PD-ABH-478

United States
Agency for International Development

Belize

Action Plan
1995-1996

January 1994

USAID/BELIZE CLOSE-OUT ACTION PLAN

I. USAID/Belize Strategic Objectives

The Plan which USAID/Belize submitted in January 1993 confirmed the two strategic objectives (SOs) for the 1991-1996 period. The first and main SO is

Use of terrestrial natural resources improved.

About 85 percent of the Mission's DA resources will be dedicated to this objective during FY 1994-1995. The second strategic objective is

Government's fiscal resources improved.

This objective is a very modest effort and will only receive resources through FY 1994.

In addition to the two strategic objectives, the Mission's program strategy includes three special targets: completion of rural bridge construction, support for local action against drug abuse, and training in the U.S. for leaders from disadvantaged groups.

A. Overview

Since the January 1993 Action Plan document was prepared, a new Government of Belize (GOB) was elected. This change, while causing some initial delays, has not affected the USAID progress in any significant way. The new government is committed to meeting its remaining obligation under the on-going projects. With the exception of dropping SO2 in FY 1994, and some delay in compiling some of the baseline information, there have been no changes in the SO or program outputs (POs) since the last Action Plan. The target dates for SO2 have subsequently been modified to reflect this decision.

Non-governmental Organizations (NGOs) are participating in three of the six current projects under the mission's portfolio. Under the Development Conservation Fund of the Natural Resource Management and Protection (NARMAP) Project, USAID will work closely with Belizean NGOs in achieving SO 1. USAID also works closely with the Belize Tourism Industry Association (BTIA) under the Tourism Management Project (TMP) and with PRIDE/Belize under the Civic Action against Drug Abuse (CADA) Project.

USAID works in close cooperation with other donor agencies. USAID has been cooperating with the British Overseas Development Administration (ODA) on forestry programs under the NARMAP Project and with World Bank in the development of their tax reform component of the private sector development project. Finally, USAID was consulted by the Inter-American Development Bank (IDB) in the development of projects for two previous recipients of USAID grants, Belize Enterprise for Sustained Technology (BEST) and the National Development Foundation of Belize (NDFB), and contributed to the design of a follow-on project to the Increased Productivity Through Better Health (IPTBH) Project, being funded by UNICEF.

B. Progress in Achieving Agency Goals

1. Program Performance

SO 1: Use of Terrestrial Natural Resources Improved

Since the arrival of staff from the World Wildlife Fund (WWF) and its sub-contract with Winrock International, the NARMAP project has achieved the following results in protecting the environment.

The NARMAP office has been established and is fully staffed.

The Sustainable Agricultural Production (SAP) Baseline Survey report has been completed and the data is now being disseminated to established baseline and targets for the indicators for Program Output No. 1, which measures the level to which alternate cropping systems are being adopted in target areas.

The Conservation Development Fund has now been established and applications from five NGOs have been received. An additional two Special Development/Community Protected areas have also been established, bringing the total to eight or one above the planned amount.

Progress has also been made in areas for which the GOB is directly responsible. The National Lands Act, which was passed last year, has now been implemented. Land allocation committees at three different levels have already been established and are operational. Technical committees ensure that land use studies are the basis for land distribution and that public notices are given prior to this distribution. This is a major step in achieving both transparency of the process and rational basis for land allocation and utilization.

The Tropical Forests/Biological Diversity Annex to USAID/Belize's FY 88/90 Action Plan remains an accurate statement of the overall conditions and problems. While there has been significant progress in addressing essentially all of the recommendations in that report, underlying challenges remain. Among the most intractible of these are the limited financial and human resources that a small country (population 200,000) can afford to dedicate to management of extensive forest areas and critical habitats. Under SO 1: Use of Terrestrial Natural Resources Improved, the NARMAP Project has concentrated on this recommendation and has sent 16 Belizeans for degree training in the U.S. and trained 37 forest guards. The GOB has demonstrated its political will by replacing staff that are in training, and there has also been additional funds added to the National Budget for staff in the Ministry of Tourism and the Environment. The National Lands Act, described above, is a strong indication of the political will to apply technical criteria to land-use decisions.

The Tourism Management Project (TMP) has also achieved significant results during this period. The initial technical assistance to develop a tourism database and to provide institutional strengthening to the Belize Tourist Board (BTB) under this project was completed resulting in closer cooperation between the public and the private sector.

