment in collaboration with the University of Belize
  - Prepare training modules for protected areas management; brief stakeholders
  - Implement a National Protected Areas Management Training Program, led by or through the University of Belize
- d) National Management Plan Framework
  - Brief Co-management agencies on the guidelines of the National Management Plan Framework
  - National training sessions held on the utilization of the NMPPF

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<sup>6</sup> The status of each of these tasks can be found in Section IV – The Operational Framework (matrix format)

- Monitor and provide technical advice on the formulation of PA management plans according to the guidelines of the NMPF
  - Formulation of PA management plans according to the guidelines of the NMPF (targeted PA's to be **defined by the NPAS**)
  - Cyclical review of PA management plans
- e) Assessing PA Management Effectiveness
- Brief co-management agencies on the protocols laid out in the Monitoring Package for Assessing Management Effectiveness of Protected Areas
  - National training sessions held on the utilization of the Monitoring Package for Assessing Management Effectiveness of Protected Areas
  - Monitor and provide technical advice on the utilization of the Monitoring Package for Assessing Management Effectiveness of Protected Areas
  - Periodic management effectiveness assessment reports prepared through consultations and workshops (at the national/system level)
- f) Establish and provide a technical support service available to all site managers in the PA network, extending to an accounting service giving assistance in financial administration, auditing and reporting

Outputs/Deliverables:

- Revised, improved and legally binding co-management agreement template(s)
- National Protected Area Training Needs Assessment Report
- Training Modules – Protected Areas Management
- Training workshops on the use of the National Management Planning Framework
- Training workshops on the use of the Monitoring Package for Assessing Management Effectiveness of Protected Areas
- Technical Support Service in place (**NPAS to define who will provide this service, and where it will be housed**)

Outcomes:

- Improved and expanded collaboration in protected areas management among government agencies, and NGO's and CBO's, with clear lines of authority, responsibility and communication
- Legal underpinning for co-management agreements
- Improved skills in financial and business planning
- Increased effectiveness and efficiency in financial administration, auditing and reporting
- Improved skills in management planning, and measurement of management effectiveness (monitoring and evaluation)
- Clear feedback system for adaptive management

## 2.2 Financing

The overall trend is towards increasing self-reliance for financing. Initially actions must be maintained by the existing mix of PACT, GOB subvention and donor support. The forward strategy is to increase self-generated income at site level by capturing revenues from the full range of goods and services the site provides. The immediate priority is to cover the financial needs of the site itself. As these are covered, the mechanisms exist for redistribution at system

level. This strategy can be pursued in the absence of further external support but it will be accelerated and consolidated if dedicated funding at system level is secured.

PACT's role as Belize's national funding mechanism for protected areas needs to be enhanced. PACT primarily manages a grants program, totaling about US\$2,000,000 per year, which supports small and medium-sized protected areas management and conservation projects in Belize. In addition to the current income generated by PACT through the collection of tourism fees (portion of exit tax and 20% commission from cruise ship passenger fees), PACT would play a key role in building and supporting the institutional processes for improving the collection and administration of current sources of revenue for the national PA system. PACT's experiences over the past decade would be an invaluable asset toward achieving financial sustainability of the PA system and would thereby support the PA system's consolidation and sustainable management.

### **Action 2.2.1 Seek funding to support implementation of the NPASP**

There is a need to explore various financial mechanisms and opportunities to support the implementation of the NPASP. Such mechanisms and opportunities may include revenue from protected area entry and user fees, recreation-related concession fees, research and permit fees, debt swap mechanisms, endowment funds, grants and other innovative financing mechanisms. There should be a particular focus on the exploration and rationalization of new sources of revenue, as well as on the improvement of the collection and administration of current sources of revenue for the national PA system. The objective would be to prepare a financial sustainability strategy for the national protected area network, which would have broad political support as well as the support of NGOs, the private sector and civil society.

It is important to note that financial resources are limited and their efficient use is both necessary in itself and gives leverage in mobilizing external support. Several actions in the NPASP provide opportunity for financial streamlining (e.g., pooling of resources, removal of duplications) and these should be identified and used wherever possible. Inefficiencies in scale are also possible when site management is spread across many small- to medium-sized organizations. They must be identified and addressed, with the target of reducing administrative overhead across the system as a whole to 12-15% (an acceptable figure to most development aid agencies) by year six of NPASP implementation (NPASP, 2005).

#### Tasks:

- a) Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action;
- b) Prepare and present a Memorandum of Understanding (MOU) between the GOB, national NGO networks, international conservation NGO's, donor agencies and foundations for the implementation of the NPASP Operational Framework;
- c) Prepare and conduct a MOU Partners Forum on an quarterly/annual basis in order to present Updates of the Operational Framework;
- d) Prepare a detailed operational budget for implementation of the NPASP;
- e) Based on the Operational Framework, prepare and submit concept papers and funding proposals to agencies such as the GEF, the Oak Foundation, and PACT;



- f) In line with the long-term financing plan for the NPA System (Action 1.1e), develop a financial sustainability strategy that addresses the exploration and rationalization of new sources of revenue and improves the collection and administration of current sources of revenue for the national PA system; and
- g) Consultancy to prepare a long-term financing plan for the NPA System, identifying inefficiencies in scale in PA site management, which is spread across many small- to medium-sized organizations (i.e., national financing needs assessment)
  - Prepare TOR; issue call for bids; commission consultancy
  - Engagement of consultancy
  - Results of consultancy reviewed by the NPATC; presented to Minister of Natural Resources
  - Implement recommendations for pooling of resources and removal of duplications

Outputs/Deliverables:

- Signed Memorandum of Understanding for the implementation of Belize's National Protected Areas System Plan Operational Framework
- Concept papers/funding proposals
- MOU Partners Forum Proceedings
- Financial sustainability strategy document
- Consultancy report

Outcomes:

- New sources of revenue for the national protected area system explored and rationalized
- Improved collection and administration of current sources of revenue for the national protected area system, bioregions, and site-level PA's
- For example, Trusts Funds for Marine Protected Areas and Terrestrial Protected Areas set up and administered by PACT (*Note: Sources of revenue may include government, co-managers, external funds, and private business*)
- Inefficiencies in scale in PA site management identified and addressed
- Disparate financing needs for protected area site management identified and addressed, and the administrative overhead across the system reduced to 12-15% after five years

**Action 2.2.2 Economic valuation at site and bioregional level**

One of the major reasons for the insufficient annual budgetary allocation for protected areas is that the GOB has not fully recognized and factored in the economic contribution of protected areas to the Gross Domestic Product. Neither the economic value of the environmental goods and services provided by protected areas to the country, nor the direct linkage of forest cover to the sustainability of the tourism product, has been officially recognized by the GOB. There is a need to conduct economic valuation studies of the environmental goods and services provided by the protected areas. The results of such studies would then be incorporated into a comprehensive financial sustainability strategy for the national system of protected areas. This financial sustainability strategy would define the financial contributions of the PA system to the national economy. This would provide to the GOB information about the direct contributions that protected areas provide toward the sustainability of the tourism product and the health of the country's economy, which is heavily based on the country's natural resources. This would create

a more favorable environment for increased annual budgetary allocations for protected areas administration and management.

The concept of an economic valuation of the delivery of benefits from the protected areas has been held over from the development of the NPASP into its implementation phase. This is an important action operating at several levels, providing:

- Justification for the protected areas in terms of their true contribution to the national economy. This information can then be disseminated to the general public via the public awareness programme.
- Definition of the goods and services provided by specific protected areas to actors in the different economic sectors. This can then be used to develop appropriate means of optimizing delivery of benefits within the constraints of good conservation management, to identify partners in other socio-economic sectors, and also to identify potential revenue sources through user fees.
- Definition of the goods and services provided by the system as a whole, to justify its support by government and development aid agencies.
- Contribution of the national PA system to overall sustainability of Belize's natural resource base (i.e., PA's are a tool for proper natural resource management)

Total economic valuation at a system level is an expensive and complex process. It is therefore preferable that it be conducted at a site or bioregional level as part of the management planning process and then amalgamated to obtain system-level benefits.

The Oak Foundation is supporting a proposal from the World Resources Institute (WRI) to develop and apply an economic valuation methodology for coral reefs in Belize in order to improve coastal management decisions, strengthen the case for investing in Marine Protected Areas, evaluate potential sources of sustainable financial support for the MPA system, and develop policies to reduce the threats to coral reefs in Belize. This economic valuation project, currently in its implementation phase, is being carried out in close collaboration with NPATC members.

#### Tasks:

- a. Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action;
- b. Prepare TOR of consultancy to conduct a Total Economic Valuation of the national PA system – focusing on the two terrestrial bioregions highlighted by the NPASP (Maya Mountains-Mountain Pine Ridge Massif, Northwestern Forests);
- c. Issue call for bids; commission consultancy;
- d. Engagement of consultancy – TEV of the two terrestrial bioregions; liaison with the WRI TEV initiative for the Belize Barrier Reef System; and
- e. Results of consultancies reviewed by the NPTC; presented to relevant Ministers; presentation to Cabinet.

