

# MESOAMERICAN REEF FUND

## TECHNICAL REPORT

### 1. Title page:

- Project Number: xxxxxx
- Project name: Strengthening SACD management and institutional capacity to improve long term financial and management sustainability
- Grantee: Sarteneja Alliance for Conservation and Development (SACD)
- Author of the report: Mr. Joel Verde
- Address: Sarteneja Village, Corozal District, Belize C.A.
  
- Period covered: October 1, 2017 to September 30, 2018
- Date of presentation: October 1, 2018

### 2. Executive summary to date:

At the end of year one of implementation, SACD is happy to have improved its management capacity and management effectiveness with the support of this project. SACD has a Draft Strategic Plan (2018-2023) that is ensuring that integrated monitoring and evaluation frameworks are established. The Board members, Staff, CBAC members and even Community Researchers have increased their knowledge about their roles in the governance and management of the protected area. This is reflected by their input towards the draft strategic plan and the draft CBWS Management Plan that will guide SACD's operations and management for the next 5 years. SACD is now fully recognized as an NGO under the Belize NGO Act and have also shown to have reached its targeted management effectiveness score of 71.3% in just the first year of implementation of this project.

SACD is also focused on improving its financial sustainability, to reduce its dependence on grant funding. The progress under this result have been somewhat slow and cannot be measures at this point in time. However, the Financial Mobilization Plan has been completed and approved. Implementation have just started, with the identification of the priority income generating business of expedition hosting and tourism packages. The legal process of establishing the business structure has already started with the lawyer already providing the technical advice to process the required documents. The Financial Officer has been improving his accounting and financial management skills, with a completed mentoring through Accountants for International Development (AFiD) and a completed QuickBooks training through Beltraid. Through his support and training SACD was able to complete its 2017 annual financial audit. In addition SACD has initiated discussion with the Protected Areas Conservation Trust (PACT) for a conservation investment for CBWS of a total of BZE\$800,000.00 over a period of 3 years.

SACD has been able to maintain its current staff of 6 and has increased its community researchers to 8 during 2018. Staff evaluations have been

completed and salary increments were established where applicable as an incentive to increase motivation and effectiveness. Patrols have been maintained at 3 per week, 1 patrol per month at transboundary level and 1 per month at system level. This has resulted in confiscation of 270 + crab traps, 3 gill nets, 2 spear guns during 2017 and 2018. In addition there was a successful conviction of a Mexican citizen for fishing in Belizean water, with its vessel and equipment confiscated by the Belizean Authorities. Monitoring activities within the area also continue, with water quality and bird surveys being on schedule and manatee and fish larvae starting in October of 2018, with equipment now in place. Critical equipment maintenance is on schedule and will remain so over the course of the project and beyond.

### **3. Objectives:**

- General Objective
  - To strengthen SACD's management and institutional capacity to improve long term financial and management sustainability for the effective management of Corozal Bay Wildlife Sanctuary (CBWS) – contributing to the larger seascape.
- Specific Objectives:
  - Specific Objective 1: To strengthen SACD management capacity as the co-manager of Corozal Bay Wildlife Sanctuary with an increased management effectiveness score.
  - Specific Objective 2: To strengthen SACD's financial management and financial sustainability with improved cost effectiveness, diversification of income and continued transparency.
  - Specific Objective 3: To maintain the continuity of SACD's operational activities and staff during the three-year transition period.

### **4. Project progress:**

There was big change in the original planned methodology – the approach was primarily the same, however, a few modifications were inevitable to be cost effective in the implementation of certain activities. The main modification was the change in the strategy to ensure the capacity building of the CBAC members. This was primarily due to the challenges with the none feasible approach that we originally proposed. We originally proposed to take 15 CBAC members to participate in another protected area advisory committee meeting (Port Honduras) however this was not feasible. The port Honduras advisory committee was unwilling to host 15 members at once in their formal meetings. This required a change in the approach and was supported by other funding entities (PACT and Summit). We successfully completed a capacity building session for them to build their capacity as explained below and are taking small groups of two to three members to participate in different advisory meetings. This small groups are well accepted by the other committees and although this will be spread over the

next period of this project it promises to be ideal for building the CBAC's capacities. The capacity building sessions for staff and Board were also paid from PACT and KfW, hence not requiring the investment from this project.

The other slight modifications were the change of timeframe in certain activities to achieve the goal of the project. This required for the development officer to be reprogrammed for the second year and the business arm to be established also in the second year.

