

PTD 1034-484

U. S. Agency for International Development

**BELIZE**



**SEMI-ANNUAL REPORT**

October 1, 1994 - March 31, 1995

May 1995

12:14 pm Thursday, June 1, 1995

**USAID/BELIZE SEMI-ANNUAL REPORT**  
**as of March 31, 1995**

**MISSION DIRECTOR'S OVERVIEW**

**A. Portfolio Overview**

The USAID/Belize program consists of six on-going projects and it is focused on two strategic objectives. Three projects in the Mission's portfolio were given an "A" performance rating and three were given a "B" rating. No project warranted a "C" rating.

There will be no new project starts. We will complete all activities under the six on-going projects by June 1996, three months before Mission close-out at the end of FY 96. In order to accomplish this and complete the mortgages on the remaining projects, we have received and will obligate our final program level of \$2.6 million in FY 95.

The Mission portfolio did not include any projects which received either a "C" rating or was double-checked in the Portfolio Review System Matrix (PRS) for two consecutive years. The Rural Access Bridges project, which received a "C" rating last spring, has improved its performance enough to warrant a "B" rating. At USAID insistence, the Belize Government increased the private sector's participation in bridge design and construction and this has considerably accelerated the implementation pace of the project.

Total actual expenditures were greater than planned in this period, again because of the acceleration of activities under the Natural Resource Management and Protection (NARMAP) project. The Central America Peace Scholarship (CAPS) II project also showed an increase in expenditures, because of the revised method of reporting up front total estimated expenditures for participant training. This new reporting requirement also contributed to the increased rates of expenditure under NARMAP. The expenditure rates for the other four projects have started to level off since we have moved beyond mid-term implementation.

Opportunities for women to participate in activities under the Mission's portfolio were provided wherever possible. For example, 5 of 8 long-term technical scholars presently undergoing training under the CAPS II project are women. Also under CAPS II, fourteen women have been selected for leadership training and will commence training during the next semester. Under the Tourism Management Project (TMP), of the 201 persons receiving short-term in-country training, 120 were women.

## Significant Accomplishments

Further progress was made under the NARMAP and TMP projects in support of USAID/Belize's main strategic objective — use of natural resources improved.

Under the Environmental Planning and Monitoring component of the NARMAP project, draft reports on the National Protected Areas Management Plan (NPAMP) and water quality standards were completed. Implementation of the NPAMP has already begun and will be completed in the next semester.

Activities under the Sustainable Agricultural Production (SAP) component of the NARMAP project included the completion of a study on agroforestry potential, the completion of mapping and classification of Government of Belize (GOB) leased lands in Stann Creek, and the initiation of the testing of citrus based crop diversification. Testing on cassava and cow-peas has already commenced and a cassava chipper has been procured. Also under this component, regional cooperation linkages between the Ministry of Agriculture (MOA) and Central American Technical Institute (CATIE) were strengthened. Agreements were signed with CATIE to provide technical assistance and training in root crop multiplication, Integrated Pest Management (IPM) and silviculture.

Under the Forestry Development component of the project, the construction of guard stations continued. In addition to the one at the Blue Hole National Park, a guard station was constructed at the Cockscomb Basin Wildlife Sanctuary (CBWS) and another is under construction at Freshwater Creek Forest Reserve. Two more guard stations will be constructed during the next semester. The procurement of GPS equipment, radios and other equipment, along with related training, was also completed.

Under the Conservation Development Fund (CDF) disbursements of just over \$200,000 were made to seven of the fifteen approved grantees. Also under NARMAP, a local contractor was identified to conduct the Environmental Public Awareness Program for the GOB. This program will use television, radio and the press to send messages emphasizing the importance of the environment and will be aimed at Belizean youth. This program will commence during the next semester.

The NARMAP project continued to provide short-term training opportunities for GOB and NGO officials. Short-term in-country training in general management was provided to 18 middle management personnel of the MOA and other NGOs. An in-country course in IPM was also conducted for 25 officials of the GOB. Two NGO participants also undertook short courses in Urban Environmental Management in the U.S.

Finally, under NARMAP a mid-term evaluation of the project was conducted and a draft report submitted. The evaluation sought to identify areas of concentration or concern to be addressed over the

remaining life of the project. During the next semester, the report will be finalized and implementation of recommendations initiated.

Under the TMP project, the partnership between the private and public sectors continued to be strengthened in areas such as training, marketing, product/industry development and legislation (cruise-ship and tour operator policy).