#### Outputs/Deliverables:

- TEV Consultancy Terms of Reference
- TEV Consultancy Report(s)

#### Outcomes:

- Information about the direct contributions that protected areas afford toward the health of the country's economy provided to GOB
- A more favorable environment for increased annual budgetary allocations for protected areas administration and management created
- PA's contribute to the overall sustainability of Belize's natural resource base

### **2.3 Other support systems**

Co-managers, and particularly CBOs, are poorly placed to deal effectively with legal and enforcement issues. They often have neither the authority nor the capacity to deal with them effectively. Furthermore, they may have difficulties in handling problems coming out of the very community they represent and little weight if they attempt to press their case. In theory they have recourse to the statutory authorities but these too are often unable to respond in a timely and sustained manner. Many areas of contention can be removed by participatory planning, management, advocacy and peer pressure but in stubborn cases co-management arrangements can only go so far. There is need to provide effective support in this area (NPASP, 2005).

In fact all site managers need legal advice and services to assist them in drawing up formal (and legally binding) agreements, in transactions involving land and property, occasionally to pursue infractions and infringements of rights, and potentially in cases of non-compliance with agreements where these cannot be settled by mutual agreement. All would also benefit from a greater degree of public awareness of the value of the protected area system and need support in training.

#### **Action 2.3.1 Provision of "rapid response" team(s) for resource protection**

The aim here is to develop rapid response mechanisms in several key areas of resource protection. As a priority, a law enforcement "rapid response" team will be formed, trained and equipped that can back up routine patrols and respond effectively and reasonably rapidly in difficult situations, if necessary in conjunction with other security services.

#### Tasks:

- a. Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action
- b. Commission consultancies or Subcommittee(s) of the **NPATC** to develop and establish rapid response mechanisms in the following areas: law enforcement, fire management, search and rescue, pest management, and disaster mitigation
- c. Form and operationalize a law enforcement rapid response team
- d. Form other "rapid response" team(s) or work group(s) as necessary; train "rapid response" team(s) or work group(s)
- e. Procure and provide equipment for "rapid response" team(s)

#### Outputs/Deliverables:

- Consultancy report(s)

Outcomes:

- Rapid response to various resource protection needs made possible through a pooling and sharing of personnel, technical expertise and equipment

**Action 2.3.2 Public awareness programme**

Public awareness is the key to creating the climate of informed public opinion within which the national protected area system can be developed. There is already considerable action in this area although it tends to be intermittent and generally speaks to the needs of particular initiatives and organizations. The aim of the programme is to develop a public awareness programme that informs the public of the NPASP and the importance of protected areas in general, builds support for implementation of the NPASP and, by extension, sustains the national protected area system in perpetuity.

Tasks:

- a. Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action;
- b. Develop a public awareness programme (PAP) that informs the public of the NPASP and the importance of protected areas in general; and a Communications Strategy that builds support for the NPASP;
- c. Implement and sustain the PAP: series of roundtables/forums/focus groups held countrywide with co-managers and other PA management agencies to present and explain the NPA Policy and System Plan, and to introduce the NPAS, in order to gain, maintain and expand support for NPASP implementation;
- d. Implement and sustain the Communications Strategy: engage political officials in order to gain, maintain and expand support for NPASP implementation; and
- e. Refine the PAP, based on progress and new information gathered or generated.

Outputs/Deliverables:

- Public Awareness Programme document – work plan
- Communications Strategy document – work plan
- PAP Roundtable/Forums/Focus Group Reports
- Minutes of meetings
- Review of PAP progress (reports) for each NPATC meeting

Outcomes:

- Greater public understanding about the importance of protected areas, which translates to increased public support for protected areas
- Increased long-term political support for the national protected areas system

\* \* \* \* \*

***Objective 3: A comprehensive national protected area system***

***Strategy: Those areas required to obtain a fully comprehensive national protected area system are brought within its scope.***

### **Action 3.1 Maintain the clearing house mechanism for management and access to information on biodiversity**

Accurate accessible information on the characteristics of the protected areas is crucial for assessing its comprehensiveness, for planning and for evaluation. There is already a substantial body of information and the Clearing House Mechanism (CHM) allows for its access and dissemination. Initially this will be donor-funded. It is, however, important that it be maintained indefinitely and due provision must be made for the post-funding period. It is anticipated that the University of Belize will absorb the role of CHM Administrator as soon as convenient, and that this role will be maintained indefinitely.

#### Tasks:

- a. Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action;
- b. Formalize the University of Belize as the CHM Administrator;
- c. Develop and implement a business plan/financial sustainability strategy for the CHM;
- d. Build institutional capacity of the CHM administrator;
- e. Administration and operation of the CHM – define/resolve staffing issues; and
- f. Engage and formalize node agencies into the CHM.

#### Outputs/Deliverables:

- Signed agreement(s) formalizing the University of Belize as the CHM Administrator
- CHM Business Plan/Financial Sustainability Strategy document
- Data sharing agreements between UB ERI and Node Agencies

#### Outcomes:

- Comprehensive and reliable biodiversity information readily accessible to natural resource management students, practitioners, researchers, scientists and the general public at little or no cost

### **Action 3.2 Biodiversity baseline and monitoring programme**

Quality of information varies from site to site across the national protected area network, affecting the ability to judge the relative importance of sites, to draw up appropriate management plans and to evaluate performance. This programme involves: 1) The standardization of practical survey techniques that will give the information necessary to meet minimum requirements for management planning and for monitoring, 2) Promotion of research targeting recognized gaps in ecosystem coverage where the information base is considered low (e.g. freshwater, coral reefs, mangroves and open sea systems) and into practical means of maintaining biodiversity values and biological connectivity in areas of heavy human activity (e.g. roads, agricultural and settled areas), and 3) Rapid Ecological Assessments to provide base-line information, comparable across the system, in all protected areas where the information is currently inadequate for planning purposes.

#### Tasks:

- a. Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action;
- b. Revitalize the Biodiversity Monitoring Working Group;
- c. Finalize draft Biodiversity Monitoring Protocol, including standards for marine, terrestrial and freshwater systems;
- d. Review and revise draft Biodiversity Monitoring Protocol;
- e. Compile a comprehensive list of the various monitoring protocols developed and implemented by national and international organizations within several sites in Belize, e.g., sea grass monitoring;
- f. Conduct on-site certified training workshops for non-degree students in biodiversity research and monitoring; development of practical survey techniques;
- g. Training in biodiversity data analysis (define who will perform this training and at what intervals);
- h. Expand and sustain an archiving system for type specimens (herbarium/taxonomy); support the strengthening of the National Herbarium as a central repository of reference collections;
- i. Identify and prioritize research areas targeting recognized gaps in ecosystem coverage where the information base is considered low (e.g., freshwater, coral reefs, mangroves and open sea systems); and
- j. Develop and institute a promotional program (e.g., via website links) to guide national and foreign research institutions and scientists toward Belize's research needs.

#### Outputs/Deliverables:

- Biodiversity Monitoring Protocol document
- Document listing the various monitoring protocols developed and implemented in Belize, and short-listing the ones which should be considered viz. NPASP implementation
- Collaborative framework for biodiversity research and monitoring
- Biodiversity research and monitoring training modules
- Biodiversity data analysis modules
- Training reports
- Research gaps document
- Research promotional program – document(s) and website(s)

#### Outcomes:

- Biodiversity information across the national protected area network is standard, reliable and comparable, thus allowing judgment of the relative importance of sites, preparation of appropriate management plans, and measurement of protected area management effectiveness

### **Action 3.3 Provisions for inclusion of private and community protected areas within the national Protected Area system**

Private protected areas make a crucial contribution to the National Protected Area System, their inclusion being made through formal and legally binding agreements between the GOB and the owner. Of the present private areas generally acknowledged to be within the national network,

only two have such formal agreements and the status of the remainder must be regularized if they are to continue to be taken into account in implementing the NPASP.

Tasks:

- a. Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action;
- b. Support the institutional strengthening of BAPPA;
- c. Formalize process for enshrining Private PA's in national legislation (NPASA), with provisions for conservation easements, etc.;
- d. Conduct feasibility study of *de facto* PPA's to determine their importance to the national PA network and regional PA corridors; and
- e. Explore, create and institute a set of management categories and fiscal incentive measures for PPA's which are essential for a NPA System.