The new Minister of Tourism and the Environment issued a Tourism Strategy Statement and passed a statutory instrument which increased hotel taxes by 1% earmarked for tourism-related training. He also endorsed the institutional structures, namely, the National Tourism Council, the Marketing Committee, and the Training Advisory Committee, to improve the private/public sector partnership.

The Belize Tourism Industry Association (BTIA) continues to make progress in strengthening itself as representative of an industry dependent on proper use and conservation of the country's natural resources. The BTIA played the lead role in the development of the new Cruise Ship Policy recently finalized by the GOB and is continuing discussions with them on the pending Environmental Conservation fee, and on the criteria and legislation for tour operators and tour guides. Membership, however, has not grown as planned and will continue to be a serious challenge for the association in terms of local financial support.

Since the enactment of the Environmental Protection Act, a draft strategy and policy for protected areas was completed. Several additional sites have been selected for site-specific tourism management plans. Draft management plans have been completed for seven of these sites--Cockscomb, Hol Chan, Gales Point sites prepared by WWF; Guanacaste Park, Blue Hole and Crooked Tree by the Belize Audubon Society (BAS); and Xunatunich by the Department of Archaeology.

Staff additions in the three implementing Ministries, responsible for SO1, continued as planned. Planned staffing increases have been made in key responsible departments and long-term training programs have continued to increase the availability of needed skills.

The survey to determine the baseline rate of change and targets for the deforestation indicator was not completed as planned in 1993. This survey will now be conducted in early 1994 and will be repeated in early 1996.

SO 2: Government's Fiscal Resources Improved

As part of the close-out process, USAID will drop this strategic objective at the end of FY 1994. This decision will allow USAID to focus its efforts on completing the remaining activities under SO1. It will also allow the World Bank and UNDP to assume their roles as the major actors in achieving this objective. Activities to be financed under this SO will be limited to the remainder of funds available under Development Training Scholarship (DTS) Project and PD&S. As stated in the last Action Plan, in view of the very modest resources, USAID's support would be supplemental to significant commitment by the GOB and support from other donors.

Under the DTS Project, programs for in-country training in fiscal and budgetary management and general management aimed at accountants and finance officers in the GOB has been finalized. The Scope of Work is being prepared and a contractor will be selected. This program will complement those of the UNDP, who are conducting a management training program for upper level GOB managers.

Also under the DTS Project, Belize's Income Tax Commissioner completed a one-year masters degree program at Harvard, and arrangements have been finalized for the training of an official of the Auditor General Department.

Program development and support funds (PD&S) continued to be used for short-term responses to specific requests in support of this SO. During the past year, funds were provided to improve the Central Statistics Office ability to provide useful information to policy makers. Additonal funds will be used to provide the Ministry of Finance (MOF) with short-term financial management training.

The target for the 1992/93 SO level indicator, reduced reliance on taxes on foreign trade, was met at 60.6%. The program output level was also met by training five fiscal management staff of the MOF resulting in improved fiscal reporting.

Other Activities

USAID has made significant progress in achieving one of the major objectives under the Civil Action against Drug Abuse (CADA) Project, integration of the NGO program supported by USAID/Belize with the GOB's public sector program. At a recent meeting, the new Prime Minister indicated full support for the development of a common, integrated program and appointed two of his high-level advisors as liaison officers with the program to ensure that he is kept fully informed of the program.

Although the Rural Bridges Project started slowly, work continues and we expect to complete a total of 16 bridges by 1996. Training of mission managed participants in the U.S. under CAPS II and the previously mentioned projects now total 34, and these programs will continue to June 1996.

2. New Activity Descriptions (NADs)

There will be no new activity or increases in on-going activities during this period.

C. Close-out Plans

1. Status of Portfolio

As shown in Table 3, the USAID/Belize project portfolio has been reduced dramatically. By the end of FY 1994, it will consist of just five projects, which will continue through to the program activities completion date, i.e., FY 1996.

2. Planned Activities During Final Program Year

All planned activities under the present USAID portfolio will be completed, if not before, by mission closing. It is not anticipated that there will be any need for implementing/monitoring

responsibilities by any other organizational unit after close-out. All of the current six active projects, with the exception of CADA and DTS, will be completed by end of FY 1996. CADA and DTS will be completed by June 1996, and September 1994, respectively.

