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U. S. Agency for International Development

**BELIZE**



**SEMI-ANNUAL REPORT**

April 1 - September 30, 1993

November 1993

USAID/BELIZE SEMI-ANNUAL REPORT  
as of September 30, 1993

MISSION DIRECTOR'S OVERVIEW

A. Portfolio Overview

The USAID/Belize program is now focused. Implementation of our six on-going projects in support of two strategic objectives is underway. Seven projects were completed since the March 31, 1993 SAR. Three of the on-going and recently completed projects in the Mission's portfolio were given an "A" performance rating and eight were given a "B" rating. Only one project, Rural Access Bridges, warranted a "C" rating. Although three bridges are under construction and contracts have been issued for 11 new bridges, implementation progress under this project has been slow.

There will be no new project starts in FY 94. We plan to complete the six on-going projects in FY 96 and move to a More Developed Country relationship with Belize starting in FY 1997. In order to accomplish this and complete the mortgages on these remaining projects, we have requested a program level of \$3 million in FY 94 and \$2.8 million in FY 95.

Actual expenditures were more than planned in this period and will increase as we concentrate on implementation of the remaining six projects.

Significant Accomplishments

Implementation continued to improve in the Natural Res. Mgt. and Protection (NARMAP) and the Tourism Management (TMP) in support of USAID/Belize's main strategic objective -- use of natural resources improved.

Under the NARMAP project the three long-term technical advisors assigned under the cooperative agreement with the World Wildlife Fund and Winrock International arrived and Belizean project staff have been hired.

Activities completed included the baseline for the Sustainable Agricultural Production (SAP) component of the project, special survey of one district on pesticide usage and on-farm conservation activities. The result of the survey indicated widespread, indiscriminate and sometimes illegal pesticide use by vegetable farmers in the district which will be addressed by the project.

Eight long-term participants departed for training in U.S. institutions during August and four more are preparing to depart in January 1994.

Under the Tourism Management project the new board of Directors has established a one-year action plan that focuses on key development needs of the industry. Three candidates were selected for long-term training in tourism economics and management, and the data base consultancy was completed to record hotel license and tax information to improve revenue collection.

Several key indicators of progress (for projects and strategic objectives) were accomplished. The Ministries of Natural Resources and Tourism and the Environment both added staff as called for in the agreements. A draft policy for protected areas in Belize was completed and is awaiting GOB Cabinet approval.

Steps have been taken to improve the effectiveness of the modest resources programmed to support USAID's second strategic objective -- Government's fiscal resources improved. Under the Development Training Scholarship (DTS) project, funding for one of the three counterparts was cancelled and all remaining funds (no new funds will be obligated for this project) will be used for fiscal resources and public management training.

Other projects that continued to perform well include Drug Awareness Education and the Central America Peace Scholarships projects.

#### Problem Areas

Although some progress has been made under the Rural Access Bridges project, the project still has significant implementation problems. As a result of the Ministry of Works' inability to provide USAID with satisfactory information on the use of the Maintenance Management System for roads, USAID, barring significant improvement, will not approve additional road rehabilitation under the project.

Sustainability of the Chamber of Commerce continued to be a problem. It is still not clear if the GOB will agree to allow the Chamber to administer the National Lottery as agreed to by the previous government. The saga continues and the Chamber may have serious cash flow problems if a decision isn't made soon.

Implementation of the NARMAP project is proceeding well with the arrival of the technical assistance team, but departure for training and subsequent staff replacement continue to cause problems. The establishment of the Conservation and Environment Data system (CEDS) was delayed due to a failure to agree on the mechanism required to make the system functional. These problems are being addressed by both U.S. and Belizean project staff.

#### B. USAID's Portfolio Management

Staff reductions continue with the departure of one FSN secretary and the planned departure of other DH and FSN staff as projects are completed. We will reduce our USDH staff from 6 to 3 in 1994

and our FSNPSC staff by an additional 4 to respond to the Bureau's request. This will affect our ability to both manage the on-going projects and respond to the numerous USAID/W reporting requirements.

#### Semi-annual Review and Reporting System

USAID continues to follow the SAR format and procedures established by the Bureau. SAR reports and summary financial tables are prepared for each project as of the end of March and September, as instructed. These are reviewed in a meeting chaired by the A.I.D. Representative and structured according to the strategic objectives. A LAC Bureau representative was present at the reviews. The A.I.D. Representative's narrative is prepared based on this review.

The results of this review will be incorporated into USAID's annual Action Plan.

USAID/Belize considers this system adequate for the purposes outlined in the cables on establishing an Agency-wide portfolio review system. We encourage any attempt to reduce the amount of data requested in the project status reports. This information is not absorbed in USAID/Washington. Throughout the year we continue to get Washington requests for information already submitted in the attached portfolio and project reports. We believe these reports are not read or utilized once received. Given the imminent staff reductions facing the Agency, the ability to spend the amount of time required to complete this exercise should be seriously reviewed with the intent to reduce the amount of information required.

#### C. Pipeline Analysis

There are no significant pipeline problems.

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## FINANCIAL SUMMARY OF USAID/BELIZE PORTFOLIO

APRIL 1, 1993 THROUGH SEPTEMBER 30, 1993

(4000)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
PROJECT NO.	PROGRAM/PROJECT TITLE	CATEGORY	DATE OF INIT. OBLIG.	LAST REVISED PACD	% OF LOP ELAPSED	% OF OBLIG. EXPEND.	AUTH. LOP AMOUNT	CURRENT OBLIG. TO DATE	FY CUMUL. OBLIG.	MORTGAGE PIPELINE	BEGINNING FY EXPEND.	PLANNED SEMESTER EXPEND.	ACCRUED SEMESTER EXPEND.	ACCRUED AS % OF PLANNED	CUMULATIVE ACCRUED EXPEND.	ENDING PIPELINE (NEXT SEM.)	PLANNED EXPEND.
<b>ACTIVE PROJECTS</b>																	
<b>STRATEGIC OBJECTIVE 1</b>																	
505-0043	Natrl Rsrch Mgmt (G)	B	24-Sep-91	30-Sep-96	40%	15%	8,500	2,423	5,523	2,977	2,908	600	312	52%	824	4,699	600
505-0044	Tourism Mgmt (G)	B	24-Sep-91	30-Sep-96	40%	31%	3,000	700	2,108	892	1,239	230	106	46%	654	1,454	398
<b>SUBTOTAL STRATEGIC OBJECTIVE 1</b>						19%	11,500	3,123	7,631	3,869	4,147	830	418	50%	1,478	6,153	998
<b>STRATEGIC OBJECTIVE 2</b>																	
505-0041	Dev Trng Schol (G)	B	01-Jul-91	30-Jun-99	28%	31%	1,400	0	510	890	483	25	3	12%	159	351	65
<b>SUBTOTAL STRATEGIC OBJECTIVE 2</b>						31%	1,400	0	510	890	483	25	3	12%	159	351	65
<b>OTHERS</b>																	
505-0008	Livestock Prod (G)	B	26-Aug-83	30-Jun-93	100%	100%	4,250*	(54)	4,196	54	394	0	65	N/A	4,196	0	0
	Livestock Prod (L)		26-Aug-83	30-Jun-93	100%	100%	1,900*	0	1,900	0	0	0	0	N/A	1,900	0	0
505-0018	Incr Prod/Health (G)	B	26-Mar-85	30-Sep-93	100%	100%	7,285	(46)	7,239	46	935	650	648	100%	7,237	2	0
505-0020	Trng Empl & Prod (G)	B	30-Sep-85	30-Sep-93	100%	100%	7,425*	0	7,200	225	1,526	700	1,334	191%	7,196	4	0
505-0027	Exp & Invest Pro (G)	B	24-Jul-86	30-Sep-93	100%	100%	4,900	0	4,755	145	676	137	136	99%	4,754	1	0
505-0033	Drug Awareness (G)	A	23-Sep-85	30-Jun-93	100%	100%	1,878	0	1,878	0	282	75	173	231%	1,878	0	0
505-0039	CAPS I (G)	A	24-Apr-87	30-Sep-93	100%	100%	2,000	0	2,000	0	188	104	104	100%	2,000	0	0
505-0042	Rur Access Brdgs (G)	C	24-Sep-91	30-Sep-96	40%	9%	4,025*	740	2,290	1,735	1,549	400	138	35%	201	2,089	1,089
505-0047	CAPS II (G)	A	28-Jun-90	30-Sep-98	39%	48%	1,800	360	1,307	493	725	150	170	113%	630	677	128
505-0048	CADA (G)	B	01-Jul-93	30-Jun-96	8%	11%	750	408	408	342	0	N/A	44	N/A	44	364	109
<b>SUBTOTAL OTHERS</b>						91%	36,211	1,408	33,171	3,040	6,255	2,216	2,812	127%	30,034	3,137	1,326
<b>SUBTOTAL ACTIVE PROJECTS</b>						77%	49,111	4,531	41,312	7,799	10,885	3,071	3,233	105%	31,671	9,641	2,389
<b>ACTIVE PROGRAM</b>																	
<b>SUBTOTAL ACTIVE PROGRAM</b>																	
<b>TERMINATED PROJECTS</b>																	
505-0008	Comm Alt Crops (G)		25-Sep-85	31-Dec-92	100%	100%	7,562*	(38)	7,524	38	831	0	(28)	N/A	7,516	8	0
505-0010	Spec Dev Act (G)		15-Jun-84	31-Dec-92	100%	100%	99*	0	99	0	16	C	0	N/A	99	0	0
<b>SUBTOTAL TERMINATED PROJECTS</b>							7,661	(38)	7,623	38	847	0	(28)	0	7,615	8	0
*1 Authorized LOP amounts have been reduced to reflect actual/planned obligations.																	
30-Sep-93 N/A																	