Outputs/Deliverables:

- Regulations for PPA's (*Note: This Output is linked to Action 1.2.*)
- Feasibility study report(s)
- Consultancy report – fiscal incentive measures document
- Document indicating the set of management categories for PPA's

Outcomes:

- Legally recognized private protected areas contribute to completing the national protected area network
- Various categories of PPA's are recognized as important to the national PA network and the national economy

**Action 3.4 Detailed survey and incorporation of areas required to complete the National Protected Area System**

Seven key geographic areas have been identified where the designation of some form of protected area status would help complete the system. Detailed feasibility studies will be commissioned for seven regions – 1) northern Belize to the south and west of Shipstern, 2) the central northern coastal plain, 3) the east-central Belize Valley, 4) the karst hills of western Toledo, 5) Turneffe Atoll, 6) the Moho River, and 7) parts of the Rio Hondo and New, Belize and Temash Rivers – to confirm their actual or potential importance to the system, and to assess what form(s) of protected area category out of the full range to be allowed for under the NPASA would be most appropriate. On national lands, this will be followed by designation under the procedures established under Action 1.2. Critical areas are, however, to be expected under private ownership and incentives may be needed to bring them into the system as private protected areas (see Action 3.3 above). The potential for fiscal incentives, notably under the tax regime applied to land holdings, will therefore be explored to encourage conservation easements for key sites to secure their contribution to the national system.

Tasks:

- a. Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action;

- b. Conduct detailed feasibility studies (such as rapid ecological assessments) for the seven key geographic areas to confirm their actual or potential importance to the national PA system;
- c. Determine, with legal advice, how key rivers and other waterways could be included into the national PA system;
- d. Results of feasibility studies reviewed by the NPATC; presented to key Ministers; presentation to Cabinet; and
- e. Assess what form(s) of protected area category out of the full range of protected area categories to be allowed for under the NPASA would be most appropriate for the areas identified above.

Outputs/Deliverables:

- Consultancy report(s) – feasibility studies
- Protected area categories report
- Recommendations for incorporation of areas required to complete the National Protected Area System

Outcomes:

- Key gaps in the national system of protected areas filled, thereby resulting in a representative and comprehensive national protected area network

\* \* \* \* \*

***Objective 4: A consolidated and simplified national protected area system***

***Strategy: The protected area system can be consolidated and simplified by amalgamating adjacent sites into single multi-zoned management units, allowing a more coherent approach at a landscape and seascape level.***

**Action 4.1 Site consolidation**

Many protected areas are artificial sub-units of single natural units and three are of exceptional importance where consolidation would reinforce national prominence in protected area system management at a regional scale: 1) the Maya Mountain – Mountain Pine Ridge massif, 2) Belize Barrier Reef system, and 3) the north-western forests.

The action consists of a detailed technical assessment of all the protected areas to identify where the system can be simplified through amalgamation, where additional area would increase system functionality and where areas within the system make no significant contribution and could be considered redundant. This is then followed through by boundary modification, both internally (where they will tend to be dissolved to be replaced by management zones) and on the outer edge where land may be taken in or out as appropriate. The gap analysis and MARXAN provide the decision-making tools for decision making while the NPASA provides the regulatory environment.



When implementing this Action, it is essential to consider existing initiatives that are focused on site consolidation as pilot cases. Examples include the Maya Mountains-Chiquibul Key Biodiversity Area initiative<sup>7</sup>, and the FON/TASTE initiatives<sup>8</sup>. It is also important to note that “consolidation” comes in different forms; it could be an institutional amalgamation, site amalgamation, creation of connectivity at the ecosystems level, or administrative coordination.

#### Tasks:

- a. Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action;
- b. Conduct technical assessments of the three bioregions<sup>9</sup> to identify where the system can be simplified through amalgamation, where additional area would increase system functionality and where areas within the system make no significant contribution and could be considered redundant; prepare TOR’s; issue call for bids; commission consultancies;
- c. Results of consultancies reviewed by the NPATC; presented to key Ministers; presentation to Cabinet;
- d. Prepare Cabinet Paper(s) proposing sites that need to be consolidated into larger areas, e.g., the Belize Barrier Reef System and the Maya Mountains-Mountain Pine Ridge Massif;
- e. Protected area boundary redefinition and reclassification conducted as per approved proposals and output from consultancies; and
- f. Prepare proposals for the achievement of internationally-recognized status (such as World Heritage and/or Biosphere Reserve) for sites that are consolidated into larger systems.

#### Outputs/Deliverables:

- Technical assessment report(s)
- Cabinet Paper(s)
- Statutory Instruments and Maps – protected area boundary redefinition and reclassification
- World Heritage and/or Biosphere Reserve proposals

#### Outcomes:

- Effective and efficient management of agglomerated protected areas, with adequate ecosystem coverage at the landscape and seascape level
- Belize gains regional and international prominence in protected area system management through the consolidation of sub-regional protected areas.

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<sup>7</sup> The main purpose of this initiative is to develop and implement a comprehensive and integrated sustainable management program for the core conservation areas of the Chiquibul/Maya Mountains Key Biodiversity Area. This purpose is in line with one of the main recommendations of the National Protected Areas System Plan, which identifies the Maya Mountain-Mountain Pine Ridge Massif as one of three agglomerations of protected area sub-units that is of exceptional importance where consolidation and integrated management would reinforce national prominence in protected area system management at a regional scale.

<sup>8</sup> The FON/TASTE initiative includes the following marine protected areas: Sapodilla Cayes Marine Reserve, Laughing Bird Caye National Park, and the Gladden Spit and Silk Cayes Marine Reserve.

<sup>9</sup> The three bioregions highlighted in the NPASP are: 1) the Maya Mountains – Mountain Pine Ridge massif, 2) Belize Barrier Reef system, and 3) the north-western forests

## IV. The Operational Framework

Results	Activities/Tasks	Cost Estimate (BZ \$) <sup>10</sup>	GEF	OAK	PACT	Person(s) or Institution(s) Responsible	Year													
							2010		2011			2012				2013				
							13	14	15	16	17	18	19	20	21	22	23	24	25	
<b>Objective 1: An enabling administrative structure is established for policy implementation</b>																				
<b>Strategy: Consolidate the administrative structure that maintains coordinated action in NPA System Plan implementation</b>																				
1.1 Establish and operationalize the National Protected Areas Secretariat (NPAS)  <i>Note: This Action is related to Actions 1.1 and 1.2 of the NPASP Implementation Matrix (see Appendix 2)</i>	a. Formulate and consult Terms of Reference for the NPAS and NPATC; presentation of TORs to Minister of Natural Resources <b>(completed)</b>	\$550,000  Funding sources: GEF, PACT, TNC, & Oak Foundation				CFO; PA stakeholders														
	b. Appointment of the NPATC – Forest Department, Fisheries Department, Policy Coordination and Planning Unit in MNRE, NPAS, PACT, Institute of Archaeology, CZMAI, UB ERI, BTB, a community based organization and two leading Conservation Organizations involved in protected areas management <b>(completed)</b>					Minister of Natural Resources														
	c. Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action					NPAS														
	d. Prepare a detailed operational budget for the NPAS <b>(completed)</b>					NPAS														
	e. Oversee the preparation and implementation of a long-term financing plan for the NPA System					NPAS														
	f. Establish the NPAS; recruit a Program Director and Program Assistant <b>(completed)</b>					Minister of Natural Resources														
	g. Institutional strengthening of APAMO, BAPPA, IPCA & NFCBC <b>(comment from FD: This activity requires that a needs assessment be completed to identify the gaps in the organizations)</b>					BAPPA; APAMO; IPCA; NFCBC; NPAS														
	h. Establish a formal agreement between GoB, NPAS, INGO's, NGOs/CBOs, donors, foundations for collaboration in the implementation of the NPAPSP <b>(same MOU for NPASP_OF 2.2.1 b???)</b>					NPAS and MOU Partners														
	i. Institute a formal financial administration arrangement for the NPAS <b>(completed)</b>					NPAS; PACT														

<sup>10</sup> Cost estimates are based on budget figures prepared for grant proposals to GEF and the OAK Foundation.