Projected expenditures during the final year will be just under 4 million.

USAID portfolio does not include any mission managed local currency activities. Under the NARMAP Project, funds will continue to be used to buy into the regional (ROCAP, Guatemala) project, Regional Natural Resource Management (RENARM).

In early 1996, NARMAP will also conduct two follow-on surveys to obtain the information on the progress of its targets. A follow-on Sustainable Agriculture Production (SAP) survey will be conducted to determine the extent to which alternate cropping systems are being adopted in target areas. A second and final survey to examine the percieved threat being posed to the 35 selected critical habitats sites will also be conducted.

Also under the NARMAP Project, the selection and final funding of local environmental groups under the Conservation Development Fund will be completed to provide grants to NGOs for conservation activities. A Conservation and Environmental Data System (CEDS) will also be established and fully operational. This system collects and catalogue environmental information and makes it available for general use. Both the GOB and environmental NGOs participate in this activity.

Long- and short-term training will be completed under both projects supporting SO1. Under NARMAP, four employees of the Ministry of Natural Resources will complete associate-level training in forestry. Sixteen other individuals, six at the master's level and ten at the bachelor's level, will also complete training. Under TMP, three candidates, of which one is from the Ministry of Tourism and Environment, will complete bachelor-level training in tourism related marketing, economics and management. Three other individuals, one at the master's level and two at the bachelor's level, will commence training. All TMP short-term training for GOB and BTIA personnel in tourism management will be completed.

Under the TMP, three remaining tourism development plans for archaeological sites out of a total of seven will be completed. A final needs assessment for training, technical and other industry requirements will be conducted and a final assessment of the Tourism industry's awareness of the environment and public attitude towards the tourism industry will be conducted. Final in-country management training programs for small and medium-size enterprises will be completed.

With the recent commitment received from the GOB, the CADA Project activities will be accelerated. Activities will be undertaken to expedite the integration of the NGO and public sector drug prevention organizations.

Under the CAPS II Project, all long-term training (academic and technical) will be completed. Two short-term programs of six weeks duration for a total of 28 participants (12 women leaders, 16 youth leaders) will occur during the final year.

In the final year of the CADA project, participant and local short-term training for the NGO staff in counseling skills, community mobilization, and computer application will be completed. Media awareness activities and materials development and dissemination will be completed. An endowment fund for sustainability for the NGO will be increased. An evaluation of the project will be conducted in the final year.

These major activities will be completed by the final close-out date. It is our plan to close as many activities as we can by June 1996. We have already set the June deadline for all participant training and in early 1996 we will determine what remaining activities can be completed to meet project objectives. We do not foresee a need for any implementation/project assistance by another organizational unit after close-out.

All central and regional projects in Belize will have to be terminated by June 1996. We have reviewed the list of centrally funded projects and have asked the LAC Bureau to provide further clarification on PACDs and funding of these projects in relation to planned activities in Belize. All of these projects will have to comply with the June 1996 deadline. These projects are listed in Annex 3.

3. Evaluation of Program Accomplishments

Two external evaluations will be conducted during the course of the NARMAP Project--the first in June 1994, and the final in 1996. The TMP does not include provision for a mid-term external evaluation, but USAID plans an SO1 level mid-term evaluation to take place in 1994. Because this effort is modest and will be completed in FY 1994, the SO2 performance will not be evaluated.

We plan to assess the impact of our assistance to Belize. There have been many project evaluations and an agricultural sector assessments that describe the successes and failures of our ten year of assistance. The assessment would require outside assistance and include a review of our economic stabilization, agriculture diversification, rehabilitation of rural roads, export and investment promotion, assistance to NGOs, micro-enterprise development, vector control, water and sanitation, management and financial training, vocational training, drug education and awareness and long-term participant training. We also want this assessment to include the views of our past and present counterparts, NGOs and other donors. The assessment is planned for late 1995 or early 1996.

4. Operational Plan

The Operational Plan is submitted as Annex 1. The plan describes both the personnel downsizing and property disposal that will take from now through close-out in September 1996. Tables 5 (two tables) contain Program Management Requirements (Workforce and OE) necessary to complete assistance to Belize.