# PIPELINE ANALYSIS USAID/BELIZE

September 30, 1993

PROJECT NO.	PROGRAM/ PROJECT TITLE	CUMULATIVE OBLIGATION (3)	FY OBLIGATIONS (4)					PIPELINE (5)	PIPELINE BY FY (6)				
			1983-89	1990	1991	1992	1993		1983-89	1990	1991	1992	1993
<b>ACTIVE PROJECTS</b>													
<b>STRATEGIC OBJECTIVES 1</b>													
505-0043	Natrl Rsrce Mgmt (G)	5,523	0		1,000	2,100	2,423	4,699	0	0	176	2,100	2,423
505-0044	Tourism Mgmt (G)	2,108	0		508	900	700	1,454	0	0	0	754	700
<b>SUBTOTAL STRATEGIC OBJECTIVE 1</b>		<b>7,631</b>	<b>0</b>	<b>0</b>	<b>1,508</b>	<b>3,000</b>	<b>3,123</b>	<b>6,153</b>	<b>0</b>	<b>0</b>	<b>176</b>	<b>2,854</b>	<b>3,123</b>
<b>STRATEGIC OBJECTIVES 2</b>													
505-0041	Dev Trng Schol (G)	510	0		270	240	0	351	0	0	111	240	0
<b>SUBTOTAL STRATEGIC OBJECTIVE 2</b>		<b>510</b>	<b>0</b>	<b>0</b>	<b>270</b>	<b>240</b>	<b>0</b>	<b>351</b>	<b>0</b>	<b>0</b>	<b>111</b>	<b>240</b>	<b>0</b>
<b>OTHERS</b>													
505-0042	Rur Access Brdgs (G)	2,290	0		1,000	550	740	2,089	0	0	799	550	740
505-0047	CAPS II (G)	1,307	0	227	360	360	360	677	0	0	0	317	360
505-0048	CADA (G)	408	0				408	364	0	0	0	0	364
<b>SUBTOTAL OTHERS</b>		<b>4,005</b>	<b>0</b>	<b>227</b>	<b>1,360</b>	<b>910</b>	<b>1,508</b>	<b>3,130</b>	<b>0</b>	<b>0</b>	<b>799</b>	<b>867</b>	<b>1,464</b>
<b>SUBTOTAL ACTIVE PROJECTS</b>		<b>12,146</b>	<b>0</b>	<b>227</b>	<b>3,138</b>	<b>4,150</b>	<b>4,631</b>	<b>9,634</b>	<b>0</b>	<b>0</b>	<b>1,086</b>	<b>3,961</b>	<b>4,587</b>

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# PORTFOLIO REVIEW SYSTEM MATRIX

APRIL 1, 1993 THROUGH SEPTEMBER 30, 1993

**COUNTRY:** Belize

**DATA AS OF:** September 31, 1993

**DATE COMPLETED:** November 2, 1993

(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 OF PIPELINE	AGE OF PIPELINE	ACCRUED EXPENDITURES	UNCOMMITTED BALANCE	EOPS A	EOPS B	AUDIT A	AUDIT B	EVALUATION A	EVALUATION B
<b>ACTIVE PROJECTS</b>													
Natrl Rsrce Mgmt 505-0043	24-Sep-91	B				X X				N.A.		N.A.	
Tourism Mgmt 505-0044	24-Sep-91	B										N.A.	
Dev Trng Schol 505-0041	01-Jul-91	B								N.A.		N.A.	
Livestock Prod 505-0006	26-Aug-83	B											
Incr Prod/Health 505-0018	26-Mar-85	B											
Trng Empl & Prod 505-0020	30-Sep-85	B											
Exp & Invest Pro 505-0027	24-Jul-86	B											
Drug Awareness 505-0033	23-Sep-85	A											
CAPS I 505-0039	24-Apr-87	A											
Rur Access Brdgs 505-0042	24-Sep-91	C				X X	X			N.A.		N.A.	
CAPS II 505-0047	28-Jun-90	A		X						N.A.		N.A.	
CADA 505-0048	01-Jul-93	B											

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PROJECT STATUS REPORT  
April 1, 1993 - September 30, 1993

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I. BACKGROUND DATA

Project Title: Natural Resource Management & Protection (NARMAP)  
 Project Number: 505-0043  
 Date of Authorization: original: 09/24/91 amended: N/A  
 Date of Obligation: original: 09/24/91 amended: 07/23/92, 6/7/93  
 PACD: original: 09/30/96 amended: N/A  
 Implementing Agencies: Ministry of Natural Resources, Ministry of Agriculture & Fisheries, and Ministry of Tourism and the Environment  
 Major Contractors: World Wildlife Fund/Winrock International  
 AID Project Manager: Joseph McGann  
 Status of CPs/Covenants: CP 4.2 (a) met 12/31/92, CP 4.2(b) due 12/31/93  
 Date of Last Evaluation: N/A Next Evaluation: 06/30/94  
 Date of Last Audit: N/A Next Audit: 12/01/93  
 AMRP Audits Planned: 4 AMRP Audits Completed: 0

FINANCIAL DATA

Amount Authorized: DA/ESF Grant: \$8,500,000  
 Amount Obligated: DA/ESF Grant to date: \$5,523,000  
 Amount Committed: Period: \$662,567  
 Cumulative: \$2,908,416  
 Accrued Expenditures: Period - Projected: \$600,000  
 Period - Actual: \$312,034  
 Cumulative: \$824,477  
 Period - Next: \$600,000  
 Counterpart Contrib.: Planned LOP: \$3,914,000  
 Actual to date: \$752,245#  
 % LOP Elapsed: 40%  
 % of Total Auth. Oblig.: 65%  
 % of Total Oblig. Exp.: 15%  
 % of Total Auth. Exp.: 10%\*

\*While only 10% of funds have been expended, \$3.4 million is committed for the WWF/WI cooperative agreement and \$850,000 for 17 LT scholarships.

II. STRATEGIC OBJECTIVE/PROJECT PURPOSE

- A. Strategic Objective: The Project is the Mission's key vehicle to achieve SO1, i.e. improved use of terrestrial resources. Indicators of SO1 are increased farm output and increase net income, decreased deforestation and decreased threat to 35 critical habitats. LOP support to SO1, 100%.
- B. Project Purpose: To improve conservation management to increase and sustain economic benefits from agriculture, forestry, and fisheries resources.

III. PROJECT DESCRIPTION

NARMAP will help define & implement strategies, policies, and regulations for env. protection & natural resource mgt.; develop data collection/analysis capability for env. monitoring; introduce sustainable agric. systems; estab. comprehensive system of prot. areas and expand public awareness and investment in conservation.

IV. PROJECT STATUS

A. Planned EOPS

- Indicators of environmental quality monitored continuously
- Renewable natural resources managed for sustainable yields
- Farm output increased by 20% and net farm income by 15% through extension, technology & effort

Progress to Date

Environment Prot. Act passed and the DOE is implementing its provisions. EIA procedures and guidelines being established with WWF assistance. Water quality and effluent quality standards being developed through RENARM buy-in and local TA.

Forest management plans being developed by GOB/ODA teams. Boundary demarcation initiated.

Draft SAP Baseline survey report established indicators of yield and income.

B. Major Outputs

	<u>Planned</u>				<u>Accomplished</u>			
	<u>LOP</u>	<u>Period</u>	<u>Cum.</u>	<u>next Period</u>	<u>Period</u>	<u>Cum.</u>	<u>% of LOP</u>	
1. Private sector EIAs conducted	50	0	0	10	3	3	N/A	
2. Dev. concessions reviewed by DOE*	100	20	25	20	21	61	61%	
3. Protected areas analyzed							- A SOW to develop management plans for the GOB protected areas was finalized. Contracting and implementation scheduled for 1/94.	
4. Land titles for target area farms								
5. Farmers' cash income increased							- Baseline cash income for three target districts established. Indicator to measure change to be established with SAP Advisers.	
6. Deforestation halted/reduced							- 1991 satellite imagery being digitized to establish baseline data. 1993 image already procured and will be digitized in 1994.	
7. System of protected areas established							Milestone	
8. CDC operational							Milestone	
9. Training (Persons)								
Long-term	M	F	M	F	M	F	M	F
Short-term	14	6	0	0	0	0	0	0
	30	20	3	2	3	2	30	15
					M	F	M	F
					0	0	0	0
					5	0	5	0
							0%	0%
							17%	0%

# Provisional figure received from GOB 10/28/93.

\* The Department of the Environment (DOE) in addition to reviewing 40 development concessions during the period, also reviewed 45 other development projects and activities submitted by GOB agencies. The DOE currently sits on the Land Utilization Authority, the Pesticide Control Board, the Coastal Zone Management Committee, the Belize City Planning Authority and the Ambergris Cay Planning Authority. The Project provides technical assistance, training and equipment to help strengthen the DOE to more effectively carry out its functions.

PROJECT STATUS REPORT  
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C. Other Accomplishments and Overall Status

Three Element Coordinating Committees (ECCs) were formed to review and oversee the technical implementation of the project. They report directly to the PCC via their chairmen who are also members of the PCC. The ECCs provide the forum for NGOs to participate in the implementation of the project.

The DOE held the first national symposium on the state of the Belizean environment in June. NARMAP and USAID staff participated in the planning and implementation. The project was the major financial sponsor of this event.

The three long-term technical advisers assigned under the Cooperative Agreement with World Wildlife Fund and Winrock International, arrived in country between April and July. Local hire staff, including three agronomists and a programs operations manager were employed by WWF/WI to support the technical and administrative components of the project.

The work plans and budgets for the two PVO led elements, Sustainable Agricultural Production (SAP) and Project Administration and Support were approved by the PCC and USAID in August. Activities completed during the period include the baseline survey, the SAP workshop, on site assessments, special study on pesticide usage and on-farm conservation activities. Implementation of these activities is being done by the advisers, their staff and MAF personnel.

The draft SAP Baseline Survey Report was completed in September by the SAP advisers. A SAP workshop to review the EOPs and develop uniform definitions and concepts for the element was held in May. The conclusion of that workshop was that EOPS will require adjustment but the extent of the adjustment will be dependent on the results of the baseline survey. The SAP technical advisers conducted a survey and prepared a report on the extent of pesticide usage in the Cayo District. The report indicated that there was widespread, indiscriminate and sometimes illegal pesticide use by vegetable farmers in the district. An environmental assessment of planned pesticide use was conducted for the project by Dr. Gene Wilken, REA/RDOC in September. The report was forwarded to LAC/DR/ENR for approval.

Eight long-term participants (four BS and four MS) departed for training in U.S. institutions during August. Four more participants (one BS and three MS) are scheduled to take up scholarships under the project in January 1994. This will bring to seventeen (ten BS and seven MS) the total number of long-term scholarships awarded under the project. During this reporting period, six persons completed short-term training programs in forestry, sustainable agriculture and environmental monitoring. One of the short-term participants completed a M.S. degree in Environmental Pollution as a direct result of the training received.