Activity 1.1: A consultant (Dr. Romaldo Isaac Lewis) was identified and contracted late March, 2018 to revise and update SACD's Strategic Plan for implementation during the period 2018 – 2023. As part of process, Wildtracks is also providing technical support where a draft Strategic Plan is under review for finalization. (Strategic Plan Attached – annex 1)

Activity 1.2: As part of the same contract above, the consultant conducted an evaluation process of the expired strategic plan. A report was delivered based on the implementation, the relevance and fulfilment of the objectives, development efficiency, effectiveness, and impact and sustainability of the plan. (Report attached – annex 2). It is also envisioned that as part of the process of the updating of the new strategic plan, a Monitoring and Evaluation framework will be designed and ready for implementation in 2019, in line with the objectives of the updated Strategic plan. Under this activity, a performance evaluation was conducted in July of 2018 for the 6 SACD staff. A board self-evaluation form has also been developed scheduled to be conducted in the next board meeting due in November 2018.

Activity 1.3: Four of the five board members of SACD, along with the Executive Director, participated in a site visit to Port Honduras in December, 2017 to exchange experiences and lessons learnt with the Toledo Institute for Development and the Environment (TIDE) Board members and staff in southern Belize. The visit was focused on discussing lessons learnt over the growth of TIDE, organizational and Board structures, financial management systems, and community challenges with the introduction of replenishment zones and Managed Access. A survey was not done for the BoD, however, it was an opportunity for the participants to garner knowledge and improve their capacity for management decisions. This proved to be beneficial reflected by their input towards the draft strategic plan and the draft CBWS Management Plan that will guide SACD's operations and management for the next 5 years.

SACD hosted a two-day workshop with 16 members of Corozal Bay Advisory Committee members in 17<sup>th</sup> and 18<sup>th</sup> March, 2018, with presentations and discussions on the importance of replenishment zones, protected areas and Managed Access and the structure, rules and responsibilities of CBAC members as part of the Advisory Committee. Additionally, 4 of the 16 members participated in a second field visit to the Turneffe Atoll Marine

Reserve (managed by Turneffe Atoll Sustainability Association - TASA) to learn about the fisheries regulations, Managed Access and replenishment zones – facilitated by WCS and Fisheries Department. All 16 members of the CABC have demonstrated improved knowledge in the areas covered. (post survey reports attached – annex 3)

The Staff participated in two sessions with surveys also showing a positive trend (post-survey report – annex 4). First, the patrol team composed of two rangers and the Natural Resources Programme Manager (NRP) participated in a 4 day expedition to Port Honduras (managed by TIDE) to learn about the processes in enforcement related to Managed Access and zones. Secondly, the entire team (ED, Finance Officer, Education Officer, NRP Manager, one Ranger plus six Community Researchers participated in a field visit to the Turneffe Atoll Marine Reserve (managed by Turneffe Atoll Sustainability Association - TASA) to learn about the fisheries regulations, Managed Access and replenishment zones – facilitated by WCS and Fisheries Department (Manage Access Department)

Activity 1.4: SACD was officially recognized as an NGO status under the Attorney General Office on the 27<sup>th</sup> day of September 2018. The first filing under this status is due March 2019. (certificate attached – annex 5)

Activity 2.1: The Financial Mobilization Plan (FMP) was finalized and approved by SACD Board of Directors in March, 2018. (FMP attached – annex 6) However, some delays have been experienced in the implementation of at least one priority recommendation of the plan. SACD has identified tourism expeditions hosting and tourism packages as the mechanism to be implemented. To do so, SACD needs to establish a tour operator under a for profit company to be able to engage in such activities. However, the legal establishment or incorporation of a for profit company owned by SACD requires the amendment of certain items of SACD Memorandum of Associations. This, as explained below require some procedures that have delayed the process.

Activity 2.2: The establishment and registration of a business structure for SACD to support the organization operations is slightly delayed and was not achieved in the first year. As explained above, the legal establishment and incorporation of a for profit company owned by SACD requires the amendment of SACD's Memorandum of Association, which requires a special resolution of the board of directors. The resolution needs to be approved by the supreme court of law before proceeding with any amendments. This is in process but is requiring more time.

Activity 2.3: The contracting of a development officer has been delayed considering that we opt for an international experienced person. The process was advertised and 5 applications were received, however, only one person had the experienced required but was not available for the post until March of 2019. A second advertisement on a job hunting site was done, where two applications were received and reviewed. A candidate was selected and is scheduled to start in November 22<sup>nd</sup>, 2018.