D. Program Resource Requirement

Table 4 is a summary of USAID/Belize's program funding requirements by strategic objectives and projects for FY 94-96.

E. Mission and AID/W Initiated Issues

We have the following issues to be addressed by AID/W during program week.

- Status of centrally funded projects planning to provide assistance to Belize until FY 1996 (funding levels and PACDs). Getting agreement that no additional activities will be done after June 1996.
- Assurance that the agreed program and operating expense funds will be provided to complete assistance efforts through September 1996.
- Future program documents (Action Plans, ABSs, CPs, etc.)
- Staffing issues

We do not anticipate the need for any USAID/W assistance during the close-out.

SO–1 TABLE 1: STRATEGIC OBJECTIVE PROGRAM "TREE"

BELIZE
Bureau Objective: Support the achievement of broadly–based sustainable economic growth
Bureau Sub–objective: Encourage preservation & sustainable use of the natural resource base
STRATEGIC OBJECTIVE NO. 1 Use of terrestrial natural resource improved

PROGRAM OUTPUT 1.1 *Alternative cropping systems adopted in targetted areas*	PROGRAM OUTPUT 1.2 *Community commitment to ENR management increased*	PROGRAM OUTPUT 1.3 *Capacity of MTE and MNR to plan and implement policy increased*
Projects (Number\Title)	Projects (Number\Title)	Projects (Number\Title)
505–0043 NARMAP	505–0043 NARMAP	505–0043 NARMAP
596–0150 RENARM	505–0044 TMP	505–0044 TMP
	596–0150 RENARM	596–0150 RENARM
	598–0782 Parks in Peril	936–5063 Univ. Linkages
	936–5600 Ethnobotany	

PROGRAM OUTPUT 1.4 *Capacity of LNGOs to influence ENR policy increased*	PROGRAM OUTPUT 1.5 *Capacity of BTIA to influence NR/Tourism policy increased*
Projects (Number\Title)	Projects (Number\Title)
505–0043 NARMAP	505–0044 TMP
596–0150 RENARM	
598–0782 Parks in Peril	
598–0784 Env/Global Climate Change	
936–5600 Ethnobotany	

SO–1 TABLE 2: STRATEGIC OBJECTIVE PERFORMANCE

BELIZE				
STRATEGIC OBJECTIVE NO. 1 Use of terrestrial natural resources improved				
Indicator: Perceived threat in 35 critical habitats sites				
Unit: Index of Security weighted average		*Year*	*Planned*	Actual
Source: NARMAP, LNGO report (BCES)	*Baseline*	*1992*	–	46.5
Comments: Index (1–100) is calculated by		*1993*		
multiple degree of protection (0–5) by value		*1994*	*53*	***
of each habitat (15–21) and dividing by total		*1995*		
if all 35 habitats were protected.	Target	*1996*	60	***
Indicator: Deforestation				
Unit: Percent loss		*Year*	*Planned*	Actual
Source: Department of Forestry & ODA	*Baseline*	*1992*	–	
Comments: Baseline has not been finalized.		*1993*		***
The satellite imagery has been purchased		*1994*		
delivered and is expected to be processed		*1995*		
by April 1994.	Target	*1996*		***
Indicator: Average income from sedentary agriculture among small holders in targetted area				
Unit: Bz$		*Year*	*Planned*	Actual
Source: NARMAP – PVO reports	*Baseline*	*1992*	–	4,120
Comments: Baseline completed in 1993		*1993*	*4,400*	
		1994	*4,600*	
		1995	4,725	
	Target	*1996*	5,000	
Indicator: Value per tourist at selected key sites, while total visits within mangeable limits				
Unit: Bz$ per visit		*Year*	*Planned*	Actual
Source: MTE	*Baseline*	*1992*	–	
Comments: Study not yet completed, but		*1993*		
will be completed in 1994		*1994*		***
		1995		
	Target	*1996*		***

STRATEGIC OBJECTIVE NO. 1 Use of terrestrial natural resources improved

PROGRAM OUTPUT NO. 1.1 Alternate cropping system adopted in target areas

Indicator: Farmers with secure land tenure in targetted areas

Unit: Number of farmers		*Year*	*Planned*	Actual
Source: NARMAP Project, PVO report	*Baseline*	*1992*	–	0
Comments: Farmers owning land or under		*1993*		1,020
LT lease arrangements		*1994*	*1,050*	
		1995	*1,100*	
	Target	*1996*	1,300	