A draft strategy and policy for protected areas in Belize was completed in August. The document is now being reviewed before PCC approval and forwarding to the GOB cabinet for final approval and enactment. A scope of work to develop management plans for protected areas has been finalized and will be tendered shortly.

The NARMAP technical advisers and other project staff met with the ODA Forest Planning and Management Project (FPMP) team to share information and to coordinate project activities. The Project Coordinators of both projects sit on each other's Coordinating Committee. The FPMP Forest Management Coordinator, Soil Management Specialist and the TFAP Coordinator are members of the Forestry and SAP Element Committees of the NARMAP Project.

The procurement of all commodities listed in PIO/C No. 505-0043-4-100064, except for the radios for the Forest Department, was completed during the reporting period. The list included seven vehicles, four computers and related software and two locally built boats. 1993 satellite imagery of Belize was procured for the Land Information Center of the MNR. These images will be utilized as part of the monitoring of deforestation activity.

D. Problems and Delays

GOB Staff Shortage:

The Forest Department of the Ministry of Natural Resources experienced staff constraints during the period due to staff departing for training and being transferred to other GOB departments. This particularly affected the implementation of activities that were the responsibility of the Conservation Division.

Uncertainties about the status of the Chief Technical Officers in the Forest Department and the Ministry of Agriculture and Fisheries has resulted in a reduced level of participation by these officers in project activities. Decision making was tentative and this resulted in some delays and uncertainty. This occurred as a result of the change of government which took place on June 30.

The Department of the Environment was unable to convene a session to prepare a plan for its participation in the project due to staffing problems. Staff shortages also resulted in all three GOB departments not being able to undertake the planned short-term training program.

CEDS:

The establishment of the Conservation and Environmental Data System (CEDS) was delayed due to a failure to agree on the mechanisms required to make the system functional. The level of participation of NGOs in the CEDS was also an issue which needed resolution. A meeting of all the parties concerned at the end of September has resulted in agreement on the acquisition of technical assistance to guide the establishment of the CEDS.

RENARM Buy-in:

The initial attempt to procure technical assistance via the buy-in mechanism of the RENARM Project has resulted in some delay in accessing the required technical assistance due to unfamiliarity with the buy-in process. The short-term in-country training course in Safe Handling & Use of Pesticides was postponed from an August date to November. It is anticipated that more buy-ins will occur in future and that the experience gained in this initial attempt will help to speed up the process.

SAP Baseline Report:

It was anticipated that the SAP baseline survey report would have been completed by the end of July and that indicators for farm income, land titles and farmer training and participation in extension activities would have been finalized. The report was delayed until the end of September.

E. Major Activities or Corrective Actions During the Next Six Months

1. Meet with the Ministry of Finance in an attempt to resolve staffing constraints (USAID).
2. Conclude in-country training in safe pesticide use (RENARM/ADO/MAF).
3. Conclude in-country Conservation Guard training course (CSU/EXO/ADO/MNR).
4. Approve GOB and PVO 1994 work plans and budget (ADO).
5. Finalize baseline survey and develop indicators (WWF).
6. Certify GOB compliance with CPs 4.2 (b) (ADO).
7. Initiate the setting up of the Conservation and Environmental Data System (replaces Conservation Data Center) (ADO/GOB).
8. Initiate setting up of the Conservation Development Fund (WWF).
9. Complete TA on water quality and effluent quality standards (DOE/RENARM/ADO)
10. Complete National Protected Areas Management Plans (MNR/ADO/TA).
11. Complete Public Awareness Program Implementation Plan (GOB/ADO/TA).

**PROJECT STATUS REPORT**  
 April 1, 1993 - September 30, 1993

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**I. BACKGROUND DATA**

**Project Title:** Tourism Management Project  
**Project Number:** 505-0044  
**Date of Authorization:** original 09/18/91  
**Date of Obligation:** original 09/24/91 Amendment 05/31/93  
**PACD:** original 09/30/96  
**Implementing Agencies:** Ministry of Tourism & the Environment  
 Belize Tourism Industry Association  
**Major Contractor:** None  
**A.I.D. Project Manager:** Pedro N. Perez, Jr.  
**Status of CPs/Covenants:** Initial CPs met 10/25/91  
**Date of Last Evaluation:** N/A Final Evaluation: 01/06/96  
**Date of Last Audit:** 04/15/93 Next Audit : 04/15/94  
**AMRP Audits Planned:** 9 **AMRP Audits Completed:** 2

**FINANCIAL DATA**

**Amount Authorized:** DA/ESF Grant: original \$3,000,000  
**Amount Obligated:** DA/ESF Grant: original \$2,108,000  
**Amount Committed:** Period: 372,269  
 Cumulative: 1,396,805  
**Accrued Expenditures:** Period - Projected: 230,000  
 Period - Actual: 105,103  
 Cumulative: 653,584  
 Period - Next: \$398,000  
**Counterpart Contrib.** Planned: (LOP) \$1,785,000  
 Actual: (To date) \$871,323  
**% LOP Elapsed** 40%  
**% of Total Auth. Oblig.** 70%  
**% of Total Oblig. Exp.** 31%  
**% of Total Auth. Exp.** 22%

**II. STRATEGIC OBJECTIVE/PROJECT PURPOSE**

**A. Strategic Objective:** The project supports SO1, improved use of terrestrial natural resources, by building capacity to manage tourism growth and to advocate on behalf of its natural resource base. LOP support to SO1, 100%.

**B. Project Purpose:** To increase capacity in Belize to plan and manage tourism growth in way that benefits Belizeans broadly while protecting the country's natural and cultural environment.

**III. PROJECT DESCRIPTION**

The Project consists of technical and financial support to develop the capacity of the Ministry of Tourism and the Environment (MTE) and Belize Tourist Board in the public sector, and the Belize Tourism Industry Association (BTIA) in the private sector, to plan and manage tourism growth in a rational manner to ensure the protection of Belize' natural resources.

**IV. PROJECT STATUS**

**A. Planned EOPS**

Progress to Date

1. Tourism growth management system operational Environmental Protection Act passed; New Tourism strategy statement released
2. BTIA sustainable and effective Membership increased by 29 to 344, membership efforts intensified; President is Vice President of the Belize Tourism Board and BTIA member of marketing committee
3. MTE staffing plans implemented Three positions added, persons on training replaced.

**B. Major Outputs**

	Planned				Accomplished			
			Next				% of LOP	
	LOP	Period	Cum.	Period	Period	Cum.		
<b>BTIA</b>								
1. Increase members (base 270)	330	40	160	40	29	74	22	
2. Policy initiatives	9	1	8	1	1	3	33	
3. Workshops/Seminars	15	2	13	0	1	10	66	
4. Increase Local support, % of OC (base 22%)	53	4	16	4	5	12	23	
<b>MTE:</b>								
6. Staffing Plans Implemented:								
DOE (base 1)	11	3	4	1	0	3	27	
DOA (base 6)	4	2	4	2	0	0	0	
TPU (base 0)	3	2	2	1	0	0	0	
7. Policies/Regulations Established	8	3	4	1	0	2	25	
8. Training (Persons)	M	F	M	F	M	F	M	F
Long-term	4	2	0	0	0	0	75%	0%
Short-term	25	15	3	3	11	11	44%	40%

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PROJECT STATUS REPORT  
April 1, 1993 - September 30, 1993

C. Accomplishments and Overall Status

Previous to General Elections held in June, 1993, a hotel tax increase of 3% to increase marketing efforts of Belize as a travel destination and to provide training for the tourism industry was being considered. To provide a national forum for the industry, the revitalization of the Belize National Tourism Council was also being considered. Also, a marketing committee was being proposed to give more representation to the private sector in marketing Belize. In June, 1993 a new Minister of Tourism and the Environment was appointed. The Minister has since issued a Tourism Strategy Statement, agreed in principle with the increase of 1 percent in hotel taxes, endorsed the marketing committee, the National Tourism Council, establish training as one of its priorities and has made various moves to strengthen the private/public sector partnership.

Belize Tourism Industry Association (BTIA)

The new board of directors for the period 1993/94 has reviewed and revised the 5 year development plan and has established a one-year action plan that focuses on six key areas, namely, memberships services and support, organizational sustainability, industry development, government relations, public awareness and education and special project. Eight standing committees have been revitalized with participation from the membership and clearly defined roles and responsibilities have been established. Training of the board and staff has also been directed to develop their managerial capabilities and to help them understand their roles in the administration of the Association. A Human Resource Development Plan has identified the training needs of the association and training for both board and staff are slated for the next six months. During this period all staff members received some form of training. BTIA was very active during this period, with much time spent in reestablishing relationships with new government ministers and officials. An annual directory of membership was produced, surveys to determine projected occupancy of local hotels and expenditure were conducted. BTIA coordinated two tour guide training sessions and together with the Caribbean Development Bank hosted a one week seminar on "Accounting and other controls for small hotels." 22 industry personnel received training with BTIA coordinating training for 220 persons since the beginning of the project. In an effort to maintain close communication to its members BTIA continues to produce a monthly newsletter and visit the destinations at least once every six months. In promotion of its members BTIA attended the Chic' 93 Trade Fair and the first Mundo Maya Trade Show in Guatemala. A government relations committee to lobby and dialogue with government on industry issues and BTIA initiatives has been formed. Ongoing talks with government include the pending Environmental Conservation fee, cruise ship policy, criteria and legislation for tour operators and tour guides. Sustainability of the organization is very high on the agenda of BTIA and awareness of the reality of becoming a viable and self-sustained organization is the topic of discussions at all levels of the BTIA organization. An insurance scheme has now reached 25 BTIA members and although the commission was very negligible this project appears to have good prospects over the long term. The Sustainability committee has discussed numerous ideas on income generating activities and have decided to further explore 4 activities. Membership increased by 9% over the previous period but BTIA expects that as the services expand and members become more aware of the strength and value of being a BTIA member that the potential for income in this area could be doubled. A Reserve Bank Account of US\$12,500 was opened.