Activity 2.4: This activity is dependent on activity 2.3. Though, one slightly large grant is already under discussion with the Protected Conservation Trust of a total of BZE\$800,000.00 for a three year period – starting January 2019.

Activity 2.5: The SACD Financial Officer received 6 weeks training from an AFID (Accountants for International Development) volunteer in September and October, 2017 in areas of accounting controls and processes for potential income generating activities, development and management of annual budgets, operating budgets, cost benefit analysis for potential business ventures and development and maintenance of a fixed asset register, and mechanisms for disposal of fixed assets. Mr. Gorosica was also instrumental in following through with the completion of SACD's Financial Audit Reports 2017.

Activity 2.6: Grant Thornton LLT was identified and contracted on March 1, 2018 to produce the annual financial audit for the fiscal year (January to December 2017). The audit was slightly delayed due to the extra time required to understand the accounting method used for none per profits. According to the Firm a none-conventional accounting method was required considering our none profit status. This was the first time SACD was informed about this type of accounting method and required some time to understand. However, the report was completed and approved by SACD BoD on September 14, 2018. (Report attached – annex 7)

Activity 3.1: The current number of full time staff employed by SACD has been maintained at six (6) during the transition period, with implementation of the full salary pay scale as an incentive to increase motivation and effectiveness. Staff performance evaluations were conducted on July 2018, where increments were done where applicable. Performance appraisal forms available but full report not yet completed. (attached is 1 sample form-annex 8)

Activity 3.2: Patrols have been maintained at an average of three (3) per week, targeting illegal activities and transboundary issues. In 2017, with the support of this project in the latter part of the year, 183 patrols were successfully implemented, with 83 of these being joint patrols with other enforcement agencies (the Belize Coast Guard, the Fisheries Department and the Forest Department). Illegal gill net used within CBWS show a decline, with only 2 gill net related infractions (both nets were confiscated) and a 17% decrease in the total infractions for 2017 compared to 2016 with a record of 53 infractions. (attached is the infractions comparison table-annex 9) This is showing that fishers have increased knowledge and respect for the CBWS regulations and patrol team, and increased compliance with the regulations. Transboundary incursions are also being addressed with one (1) successful joint patrol with the Mexican counterparts (Secretaria de Ecologia y Medio Ambiente, Policia Municipal and CONAPESCA) resulting in the confiscation of 204 crab traps during 2017, and increased knowledge

among the Mexican fishers about the boundary lines between Belize and Mexico.

In year 2018 to the end of September, 92 patrols have been conducted. 63 of those were joint patrols with the Belize Coast Guard, 3 with Forest Department and 5 with the Mexican counterparts (Secretaria de Ecologia y Medio Ambiente, CONAPESCA, y Policia Estatal de Quintana Roo). Patrols were intentionally decreased during the off season of beach traps and with the number of training being held for the patrol team. The patrol team are now official green laws enforcers, Special Constables under the police departments and Fisheries Officers. During the binational patrols, 200 additional crab traps were confiscated, and 1 additional gill and 2 spear guns. Additionally, a Mexican citizen was arrested and charge for illegally fishing in Belizean waters. He was convicted and charged with vessel and engine confiscated by court order.

Activity 3.3: Coordinated system-level patrol with enforcement and protected areas partners in the Northern Belize Coastal Complex are improving with a 1 monthly patrol established at system level and 1 monthly patrol at the bi-national level, as mentioned above. A simple work plan was developed for both initiatives and has been under implementation – one with the Mexican partners with the Bahia de Chetumal and the other with our adjacent protected area Bacalar Chico Marine Reserve and National park.

Activity 3.4: With the support of this project, providing the human resources for collection of field samples, SACD has been able to produce the first technical water quality monitoring report “FINAL REPORT OF THE WATER QUALITY MONITORING OF COROZAL BAY WILDLIFE SANCTUARY, BELIZE” for year 2017, financed by the MAR Fund/KFW Project.. During 2018, SACD has done the field water quality monitoring work for the dry and wet season with both results reports pending from ECOSUR. The fish larvae recruitment and manatee surveys were slightly delayed due to equipment limitations. However, the equipment has been successfully acquired with the ECOME (connectivity project) scheduled for October 2018. Light traps and plankton net also scheduled to start in October 2018. Monthly bird surveys completed and ongoing. The support of this project for human resources have been critical to maintain the ongoing monitoring required under the management of CBWS. (attached raw data for birds – annex 10)

Activity 3.5: The operations and maintenance of critical equipment has been ongoing, and is considered vital in ensuring the continuity of work of SACD in the management of CBWS. With the support of this project SACD has been able to ensure the scheduled maintenance activities for two vessels and one vehicle used for patrols, education and outreach, and research and monitoring activities.