Results	Activities/Tasks	Cost Estimate (BZ \$) <sup>10</sup>	GEF	OAK	PACT	Person(s) or Institution(s) Responsible	Year																	
							2010		2011			2012			2013									
							13	14	15	16	17	18	19	20	21	22	23	24	25					
	j. Support functions of newly developed NPAS management organization – consultancy to operationalize the organization		Consultancy for \$60,000																					
	k. Secure the services of a project manager (completed)		\$216,000																					
	l. Secure the services of a finance officer (completed)		\$87,500																					
	m. Procure off-road truck for mobilization (completed)																							
	n. Support office – supplies, communication, etc.		\$25,000																					
1.2 Revision of the National Parks System Act (NPSA) and other PA-related legislation, re-titled as the National Protected Area System Act (NPASA)  <i>Note: This Action is related to Actions 1.3, 1.4 and 4.1 of the NPASP Implementation Matrix (see Appendix 2)</i>	a. Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action	\$328,000				NPAS																		
	b. Prepare TOR of consultancy to conduct a comprehensive review of existing PA-related legislation, including an exhaustive review of different institutional arrangement scenarios for improving governance of the national PA system (completed); issue call for bids (ongoing); commission consultancy. (APAMO, BAPPA and YCT have drafted amendments to the MNRE that includes co-management and PPAs	Potential funding sources: GEF, PACT, and Oak Foundation				NPAS: APAMO																		
	c. Engagement of consultancy – comprehensive review of existing PA-related legislation; institutional arrangement scenarios for improving governance of the national PA system; technical review of current PA categories; and development of national policy on co-management of Pas. (APAMO has done a consultancy on co-management and has developed a draft co-management framework and a draft agreement which have been submitted to the MNRE. FD has also done their own consultations; FID is currently revising Fisheries Act to address areas of concern: MPAs, marine reserves etc).		One large consultancy of approximately \$150,000			Consultant(s); NPAS; FOD; FID, APAMO																		

Results	Activities/Tasks	Cost Estimate (BZ \$) <sup>10</sup>	GEF	OAK	PACT	Person(s) or Institution(s) Responsible	Year																	
							2010		2011				2012				2013							
							13	14	15	16	17	18	19	20	21	22	23	24	25					
	d. Public hearings/forums on the draft NPASA and co-management policy; series of stakeholders meetings held to obtain input on appropriate institutional arrangements for managing the PA system		National verification process \$17,500			NPAS; Consultant(s)																		
	e. Results of consultancy reviewed by the NPATC, presented to Minister of Natural Resources and other key Ministers; presentation to Cabinet					NPATC; Ministers of Natural Resources, Fisheries, Culture and Tourism																		
	f. Preparation and review of draft National Protected Areas System Act; preparation of draft amendments to other legislation		See 1.2 b&c			Solicitor General; MNRE Legal Counsel; NPATC																		
	g. Develop procedures/guidelines and criteria for the declaration, re-alignment or de-reservation of Pas (Note that the Protected Areas System Plan already has some general guidelines for this-PfB).		See 1.2 b&c			NPAS																		
	h. Model and propose a process for instituting an improved governance arrangement for the national PA system		See 1.1 j			NPAS																		

**Objective 2: The national protected area system is functional**

**Strategy: The existing protected area network is efficiently managed, meeting protecting area policy aims to secure environmental, social and economic benefits and creating a solid foundation for further development as a comprehensive system.**

**2.1 Procedures and Technical Support**

2.1.1 Formal adoption of technical guidelines and provision of technical support to meet required procedural standards  <i>Note: This Action is related to Actions 2.1.1 and 2.2.2 of the NPASP Implementation Matrix</i>	a. Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action					NPAS																		
	b. Revise the co-management agreement templates based on NPA System Plan recommendations (APAMO has done this and a draft Co-management Agreement Template has been submitted to the MNRE in 2010)	\$100,000	See 1.2 c – will be done along with all other legislation			Forest Department; Fisheries Department; NPAS; APAMPO																		
	c. Brief stakeholders on revised and retooled PA co-management agreements according to NPA System Plan recommendations	GEF, PACT, TNC and Oak Foundation	See 1.2 j (C1)			FOD; FID																		
	d. Conduct a National Protected Area Training Needs Assessment. This will include a national		1 consultancy to conduct			UB ERI; PACT																		

Results	Activities/Tasks	Cost Estimate (BZ \$) <sup>10</sup>	GEF	OAK	PACT	Person(s) or Institution(s) Responsible	Year													
							2010		2011			2012				2013				
							13	14	15	16	17	18	19	20	21	22	23	24	25	
(see Appendix 2)	workshop to categorize the needs in terms of degree programs, short term courses, and certificate or diploma courses and to prioritize needs in each category. (TOR has been drafted; UB ERI has funds from Oak to conduct a training needs assessment which will include the cost of workshops, travel etc.)		assessment, plan & execute training = \$30,000 (C3) (EK mentioned that the planning and execution of the training should not be a part of the training needs assessment, but the overall training program; issue with budget allocation).																	
	e. Prepare training modules for protected areas management; brief stakeholders. (This will include preparation of priority marine and terrestrial training module/course for PA managers as identified in the PA Training Needs Assessment).		Funds for printing modules = \$27,500 (C3), need co-financing			UB ERI; FOD; FID														
	f. Implement a National Protected Areas Management Training Program (Dr. Kay's suggestion with regard to the national training program is for all the activities including h-training sessions on utilization of NMPF and m-training sessions on the utilization of the monitoring package for management effectiveness of Pas to be umbrella under the overall national protected areas management training program)		Materials for training = \$12,000 (C3)			UB ERI														
	g. Brief co-management agencies on the guidelines of the National Management Plan Framework (NMPF) (ongoing; The national management plan framework (NMPF) has been formally adopted by the FID and is currently updating management plans according to the standards of the NMPF for their marine protected areas; FD has identified that there needs to be a refresher on the		See 2.1.1 d			FOD; FID														



Results	Activities/Tasks	Cost Estimate (BZ \$) <sup>10</sup>	GEF	OAK	PACT	Person(s) or Institution(s) Responsible	Year																				
							2010		2011			2012				2013											
							13	14	15	16	17	18	19	20	21	22	23	24	25								
	p. Establish and provide a technical support service available to all site managers in the PA network (ongoing; FID nor FD has a specific program but does in house training areas of enforcement, monitoring methodologies, research skills, and data analysis etc.)					NPAS; PACT; UB ERI; FOD; FID; APAMO; FCBO; BAPPA																					
	q. Prepare plans for investment by key productive sectors and business plan for 8 priority protected areas		2 consultancies – investment plans = \$50,000 and business plans = \$160,000 (C2)																								
	r. Invest small grants in PAs		16 grants at \$20,000 each (C2)																								
	s. Consultancy will investigate fee structures/ regimes currently employed nationally and within the region and make recommendations based on national realities and national needs. This activity will entail an awareness component meant to promote buy-in to the recommended structure.		Consultancy to design fee structure/articulate fee policy = \$60,000 (C2)																								
	t. Consultancy will assess the existing efficiency/inefficiencies in the collection, administration, and reinvestment fee structure.		Consultancy to assess fee collection, etc, and provide training to make system more efficient = \$30,000 (C2)																								
	u. Invest in basic equipment for improved revenue accountability		Computers, etc. = \$44,000 (C2)																								
<b>2.2 Financing</b>																											
2.2.1 Seek funding to support implementation of the NPASP  <i>Note: This Action</i>	a. Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action	\$300,000				NPAS																					
	b. Prepare and present an MOU for the implementation of the NPASP Operational Framework (ongoing)	GEF & PACT				NPAS; MOU Partners; other stakeholder agencies																					





Results	Activities/Tasks	Cost Estimate (BZ \$) <sup>10</sup>	GEF	OAK	PACT	Person(s) or Institution(s) Responsible	Year																				
							2010		2011			2012			2013												
							13	14	15	16	17	18	19	20	21	22	23	24	25								
Implementation Matrix (see Appendix 2)	c. Issue call for bids; commission consultancy					NPAS																					
	d. Engagement of consultancy – TEV of the two terrestrial bioregions; liaison with the Oak Foundation TEV initiative for the Belize Barrier Reef System (ongoing: valuation proposal submitted; draft valuation report, final report and Executive summary to be submitted between January 30 <sup>th</sup> 2011 to March 15 <sup>th</sup> 2011).					Consultant; NPAS																					
	e. Results of consultancies reviewed by the NPATC; presented to relevant Ministers; presentation to Cabinet					NPATC; Ministers of Natural Resources, Fisheries, Culture and Tourism																					
<b>2.3 Other Support Systems</b>																											
2.3.1 Provision of “rapid response” team(s) for resource protection  Note: This Action is related to Action 2.3.1 of the NPASP Implementation Matrix (see Appendix 2)	a. Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action	funding sources ...				NPAS																					
	b. Continue the support for rapid response mechanisms in the following areas: law enforcement, fire management, search and rescue, pest management, and disaster mitigation (FID: the FID works with two bodies, National Task Force which included Fisheries, BDF, Police, Coast Guard, ADU etc. and JICC which is the legal body responsible for enforcement and national security; FID also has a mechanism in place for disaster mitigation in collaboration with DOE)					Consultant(s); NPAS; FOD; FID																					
	c. Operationalize a law enforcement rapid response team (FD has set up a Compliance and Monitoring Unit, but it has not been operationalized due to the need for equipment and supplies; Four foresters have been hired as a part of the law enforcement team and a protocol has been developed for law enforcement)					FOD; FID; PD; BDF; MNS																					
	d. Form other “rapid response” team(s) or work group(s) as necessary; train “rapid response” team(s) or work group(s)					FOD; FID																					