Ministry of Tourism and the Environment (MTE)/Belize Tourist Board (BTB)

Two replacements were employed for Messrs. Woodsey and Thompson now on training. Mr. John Morris, Archaeological Officer, received a scholarship to do his Master's degree in Archaeology/Anthropology. Three candidates were selected for long-term training in tourism

economics, Marketing and Tourism Management; training is scheduled to commence in January 1994. The Archaeology Department conducted a training seminar in artifactual and site management, consolidation practices and policy and planning. Archaeological officers attended seminars on pre-Columbian ceramics and conservation, a curator seminar and one is slated to attend an Archaeological Site Development seminar. These are new areas of involvement for the department which they hope to further improve under the project. A Spanish Archaeologist has been attached to the department and is now working on an inventory of Archaeological sites. The Permanent Secretary now overseeing the Belize Tourism Board is also slated to attend an EcoTourism and Marketing workshop in New York in early October 1993.

D. Problems and Delays

Finally, the data base consultancy has been completed and the program is now being used by both BTIA and BTB. Many of the activities planned by MTE were not accomplished mainly due to delays caused by the national elections and the subsequent changes in personnel that followed. Training is tied to taxation and since no decision has been made as to the effective date of the increase of 1% hotel taxes the development of a training program has been put on hold. The pipeline is large but with planned activities, BTIA's new role in project funded tourism training, and with a full compliment of staff within the Ministry we should see the pipeline considerably reduced by the end of this period.

E. Major Activities or Corrective Actions During the Next Six Months  
USAID

- Coordinate all training and technical assistance for BTIA and MTE
- Identify and procure additional equipment for MTE
- Financial review/audit of commodities and counterpart funding

MTE

- Retreat to review and revise developmental plans
- Technical Support for MTE
- Training of Permanent Secretary in EcoTourism
- Implement Public Awareness Campaign
- Establish the Policy and Planning Unit
- Identify candidates for short-term participant training
- Marketing and public relations workshop
- Organize workshops and in-country training
- Arrange for the 1994 excavation season of Lamanai
- Establish the Belize National Advisory Council
- Develop terms of reference for the Tourism Training Committee
- Training for caretakers in hospitality and human management

BTIA

- Training of two directors in EcoTourism
- Surveys on the state of the industry
- Identify two major income generation activities
- Participate in the Public Awareness Campaign
- Negotiate for the lease of Jail complex
- Coordinate TA for Jail complex

**PROJECT STATUS REPORT**  
**April 1, 1993 - September 30, 1993**

ATTACHMENT C

A\_ B X C\_

**1. BACKGROUND DATA**

Project Title: Development Training Scholarship Project  
 Project Number: 505-0041  
 Date of Authorization: original 05/15/91  
 Date of Obligation: original 07/01/91 amendment 09/24/92  
 PACD: original 06/30/99  
 Implementing Agencies: Ministry of the Public Service  
 Major Contractors: P.I.E.T.  
 AID Project Manager: Lourdes Smith  
 Status of CPs/Covenants: All CPs have been met.

Date of Last Evaluation: N/A      Next Evaluation: 00/00/95  
 Date of Last Audit: N/A      Next Audit: 00/00/00  
 Planned Audits Planned: N/A      Comp./Ct'ed: N/A

**FINANCIAL DATA**

Amount Authorized:	DA/ESF Grant:	\$1,400,000
Amount Obligated:	DA/ESF Grant to date:	*\$ 510,000
Amount Committed:	Period:	\$ 21,146
	Cumulative:	\$ 191,178
Accrued Expenditures:	Period - Projected:	\$ 25,000
	Period - Actual:	\$ 2,603
	Cumulative:	\$ 159,024
	Period - Next	\$ 65,000
Counterpart Contribution:	Planned (LOP):	\$ 500,000
	Actual to date:	\$ 394,844
% LOP Elapsed:		28%
% of Total Auth. Oblig.		36%
% of Total Oblig. Exp.		31%
% of Total Auth. Exp.		11%

\*USAID does not anticipate any additional obligations under this project.

**II. STRATEGIC OBJECTIVE/PROJECT PURPOSE**

A. Strategic Objective The Project has been reoriented to focus on the improvement of GOB's management of its fiscal resources by developing the skills of public officers in areas related to fiscal management and budgetary processes (in addition to public management) through in-country and participant training.

Percent of LOP Funds Relating to S.O.: 80%

B. Project Purpose: The revised purpose of the project is to improve technical, planning, managerial, and administrative skills of public and private sector employees through the provision of training programs in fiscal resources and public management.

**III. Project Description**

The original Project design consisted of public sector training for personnel in critically needed technical and management areas, technical assistance for analysis, development and improvement of the GOB's personnel systems, and short-term training to strengthen the institutional capacity of non-governmental, non-profit organizations (NGOs) to provide services. The project has been reoriented to utilize all remaining obligated but uncommitted funds for short-term training programs in fiscal resources and public management. No additional obligations are anticipated under this Project.

**IV. PROJECT STATUS**

A. Planned EOPS \*\*

1. Approximately 103 participants and 520 in-country trainees working more effectively and productively on the job.

2. GOB's personnel systems strengthened: weaknesses identified, problems prioritized, and corrective actions taken

3. Women benefit from training opportunities, directly as participants and indirectly as beneficiaries of improved GOB and NGO programming

4. A network of returned participants is set up, providing opportunities for further personal, social and technical development

Progress to Date

Nine private sector participants have successfully completed their training programs. Under the public sector component, one long-term program was successfully completed in 06/93, three short-term participants have successfully completed their training and two other short-term programs were authorized—one for October 1993 and the other for November/December 1993. 129 males and 306 females have received in-country training.

This element of the project has been eliminated due to lack of any progress. Support to be provided under a UNDP management development program with GOB.

306 women have received training in-country, one long-term and one short-term participant under the public sector and six short-term participants under the private sector components.

Participants routinely introduced to the Follow-on Program at predeparture orientation and integrated as USAID periodically updates contractor with information on new returnees. To date, 5 of 13 returnees are registered members of the alumni association and participate in the Follow-on Program.

\*\*EOPS to be revised. See Section C

**PROJECT STATUS REPORT**  
April 1, 1993 - September 30, 1993

**B. Major Outputs\***

	Planned				Accomplished				% of LOP					
	Period		*Cum.		Period		Cum.							
	LOP	Next Period	Period	Next Period	Period	Next Period	Period	Next Period						
1. Training (Persons)	M	F	M	F	M	F	M	F	M	F				
Long-term	4	4	0	0	0	1	0	0	0	0	0%	25%		
Short-term	47	48	4	2	8	6	1	1	1	0	6	6	13%	13%
2. In-country training (Persons)														
Short-term	260	260	25	75	112	162	40	60	3	27	129	306	50%	118%

**C. Accomplishments and Overall Status**

A PP supplement to reconfigure the Project to focus on fiscal resources improvement was prepared during the period, however, an amendment to the ProAG was not executed with the GOB. Ministries which would be most affected by the reconfiguration (Finance, and Economic Development) supported the modification, but this enthusiasm was not shared by the Establishment Department. Consequently, a PIL was issued which cancelled all future obligations for DTS and redirected the use of all remaining funds to fiscal and general management training, both in-country and abroad.

The Establishment Department's poor performance in project implementation, its constantly shifting position regarding the reconfiguration, and its ultimate inability to present any coherent strategy or alternatives to address training needs was primarily due to poor management and lack of concern at the highest level of the Department. Other management and technical staff were supportive of the reconfiguration. With the recent change in leadership at the Establishment Department, it is anticipated that high level support will be forthcoming and a training package developed which responds to both USAID's second strategic objective and GOB training needs.

After USAID's consultation with the new leadership of the Establishment Department, a prioritized list of training which would occur in the United States, and the outline of a planned in-country program in advanced management training, were submitted for review. The Establishment Department is also developing a plan for two other in-country programs, one in public sector investment and the other in budgeting and financial management. Upon receipt of these proposals, USAID and the Establishment Department will review all four proposals and develop a training package responding to mutual objectives.

In keeping with the stated strategy at the end of the last reporting period, the only training activities which occurred during this period were those approved prior to the proposed reconfiguration. The GOB nominated an alternate for training in fiscal incentives to replace another nominee who did not qualify for A.I.D. training. This training activity will take place in November/December 1993. The Commissioner of Income Tax completed her program in International Taxation at Harvard University in June. The Senior Budget Analyst at the Ministry of Finance will attend a 3-month course in budgeting and financial management offered by the University of Pittsburgh 10/06 - 12/02/93.

\* The method of recording planned training allows for a duplicated count of participants when training is deferred from one reporting period to another. To avoid this over-reporting of targets, the figures reported in this column reflect an unduplicated count of participants.

\*To be revised, see Section C.

The technical assistance component of the project has been eliminated as had been proposed in the reconfiguration of this project. As this technical assistance is critically needed, USAID negotiated its inclusion under the UNDP Management Development Program. UNDP will probably be more successful than USAID as a long-term resident advisor will shortly be assigned to Belize.

**D. Problems and Delays**

Despite expressed agreement from the Establishment Department for the reconfiguration of the Project, the amendment to the ProAG was not signed by the Establishment Department and subsequent to bilateral discussions, neither was a GOB counterproposal for public officer training in management and fiscal policies submitted as agreed. As a result of this default, a PIL was issued advising the GOB that no additional funding would be made available under DTS. All remaining funds not yet allotted to specific activities (approximately \$297,000) under the existing agreement would be used for short-term programs in fiscal resources and public management.

**E. Major Activities or Corrective Actions During the Next Six Months**

- The GOB is to submit the two remaining proposals for in-country training programs.
- In consideration of training planned under the UNDP/OAS Management Development Program and USAID's limited scope agreement with Ministry of Finance to improve fiscal capacity, develop a training plan for balance of available funding (\$297,000).
- EOPs and outputs to be modified after USAID and GOB agree on training activities.
- Senior Budget Analyst at th Ministry of Finance to attend a 3-month course in budgeting and financial management offered by the University of Pittsburgh 10/6 -12/02/93.
- Economist at the Ministry of Economic Development to attend a course in fiscal incentives in November/December, 1993.



PROJECT STATUS REPORT  
April 1, 1993 - September 30, 1993

C. Accomplishments and Overall Status

Short-term technical assistance to dispose of outdated chemicals at the Central Veterinary Laboratory was contracted and the chemicals were properly disposed of.