Indicator: Farms in target area using practices developed & disseminated thru NARMAP project

Unit: Number of farms		*Year*	*Planned*	Actual
Source: NARMAP Project, PVO report	*Baseline*	*1992*	–	
Comments: Farms directly involved		*1993*		50
with NARMAP activity.		*1994*	*55*	
		1995	58	
	Target	*1996*	63	

STRATEGIC OBJECTIVE NO. 1 Use of terrestrial natural resources improved

PROGRAM OUTPUT NO. 1.2 Increased community commitment to environment and natural resource management.

Indicator: Applications to Conservation Development Fund from local communities

Unit: Number per year		*Year*	*Planned*	Actual
Source: NARMAP Project, PVO report	*Baseline*	*1992*	–	0
Comments: The CDF was established in late		*1993*	*3*	2
1993.		*1994*	*4*	
		1995	4	
	Target	*1996*	4	

Indicator: Special Development/Community Protected Areas established

Unit: Number (cumulative)		*Year*	*Planned*	Actual
Source: MNR reports	*Baseline*	*1991*	–	1
Comments:		*1992*		6
		1993	*7*	
		1994	*8*	
		1995	9	
	Target	*1996*	10	

STRATEGIC OBJECTIVE NO. 1 Use of terrestrial natural resources improved

PROGRAM OUTPUT NO. 1.3 Capacity of MTE & MNR to plan and implement policy increased

Indicator: National, transparent land–use system established and in use

Unit: Milestone		*Year*	*Planned*	Actual
Source: NARMAP Project, MNR report	*Baseline*	*1992*	–	M1
Comments: Milestones:		*1993*	*M2,3,4*	*M2,3,4*
M1 National Lands Act passed				
M2 Allocation Committee functional		*1994*	*M5*	
M3 Prior public notice of land distribution				
M4 Land use studies are basis for distribution		*1995*		
M5 Lands Act amended to limit political control	Target	*1996*		

Indicator: Comprehensive system of protected areas established

Unit: Milestone		*Year*	*Planned*	Actual
Source: NARMAP Project, MNR report	*Baseline*	*1992*	–	M1
Comments: Milestones:		*1993*	*M2*	M1
M1 24 protected areas identified/designated		*1994*	*M3*	
M2 Legal boundries defined for protected areas		*1995*		
M3 Formal GOB declaration of management structure for protected areas.	Target	*1996*		

Indicator: MNR and MTE staffing plans implemented

Unit: Number of professional/technical staff		*Year*	*Planned*	Actual
Source: MNR and MTE reports	*Baseline*	*1992*	–	47
Comments: Combined number of established positions filled: MTE––Depts. of		*1993*	*60*	
Environment and Archaeology and Tourism Planning Unit; MNR––Depts. of Forestry & Land Information		*1994*	*68*	
Center Includes Forest Rangers & Guards.		*1995*	72	
	Target	*1996*	76	

Indicator: Tourism growth management system established and operating

Unit: Milestone		*Year*	*Planned*	Actual
Source: Tourism Mgt. Project, MTE report	*Baseline*	*1992*	–	M1,2
Comments: Milestones:		*1993*	*M3*	
M1 Tourism Policy/strategy approved				
M2 Environmental Protection Act passed		*1994*	*M4*	
M3 Pilot site–specific mgt. plan complete				
M4 Upgraded tourism data system operational		*1995*		
M5 Five site–specific mgt. plans implemented	Target	*1996*	M5	

STRATEGIC OBJECTIVE NO. 1 Use of terrestrial natural resources improved				
PROGRAM OUTPUT NO. 1.4 Capacity of LNGOs to influence ENR policy increased				
Indicator: Local financial support for 12 principal LNGOs				
Unit: Bz$		Year	Planned	Actual
Source: NARMAP Project	Baseline	1992	–	660,000
Comments: From 1993 assessment of LGNOs		1993	680,000	
		1994	720,000	
		1995	750,000	
	Target	1996	790,000	
Indicator: Number of members of 12 principal LNGOs				
Unit: Number		Year	Planned	Actual
Source: NARMAP Project	Baseline	1992	–	1,990
Comments: From 1993 assessment of LGNOs		1993	2,000	
		1994	2,100	
		1995	2,150	
	Target	1996	2,290	