Results	Activities/Tasks	Cost Estimate (BZ \$) <sup>10</sup>	GEF	OAK	PACT	Person(s) or Institution(s) Responsible	Year																	
							2010		2011			2012				2013								
							13	14	15	16	17	18	19	20	21	22	23	24	25					
	d. Review and revise draft Biodiversity Monitoring Protocols					Biodiversity Monitoring Working Group; Wildtracks																		
	e. Compile a comprehensive list of the various monitoring protocols developed and implemented by national and international organizations within several sites in Belize, e.g., sea grass monitoring					MNRE; UB ERI																		
	f. Conduct on-site certified training workshops for non-degree students in biodiversity research and monitoring; development of practical survey techniques (EK suggested that activities f and g should be included in the overall national protected areas management training program)					UB ERI; MNRE																		
	g. Training in biodiversity data analysis (will be addressed in PA Training Needs Assessment)					UB ERI; MNRE; Biodiversity Training Experts																		
	h. Develop and sustain an archiving system for plants and animals including type specimens (herbarium/taxonomy); support the strengthening of the National Herbarium as a central repository for reference collections (MOU needs to be signed between UB ERI and FD to identify responsibilities and commitments)					UB ERI; FD/MNRE; Smithsonian																		
	i. Identify and prioritize research areas targeting recognized gaps in ecosystem coverage where the information base is considered low (e.g., freshwater, coral reefs, mangroves and open sea systems) (completed; addressed in UB ERI Research and Environmental Agenda)					UB ERI; Task Force of Experts																		
	j. Develop and institute a promotional program to guide national and foreign research institutions and scientists toward Belize's research needs (ongoing; part of UB ERI's strategic plan; tools for implementation along with the agenda include a website, one on one meetings, research list-serve to disseminate agenda and research databases)					UB ERI; MNRE																		

Results	Activities/Tasks	Cost Estimate (BZ \$) <sup>10</sup>	GEF	OAK	PACT	Person(s) or Institution(s) Responsible	Year																		
							2010		2011			2012				2013									
							13	14	15	16	17	18	19	20	21	22	23	24	25						
3.3 Provisions for inclusion of private and community protected areas within the national PA system <i>Note: This Action is related to Action 3.3 of the NPASP Implementation Matrix (see Appendix 2)</i>	a. Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action	\$100,000  Potential funding sources: TNC				NPAS																			
	b. Support the institutional strengthening of BAPPA					NPAS; TNC																			
	c. Formalize process for enshrining PPA's into the NPASA; (APAMO, BAPPA and YCT have submitted a draft amendment of the National Park System Act that to the MNRE).					NPAS; BAPPA; APAMO;YCT																			
	d. Conduct feasibility study of de facto PPA's to determine their importance					NPAS; BAPPA; Consultant(s)																			
	e. Explore, create and institute a set of management categories and fiscal incentive measures for PPA's which are essential for a NPA System (This action started under the Golden Stream Watershed Project; will be completed under legislative revisions)					APAMO; BAPPA; NPAS																			
3.4 Detailed survey and incorporation of areas required to complete the National Protected Area System <i>Note: This Action is related to Action 3.4 of the NPASP Implementation Matrix (see Appendix 2)</i>	a. Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action	\$130,000  Potential funding sources: GEF				NPAS																			
	b. Conduct detailed feasibility studies for the seven key geographic areas to confirm their actual or potential importance to the national PA system; prepare TOR; issue call for bids; commission consultancy					NPAS; FOD; FID																			
	c. Determine, with legal advice, how key rivers and other waterways could be included into the national PA system																								
	d. Results of feasibility studies reviewed by the NPATC; presented to key Ministers; presentation to Cabinet					NPATC; Ministers of Natural Resources and Fisheries																			
	e. Assess what form(s) of protected area category out of the full range of protected area categories to be allowed for under the NPASA would be most appropriate for the areas identified above					NPATC; NPAS; FOD; FID																			

Results	Activities/Tasks	Cost Estimate (BZ \$) <sup>10</sup>	GEF	OAK	PACT	Person(s) or Institution(s) Responsible	Year													
							2010		2011			2012				2013				
							13	14	15	16	17	18	19	20	21	22	23	24	25	
<b>Objective 4: The national protected area system is consolidated and simplified (FD Discussion points)</b>																				
<b>Strategy: The protected area system can be consolidated and simplified by amalgamating adjacent sites into single multi-zoned management units, allowing a more coherent approach at a landscape and seascape level.</b>																				
4.1 Site consolidation <i>Note: This Action is related to Action 4.2 of the NPASP Implementation Matrix (see Appendix 2)</i>	a. Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action	\$650,000				NPAS														
	b. Conduct a technical assessment of the three bioregions highlighted in the NPASP to identify where the system can be simplified through amalgamation, where additional area would increase system functionality and where areas within the system make no significant contribution and could be considered redundant; prepare TOR; issue call for bids; commission consultancy	Potential funding sources: GEF, TNC, PACT, CEPF, Oak Foundation				NPAS; FOD; FID; Consultant(s)														
	c. Results of consultancy reviewed by the NPATC; presented to key Ministers; presentation to Cabinet					NPATC; Ministers of Natural Resources and Fisheries														
	d. Prepare Cabinet Paper(s) proposing sites that need to be consolidated into larger areas, e.g., the Belize Barrier Reef System and the Maya Mountains-Mountain Pine Ridge Massif	Will be done as part of the rationalization exercise – See 1.2 c above				NPAS														
	e. PA boundary redefinition and reclassification conducted as per approved proposals and output from consultancies					GOB														
	f. Prepare proposals for the achievement of internationally-recognized status for sites that are consolidated into larger systems					NPAS; GOB														

## *Appendix 1 – List of NPASP Reports and Documents*

List of Reports and Documents prepared in the last 2 years:

Belize Protected Areas Task Force. The Belize National Protected Areas System Plan. November 2005.

Homer, F. Improving Governance Of Protected Areas In Belize: Institutional, Management And Legislative Requirements. June 2005.

Launchpad Consulting. Management Capacity in Belize’s Protected Areas System. August 2005.

----- Sustainable Financing Mechanisms: Belize’s Protected Area System. August 2005.

Meerman, J. et. al. Work Plan for the Formulation of Belize’s Protected Areas Policy and Systems Plan, February 2004.

Meerman, J. et. al. National Protected Area Systems Analysis (Plus Subsidiary Reports). June 2005.

----- Protected Area Analysis.

----- Gap Analysis.

----- Critical Species List.

----- Human Footprint.

----- MARXAN Analysis.

----- Site Scoring System.

----- Site Scoring Analysis.

----- Case studies.

----- Synthesis report.

Wildtracks. National Management Plan Framework (Plus Sub-Reports). May 2005.

----- National Management Plan Framework.

----- Outlines for Protected Areas Management Planning.

----- Guidelines for developing a Management Plan.

Wo Ching, E. et. al. Belize’s Policy On Protected Areas. February 2005.

Young, R., L. Woolfe, and V. Macfarlane. Strengthening and Standardizing Monitoring Effectiveness in Belize’s Protected Areas (Plus Subsidiary Reports). July 2005.

## Appendix 2 – NPASP Implementation Matrix

Table 1: Implementation Matrix

National Protected Area Systems Plan		Preparatory phase																				Full Implementation Phase																			
Year	Quarter	Year 1				Year 2				Year 3				Year 4				Year 5				Year 6																			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4												
<b>Objective 1: An enabling administrative structure is established for policy implementation.</b>																																									
Action 1.1. Formal adoption of the National Policy on Protected Areas.		Red																																							
Action 1.2. Establish a standing Protected Area Technical Committee.		Red																																							
Action 1.3. Revision of the National Parks System Act (NPSA) re-titled as the National Protected Area System Act (NPASA) to require a Technical Committee.			Orange	Orange	Red																																				
Action 1.4. Full administrative reform consolidating natural resource management (including protected area management) under a single statutory authority.																												Red													
<b>Objective 2: The national protected area system is functional.</b>																																									
<b>2.1. Procedures</b>																																									
Action 2.1.1. Formal adoption of technical guidelines for site management and business planning models, monitoring and evaluation, and co-management agreements.		Red																																							
Action 2.1.2. Inclusion within the NPASA of clauses relating to management planning and co-management.			Orange	Orange	Red																																				
Action 2.1.3. Provision of technical support to meet required procedural standards.			Orange	Orange	Red																																				
<b>2.2. Finances</b>																																									
Action 2.2.1. Seek efficiencies in use of available resources.			Orange	Orange	Orange	Red																																			
Action 2.2.2. Provision of technical support in financial planning, business planning and site administration.					Orange	Orange	Orange	Red																																	
Action 2.2.3. Economic evaluation at site and system level.						Orange	Orange	Orange	Orange	Red																															
<b>2.3. Other support systems</b>																																									
Action 2.3.1. Provision of a rapid response team for resource protection.																												Red													
Action 2.3.2. Legal support programme.																																									
Action 2.3.3. Public awareness programme.			Orange	Orange	Orange	Red																																			
Action 2.3.4. National training programme for protected area management.				Orange	Orange	Orange	Red																																		
<b>Objective 3: The national protected area system is comprehensive.</b>																																									
Action 3.1. Maintain the clearing house mechanism for management and access to information on biodiversity.																																									
Action 3.2. Biodiversity base-line and monitoring programme.			Orange	Orange	Orange	Red																																			
Action 3.3. Provisions for inclusion of private and community protected areas within the national system.			Orange	Orange	Red																																				
Action 3.4. Detailed survey and incorporation of areas required to complete the National Protected Area System.					Orange	Orange	Orange	Orange	Red																																
<b>Objective 4: The national protected area system is consolidated and simplified.</b>																																									
Action 4.1. Inclusion within the NPASA of clauses allowing a full range of protected area management options plus provisions for technical review and public participation in boundary modifications.			Orange	Orange	Orange	Red																																			
Action 4.2. Site consolidation.																												Red													