The Project Assistance Completion Report was finalized.

D. Problems and Delays

NA

E. Major Activities or Corrective Actions During the Next Six Months

NA

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PROJECT STATUS REPORT  
April 1, 1993 - September 30, 1993

C. Other Accomplishments and Overall Status

This project was successfully completed on September 30. All planned joint activities (those which affected both the Ministry of Health and the Ministry of Natural Resources) were completed as scheduled. These activities were geared at strengthening the institutional, educational, and technical capabilities of the MOH and MNR in determining effective demand for water and sanitation and vector control, and in promoting greater community responsibility in the planning, implementation, and overall management of the programs to ensure their sustainability. Technical activities specific to WS&S and VC were also completed as planned. With the exception of malaria incidence rates, all numerical targets were achieved. More importantly, all institutional strengthening objectives were achieved. The project has been an outstanding success in achieving its WS&S and institutional objectives. For a variety of reasons, it was less successful in vector control activities.

Institutional strengthening accomplishments included the development of an organizational structure by both implementing agencies to sustain the flow of resources and provide support for completing and maintaining the training processes for all the district health teams, and expanding this capability to develop effective village-level health teams.

Additionally, guidelines for developing an environmental health (hygiene) information system and appropriate behavioral indicators, to be monitored by central, district, and village level personnel, were also developed. This system will serve as a link between the other facets (e.g. water quality, operations and management, mortality and morbidity) of the overall environmental health and medical statistics system.

The formation and training of a central management team and district-level teams, capable of responding to the training needs at the community level on a regular and sustained basis, providing motivation and supportive consultations, and actively planning and managing health interventions with communities, has been a major institutional accomplishment under the project. Additionally, the concept of teamwork applied throughout all training workshops was critical in strengthening the links between central and district level staff. It is expected that this same concept will be applied to linkages that now need to be established between district and community health teams.

Job guides/manuals, which outline the methodologies presented in the training sessions, were also produced, in close collaboration with their intended users, for 8 specific technical assistance areas. Also, new policies and procedures required to ensure support for community groups for implementing environmental health activities were developed and presented to policy makers.

Another major positive result of the project was agreement by UNICEF to provide funding for the continued implementation of strategies for hygiene education/community management activities, operations and maintenance of water supply systems, and the environmental health information system begun under the project. These activities are all facets of UNICEF's proposed water supply and sanitation program, also to be implemented by the Ministries of Health and Natural Resources.

The eighth and final rudimentary water system was completed during this reporting period. Additionally, pipes and fittings for a distribution main and house connections for another RWS, to be constructed by the GOB, were procured. Latrine construction continued, mainly with funding provided by other donors.

D. Problems and Delays

Some commodities were cancelled, but all essential commodities were delivered per the revised delivery schedule.

While it is anticipated that the stronger community support for controlling malaria that community-based health groups are expected to generate will impact positively on malaria rates, factors such as the lack of GOB commitment, coupled with weak technical, operational, and management capability within the program, if remain unaddressed, will do little to decrease incidence levels. Likewise, although targets for latrine construction were almost met, GOB funding levels and actual expenditures remained low. Funding for this activity has come primarily from donor agencies.

E. Major Activities or Corrective Actions During the Next Six Months

- o Prepare Project Assistance Completion Report (PACR) and complete all other close-out actions for the project.

**PROJECT STATUS REPORT**  
April 1, 1993 - September 30, 1993

A \_ B X C \_

**I. BACKGROUND DATA**

**Project Title:** Training for Employment and Productivity  
**Project Number:** 505-0020  
**Date of Authorization:** original 08/23/85 amended 08/16/89  
**Date of Obligation:** original 08/23/85 amended 07/13/92  
**PACD:** original 09/30/90 amended to 09/30/93  
**Implementing Agencies:** Belize Institute of Management (BIM), GOB  
**Major Contractors:** General Electric (Completed)  
**AID Project Manager:** Carolyn Leacock  
**Status of CPs/Covenants:** All satisfied.

**Date of Last Evaluation:** 02/19/89      **Next Evaluation:** None<sup>1</sup>  
**Date of Last Audit:** BIM: 01/30/93      **Next Audit:** 06/01/94  
**AMRP Audits Planned:** 3      **AMRP Audits Completed:** 2

<sup>1</sup>Previously scheduled evaluation will not be conducted as this area will be outside the focus of USAID strategic objectives for Belize.

**FINANCIAL DATA**

**Amount Authorized:** DA/ESF Grant: original \$5,000,000 amended to \$8,700,000  
**Amount Obligated:** DA/ESF Grant: \$7,200,036  
**Amount Committed:** Period: \$351,050  
 Cumulative: \$7,196,106  
**Accrued Expenditures:** Period - Projected: \$700,000  
 Period - Actual: \$1,334,086  
 Cumulative: \$7,196,106  
 Period - Next \$ Nil

**Counterpart Contribution:**  
 Planned (LOP): \$3,258,303\*  
 Actual (to date): \$3,472,871

**% LOP Elapsed:** 100%  
**% of Total Auth. Oblig.** 83%  
**% of Total Oblig. Exp.** 99%  
**% of Total Auth. Exp.** 82%

\* LOP counterpart contributions have been adjusted to reflect changes in Project. Actual authorized amount is \$7,422,475. Full authorization will not be utilized.

**II. STRATEGIC OBJECTIVE/PROJECT PURPOSE**

**A. Strategic Objective:** N/A

**B. Project Purpose:** To provide the management, public administration, and skills training necessary to promote private enterprise development, with special attention to small- and medium-sized businesses (SME), and to promote growth of tourism-oriented enterprises in Belize.

**III. PROJECT DESCRIPTION**

TEP provides for the development of public management capabilities of civil service personnel through training and technical assistance and for the strengthening of MOE's vocational/technical skills training capabilities. Management training is delivered to SME managers through the private sector component.

**IV. PROJECT STATUS**

**A. Planned EOPS**

**Progress to Date**

- |  |   |
|--|---|
| 1. BIM responsive to management training needs of private sector                                       | Average of 42 seminars offered annually; strategy to provide organizational assessment and management advice in support of training to be employed in new year. |
| 2. Private sector managers, SME owners, tourism enterprise managers trained and applying new skills    | SME program initiated. Targets for training private sector managers continue to be exceeded.  |
| 3. Select GOB personnel from target agencies trained and contributing to the country's growth strategy | Training to all target agencies provided; rest of training, & tech. asst. are being done under Project 0041.  |

4. MOE vocational/technical skills training capability improved and responsive to labor needs. CET operational and functioning smoothly; programs in automechanics & construction upgraded thro' training, T.A. and equipment. 314 were graduated in 1992-93.
5. Belize Tourism Industry Association (BTIA) completes initial organizational development and offers tourism training. Subgrant completed in 10/91, Coop. Agrmnt. under Project 0044 signed (10/91).

**B. Major Outputs**

	Planned				Accomplished		
	LOP	Period	Cum.	*Next Period	Period	Cum.	% of LOP
1. Management seminars offered by BIM	240	24	298	0	25	333	139
2. BIM develops profit centers	2	1	3	0	1	3	150
3. Managers, SME owners & supervisors trained at BIM (M)	510	75	2289	0	136	2304	452
(F)	510	65	1753	0	163	1897	372
4. Votec programs upgraded	2	2	2	0	2	2	100 <sup>1</sup>
5. National vocational plan developed	1	0	1	0	0	1	100

<sup>1</sup>Targets are not shown as project has terminated.

**PROJECT STATUS REPORT**  
April 1, 1993 - September 30, 1993

**B. Major Outputs (cont'd.)**

	Planned				Accomplished				% LOP					
	LOP	Period	Cum.	Next Period	Period	Cum.								
6. Public image of skilled workers improved	Unquantifiable													
7. Public officers trned. at BIM (M)	200	24	797	0	38	858		429						
(F)	200	24	715	0	50	918		459						
8. BTIA staffed and office established	1	0	1	0	0	1		100						
9. BTIA 5-year plan developed	1	0	1	0	0	1		100						
10. BTIA provides tourism seminars	18	0	18	0	0	18		100						
11. Training (Persons)	M	F	M	F	M	F	M	F	M	F				
Long-term	4	4	0	0	6	4	0	0	6	2	150	50		
Short-term	92	95	8	5	121	58	0	0	21	15	127	64	138	67

<sup>1</sup> Nine programs were initially planned for support. After difficulties in implementation, revision of the Project strategy resulted in the targeting of only two technical programs in one institution.

**C. Other Accomplishments and Overall Status**

This project terminated as scheduled on September 30. Overall, achievements are mixed. Under the management training component, for example, all major outputs were exceeded, and the demand for training continues to be relatively strong. However, during the past two years, BIM has not conscientiously practiced what it promotes—good management. As a result, BIM's sustainability is problematic. BIM has taken appropriate measures such as developing action plans, restructuring, and planning to offer new programs to respond to changing demand, but their serious implementation has yet to occur.

In the vocational education component, USAID's investment was too scattered and diluted in the initial years of the project. Impact was consequently not as strong as desired, and USAID put all activities on hold until a mutually agreeable focus could be agreed upon with the GOB. Activities were stalled for essentially a year, but it resulted in a well defined program focussed on one institution. A mediocre assistance program in vocational education consequently was transformed into an outstanding success.

Construction of BIM's business and management development center which commenced in November 1992 was completed in September. Procurement of office and training equipment was initiated late and was affected by delays created by suppliers, but will be completed per revised schedule.

In the key result areas of management development services and financial sustainability, BIM has remained vulnerable to changes in management and insufficient local technical capability. A new Managing Director was employed in August and indications are that he will be able to provide the leadership and management expertise that has been missing in the past. In other areas, including delivery of public training seminars and technical assistance services, progress has been slow. In an effort to improve BIM's technical capacity, 14 part-time trainers received short-term training in a variety of management topics at the American Management Association. On-demand training for the public and private sectors continues. Several technical assistance activities occurred during this period, including strategic planning (retreat and training), and consultancies on total quality management, training the trainer, training needs assessments, and materials development. Technical services were also delivered for local organizations upon request.