Most of the original timetable was achieved with just a few delays as mentioned above. The two activities delayed and reprogrammed to the second year was the hiring of the development officer and the establishment of the business structure for SACD. This is further explained in the obstacle

section, though, the main delay was due to the legal requirement associated with the incorporation of a for profit company to be owned by a non profit organization (in this case SACD). This process requires special resolutions for the amendment of certain articles from the Articles of Associations. The hiring of the Development officer was also delayed due to the limited qualified candidate that were available for the post. A few advertisements and extensions were required to ensure that a suitable candidate was selected.

#### **5. Obstacles:**

We continued to have obstacles on to main activities. While the Financial Mobilization Plan (FMP) was completed and approved we could not move forward with the development of the business structure for SACD. As mentioned previously, the legal establishment and incorporation of a for profit company owned by SACD requires the amendment of SACD's Memorandum of Association, which requires a special resolution of the board of directors. The resolution needs to be approved by the supreme court of law before proceeding with any amendments. This is in process but is requiring more time and hence the reason requested it be deferred for the next period.

The other obstacle was the equipment needed for the monitoring activities. The acquisition of equipment financed by other projects were delayed and even after its purchase from international sources, it took some time to be in-country and required training for use. A drone was purchased and training has been received, though, a recent article published by Eric Ramos done in Belize (Bottle nose Dolphins and Antillean Manatees respond to Small Multi-Rotor Unmanned Arial systems) have recommended further studies to evaluate the method to be used for the monitoring of the specie. This article can found at <https://www.frontiersin.org/articles/10.3389/fmars.2018.00316/full>. Up until recently, the final piece of equipment for larvae collection and fish larvae surveys was received and the actual research will begin in October of 2018.

The other obstacle was the issue with getting limited qualified applications for the post of Development Officer. The only qualified application is available until March 2019. This forced us to do a second round of advertisements, however, only two application have been received and are being reviewed. Initially we were hoping for applications that had both proposal writing skills and some level of business/marketing development to be able to deliver both at fundraising as well as assisting with the startup implementation of the FMP. However, this seem very complicated as the two are very different profiles. If for any circumstances we do not get a qualified person on the second round of applications, and interim solution will be discussed and requested.

#### **6. Links with other organizations:**

This project is critical for SACD operations and without this support we would not be able to sustain our commitment as the co-manager of Corozal Bay Wildlife Sanctuary (CBWS). This project has enabled us to leverage possible funding from the Protected Areas Conservation Trust (PACT) in the amount of

BZ\$800,000.00 over the next three years and was also of support in achieving support from the Summit Foundation. It has also enabled us to maintain communication and collaboration with key partners at all levels, including the Fisheries Department (both within the larger seascape and at national level), Forest Department, Secretaria de Ecologia y Medio Ambiente (SEMA), El Colegio de La Frontera Sur (ECOSUR), the Belize Coast Guard and other NGOs in Belize such as the Belize Audubon Society, Toledo Institute for Development and Environment and Turneffe Atoll Sustainability Association.

#### **7. Description of activities for next period:**

First, we aim to defer two activities for the next period. This include the hiring of the Development Officer, either from the new applications received during the second round of advertisements or via the hiring of the qualified person in March of 2019 to be able to receive the results expected. We also want to defer the legal establishment of the business structure for SACD. A lawyer is already engaged and the process of compiling the relevant documents is already underway. As soon as this is sorted, SACD will start the incorporation of a for profit company under the ownership of SACD.

SACD will also start the investment associated with establishment of the identified income generating mechanism identified under the FMP that seeks to establish educational expedition hosting and tourism packages. This activity may well take us into the 3 quarter of the next year of implementation.

Surveillance and enforcement will continue to be an ongoing priority activity during the next period and beyond, especially as it relates to system level and transboundary joint patrols. This will be enhance by the development of a new surveillance and enforcement plan 2019 – 2023, in collaboration with all the enforcement partners (Belize Coast Guard, Belize Fisheries Department, Belize Forest Department) with counterpart funds of the Summit Foundation.