Colour code: orange - preparatory work; red - action completed; light green - action in full implementation



**Appendix 3 – Summary Table: Tasks, Outputs/Deliverables, and Outcomes**

Actions	Tasks	Outputs/Deliverables	Outcomes
<b>Objective 1: An enabling administrative structure is established</b>			
<p>1.1 Establish and operationalize a National Protected Areas Secretariat and National Protected Areas Technical Committee</p>	<p>a) Formulate and consult Terms of Reference for the NPAS and NPATC; presentation of TORs to Minister of Natural Resources</p> <p>b) Appointment of the NPATC</p> <p>c) Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action</p> <p>d) Prepare a detailed operational budget for the implementation of the NPAS</p> <p>e) Oversee the preparation and implementation of a long-term financing plan for the NPA System</p> <p>f) <b>Establish a Secretariat for the NPATC</b>; recruit a Program Director and Program Assistant and Administrative Assistant when funds permit</p> <p>g) Support the institutional strengthening of APAMO, BAPPA, IPCA, and NFCBC</p> <p>h) Establish a formal agreement between the Government of Belize, NPAS, international NGOs, local NGOs/CBOs, donors and foundations for collaboration in the implementation of the NPAPSP</p> <p>i) Institute a formal financial administration arrangement for the NPAS, after reviewing various</p>	<ul style="list-style-type: none"> <li>• Work plan</li> <li>• Terms of Reference for the NPAS and NPATC</li> <li>• Terms of Reference for Program Director</li> <li>• NPAS Secretariat (including legal support)</li> <li>• Funding proposals to support the implementation of the NPASP (<i>Note: This Output is related to Action 2.2.1 below.</i>)</li> <li>• Financial administration arrangement for the NPAS</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Twelve-member NPATC</b> appointed and NPAS fully operational</li> <li>• Funding and technical expertise secured to support the implementation of the NPASP</li> </ul>

	scenarios		
1.2 Revision of the National Parks System Act (NPSA) and other protected area legislation, re-titled as the National Protected Area System Act (NPASA)	<p>a) Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action by the NPAS</p> <p>b) Prepare TOR of consultancy to conduct a comprehensive review of existing PA-related legislation, including an exhaustive review of different institutional arrangement scenarios for improving governance of the national PA system; issue call for bids; commission consultancy</p> <p>c) Engagement of consultancy – comprehensive review of existing PA-related legislation and institutional arrangement scenarios for improving governance of the national PA system; and technical review of current PA categories</p> <p>d) Public hearings/forums on the draft NPASA; series of stakeholders meetings held to obtain input on appropriate institutional arrangements for managing the PA system</p> <p>e) Results of consultancy reviewed by the NPATC; presented to Minister of Natural Resources and other key Ministers; presentation to Cabinet</p> <p>f) Preparation and review of draft National Protected Areas System Act; preparation of draft amendments to other legislation</p> <p>g) Develop procedures/guidelines and</p>	<ul style="list-style-type: none"> <li>• Work plan and framework for execution</li> <li>• Consultancy TOR</li> <li>• Consultancy report(s)</li> <li>• Reports on public hearings/forums on the draft NPASA; series of stakeholders meetings held to obtain input on appropriate institutional arrangements for managing the PA system</li> <li>• Draft National Protected Areas System Act, including draft amendments to other related legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidated protected area legislation proposed, along with relevant regulations</li> <li>• NPASA enacted, along with relevant regulations</li> <li>• Improved institutional arrangement for governance of the national PA system determined; a process to institute this improved governance arrangement defined</li> </ul>

	criteria for the declaration, re-alignment or de-reservation of PAs		
	h) Model/propose a process for instituting an improved governance arrangement for the NPAS		
<b>Objective 2: A functional national protected system</b>			
<b>2.1 Procedures and Technical Support</b>			
Formal adoption of technical guidelines and provision of technical support to meet required procedural standards	<p>a) Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action by the NPAS</p> <p>b) <u>Co-management Agreements</u></p> <ul style="list-style-type: none"> <li>• Revise the co-management agreement templates based on NPA System Plan recommendations</li> <li>• Brief stakeholders on revised and retooled PA co-management agreements according to NPA System Plan recommendations</li> </ul> <p>c) <u>National Capacity Assessment/Plan</u>  Conduct a National Protected Area Training Needs Assessment in collaboration with the University of Belize  Prepare training modules for protected areas management; brief stakeholders  Implement a National Protected Areas Management Training Program, led by or through the University of Belize</p> <p>d) <u>National Management Plan Framework</u></p> <ul style="list-style-type: none"> <li>• Brief Co-management agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Revised, improved and legally binding co-management agreement templates</li> <li>• National Protected Area Training Needs Assessment Report</li> <li>• Training Modules – Protected Areas Management</li> <li>• Training workshops on the use of the National Management Planning Framework</li> <li>• Training workshops on the use of the Monitoring Package for Assessing Management Effectiveness of Protected Areas</li> <li>• Technical Support Service in place (NPAS to define who will provide this service, and where it will be housed)</li> </ul>	<ul style="list-style-type: none"> <li>• Improved and expanded collaboration in protected areas management among government agencies, and NGO's and CBO's, with clear lines of authority, responsibility and communication</li> <li>• Legal underpinning for co-management agreements</li> <li>• Improved skills in financial and business planning</li> <li>• Increased effectiveness and efficiency in financial administration, auditing and reporting</li> <li>• Improved skills in management planning, and measurement of management effectiveness (monitoring and evaluation)</li> <li>• Clear feedback system for adaptive management</li> </ul>

	<p>on the guidelines of the National Management Plan Framework</p> <ul style="list-style-type: none"> <li>• National training sessions held on the utilization of the NMPF</li> <li>• Monitor and provide technical advice on the formulation of PA management plans according to the guidelines of the NMPF</li> <li>• Formulation of PA management plans according to the guidelines of the NMPF (targeted PA's to be defined by the NPAS)</li> <li>• Cyclical review of PA management plans</li> </ul> <p>e) <u>Assessing PA Management Effectiveness</u></p> <ul style="list-style-type: none"> <li>• Brief co-management agencies on the protocols laid out in the Monitoring Package for Assessing Management Effectiveness of Protected Areas</li> <li>• National training sessions held on the utilization of the Monitoring Package for Assessing Management Effectiveness of Protected Areas</li> <li>• Monitor and provide technical advice on the utilization of the Monitoring Package for Assessing Management Effectiveness of Protected Areas</li> </ul>		
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	<ul style="list-style-type: none"> <li>• Periodic management effectiveness assessment reports prepared through consultations and workshops (at the national/system level)</li> </ul> <p>f) Establish and provide a technical support service available to all site managers in the PA network, extending to an accounting service giving assistance in financial administration, auditing and reporting</p>		
<b>2.2 Financing</b>			
<p>2.2.1 Seek funding to support implementation of the NPASP</p>	<p>a) Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action</p> <p>b) Prepare and present a Memorandum of Understanding (MOU) between the GOB, national NGO networks, international conservation NGO's, donor agencies and foundations for the implementation of the NPASP Operational Framework</p> <p>c) Prepare and conduct a MOU Partners Forum on an quarterly/annual basis in order to present Updates of the Operational Framework</p> <p>d) Prepare a detailed operational budget for implementation of the NPASP</p> <p>e) Based on the Operational Framework, prepare and submit concept papers and funding proposals to agencies such as the</p>	<ul style="list-style-type: none"> <li>• Signed Memorandum of Understanding for the implementation of Belize's National Protected Areas System Plan Operational Framework</li> <li>• Concept papers/funding proposals</li> <li>• MOU Partners Forum Proceedings</li> <li>• Financial sustainability strategy document</li> <li>• Consultancy report</li> </ul>	<ul style="list-style-type: none"> <li>• New sources of revenue for the national protected area system explored and rationalized</li> <li>• Improved collection and administration of current sources of revenue for the national protected area system, bioregions, and site-level PA's</li> <li>• For example, Trusts Funds for Marine Protected Areas and Terrestrial Protected Areas set up and administered by PACT</li> <li>• Inefficiencies in scale in protected area site management identified and addressed</li> <li>• Disparate financing needs for protected area site management identified and addressed, and the administrative overhead across the system reduced to 12-15% after five years</li> </ul>