While project outputs have far exceeded planned levels for management training, the sustainability of BIM continued to be a serious issue. Completion of a new, well equipped training complex, coupled with the development of a medium- to long-term strategic plan, the engagement of a competent managing director, and formation of a cadre of trainers bonded to provide training services on behalf of BIM, are expected to contribute significantly to BIM's survival as a management training institute.

The new Centre for Employment Training (CET) of the MOE, which began operations in September 1992, has continued to provide quality, short-term training (six-month cycles) for youths and adults in automotive mechanics, construction trades, hospitality management, and radio and TV repair, in addition to technical training for two secondary schools. Remedial programs and job placement services are integral to the functioning of the CET. Enrollment exceeds 200 students and a private/public sector coordinating board manages the overall affairs of the CET. Under the USAID-supported program, equipment has been procured for the automotive and construction programs, including welding, and instructional materials (books and audiovisual aids) have been provided in support of these courses. A management information system which will improve student services, admission and academic tracking was purchased and staff trained in the use and maintenance of the system. This MIS was also anticipated to assist in the plans for expansion in Belize and for accreditation through the CET program in California. ESF support for the construction of the new automotives workshop extension has been provided and construction is almost complete. Participant and in-country training of staff and instructors in technical trade areas and in the management and administration of a CET program has been provided. The overall CET program continued to progress smoothly. CET/Belize's operations are generally considered to be exemplary. The MOE anticipates replicating the CET program in other parts of the country.

The revised USAID strategy of focussing assistance on specific programs in one institution was an outstanding success.

To date, an estimated 4,461 (34.3% of total secondary school enrollment) secondary school students (2,837 males and 1,622 females) have benefited from TEP Project support for vocational education.

The BIM/BTIA subgrant terminated as scheduled. The General Electric contract was closed out, and BIM has now established direct contracting with U.S. firms. In all components, women continue to participate in project activities, including training, along with men. Gender disaggregated data are routinely collected.

**D. Problems and Delays**

BIM continues to face the need to improve its performance and address its financial sustainability. BIM's management, however, is much more actively confronting the problems of its internal management, the financial sustainability of the organization, and the need for creativity in implementing its new management development focus. During the reporting period ended 3/31/93, BIM reported further financial losses despite USAID support. The decline in excess revenues transferred to the escrow account continued during the past period.

**E. Major Activities or Corrective Actions During the Next Six Months**

- Complete closeout of the Project
- Conduct close-out audit of BIM funds

1

**PROJECT STATUS REPORT**  
April 1 to September 30, 1993

A    B X C   

**I. BACKGROUND DATA**

**Project Title:** Export and Investment Promotion  
**Project Number:** 505-0027  
**Date of Authorization:** original 06/30/88 amendment 04/11/91  
**Date of Obligation:** original 07/24/88 amendment 03/01/93  
**PACD:** original 07/28/91 amended to 09/30/93  
**Implementing Agencies:** Belize Chamber of Commerce & Industry/  
 Belize Export and Investment Promotion Unit  
 Ministry of Tourism and the Environment  
 IESC  
**Major Contractors:** None  
**AID Project Manager:** Pedro N. Perez, Jr.  
**Status of CPs/Covenants:** Completed  
**Date of Last Evaluation:** 11/26/90 Next Evaluation: NA\*  
**Date of Last Audit:** 03/22/93 Next Audit: 06/01/94  
**AMRP Audits Planned:** 2 **AMRP Audits Completed:** 1

**FINANCIAL DATA**

**Amount Authorized:** DA/ESF Grant: original \$2,500,000 amended to \$4,900,000  
**Amount Obligated:** DA/ESF Grant: To Date \$4,754,452  
**Amount Committed:** Period: Nil  
 Cumulative: \$4,753,974  
**Accrued Expenditures:** Period - Projected: \$ 137,208  
 Period - Actual: \$ 134,000  
 Cumulative: \$4,753,974  
 Period - Next Nil  
**Counterpart Contribution:** Planned: (LOP) \$2,627,000  
 Actual: To Date \$1,818,000\*  
**% LOP Elapsed:** 100%  
**% of Total Auth. Oblig.** 97%  
**% of Total Oblig. Exp.** 100%  
**% of Total Auth. Exp.** 97%

\*An institutional analysis of BCCI/BEIPU in April 1993 covered much of what would have been done in the planned final evaluation.

\*GOB contributions reported for period commencing April, 1988; counterpart contribution prior to this period is estimated at US450,000.

**II. STRATEGIC OBJECTIVE/PROJECT PURPOSE**

- A. Strategic Objective:** The project supports SO 2--Government's fiscal resources improved--through export and tax policy analysis and dialogue; LOP support to SO2, 25%.  
**B. PROJECT PURPOSE:** To develop the capacity of the private sector to promote, provide technical assistance for, and facilitate export and tourism projects in Belize.

**III. PROJECT DESCRIPTION**

The project provides technical and financial support to develop the capacity of Belize's private and public sectors to promote exports, investments and tourism development in Belize.

**IV. PROJECT STATUS**

**A. Planned EOPS**

**Progress to Date**

1. BEIPU fully established and operating efficiently; increased employment and foreign exchange
2. BCCI membership increased and BCCI/BEIPU self-sustaining
3. Tourism developed in a rational manner

Staffing restructured.  
 Services provided to investors;  
 Total contacts 3,400; 122 projects assisted; 15 major projects completed (\$22 million, 1,600 jobs.)  
 Policy dialogue continuous.  
 Membership recruitment up 15% to 627.  
 Instant Lotto operational.  
 Other donor funding received.  
 Tourism Marketing and Public Relations Plan utilized. Caracol and other key archaeological sites developed for tourism.

**B. Major Outputs**

	Planned				Accomplished			
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP	
1. Increase members	800	75	560	50	92	627	78%	
2. Trade Shows	10	4	14	2	5	38	380%	
3. Product Improve.	10	2	12	2	4	9	90%	
4. Assist businesses	120	5	110	5	19	141	118%	
5. Workshops/Seminars	20	3	22	2	1	34	170%	
6. Policy Initiatives	5	2	8	2	3	8	160%	
7. Investments	50	2	30	2	0	15	30%	
6. TA/IESC	40					54	112%	
7. Training (Employee)*	M	F	M	F	M	F	M	F
Long-term	0	0	0	0	0	0	0	0
Short-term	0	0	0	0	1	1	1	2
							32	23
								N/A

\* Training was not a quantified output in project design.

PROJECT STATUS REPORT  
April 1 to September 30, 1993

C. Other Accomplishments and Overall Status

BCCI/BEIPU

BCCI/BEIPU has become the leading private sector in Belize, a strong and dynamic organization providing technical assistance, promotion and information services. Membership has increased from 98 members when the project started to over 627 business persons from a cross section of the Belizean business community. Its Export and Investment Promotion program continues to support product and industry development. Training through the Junior Achievement Program and Entrepreneur International has created a new generation of business persons and its regular seminars and workshops has brought awareness of the different issues affecting business in Belize. The Trade & Policy Unit plays a key role in policy dialogue with government and the private sector. The handicraft industry is organized for the first time working with over 300 handicraft Belizean producers and now exploring the handicraft export markets.

Several meetings were convened during this period with USAID's involvement to discuss the financial aspects of the project and to provide guidance on closeout procedures. Amendment 15 dated June 1993, increased and obligated an additional \$20,000 to the project. A comprehensive assessment of the Chamber by the Export Industry Technology Support Project (PROEXAG) developed cash flow projections and made recommendations for a long-term sustainability strategy. The assessment also looked at the organizational strengths and weaknesses with a view of building consensus about key organizational changes to be made over the short and long term. Subsequently, a retreat workshop of staff and board members in May reviewed and revised the Five Year Development Plan. An all day seminar in July 1993, also discussed the current status of the Chamber's affairs with all staff members being appraised on the termination of USAID funding and Chamber officials emphasizing the importance of a more membership driven and efficient organization for achieving sustainability. Additional funding from other donor sources for program activities allowed the Chamber to continue activities.

The Chamber organized the first ever international investment conference and hosted a number of meetings on 936/TIEA's. Consultancies in Investment, Data Processing, Agro-processing, Seafood and shrimp farming, timber and sawmill operations provided considerable business guidance to the development of these industries and helped the Chamber develop a more defined and structured investment program. Staff members attended the International Trade Fairs, the "Point Four and 936 seminar in Puerto Rico, and the Taejon International Exposition in South Korea. The Junior Achievement Program is in the midst of a nationwide expansion presently serving 181 students in JA companies in 9 secondary schools and 504 students in 13 primary schools in Belize City and two other districts. Three Peace Corps Volunteers together with business leaders help administer this program. JA staff and board members attended the National Business Hall of Fame conference in Nashville, the JA congress in Honduras and participated in a familiarization tour of the JA program in El Salvador.

The Handicraft project assisted by two Peace Corps volunteers has now opened two new branches in San Ignacio and Punta Gorda. The centre participated at the Ceramic workshop in San Ignacio, co-hosted a Lathe and Wood workshop, organized a number of national exhibitions and conducted a one-day seminar on the socio-economic benefits of the handicraft industry. Five crates of handicrafts were shipped to the Taejon exhibition and an export sample of mixed hardwood furniture valued at US\$2,500 has been shipped to California. Negotiations are underway for the exporting of handicrafts to Chetumal, Quintana Roo, with a view of developing the Cancun handicraft market. An Assembly for both Exporters and Manufacturers was established within the Chamber providing a direct forum through which common issues and concerns can be discussed. BCCI/BEIPU continued to organize and coordinate product development efforts in ginger, meat and seafood, furniture and other wood products, floriculture, hot peppers, and pineapples.

Public Sector - Tourism

The public sector component terminated on 9/30/92

D. Problems and Delays

The new elected government has placed in question the Lotto franchise given to the Chamber by the previous government. Negotiations are underway for the ratification of the franchise and government's support of the National Lotto which should have come on stream in October 1993. Chamber officials have been lobbying government ministers and officials and at best it appears that some compromise will need to be made to allow the Chamber to operate the Lotto. The Instant Lotto will have to be discontinued and only the National Lotto will be allowed. Cabinet will be discussing the Chamber's application for the Lotto franchise on November 2, 1993, after which a decision is expected. The program developed by the International Centre for Trade (ITC) of 5 modules including institutional strengthening, training, technical assistance, and insurance credit may be funded by the Government of Switzerland and/or Germany. It is felt that with the Lotto Game, the ITC program and some additional restructuring BCCI/BEIPU will continue to be a dynamic organization providing the most essential services to its members and to the country of Belize.