The updating of the Strategic Plan will be finalized and implementation started along with an annual budget prepared for the year 2019. The financial Audit report for year ending 2018 will also be developed during the month of February and March of 2019. Some of the board and staff also aim to participate in TIDE's Conservation Festival as a means of generating ideas for the sustainable management of CBWS. End of year (2018) performance evaluation of staff will also be conducted in January of 2019 and CBAC members will continue to be engaged through the quarterly meeting and in capacity building initiatives such as participation in other advisory committee meetings.

During the next period SACD will also continue with critical monitoring activities such as water quality monitoring, bird surveys and will finally reinstate its manatee and fish larvae research with its new equipment. In addition, SACD will continue to ensure that SACD vessels and vehicle are well maintained, licensed and insured where applicable for their use and support for management purposes.

#### **8. Project development table:**

**Please attach graphic materials and publications that illustrate the results and are samples of the project products.**

Annex 1: Draft SACD Strategic Plan (2018-2023)

Annex 2: Strategic Plan Evaluation Report

Annex 3: Survey report (CBAC)

Annex 4: Survey report (SACD Staff)

Annex 5. NGO certificate

Annex 6: Financial Mobilization Plan

Annex 7: SACD Financial Audit 2017

Annex 8: Sample –evaluation format

Annex 9: Infractions comparison (2016-2017)

Annex 10: Raw data – Bird Survey

## 14. Project Development Table

Objective	Output / Expected Result	Activity	Time Unit												Performance indicator	Sources and means of verification	Impact Indicator	Assumptions & risks	% of Completion		
			O c t	N o v	D e c	J a n	F e b	M a r	A p r	M a y	J u n	J u l	A u g	S e p						Y R 2	Y R 3
Specific Objective 1: To strengthen SACD management capacity as the co-manager of Corozal Bay Wildlife Sanctuary with an increased management effectiveness score.	SACD is a strong, well-established organization with motivated and capable staff and Board members, effectively implementing its strategic, management and organizational plans.  The management effectiveness score is of 70% or above – based on	Revise and implement the SACD's Strategic Plan for period 2017 – 2022 with integrated monitoring and evaluation frameworks						x	x	x	x	x	x	x	x	x	Identification and contracting of consulting firm  Three workshops with SACD board and staff to review strategic plan  One workshop with the Corozal Bay Advisory Committee (CBAC) as the focal stakeholder engagement group to review strategic plan  15 CBAC members, 5 board members and 6 Staff members involved in the development process of the strategic plan revision  SACD BOD and staff implementing the strategic recommendations of the plan	ToR and signed contract  Pictures and workshops signing sheets  Revised strategic plan (2017- 2022)  Receipts of payments  Monitoring and evaluation frameworks designed	By 2020, SACD will have strengthened its management capacity as the co-manager of Corozal Bay Wildlife Sanctuary, with an increased management effectiveness score of 5% higher than the score of 2016 (68%).	Board remain active and participatory  The consultant has the adequate knowledge and capacity	90% of the plan completed – draft plan available  Completion of Plan – October 2018  Implementation after October 2018 will be ongoing

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			O c t	N o v	D e c	J a n	F e b	M a r	A p r	M a y	J u n	J u l	A u g	S e p	Y R 2						Y R 3	
	the Belize national management effectiveness tool.	Design and implement effective monitoring and evaluation frameworks for the organization – for staff, Board and MPA plans (strategic, management and operational plans)		x						x	x					x	x	Biannual performance evaluation sessions of 6 staff members by the relevant supervisors  Annual self-evaluation of Board performance and achievements  Annual evaluation of strategic plan and management plan by board and staff  Annual management effectiveness evaluation using the national management effectiveness framework	Evaluation frameworks designed and under implementation  Staff evaluation reports  Board evaluation report  Evaluation report of management plan and strategic plan  Management effectiveness summary report with score	By 2020, SACD will have strengthened its management capacity as the co-manager of Corozal Bay Wildlife Sanctuary, with an increased management effectiveness score of 5% higher than the score of 2016 (68%).	Evaluation framework is not very time consuming – simple formats and easy to implement	50%  Staff evaluation was done on July 2018  Management effectiveness done for 2017