STRATEGIC OBJECTIVE NO. 1 Use of terrestrial natural resources improved				
PROGRAM OUTPUT NO. 1.5 Capacity of BTIA to influence NR/Tourism policy increased				
Indicator: Number of members of BTIA				
Unit: Numbers		Year	Planned	Actual
Source: BTIA records	Baseline	1991	–	270
Comments:		1992	340	386
		1993	410	344
		1994	480	
		1995	550	
	Target	1996	600	
Indicator: Local financial support for BTIA				
Unit: Percentage of operating costs		Year	Planned	Actual
Source: BTIA records	Baseline	1991	–	22
Comments:		1992	30	25
		1993	40	25
		1994	52	
		1995	63	
	Target	1996	75	

SO–2 TABLE 1: STRATEGIC OBJECTIVE PROGRAM "TREE"

BELIZE
Bureau Objective: Support the achievement of broadly–based sustainable economic growth
Bureau Sub–objective: Encourage the adoption of & continued adherence to economic policies that promote investment, productive employment & outward–oriented diversification
STRATEGIC OBJECTIVE NO. 2 Government's fiscal resources improved

PROGRAM OUTPUT 2.1
GOB capacity to plan and implement policy increased

Projects (Number\Title)
505–0041 DTS
505–0000 PD&S

SO–2 TABLE 2: STRATEGIC OBJECTIVE PERFORMANCE

BELIZE				
STRATEGIC OBJECTIVE NO. 2 Government's fiscal resources improved				
Indicator: Reliances on taxes on foreign trade				
Unit: Percentage of total tax revenue		*Year*	*Planned*	Actual
Source: MOF & Central Bank	*Baseline*	*1991/92*	–	61.4
Comments: FY 1994 last year of project		*1992/93*	*59.5*	60.6
Implementation		*1993/94*	*57.0*	
	Target			

STRATEGIC OBJECTIVE NO. 2 Government's fiscal resources improved				
PROGRAM OUTPUT NO. 2.1 GOB capacity to plan and implement policy increased				
Indicator: Fiscal management staff trained and reporting positive results				
Unit: Number		*Year*	*Planned*	Actual
Source: DTS project – follow–up surveys	*Baseline*	*1992*	–	2
Comments: Since this SO will be completed		*1993*	*5*	5
in FY 1994, no further participant		*1994*	*50*	
training will be undertaken, and the				
new planned level of 50 represents				
in–country training level.	Target			

Table 3: USAID/BELIZE PORTFOLIO -- PROJECT TIMELINE

PROJECT	FY92				FY93				FY94				FY95				FY96			
NUMBER\TITLE	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
0006 Livestock Prod.	–	–	–	–	–	–	T													
0008 Comm. Alt. Crops	–	–	–	–	T															
0010 Spec. Dev Act.	–	–	–	–	T															
0011 Natl. Dev. Fdn.	–	–	–	T																
0016 Toledo. Ag. Mktg.	–	–	T																	
0018 I.P.T.B. Health	–	–	–	–	–	–	–	T												
0020 Trng. Emp.&Prod.	–	–	–	–	–	–	–	T												
0027 Exp. & Inv. Prom.	–	–	–	–	–	–	–	T												
0033 Drug A. & Ed.	–	–	–	–	–	–	T													
0039 CAPS I	–	–	–	–	–	–	–	T												
0041 Dev. Trng. Schol.*	–	–	–	–	–	–	–	T												
0042 Rural Bridges	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	T
0043 Nat. Res. Mgt.&P.	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	T
0044 Tourism Mgt.	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	T
0047 CAPS II	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	T
0048 Civ. Act. Drug Ab.							S	–	–	–	–	–	–	–	–	–	–	–	T	
TOTAL PROJECTS																				
(number)				13				6				5				5				5
(end FY 4th Quarter)																				

* No FY 1994 obligations. SO2 dropped by end 1994.