E. Major Activities or Corrective Actions During the Next Six Months

-Prepare close-out reports

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PROJECT STATUS REPORT  
 April 1, 1993 - September 30, 1993

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I. BACKGROUND DATA

Project Title: Drug Awareness Education  
 Project Number: 505-0033  
 Date of Authorization: original 09/23/85 amendment 09/01/92  
 Date of Obligation: original 09/23/85 amendment 09/09/92  
 PACD: original 05/03/87 amended to 06/30/93  
 Implementing Agencies: PRIDE Inc. (agreement completed) and Pride Belize  
 Major Contractors: None  
 AID Project Manager: Carolyn Leacock  
 Status of CPs/Covenants: No CPs or Covenants

Date of Last Evaluation: 01/29/93 Next Evaluation: None  
 Date of Last Audit: 02/25/93 Next Audit: 31/01/94  
 AMRP Audits Planned: 03 AMRP Audits Completed: 02

FINANCIAL DATA

Amount Authorized: DA/ESF Grant: orig \$ 350,000 amended to \$1,932,000  
 Amount Obligated: DA/ESF Grant: \$1,875,901  
 Amount Committed: Period: \$ Nil  
 Cumulative: \$1,875,901  
 Accrued Expenditures: Period - Projected: \$ 102,000  
 Period - Actual: \$ 172,580  
 Cumulative: \$1,875,901  
 Period - Next \$ Nil

Counterpart  
 Contribution: Planned (LOP)\* \$ 252,286  
 Actual (to date): \$ 890,653

% LOP Elapsed: 100%  
 % of Total Auth. Oblig. 97%  
 % of Total Oblig. Exp. 100%  
 % of Total Auth. Exp. 97%

II. STRATEGIC OBJECTIVE/PROJECT PURPOSE

- A. Strategic Objective: N/A  
 B. Project Purpose: To promote a drug free lifestyle in Belize.

4. GOB outlines clearer and expanded policies regarding drug use & abuse  
 Pride assisting GOB to conduct civil service induction training re drug use; no further progress achieved with expanding public service drug policy

III. PROJECT DESCRIPTION

The initial project purpose of increasing public awareness of the dangers of drug abuse was achieved and a revision of purpose for Phase III focused on maintaining the high level of awareness and the incorporation of drug prevention strategies at community and national levels. The fourth phase (3/91 to 6/93) of the Project focuses on maintaining awareness, increasing knowledge of drug abuse, developing a base of reliable & useful information on the extent of the drug problem and efficacy of programs, changing values and attitudes regarding alcohol and other drugs and developing Pride's organizational capacity.

IV. PROJECT STATUS

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|--|--|
| <p>A. <u>Planned EOPS</u></p> <p>1. Youth (81%) and adult (86%) awareness levels maintained; increased knowledge of dangers of drug abuse</p> <p>2. Pride functions as sustainable PVO providing drug prevention services to public &amp; relevant audiences</p> <p>3. Greater participation of businesses, churches, communities in drug abuse programs</p> | <p><u>Progress to Date</u></p> <p>Household drug use survey conducted; youth awareness &amp; knowledge levels remain high; MIS framework has been developed to inform program decision-making</p> <p>Pride to be reconstituted as NDACF to increase chances for sustainability with public/private sector support; Pride functioning as effective technical and information resource for GOB and private sector.</p> <p>Drug policies &amp; employee ass't. programs being set up; growing concern by private sector</p> |
|--|--|

B. Major Outputs

	Planned		Next Cum. Period*	Period	Accomplished	
	LOP	Period			Cum.	% of LOP
1. Pri/Second. schools receive assistance	30	3	43	0	9	71 237%
2. Educators & health professionals trned in drug prevention tools	200	24	274	0	31	516 258%
3. Early intervention programs developed or assisted	6	1	9	0	3	13 217%
4. Youth grps supported	12	4	18	0	1	29 242%
5. Employee assistance programs established or supported	3	1	7	0	0	5 167%
6. Support of drug-free alternatives for youths	10	2	16	0	5	23 230%
7. Fora & presentations on plight of unattached youths and drug abuse	12	2	18	0	3	48 400%

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**PROJECT STATUS REPORT**  
April 1, 1993 to September 30, 1993

B.	Major Outputs							
	Planned				Accomplished			
	*LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP	
8. Epidemiological tracking system estab. <sup>a</sup>	1	0	1	0	0	0	0%	
9. Parenting skills programs conducted	12	2	16	0	0	22	183%	
10. Training (Persons)	M	F	M	F	M	F	M	F
Long-term	0	0	0	0	0	0	0%	0%
Short-term	1	3	0	0	1	3	300%	167%

\* LOP targets are for period 3/91-6/93, the implementation phase of the Pride/Belize Cooperative Agreement which follows the PRIDE, Inc. Agreement.

<sup>a</sup> Targets for the next period have not been provided as the Project has been completed.

<sup>b</sup> Output has been deleted and re-established under the follow-on project, CADA.

**C. Other Accomplishments and Overall Status**

The design of the follow-on Project, Civic Action against Drug Abuse was completed during the period. The original recommendation that both Pride Belize and the National Drug Abuse Control Council (NDACC) be merged into a single operating entity with public and private sector arms, was revised to allow organizational independence and autonomy but programmatic integration of activities under one national drug prevention strategy. Program delivery will be through a ProAG with the GOB and a direct USAID grant to Pride Belize for the first year of implementation, with support being provided to Pride through the GOB in subsequent years. With the occurrence of national elections, an operational program grant with Pride Belize was executed for an interim, short-term period to allow completion of negotiations with the newly elected Government. A ProAG was executed at the end of August.

Pride's established network of PVOs, NGOs and the GOB continues to thrive with considerable information sharing and personnel and activities support among organizations. Pride staff assisted the Belize Youth Conservation Corps in implementing several skills training activities (such as diving and marine conservation at Glover's Reef) this period. Pride's training in counseling and drug education continue successfully at the primary, secondary and post-secondary levels countrywide. Technical assistance was obtained from Valdosta State College (Georgia) in establishing student assistance programs (SAPs). Efforts to expand and support the school assistance program continued with workshops for principals and teachers/counselors. The establishment of a national, standard counseling/drug policy and a school counselors' association are being promoted. With NDACC, Pride organized and implemented a workshop among related NGOs and public agencies for the Youth Enterprise Fund program development.

Pride's national mass media program is to be reviewed to allow utilization of a social marketing approach. The mass media activities were supplemented by the development of five new videos (one each in Creole, Spanish and Garifuna, another for social marketing of SAPs, and the fifth being a news release). Another issue of the quarterly newsletter was produced. Pride continued to host the weekly radio show, Teen Talk, a forum for youths to discuss problems and find alternative solutions. During this period, Pride was able to access district youths by taking the show on the road to Belmopan and Punta Gorda.

Data collection activities during this period resulted in the continued use of the electronic activities register which details the activities of Pride staff in the field, and the conduct of a household drug survey using a sample (520 respondents) drawn from Belize City electoral divisions. The survey is still under final review and editing, so its results have not been released.

In total, the accomplishments of this Project are significant. With Project support, the first and only local NGO with a mission to reduce drug use prevalence among youths in particular and the general public, Pride Belize, was established. Effective action by Pride Belize is considered to have contributed in a significant way to increasing drug awareness and catalyzing local action. Private sector initiative spawned the creation of a permanent, public sector agency (NDACC) with the legal mandate to address drug demand reduction in Belize. The partnership of these two agencies has resulted in increased donor support for drug demand reduction programs. While Project activities have been focused on drug awareness and education, significant developments in rehabilitation (e.g., the creation of Addiction Alert) have paralleled the increase in awareness and education.

**D. Problems and Delays**

Generally, there were no significant problems. The only delay experienced was in the execution of a new ProAG for the follow-on Project due to national elections and a change of Government. This also delayed other actions planned per the last SAR, but they have been initiated under the new project.

**E. Major Activities or Corrective Actions During the Next Six Months**

- Complete closeout actions including final audit

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**PROJECT STATUS REPORT**  
April 1, 1993 - September 30, 1993

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**1. BACKGROUND DATA**

Project Title: Central America Peace Scholarship Project  
 Project Number: 597-0001.01/597-0001.19/505-0039  
 Date of Authorization: original 03/30/85  
 Date of Obligation: original 07/10/85 amendment 06/27/89  
 PACD: original 09/30/93  
 Implementing Agencies: USAID/Belize  
 Major Contractors: P.I.E.T., C.I.D.  
 AID Project Manager: Lourdes Smith  
 Status of CPs/Covenants: N/A

Date of Last Evaluation: 01/01/89 Next Evaluation: N/A  
 Date of Last Audit: N/A Next Audit: N/A  
 Planned Audits Planned: N/A Comp./Ct'ed: N/A

**FINANCIAL DATA**

Amount Authorized: DA/ESF Grant: \$3,413,000\*  
 Amount Obligated: DA/ESF Grant to date: \$3,411,945  
 Amount Committed: Period: \$ 48,911  
 Cumulative: \$3,411,795  
 Accrued Expenditures: Period - Projected: \$ 104,000  
 Period - Actual: \$ 104,129  
 Cumulative: \$3,411,795  
 Period - Next: \$ 0

Counterpart  
 Contribution: Planned (LOP): \$ 854,000  
 Actual to date: \$1,500,332

% LOP Elapsed: 100%  
 % of Total Auth. Oblig. 100%  
 % of Total Oblig. Exp. 100%  
 % of Total Auth. Exp. 100%

**II. STRATEGIC OBJECTIVE/PROJECT PURPOSE**

A. **Strategic Objective** This project is not directly linked to USAID's strategic objectives. The project provides training for targeted leadership groups in fields relevant to Belize's overall development needs.

Percent of LOP Funds Relating to S.O.: 10.3%

B. **Project Purpose:** To foster attitudes towards the United States and promote socio-economic ties between the two countries by providing technical training opportunities which further the long-term development of Belize.

**III. Project Description**

Training is to be provided to 297 Belizeans, with 40 percent female participation. The target groups are the young, rural, socially and economically disadvantaged, and those in leadership positions, or with leadership potential.