Under the private sector component of TMP, the organizational sustainability of the Belize Tourism Industry Association (BTIA) also improved with the NGO meeting over half its operational costs. Additional activities are planned to make this organization sustainable before June 1996. Also during this period, 70 males and 102 females from the industry received training, while another 11 males and 18 females of the various regional staff/boards of BTIA also received training.

Under the public sector component of the project, the Belize Tourist Board (BTB), the Department of Archaeology and the Ministry of Tourism and Environment (MTE) were strengthened through the provision of technical support and training. Archaeological excavation and consolidation were initiated at Altun Ha and Lamanai. Two archaeologists returned with Bachelor of Science degrees. Computerization of the accounting and hotel tax collection systems for the BTB was also initiated. Finally, U.S.-based short-term training in Human Resource Development and Tourism Management was provided to officials of both MTE and BTB.

Progress was made towards achieving results under USAID's modest second strategic objective — Government's fiscal resources improved. Under the Development Training Scholarship (DTS) project, an employee of the Audit Department of the GOB successfully completed the General Accounting Office's International Auditor Fellowship Program in Washington, D.C. A scope of work to provide management training to the highest ranking members of the government service has been developed and an RFP has been issued for the procurement of automated office equipment for the Ministry of the Public Service to establish a system for tracking the training of GOB personnel.

The Central America Peace Scholarship (CAPS) II project also continued to perform well. Under this project, seven long-term technical scholars departed for training during the reporting period and one more will leave in the next period. These participants will be trained in such fields as biomedical technology, recreational park management, hotel management, special education sports administration and nutrition/dietetics. Also under CAPS II, fourteen women leaders were selected to undergo a six-week training program in leadership and organizational management in the United States and one participant completed a Bachelor of Science degree in computer science at New Mexico State University.

Performance under the Rural Access Bridges (RAB) project continued to improve with use of private firms to design bridges formerly done by the Ministry of Works. During the semester, four more bridges were constructed (six total), one is under construction and the designs for another eight were completed.

Under the Civil Action against Drug Abuse (CADA) project, the Student Assistance Program (SAP) and the Management Information System (MIS) were further improved. During this period, Pride/Belize began supporting five new secondary schools in SAP development. The MIS is also now being used routinely to collect data and produce summary reports on drug seizures, arrests, convictions, etc., from police data. Finally, the collection of data for the 1995 school drug prevalence survey was completed. Data was collected from students attending primary schools through junior colleges. The final report is expected in June. Development Associates provided technical assistance in questionnaire design and sample selection for this survey under the centrally-funded Narcotics Awareness Education Project. During the next semester, they will assist Pride with analyzing the data and preparing the final report.

#### **Problem Areas**

Despite the achievements stated above, Pride/Belize's sustainability after close-out still remains an issue. The NGO has committed to developing and submitting a proposal to the GOB and other donors to continue all or part of the current program. USAID will closely monitor the situation and will give its support if needed.

Under NARMAP, the passage of legislation on the Protected Areas Conservation Trust (PACT), on effluent quality and on Environmental Impact Assessment (EIA) have all been delayed. The draft legislation for the latter two are still under review at the office of the Solicitor General for final legal drafting before gazetting into law. The PACT is awaiting a Cabinet decision. The implementation of a Conservation and Environmental Data System (CEDS) and the completion of boundary demarcation for the Freshwater Creek Forest Reserve have also experienced delays and we will continue to push hard to get them completed.

#### **B. USAID's Portfolio Management**

During the semester, the Mission's ability to maintain the required level of staffing necessary for closing out the Mission in an efficient/organized manner, was seriously challenged with the unplanned departure of four staff members. Three FSNPSCs and one TCNPSC departed ahead of schedule. The three FSNs were scheduled to leave by the end of FY96 with the TCN departing at the end of the third quarter of 1995.

These departures occurred amidst concerns by FSNs that the approved severance plan, as set out in the Mission FSN Handbook, was

inadequate and inconsistent with prevailing practices and therefore not sufficiently attractive to prevent them from seeking more secure long-term employment opportunities. Since then the Mission has conducted a full salary survey which included a full review of the severance plan. USAID/Belize also made considerable progress in resolving issues surrounding the Mission's compulsory retirement plan with the insurance contractor (ALICO).