Table 4: USAID/BELIZE SUMMARY PROGRAM FUNDING TABLE
Dollar Program

Funding Category	FY94 Estimated	FY95 Requested	FY96 Requested
Development Assistance			
Mission Strategic Objective #1			
505–0043 Nat. Res. Mgt. & Prot.	1,700	1,277	0
505–0044 Tourism Mgt.	500	392	0
Subtotal	2,200	1,669	0
Mission Strategic Objective #2			
505–0041 Dev. Training Schol.	0	0	0
Subtotal	0	0	0
Other			
505–0042 Rural Bridges	93	299	0
505–0047 CAPS II	200	293	0
505–0048 Civ. Act. Drug Ab.	103	239	0
Subtotal	396	831	0
Subtotal DA	2,596	2,500	0
Economic Support Fund	0	0	0
Subtotal ESF	0	0	0
P.L. 480 Title III	0	0	0
Subtotal P.L. 480	0	0	0
PROGRAM TOTAL	2,596	2,500	0

OPERATIONAL PLAN

a. Personnel

Mission has recently completed a review of all USDH, FSNPSC, USPSC and TCNPSC positions. A plan for downsizing from now through closeout of September 30, 1996 has been developed. The Mission has no FSNDH employees. We have been actively reviewing local labor laws and the Mission FSN Handbook to ensure that as employees are released, they will receive all that they are entitled to under the law. Mission plans to release employees, whenever possible, as their contract dates fall due through the next 2 years. While we will advise employees as early as possible when we anticipate releasing them, they will always receive a formal letter not less than one month prior to their release. This letter will advise that their PSC contracts will not be renewed. All FSN employees terminated in this manner are eligible to receive severance pay.

Belize has a small labor market. There are no placement firms as there are in the United States. However, for many years the Mission has offered staff the opportunity to improve their education by taking courses at the local university. The Mission pays for these courses as long as they are classes which improve job performance. Many employees have availed themselves of this unique opportunity and several have already received associate or full college degrees. By improving their education, FSN staff have given themselves an edge on the market and we anticipate no difficulty in their finding positions on the outside once the Mission closes. In addition, the Mission will work with staff, assisting them in preparing resumes when it comes time for them to leave our employ.

During FY94, the Mission will lose 3 USDH or 1/2 of current staff. These positions include the General Development Officer, Controller and Project Development Officer. The Mission has been working closely with our Accounting Station in Tegucigalpa, Honduras on the gradual assumption of first Controller, then voucher examining duties. This will not require any additional personpower for USAID/Honduras as their only additional duties prior to close-out will be certifying vouchers. Post will budget for TDY Controller assistance (either a USDH or PSC) at the end of each fiscal year, to handle end of year reports as needed. At this point, it is anticipated that all fiscal records and files will be turned over to Tegucigalpa during August/September 1996.

This will leave 3 USDH on board for FY 94: the A.I.D. Representative, Executive Officer and Agricultural Development Officer (ADO). The ADO will be in charge of all Project Managers and existing projects, combined under one office.

During FY 95, the ADO position will be eliminated and the final two positions will be dropped at close-out. See Table 5 for Workforce and OE On-Board Personnel by quarter through 9/30/96.

b. Property

Post has recently completed a full survey of all OE non-expendable property. Property which at this date is condition code 1 has been listed out and will be made available for re-distribution (assuming it has remained code 1 condition) on a world-wide basis in 6/94. All other property has been scheduled for disposal in accordance with Handbook 23, Chapter 4. It is anticipated that most property will be disposed of through local sealed bid sale. At this time, three sales are anticipated. One will be held in second quarter FY 94; another in first quarter FY 95; and a final sale in fourth quarter FY 96. All project property will be turned over to the respective Ministries/GOB in accordance with project agreements. The only owned real property at post is the office building (the land is currently under short-term lease). The Embassy has been offered first option to purchase the buildings from USAID/Belize and has expressed interest in this proposal. Discussions are underway with FBO and the Embassy. A decision by the Embassy on this subject is anticipated sometime in early FY 95. Should the Embassy choose not to purchase the building, the landlord has expressed interest in the buildings. Finally, should the landlord not wish to purchase the buildings, they will be sold through sealed bid in third quarter FY 96.