	<p>GEF, the Oak Foundation, and PACT</p> <p>f) In line with the long-term financing plan for the NPA System (Action 1.1e), develop a financial sustainability strategy that addresses the exploration and rationalization of new sources of revenue and improves the collection and administration of current sources of revenue for the national PA system</p> <p>g) Consultancy to prepare a long-term financing plan for the NPA System, identifying inefficiencies in scale in PA site management, which is spread across many small- to medium-sized organizations (i.e., national financing needs assessment)</p> <ul style="list-style-type: none"> <li>• Prepare TOR; issue call for bids; commission consultancy</li> <li>• Engagement of consultancy</li> <li>• Results of consultancy reviewed by the NPAS; presented to Minister of Natural Resources</li> <li>• Implement recommendations for pooling of resources and removal of duplications</li> </ul>		
<p>2.2.2 Economic valuation at site and bioregional level</p>	<p>a) Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action</p> <p>b) Prepare TOR of consultancy to conduct a Total Economic</p>	<ul style="list-style-type: none"> <li>• TEV Consultancy Terms of Reference</li> <li>• TEV Consultancy Report(s)</li> </ul>	<ul style="list-style-type: none"> <li>• Information about the direct contributions that protected areas afford toward the health of the country's economy provided to GOB</li> <li>• A more favorable environment</li> </ul>

	<p>Valuation of the national PA system – focusing on the two terrestrial bioregions highlighted by the NPASP (Maya Mountains-Mountain Pine Ridge Massif, Northwestern Forests)</p> <p>c) Issue call for bids; commission consultancy</p> <p>d) Engagement of consultancy – TEV of the two terrestrial bioregions; liaison with the WRI TEV initiative for the Belize Barrier Reef System</p> <p>e) Results of consultancies reviewed by the NPAS; presented to relevant Ministers; presentation to Cabinet</p>		<p>for increased annual budgetary allocations for protected areas administration and management created</p> <ul style="list-style-type: none"> <li>• PA’s contribute to the overall sustainability of Belize’s natural resource base</li> </ul>
<b>2.3 Other support systems</b>			
<p>2.3.1 Provision of “rapid response” teams for resource protection</p>	<p>a) Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action</p> <p>b) Commission consultancies or NPATC Subcommittee(s) to develop and establish rapid response mechanisms in the following areas: law enforcement, fire management, search and rescue, pest management, and disaster mitigation</p> <p>c) Form and operationalize a law enforcement rapid response team</p> <p>d) Form other “rapid response” team(s) or work groups as necessary; train “rapid response” team(s) or work groups</p> <p>e) Procure and provide equipment for “rapid response” team(s)</p>	<ul style="list-style-type: none"> <li>• Consultancy TOR</li> <li>• Consultancy report(s)</li> </ul>	<ul style="list-style-type: none"> <li>• Rapid response to various resource protection needs made possible through a pooling and sharing of personnel, technical expertise and equipment</li> </ul>

<p>2.3.2. Public awareness programme</p>	<p>a) Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action</p> <p>b) Develop a public awareness programme (PAP) that informs the public of the NPASP and the importance of protected areas in general; and a Communications Strategy that builds support for the NPASP</p> <p>c) Implement and sustain the PAP: series of roundtables/ forums/ focus groups held countrywide with co-managers and other PA management agencies to present and explain the NPA Policy and System Plan, and to introduce the NPAS, in order to gain, maintain and expand support for NPASP implementation</p> <p>d) Implement and sustain the Communications Strategy: engage political officials in order to gain, maintain and expand support for NPASP implementation</p> <p>e) Refine the PAP, based on progress and new information gathered or generated</p>	<ul style="list-style-type: none"> <li>• Public Awareness Programme document</li> <li>• Communications Strategy document</li> <li>• PAP Roundtable/Forums/Focus Group Reports</li> <li>• Minutes of meetings</li> <li>• Review of PAP progress (reports) for each NPATC meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Greater public understanding about the importance of protected areas, which translates to increased public support for protected areas</li> <li>• Increased political support for the national protected areas system</li> </ul>
<p><b>Objective 3: A comprehensive national protected area system</b></p>			
<p>3.1 Maintain the clearing house mechanism for management and access to information on biodiversity</p>	<p>a) Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action</p> <p>b) Formalize the University of Belize as the CHM Administrator</p>	<ul style="list-style-type: none"> <li>• Signed agreement(s) formalizing the University of Belize as the CHM Administrator</li> <li>• CHM Business Plan/Financial Sustainability Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive and reliable biodiversity information readily accessible to natural resource management students, practitioners, researchers, scientists and the general public</li> </ul>



	<ul style="list-style-type: none"> <li>c) Develop and implement a business plan/financial sustainability strategy for the CHM</li> <li>d) Build institutional capacity of the CHM administrator</li> <li>e) Administration and operation of the CHM – define/resolve staffing issues</li> <li>f) Engage and formalize node agencies into the CHM</li> </ul>	<p>document</p> <ul style="list-style-type: none"> <li>• Data sharing agreements between UB ERI and Node Agencies</li> </ul>	<p>at little or no cost</p>
<p>3.2 Biodiversity baseline and monitoring programme</p>	<ul style="list-style-type: none"> <li>a) Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action</li> <li>b) Revitalize the Biodiversity Monitoring Working Group</li> <li>c) Finalize draft Biodiversity Monitoring Protocol, including standards for marine, terrestrial and freshwater systems</li> <li>d) Review and revise draft Biodiversity Monitoring Protocol</li> <li>e) Compile a comprehensive list of the various monitoring protocols developed and implemented by national and international organizations within several sites in Belize, e.g., sea grass monitoring</li> <li>f) Conduct on-site certified training workshops for non-degree students in biodiversity research and monitoring; development of practical survey techniques</li> <li>g) Training in biodiversity data analysis (define who will perform this training and at what intervals)</li> </ul>	<ul style="list-style-type: none"> <li>• Biodiversity Monitoring Protocol document</li> <li>• Document listing the various monitoring protocols developed and implemented in Belize, and short-listing the ones which should be considered viz. NPASP implementation</li> <li>• Collaborative framework for biodiversity research and monitoring</li> <li>• Biodiversity research and monitoring training modules</li> <li>• Biodiversity data analysis modules</li> <li>• Training reports</li> <li>• Research gaps document</li> <li>• Research promotional program – document(s) and website(s)</li> </ul>	<ul style="list-style-type: none"> <li>• Biodiversity information across the national protected area network is standard, reliable and comparable, thus allowing judgment of the relative importance of sites, preparation of appropriate management plans, and measurement of protected area management effectiveness</li> </ul>

	<p>h) Expand and sustain an archiving system for type specimens (herbarium/taxonomy); support the strengthening of the National Herbarium as a central repository of reference collections</p> <p>i) Identify and prioritize research areas targeting recognized gaps in ecosystem coverage where the information base is considered low (e.g., freshwater, coral reefs, mangroves and open sea systems)</p> <p>j) Develop and institute a promotional program (e.g., via website links) to guide national and foreign research institutions and scientists toward Belize's research needs</p>		
<p>3.3 Provisions for inclusion of private and community protected areas within the national system</p>	<p>a) Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action</p> <p>b) Support the institutional strengthening of BAPPA</p> <p>c) Formalize process for enshrining Private PA's in national legislation (NPASA), with provisions for conservation easements, etc.</p> <p>d) Conduct feasibility study of <i>de facto</i> PPA's to determine their importance to the national PA network and regional PA corridors</p> <p>e) Explore, create and institute a set of management categories and fiscal incentive measures for PPA's which are essential for a NPA System</p>	<ul style="list-style-type: none"> <li>• Regulations for PPA's (<i>Note: This Output is linked to Action 1.2.</i>)</li> <li>• Feasibility study report(s)</li> <li>• Consultancy report – fiscal incentive measures document</li> <li>• Document indicating the set of management categories for PPA's</li> </ul>	<ul style="list-style-type: none"> <li>• Legally recognized private protected areas contribute to completing the national protected area network</li> <li>• Various categories of PPA's are recognized as important to the national PA network and the national economy</li> </ul>