Also during the semester, the Mission made considerable progress in accelerating the transfer of additional Controller functions to USAID/Honduras, the accounting station for USAID/Belize. This became necessary as three of the four unplanned departures noted earlier were from the Controller's office. USAID/Honduras will pick up all residual Controller functions after close-out.

Staffing levels now appear to have stabilized. Hopefully, we will not have any major changes in staffing patterns or levels before close-out.

### **C. Pipeline Analysis**

There are no significant pipeline problems. None of the six USAID/Belize projects were cited as problematic under the age of pipeline column in the PRS matrix. Four of the projects — NARMAP, TMP, RAB and CAPS II — were double-checked for size of pipeline; however, three of the four just exceeded the cut-off ratio of 2.0 and are not expected to be cited next year. The fourth, Rural Access Bridges project, has only recently begun showing the type of performance that was expected and is also not expected to be cited during the next performance review session. The NARMAP project accounts for 45% of pipeline and would have again accounted for more than half of the total pipeline, if our FY 1995 OYB had been approved and obligated within this semester as is normally the case. Again, the reason for the size of this pipeline is chiefly that it requires considerable forward funding for the cooperative agreement with World Wildlife Fund (WWF) and Winrock International. To date, over 70% of the Life of Project amount has been earmarked and 66% has been committed.

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FINANCIAL SUMMARY OF USAID/BELIZE PORTFOLIO  
OCTOBER 1, 1994 THROUGH MARCH 31, 1995  
(US\$000)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
PROJECT NO.	PROGRAM/PROJECT TITLE	CATE-GORY	DATE OF INIT. OBLIG.	LAST REVISED PACD	% OF LOP ELAPSED	% OF OBLIG. EXPEND.	AUTH LOP AMOUNT	CURRENT FY OBLIG. TO DATE	CUMUL. AMOUNT OBLIG.	MORTGAGE	BEGINNING FY PIPELINE	PLANNED SEMESTER EXPEND.	ACCRUED SEMESTER EXPEND.	ACCRUED AS % OF PLANNED	CUMULATIVE ACCRUED EXPEND.	ENDING PIPELINE	PLANNED EXPEND. (NEXT SEM.)
<b>ACTIVE PROJECTS</b>																	
<b>STRATEGIC OBJECTIVE 1</b>																	
505-0043	Natrl Resrc Mgmt (G)	A	24-Sep-91	30-Sep-98	70%	71%	8,500	0	8,823	1,677	3,895	1,200	1,738	145%	4,863	1,980	1,200
505-0044	Tourism Mgmt (G)	A	24-Sep-91	30-Jun-98	74%	68%	3,000	0	2,808	382	1,151	518	325	63%	1,782	828	650
<b>SUBTOTAL STRATEGIC OBJECTIVE 1</b>					70%		11,500	0	9,431	2,059	4,846	1,718	2,060	120%	6,645	2,788	1,850
<b>STRATEGIC OBJECTIVE 2</b>																	
505-0041	Dev Trng Schol (G)	B	01-Jul-91	30-Sep-98	73%	73%	810 *	0	810	0	144	80	8	10%	372	138	70
<b>SUBTOTAL STRATEGIC OBJECTIVE 2</b>					73%		810	0	810	0	144	80	8	10%	372	138	70
<b>OTHERS</b>																	
505-0042	Rur Access Etdge (G)	B	24-Sep-91	30-Jun-98	74%	56%	2,463 *	0	2,383	80	1,284	400	241	60%	1,340	1,043	200
505-0047	CAPS II (G)	A	28-Jun-90	30-Jun-98	78%	82%	1,800	0	1,507	293	843	120	377	314%	1,241	268	252
505-0048	CADA (G)	B	01-Jul-93	30-Jun-98	58%	78%	850 *	0	811	138	193	190	72	38%	390	121	80
<b>SUBTOTAL OTHERS</b>					68%		4,813	0	4,401	512	2,120	710	690	87%	2,971	1,430	542
<b>SUBTOTAL ACTIVE PROJECTS</b>					70%		18,823	0	14,342	2,581	7,110	2,485	2,758	111%	9,868	4,354	2,482
<b>ACTIVE PROGRAM</b>																	
<b>SUBTOTAL ACTIVE PROGRAM</b>																	
<b>TERMINATED PROJECTS</b>																	
<b>SUBTOTAL TERMINATED PROJECTS</b>																	

\*1 Authorized LOP amounts have been reduced to reflect actual/planned obligations.  
31-Mar-95 N/A