Table 5
Program Management Requirements - Workforce and OE
ON BOARD PERSONNEL BY CATEGORY/FUNDING
USAID/BELIZE

CATEGORY FUND	QUARTER ENDING											
	FY94				FY95				FY96			
	12/31	03/31	06/30	09/30	12/31	03/31	06/30	09/30	12/31	03/31	06/30	09/30
USDH - OE	6	5	3	3	3	3	2	2	2	2	2	0
USPSC - OE	1	1	1	1	0	0	0	0	0	0	0	0
FSNPSC - OE	18	17	17	16	16	16	15	14	11	10	10	0
FSNPSC-PROG	5	4	4	4	4	4	4	4	4	4	4	0
TCNPSC	1	1	1	1	1	1	1	0	0	0	0	0
TOTAL	31	28	26	25	24	24	22	20	17	16	16	0

Table 5
Program Management Requirements - Workforce and OE

FUNDING REQUIREMENTS

(IN 000's)

	FY94	FY95	FY96
Operating Expense	1,118.3	994.7	659.5
Trust Funds	24.0	24.0	0.0
Total OE	1,142.3	1,018.7	659.5
Direct Closeout Costs Included above	5.0	36.0	73.0

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MORE DEVELOPED COUNTRY PROGRAM FOR BELIZE

USAID/Belize ABSs and Action Plans for the past two years contained a discussion of an MDC program for Belize. We believe that it is important to maximize the benefits from previous assistance, including the institutions and relationships that have been established, by easing the transition from a relationship of some dependence on U.S. assistance to one of mutually beneficial exchange.

Upon review of the possibilities that exist in Belize, the environment (or natural resources management/conservation) which is the main focus of the current USAID strategy would be the most important sector for an MDC program. As a result of our relatively small investment, both the public and private sector in Belize are very interested in their own environment.

As Belize has the largest portion of Central American rainforest still in existence, this is an issue of global importance as well.

We had originally thought about a debt swap for nature program for Belize. Belize has no commercial debt. It does have $28 million in debt to the USG from prior loans. Belize paid some $528,500 last year in interest. We suggest that it would be in the best interest of the USG to let that interest be paid into a new fund established for resource management/conservation activities. There is the possibility that a fund could be managed by an NGO and used by NGOs. It would mean no outlays, and would be an appropriate level of funds that could be managed here in Belize. The accountability could be easily done by reports from the Central Bank of Belize for payments to the fund and periodic reviews could be done without in-country presence.

If a debt swap arrangement is not feasible, then we would request appropriated funds.

Examples of the type of activities that we envision such a fund supporting would be: training for community involvement in protecting designated areas; controlling pesticide run off; water pollution; solid waste management and maintaining the proper balance between tourism and the environment.

REGIONAL AND CENTRALLY-FUNDED PROJECTS

1. Support Mission Objectives

596-0150	Regional Environment and Natural Resource Management (RENARM -- PACA, wood utilization, etc.)
597-0784	Environment/Global Climate Change (PfB--Rio Bravo)
598-0654	LAC Reg. Agriculture and Rural Dev. Tech. Svcs.
598-0780	Environmental Support Project (WWF)
598-0782	Parks in Peril (TNC Paseo Pantera)
936-5063	U.S. University Development Linkage (Univ. of Montana)*
936-5600	Innovative Scientific Research (N.Y.B.G.--Ix Chel)

The following activities in Belize may have support from one of the above or other, unidentified, centrally-funded projects:

WWF - Support for Coastal Zone Management Unit
WWF - Support for GOB Conservation Unit (Forestry)
WWF and Colorado State U.- Parks, Fees and Concessions

2. Do not Support Mission Objectives

538-0645	Caribbean Justice Improvement
598-0661	CLASP II (CASP/CASS)
598-0770	Regional Legislative Strengthening Project
598-0793	Partnerships in Development and Volunteerism (NAPA)
598-0797	Trade and Investment Support
936-4048	CRSP - Peanuts*
936-5053	HBCU Research Grants (Lincoln U., Vit. A; Fla. A&M, Agr.)*
936-5544	Chemotherapy of Cutaneous Leishmaniasis in Belize*
936-5734	Energy Training Project*
936-5738	Private Sector Energy Dev.*
936-5838	US Telecommunications Training
938-0158	Matching Grants to PVOs (Katalysis)**
938-0192	Cooperative Grants to PVOs (VOCA)
938-1244	Opportunity Industrialization Centers Intl.**
596-0165	Nontraditional Export Support (EXITOS)
940-1008	Caribbean Disaster Mitigation Project*

*Reported by LAC/CAR
**Reported by FDC/FHA