<p>3.4 Detailed survey and incorporation of areas required to complete the National Protected Area System</p>	<p>a) Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action</p> <p>b) Conduct detailed feasibility studies (such as rapid ecological assessments) for the seven key geographic areas to confirm their actual or potential importance to the national PA system</p> <p>c) Determine, with legal advice, how key rivers and other waterways could be included into the national PA system</p> <p>d) Results of consultancy reviewed by the NPAS; presented to key Ministers; presentation to Cabinet</p> <p>e) Assess what form(s) of protected area category out of the full range of protected area categories to be allowed for under the NPASA would be most appropriate for the areas identified above</p>	<ul style="list-style-type: none"> <li>• Consultancy report(s) – feasibility studies</li> <li>• Protected area categories report</li> <li>• Recommendations for incorporation of areas required to complete the National Protected Area System</li> </ul>	<ul style="list-style-type: none"> <li>• Key gaps in the national system of protected areas filled, thereby resulting in a representative and comprehensive national protected area network</li> </ul>
<p><b>Objective 4: A consolidated and simplified national protected area system</b></p>			
<p>4.1 Site consolidation</p>	<p>a) Prepare work plan for this Action, detailing the sub-processes required for more focused attention and action</p> <p>b) Conduct a technical assessment of the three bioregions to identify where the system can be simplified through amalgamation, where additional area would increase system functionality and where areas within the system make no significant contribution and could</p>	<ul style="list-style-type: none"> <li>• Technical assessment report(s)</li> <li>• Cabinet Paper(s)</li> <li>• Statutory Instruments and Maps – protected area boundary redefinition and reclassification</li> <li>• World Heritage and/or Biosphere Reserve proposals</li> </ul>	<ul style="list-style-type: none"> <li>• Effective and efficient management of agglomerated protected areas, with adequate ecosystem coverage at the landscape and seascape level</li> <li>• Belize gains regional and international prominence in protected area system management through the consolidation of sub-regional protected areas</li> </ul>

	<p>be considered redundant;</p> <ul style="list-style-type: none"> <li>• Prepare TOR</li> <li>• Issue call for bids</li> <li>• Commission consultancy</li> </ul> <p>c) Results of consultancy reviewed by the NPAS; presented to key Ministers; presentation to Cabinet</p> <p>d) Prepare Cabinet Paper(s) proposing sites that need to be consolidated into larger areas, e.g., the Belize Barrier Reef System and the Maya Mountains-Mountain Pine Ridge Massif</p> <p>e) Protected area boundary redefinition and reclassification conducted as per approved proposals and output from consultancies</p> <p>f) Prepare proposals for the achievement of internationally-recognized status (such as World Heritage and/or Biosphere Reserve) for sites that are consolidated into larger systems</p>		
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## Priority activities in the Operational Framework

Importance scale:

Very Important 1 2 3 4 5 Least important

1.

- Appointment of the National Protected Areas Technical Committee – Forest Department, Fisheries Department, Policy Coordination and Planning Unit in MNRE, PACT, Institute of Archaeology, CZMAI, NPAS, UB ERI, a community based organization and two leading Conservation Organizations involved in protected areas management (completed)<sup>i</sup>
- Establish and operationalize the NPAS; recruit a Program Director and Program Assistant (completed)
- Institute a formal financial administration arrangement for the NPAS (completed)
- Support functions of newly developed NPAS management organization – consultancy to operationalize the organization
- Consultancy to review existing PA legislation; institutional arrangement scenarios for improving governance of the national PA system; technical review of current PA categories; and development of national policy on co-management of PAs
- Consultancy to 1.) Develop a financial sustainability strategy that addresses the exploration and rationalization of new sources of revenue and improves the collection and administration of current sources of revenue for the national PA system and 2.) Prepare a long-term financing plan for the NPA System
- Revise the co-management agreement templates based on NPA System Plan recommendations (APAMO has done this and a draft Co-management Agreement Template has been submitted to the MNRE in 2010)
- Brief stakeholders on revised and retooled PA co-management agreements according to NPA system plan recommendations
- Establish a formal agreement between GoB, NPAS, INGO's, NGOs/CBOs, donors, foundations for collaboration in the implementation of the NPASP (same MOU for NPASP\_OF 2.2.1 b; ongoing)
- Conduct detailed feasibility studies for the seven key geographic areas to confirm their actual or potential importance to the national PA system; prepare TOR; issue call for bids; commission consultancy

- Determine, with legal advice, how key rivers and other waterways could be included into the national PA system
- Conduct a technical assessment of the three bioregions highlighted in the NPASP to identify where the system can be simplified through amalgamation, where additional area would increase system functionality and where areas within the system make no significant contribution and could be considered redundant; prepare TOR; issue call for bids; commission consultancy
- Formalize the University of Belize Environmental Research Institute (ERI) as the CHM Administrator (ongoing discussions; The Forest Department (FD) expressed their interest and willingness to move the CHM to UB ERI; however since it is of national interest, an MOU will need to be signed to outline UB's responsibilities and also the support they will require from FD; UB ERI: a Database Administrator and student assistant has been hired; some necessary equipment available; need additional investment for ideal equipment)
- Prepare a detailed operational budget for implementation of the NPASP (will be completed after prioritization of OF activities)
- Conduct a National Protected Area Training Needs Assessment. This will include a national workshop to categorize the needs in terms of degree programs, short term courses, and certificate or diploma courses and to prioritize needs in each category. (TOR has been drafted; UB ERI has funds from Oak to conduct a training needs assessment which will include the cost of workshops, travel etc.)
- Based on the Operational Framework, prepare and submit concept papers and funding proposals to agencies such as the GEF, the Oak Foundation, and PACT (ongoing)
- Invest in basic equipment for improved revenue accountability
- Conduct feasibility study of *de facto* Private Protected Areas to determine their importance
- Revitalize the Biodiversity Monitoring Working Group through the development of a Biodiversity Monitoring Program

2.

- Consultancy will investigate fee structures/ regimes currently employed nationally and within the region and make recommendations based on national realities and national needs. This activity will entail an awareness component meant to promote buy-in to the recommended structure.
- Institutional strengthening of APAMO, BAPPA, IPCA & NFCBC (comment from FD: This activity requires that a needs assessment be completed to identify the gaps in organizations)
- Public awareness program for NPAPSP implementation
- Prepare TOR of consultancy to conduct a Total Economic Valuation of the national PA system – focusing on the two terrestrial bioregions highlighted by the NPASP (completed for Maya Mountain Massif/Maya Mountain Marine Corridor)
- Periodic management effectiveness assessment reports prepared through consultations and workshops

3.

- Establish and provide a technical support service available to all site managers in the PA network (ongoing; FID nor FD has a specific program but does in house training areas of enforcement, monitoring methodologies, research skills, and data analysis etc.)
  - Rapid response mechanisms for resource protection
  - Continue the support for rapid response mechanisms in the following areas: law enforcement, fire management, search and rescue, pest management, and disaster mitigation
  - Support operationalization of a law enforcement rapid response team
  - Form other “rapid response” team(s) or work group(s) as necessary; train “rapid response” team(s) or work group(s)
  - Brief co-management agencies on the guidelines of the National Management Plan Framework (NMPF) (comment from FD: A follow-up is needed to further refine the framework)
  - Formulation of PA management plans according to the guidelines of the NMPF (ongoing)
  - Cyclical review of PA management plans (ongoing; as identified in g above, FID is currently engaged in this: FD does not conduct one on one revision of management plans)
  - Implement recommendations for pooling of resources and removal of duplications
  - Explore, create and institute a set of management categories and fiscal incentive measures for PPA’s which are essential for a NPA System (This action started under the Golden Stream Watershed Project; will be completed under legislative revisions)
  - Prepare training modules for protected areas management; brief stakeholders. (This will include preparation of priority marine and terrestrial training module/course for PA managers as identified in the PA Training Needs Assessment)
  - Implement a National Protected Areas Management Training Program (Dr. Kay’s suggestion with regard to the national training program is for all the activities including h-training sessions on utilization of NMPF and m-training sessions on the utilization of the monitoring package for management effectiveness of Pas to be umbrella under the overall national protected areas management training program)
  - Conduct on-site certified training workshops for non-degree students in biodiversity research and monitoring; development of practical survey techniques
  - Develop and sustain an archiving system for plants and animals including type specimens (herbarium/taxonomy); support the strengthening of the National Herbarium as a central repository for reference collections
  - Develop and institute a promotional program to guide national and foreign research institutions and scientists toward Belize’s research needs
  - Prepare and conduct a MOU Partners Forum on a quarterly/annual basis
- 4.
- Brief co-management agencies on the protocols laid out in the Monitoring Package for Assessing Management Effectiveness of Protected Areas (APAMO has done a national assessment; completed)

- National training sessions held on the utilization of the Monitoring Package for Assessing Management Effectiveness of Protected Areas (1<sup>st</sup> session completed)
- Monitor and provide technical advice on the formulation of PA management plans according to the guidelines of the NMPF (ongoing)
- Finalize draft Biodiversity Monitoring Protocol, including standards for marine, terrestrial and freshwater systems

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<sup>i</sup> Note that highlighted text are categorized by the following: grey-completed activities; green-activities are ongoing /some parts have been completed but needs funding to complete; red-no work has begun for this activity.