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Objective	Output / Expected Result	Activity	Time Unit													Performance indicator	Sources and means of verification	Impact Indicator	Assumptions & risks	% of Completion									
			O	N	D	J	F	M	A	M	J	J	A	S	Y						Y								
			c	o	e	a	e	a	a	u	u	u	e	R	R														
			t	v	c	n	b	r	r	y	n	l	g	p	2	3													
		One capacity building visit for staff, board and CBAC members to another marine protected area co-management organization to improve understanding of roles in protected area management (replenishment zones and, Manage access).		x		x				x	x							x	x	<p>3 Site visit to Port Honduras Marine Reserve (PHMR) with staff and Board of Directors (BoD) of the co-manager - Toledo Institute for Development and the Environment (TIDE)</p> <p>5 SACD BoD and Executive Director participated and shared knowledge with TIDE BoD and Executive Director</p> <p>10 CBAC members participated and exposed in one advisory meeting of PHMR; as a form of exchange to gaining knowledge of their role as advisory members- to learn about the active role that the PHMR advisory committee has on the management of the protected area.</p> <p>3 SACD staff members have participated in a one-week hands on site training in PHMR with TIDE rangers.</p> <p>Basic survey forms for the CBAC members to fill before and after the site visit developed.</p>	<p>Pictures of site visits, receipts of expense, participants signing sheet</p> <p>Summary report of exchange of knowledge with recommendations coming out of the session</p> <p>Pre and post survey reports of participants of level of understanding before and after the site visit</p> <p>Summary report by the ranger team on knowledge gained during the hands-on training</p>	<p>By the end of the project, CBAC members, SACD Board and staff have increased knowledge of protected area management, replenishment zones, and manage access, shown by an increase in positive responses from the knowledge based pre survey and post survey</p> <p>(note): pre surveys will be done at the start of the project, before the sites visits and at the end of the project -currently there is no baseline</p>	<p>That the PHMR staff and board are willing to take the time to share information</p> <p>The weather is good for the field visits</p>	<p>100%</p> <p>One capacity building for each sector was completed, through other support funding, though we want to use the available funds to have at least one more visit for the BoD and 2 more for the CBAC members</p>					

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Objective	Output / Expected Result	Activity	Time Unit												Performance indicator	Sources and means of verification	Impact Indicator	Assumptions & risks	% of Completion			
			O	N	D	J	F	M	A	M	J	J	A	S						Y	Y	
			c	o	e	a	e	a	a	u	u	u	e	R	R							
			t	v	c	n	b	r	r	y	n	l	p	2	3							
		To facilitate the transition of SACD to an NGO, in full compliance with the Belize NGO Act.	x						x		x					x	x	Submission of SACD's certified copy of Articles of Association, financial audit report and policies and procedures Manual to the Attorney General Office for approval	Receipts of fee payment  NGO Certificate  Annual Good Standing Certificate	By 2020, SACD will have strengthened its management capacity as the co-manager of Corozal Bay Wildlife Sanctuary, with an increased management effectiveness score of 5% higher than the score of 2016 (68%).	SACD could maintain compliance.	100%  Filing due march of every year to maintain good standing status
Specific Objective 2: To strengthened SACD's financial management and financial sustainability with improved cost effectiveness, diversification of income and continued transparency	SACD has reduced the current 100% dependency in grant funding by a minimum of 10%, with increased financing from other sources	To Implement one priority financial mechanism from the SACD Financial Mobilization Plan schedule for completion by the end of July 2017									x	x	x	x	x	x	Completion of the Financial Mobilization plan  One priority financial mechanism implementation recommended by the Financial Mobilization Plan  (Note) This activity is seed funds to implement one financial mechanism that will be defined in the financial mobilization plan scheduled for completion in July 2017.	Completed mobilization plan  Established business venture, receipts, earnings	SACD has decreased its dependency in grant funding by at least 10%, by increasing and maintaining financial management effectiveness, implementing a system to conduct business ventures, diversifying its funding sources and establishing partnerships with new donors.	The business venture is viable within the context of the community and the protected area  The business ventures does generate income to provide 10% operational expenses for the protected area management by the end of the project	FMP 100% complete  0% implementation – not scheduled for this period	