The Follow-on component of this project will assist alumni with the following: 1) creation of a support network; 2) continuing education; 3) organizing activities that will help their communities solve their own problems through community actions; and 4) continued contact and exchanges--professional, social and cultural--with people of the U.S.A.

**IV. PROJECT STATUS****A. Planned EOPS**

1. U.S.-trained technicians and other professionals employing newly acquired skills in host country and private sector programs.

**Progress to Date**

99% of all returned participants are either employed in fields related to training received or are pursuing a graduate degree.<sup>b</sup>

	Short-term	Long-term
Public:	171	25
Private:	61	40
Total:	232	65
Employed:	231	58

2. Develop positive attitudes as a result of training received.

A survey showed 90% of returned participants view the U.S. positively and 40% stated that their positive attitudes are the result of training received.

**B. Major Outputs**

	Planned				Accomplished				% of LOP	
	Next		Next		Next		Next			
	LOP	Period	Cum.	Period	Period	Cum.	Period	Cum.		
Training (Persons)	M	F	M	F	M	F	M	F	M	F
Long-term	38	25	0	0	38	25	0	0	0	0
Short-term	139	95	0	0	139	95	0	0	127	105
									91%	111%

A total of 295 participants, including 131 females (44.4%), received training.

\* Total authorized amount is composed of funding from the following three projects:  
 597-0001.01 \$ 813,000  
 597-0001.19 \$ 600,000  
 505-0039 \$2,000,000

<sup>b</sup> seven participants are presently pursuing graduate degrees (non-A.I.D. funded).

<sup>c</sup> This figure does not include two participants who withdrew from their program within six weeks. (All other long-termers successfully earned degrees.)

PROJECT STATUS REPORT  
April 1, 1993 - September 30, 1993

C. Accomplishments and Overall Status

The project was successfully completed as scheduled. A total of 295 participants, including 131 women (44%) received training. All training programs (with the exception of two early withdrawals) were successfully completed, and all participants returned to Belize.

A review of the Follow-on Program and contractor's performance was carried out by the USAID technical office in early August to confirm whether additional support for the Follow-on Program was warranted and the form that such assistance should take. The findings and conclusions were reported in a memorandum to the A.I.D. Representative dated August 6, 1993.

Per the review, the contractor's performance under the Follow-on contract has been fair or good in most respects. The areas where objectives were not met were not critical to Follow-on objectives, and the contractor's attention was appropriately focused on more critical activities. Performance was fair to good in those areas which the technical office considers most important for a meaningful Follow-on Program. Performance in most activities would have been better if the contractor staff had more program design, management and implementation experience. Despite those areas which need improvement, progress has been fair/good, and it was determined that continued support for specific Follow-on activities was warranted.

The review also indicated that those activities which USAID considers to be priority under a continued Follow-on Program (e.g., community development projects and workshops for returnees) were satisfactorily implemented, and they also appear to be the most promising under a more focused program. Based on the review, USAID has continued to fund the Follow-on Program under Phase II of the CAPS Program, Project 505-0047. A new contract was executed with Georgetown University for the period 09/01/93 - 08/31/94. However, USAID had advised the contractor that this will be the last year of support for a formal Follow-on Program.

D. Problems and Delays

None

E. Major Activities or Corrective Actions During the Next Six Months

- o Close out the contract with Georgetown University for the implementation of a Follow-on Program for the period 09/01/92 - 08/31/93.
- o Prepare the Project Assistance Completion Report and complete all other project close-out activities.

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PROJECT STATUS REPORT  
April 1, 1993 - September 30, 1993

C. Other Accomplishments and Overall Status

Project implementation continued at a slow pace during this reporting period. The authorized LOP funding level was reduced from \$5.5 KK to \$4.025 KK.

Two project bridges are anticipated to be completed by December 15, and a third by February 1994. The design work on two other bridges has been 90% completed for several weeks, but MOW staff shortages have precluded their completion and preparation of tenders. The MOW is exploring the possibility of contracting out design work (using its own resources). Construction should be initiated on two additional bridges by February, and tenders issued for another by March.

Two contracts were issued for the rehabilitation of 11 road segments (15.1 miles). Due to (1) overall poor rate of project implementation, (2) low priority of road rehabilitation vis a vis bridge construction, (3) high cost of road work, and (4) lack of adequate information re use of the road maintenance management system (MMS), USAID will not, barring significant improvement, approve additional road rehabilitation under the project.

AID/W has approved environmental site profiles for a total of 14 bridges and 21 road segments. Documentation for another 11 bridge sites and 5 road segments has been submitted to AID/W for review. In respect of environmental concerns, USAID is seeking approval for just 9 of the 11 bridge sites, and 3 of the 5 road segments.

The soils testing rig arrived, and reimbursement to the GOB for \$203,000 will be made as soon as training in its use commences.

As planned, the MOW pre-qualified contractors for the project's second year. The MOW is now in compliance with reporting requirements.

USAID held numerous meetings with MOW technical staff and supervisory engineers in an attempt to accelerate implementation. These meetings, and several with the Minister, have not had any real impact. USAID correspondence, and follow-up letters, to the MOW have had no positive effect.

D. Problems and Delays

Revised implementation plans submitted by the MOW were unrealistic and outdated when submitted to USAID. The MOW has not provided satisfactory information on use of the MMS, thereby jeopardizing the roads component and resulting in USAID's decision not to procure any computers, either for design work or the MMS. Since July, MOW personnel responsible for project implementation have been changed twice—making a total of 5 complete changes since the project began. Several MOW support staff for the project have also gone on study leave, seriously diminishing an already limited technical capacity. The project is accorded low priority by the MOW, despite MOW claims to the contrary, since it is small relative to other programs and projects.

E. Major Activities or Corrective Actions During the Next 6 Months

- Private contractors should complete construction of 3 bridges, and initiate construction on two others. MOW should issue tender documentation for a sixth bridge.
- 11 road segments totalling 15.1 miles should be rehabilitated by private contractors
- Environmental site profiles should be approved by AID/W for 9 bridge sites and 3 road segments
- Barring significant improvement, USAID will terminate support for further road rehabilitation and advise the MOW to focus all efforts on bridge construction.
- Follow up on MOW's possible use of contractors for design work.
- Soils rig should be commissioned and used routinely for bridge construction.



PROJECT STATUS REPORT  
April 1, 1993 - September 30, 1993

C. Other Accomplishments and Overall Status

- Priority attention has been given to initiation of long-term training programs. Of the 16 two-year programs, 5 participants have completed their programs, 10 are presently studying in the U.S. (two are completing their programs in December 1993), and the last participant is scheduled to depart in January 1994.
- USAID is presently advertising the availability of seven long-term technical scholarships.
- A second contract has been entered into with Georgetown University to continue the implementation of a Follow-on Program for all returned participants funded by the U.S. Government. The first contract was issued under CAPS I. This contract will focus on three primary areas: institutional development, membership development, and community development/outreach. This will also be the final year of USAID support for a formal Follow-on Program.
- A review of short-term training activities planned for the balance of LOP resulted in the decision that it is not necessary to reorient planned programs to support USAID's strategic objectives as the training programs can be designed to complement them.

D. Problems and Delays

None.

E. Major Activities or Corrective Actions During the Next Six Months

- Select seven long-term technical scholars for a fall 1994 start
- Closely monitor implementation of the Follow-on contract with Georgetown University
- The 16th, and last, two-year academic scholar will depart for the U.S.



**PROJECT STATUS REPORT**  
**April 1, 1993 - September 30, 1993**

**C. Accomplishments and Overall Status**

The CADA Project was authorized in late June and since the scheduling of national elections precluded the completion of negotiations with the GOB for the implementation of the Project, an interim short-term, OPG was executed directly with Pride Belize on June 30, 1993, to avoid an interruption in the delivery of the drug prevention program in the country. The new Government concurred with the design of the Project and the level of support to be provided as host country contributions. A ProAG was signed on August 27, 1993, and by the end of the reporting period a second OPG was drafted for direct execution with Pride Belize.

All staff members of NDACC and Pride Belize met to review the new program's design and a strategic planning workshop was conducted in late September with local technical assistance. Both agencies have reached fuller understanding of program requirements, its emphasis on achieving greater effectiveness through more efficient use of resources, and its complementarity with other GOB and donor programs. This level of agreement on technical matters has reduced tensions regarding operations, managerial integration, and cooperation. After confronting initial concerns, NDACC and Pride have forged initial plans regarding housing their operations under a common roof.

NDACC and Pride Belize developed a national drug prevention strategy, but it should be viewed as a strategy which will require periodic modification and refinement throughout program implementation.

In keeping with the evaluation findings that Pride functions best as a technical resource center utilizing a training of trainers model, counseling activities were organized to impart basic counseling skills to educators and health workers. Efforts were also made to begin preparation of a counseling manual for use in schools. Numerous presentations to select audiences were made upon request regarding drug use in Belize, peer pressure, parenting approaches, building self-esteem, and behavioral problems of youths.

Networking with related organizations and supporting youth and community programs have become integral parts of a national substance abuse prevention strategy. Pride collaborated extensively during the period with the Belize Youth Conservation Corps in providing alternatives to drug use through conservation skill building, with Breast is Best, the Belize Family Life Association, the YWCA, day care providers, and the Belize Organization for Women and Development, to provide drug information and counseling/referral services, impart parenting skills, and build positive personalities.

With support from the Florida Association of Voluntary Agencies for Caribbean Action, an assessment was conducted to determine feasibility of formulating a distance education program component under a proposed UNDCP project with NDACC.

**D. Problems and Delays**

The initial delay encountered as a result of national elections was resolved with the signing of the ProAG with the GOB. Concerns originally considered and presented as programmatic, were worked through at the strategic planning sessions. Operational and managerial issues will be dealt with through the Memorandum of Understanding between Pride Belize and NDACC.

**E. Major Activities or Corrective Actions During the Next Six Months**

- Execution of second OPG with Pride Belize for November 1993 to September 1994 period
- Preparation of integrated workplan
- Signing of MOU between NDACC and Pride Belize regarding operational and programmatic integration
- Integration of both organizations under a common roof with staff development and team-building activities
- Review of operational costs of Pride Belize
- The MIS component will be reviewed for current appropriateness and future utility.

6/1