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PIPELINE ANALYSIS  
USAID/BELIZE  
March 31, 1995

PROJECT NO.	PROGRAM/ PROJECT TITLE	CUMULATIVE OBLIGATION (3)	FY OBLIGATIONS (4)					PIPELINE (5)	PIPELINE BY FY (6)					WPIS	DIFFER		
			1983-90	1991	1992	1993	1994		1995	1983-90	1991	1992	1993			1994	1995
ACTIVE PROJECTS																	
STRATEGIC OBJECTIVES 1																	
505-0043	Natrl Rsrce Mgmt (G)	6,823	0	1,000	2,100	2,423	1,300	0	1,960	0	0	0	660	1,300	0	1,960	0
505-0044	Tourism Mgmt (G)	2,608	0	508	900	700	500	0	826	0	0	0	326	500	0	826	0
SUBTOTAL STRATEGIC OBJECTIVE 1		9,431	0	1,508	3,000	3,123	1,800	0	2,786	0	0	0	986	1,800	0	2,786	0
STRATEGIC OBJECTIVES 2																	
505-0041	Dev Trng Schol (G)	510	0	270	240	0	0	0	138	0	0	138	0	0	0	138	0
SUBTOTAL STRATEGIC OBJECTIVE 2		510	0	270	240	0	0	0	138	0	0	138	0	0	0	138	0
OTHERS																	
505-0042	Rur Access Brdgs (G)	2,383	0	1,000	550	740	83	0	1,043	0	0	210	740	93	0	1,043	0
505-0047	CAPS II (G)	1,507	227	360	360	360	200	0	266	0	0	0	66	200	0	266	0
505-0048	CADA (G)	511	0	0	0	408	103	0	121	0	0	0	18	103	0	121	0
SUBTOTAL OTHERS		4,401	227	1,360	910	1,508	396	0	1,430	0	0	210	824	396	0	1,430	0
SUBTOTAL ACTIVE PROJECTS		14,342	227	3,138	4,150	4,631	2,196	0	4,354	0	0	348	1,810	2,196	0	4,354	0

PORTFOLIO REVIEW SYSTEM MATRIX

OCTOBER 1, 1994 THROUGH MARCH 31, 1995

COUNTRY:  
DATA AS OF:  
DATE COMPLETED:  
(1)

Belize  
March 31, 1995  
May 12, 1995

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
PROJECT NAME & NUMBER	DATE OF INIT. OBLIG.	PROJ. DESIG.	STATUS OF CP's	SIZE 7/ OF PIPELINE	AGE OF PIPELINE	ACCRUED EXPENDITURES	UNCOMMITTED BALANCE	EOPS A	EOPS B	AUDIT A	AUDIT B 3/	EVALUATION A 5/	EVALUATION B
ACTIVE PROJECTS													
Natrl Rsrce Mgmt	505-0043	24-Sep-91	A	N.A.	XX	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	X 4/	N.A.
Tourism Mgmt	505-0044	24-Sep-91	A	N.A.	XX	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	X	N.A.
Dev Trng Schol	505-0041	01-Jul-91	B	N.A.	X	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	X	N.A.
Rur Access Bridge	505-0042	24-Sep-91	B	N.A.	XX	N.A.	N.A.	N.A.	N.A.	X 1/	N.A.	X	N.A.
CAPS II	505-0047	28-Jun-90	A	N.A.	XX	N.A.	N.A.	N.A.	N.A.	X 2/	N.A.	X	N.A.
CADA	505-0048	01-Jul-93	B	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	X 1/	N.A.	X	N.A.

SIZE OF PIPELINE CALCULATIONS	
1993	1994
2.4	2.1
2.2	2.1
1.8	ERR
4.2	4.5
2.2	2.3
0.8	0.9

- 1/ USAID/Belize managed. These are training projects and all funds are disbursed through OIT.  
 2/ FAR method of payment for funds disbursed by USAID to the GOB. No financial audit necessary for this project.  
 3/ There are no unresolved IG recommendations for USAID/Belize.  
 4/ NARMAP Evaluation in Progress.  
 5/ All USAID/Belize projects, with the exception of DTS (505-0041), have only just exceeded 3 year limit.  
 USAID/Belize is a close-out mission. The entire USAID program will be evaluated in early 1996.  
 6/ All USAID/Belize projects, with the exception of Bridges (505-0042), have only just exceeded 2.0 ratio limit.

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