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			O	N	D	J	F	M	A	M	J	J	A	S						Y	Y		
			c	o	e	a	e	a	a	u	u	u	e	R	R								
			t	v	c	n	b	r	r	y	n	l	p	2	3								
		To establish and register a business structure for SACD, to support the organization's operations.				x	x				x	x							Contract of consultant to establish a business structure for SACD  Registration of a business structure for SACD with specific Articles of Association under a company's name (name to be determined)  This business structure is the legal structure needed by SACD to be able to engage in any type of business – the mobilization plan will give the recommendations on the best way to have this system established	ToR and signed contract  Registration certificate  Articles of Associations for the business structure  Receipts for payments		The NGO's Act allows for such structure and the future BoDs are willing to maintain and continue building SACD's . business systems  The structure works in the context of the current capacity of SACD  It doesn't increase the work load on current staff	10%
		Contract a Development Officer to assist with the development and implementation of funding diversification mechanisms ( development of at least 2 large project proposals)								x	x	x	x	x	x			Identification and contract of the Development Officer.  Two (2) proposals developed each year by the Development Officer, approved by the SACD BoDs and submitted to a minimum of 2 funding agencies	ToR and signed contract  Two project proposals developed completed and under discussion with funding agencies by the second year of the project  Receipts of payments		Development Officer has the skills and understand the vision and mission of SACD to develop the proposals.	10%  Advertisement s completed and candidate selected – due to start November 22 <sup>nd</sup> , 2018	

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			O c t	N o v	D e c	J a n	F e b	M a r	A p r	M a y	J u n	J u l	A u g	S e p	Y R 2						Y R 3	
		To continue building capacity of SACD financial officer in NGO's accounting and integration of business management into the accounts management system via the mentoring of a volunteer accountant provided by Accountants for International Development.	x		x	x												6 weeks on-site training and mentoring of the Financial Officer and Executive Director by a qualified accountant from Accountants for International Development (AfID)  Financial management policies and procedures developed with SACD staff  Financial systems for the business structure of SACD integrated into the organizational accounts.	Work –plan of training provided to the financial officer and ED  Policies and procedures manual for business structure  Integrated financial management systems for business venture,  Yearly profit and loss financial report		The Financial officer remain with the Organization and is committed enough to learn the processes  The AfID accountant has the knowledge needed to mentor the Organization	100%
		To produce annual financial audits for each fiscal year (January to December)						x	x							x	x	Registered accounting firm contracted.  Financial documents requested and presented to the audit firm  Financial audits reports of the accounting firm presented to SACD BoDs for its approval	Signed Contract with Audit Firm  Signed Financial audit reports  Management letter by the Audit Firm  Receipt of payments		SACD maintains transparency and in full compliance with its co-management agreement and NGO's Act.  The Accounting Firms are available and their service cost does not increase drastically over the years.	100% of the first annual financial report  Second and third report due march of every year

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Objective	Output / Expected Result	Activity	Time Unit												Performance indicator	Sources and means of verification	Impact Indicator	Assumptions & risks	% of Completion	
			O c t	N o v	D e c	J a n	F e b	M a r	A p r	M a y	J u n	J u l	A u g	S e p						Y R 2
Specific Objective 3: To maintain the continuity of SACD's programmatic activities and staff during the three-year transition period.	SACD has maintained critical operations and all staff during the three-year transition period and has a structure in place to sustain its operations beyond the project timeframe	To maintain the current # of full time staff of SACD to six (6) during the transition period with a full salary scale as an incentive to increase motivation and effectiveness	x	x	x	x	x	x	x	x	x	x	x	x	x	Biannual performances evaluation of staff at mid-year and end of year  Training and development plan for staff designed and based on the evaluation needs	Performance evaluation reports of the six (6) staff members with increased performance scores  List of staff at the beginning of the project and at the end of the project  Pay slips showing salary scales and increments based on performance  A staff training and development plan	By the end of the project, SACD will have increased its human resources indicators score in the management effectiveness assessment of 5% higher than the score of 2016 (64.3%).	Staff turn-over is not high  Funding is leveraged from other sources to make up the 100% amount needed to maintain the salaries over the end of the project and beyond	100% for this period  Evaluations due January and July of every Year

14. Project Development Table

Objective	Output / Expected Result	Activity	Time Unit													Performance indicator	Sources and means of verification	Impact Indicator	Assumptions & risks	% of Completion		
			O c t	N o v	D e c	J a n	F e b	M a r	A p r	M a y	J u n	J u l	A u g	S e p	Y R 2						Y R 3	
		To maintain effective patrols at site level by targeting the replenishment zones currently being established	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	<p>A minimum of three (3) patrols per week in the first year of the project implemented</p> <p>Implement daily patrols targeting the 5 replenishment zones (once the zones are officially established – a process spearheaded by Government in consultation with users and us "the commander") - second and third year of the project</p> <p>Monthly and annual patrol reports produced</p> <p>Patrols feeding into the national SMART system</p>	Monthly and annual patrol reports with records of amount of patrols, incidents, arrests and any other related issue with Surveillance and enforcement	SACD has effective targeted joint surveillance and enforcement activities, with daily presence at replenishment zones and at seascape level throughout the transitional phase and the amount of infractions has decreased by 32% from the 2016 baseline of 53 infractions per year. This is equivalent to decreasing average infractions from 4 to 3 per month.	<p>Equipment remain operational</p> <p>Weather conditions are not extreme to avoid routine patrols</p>	<p>The establishment of the replenishment Zones approximately 75% completed</p> <p>100% for this period for patrols</p>
		To strengthen coordinated system-level patrol with enforcement and protected areas partners	x	x	x	x	x	x	x	x	x	x	x	x	x	x	<p>Three (3) patrols at system level – coordinated with the NBCC partners and jointly with other enforcement entities (Belize Coast Guard) implemented</p> <p>System level patrols included in the monthly and annual patrols reports</p>	Monthly and annual patrol reports with records of amount of patrols, incidents, arrests or any other related issue with Surveillance and enforcement (included as part of the above reports)		<p>Equipment remain operational</p> <p>That there is no major issue with enforcement entities</p> <p>Weather conditions are not extreme to avoid routine patrols</p>	<p>50%</p> <p>Monthly patrols have been established though not meeting the requirement of 3 per month</p>	

14. Project Development Table

Objective	Output / Expected Result	Activity	Time Unit													Performance indicator	Sources and means of verification	Impact Indicator	Assumptions & risks	% of Completion		
			O c t	N o v	D e c	J a n	F e b	M a r	A p r	M a y	J u n	J u l	A u g	S e p	Y R 2						Y R 3	
		To maintain water quality physio-chemical monitoring		x					x					x		x	x	<p>Collection of the physiochemical data of water quality in three seasons using a YSI equipment – salinity, temperature, conductivity, turbidity, pH and dissolve oxygen</p> <p>Two (2) community researchers from within Sarteneja, Chunox and Copper Bank involved in each of the WQ field work – data collection.</p> <p>Water samples of 14 sites within CBWS collected in three season to test for contamination indicators (nitrates, nitrites, ammonium, orthophosphates, silicates and chlorophyll a).</p>	<p>WQ raw data for three seasons of each year</p> <p>Annual research and monitoring report</p> <p>Contamination sampling report for each season</p> <p>Contamination sampling technical analysis</p>		<p>Weather permits the field activities and staff is maintained to ensure that activities are continuing – reports are delivered on time.</p> <p>There are no esteem immigration and customs issues limiting the transportation of samples into Chetumal</p>	100% for this period

14. Project Development Table

Objective	Output / Expected Result	Activity	Time Unit													Performance indicator	Sources and means of verification	Impact Indicator	Assumptions & risks	% of Completion			
			O	N	D	J	F	M	A	M	J	J	A	S	Y						Y		
			c	o	e	a	e	a	p	a	u	u	a	s	R	R							
			t	v	c	n	b	r	r	y	n	l	g	p	2	3							
		To maintain the monitoring of manatees, fish larvae recruitment, fish catch and bird nesting sites	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Seasonal manatee surveys and opportunistic sightings  Monthly establishment of light traps in two sights within CBWS for fish larvae recruitment  One genetic study of larvae in CBWS  Seasonal fish catch assessments (May to November)  Monthly surveys of two bird nesting sights	Annual research and monitoring report  Raw data for manatee sightings  Raw data for fish catch assessment  Fish larvae genetic analysis report  Raw data for bird nesting sights		Weather permits the field activities and staff is maintained to ensure that both activities are continuing – reports are delivered on time.  There are no esteem immigration and customs issues limiting the transportation of samples into Chetumal (ECOSUR)	25% of the targeted monitoring of these species was met.  Manatee and fish larvae scheduled to start October of this new period		
		To provide equipment maintenance and licencing for critical operational equipment (patrol and monitoring vessels and Vehicle)		x					x						x	x	x	Oil and filters purchased for the maintenance of the patrol and research outboards (3) at every 100 hours of use by head ranger  Maintenance of vehicle at the Belize Diesel every 5,000 Km  Purchase of relevant insurance for vehicle  Payment for licencing of two boats and one vehicle	Receipts of payments  Maintenance logs reports  Insurance coverage letter  License certificate		Equipment is being serviced to standards to prevent damage	100% for this period	