

# MESOAMERICAN REEF FUND

## TECHNICAL REPORT

### 1. Title page:

- Project Number: RG-OAK-SACD-2017
- Project name: Strengthening SACD's 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, 2018 to September 30, 2019
- Date of presentation: October 1, 2019

### 2. Executive summary to date:

Throughout the first two years of project implementation, SACD progressed significantly with improving its management capacity and management effectiveness with the support of this project. During this period (YEAR 2), SACD was able to update its Strategic Plan (2019 -2023), and is now implementing the Plan, using it to guide SACD's institutional development towards achieving its revised Vision and Mission. SACD is also meeting its NGO requirements, with consistent status of good standing.

SACD has completed a full management planning revision process to update the protected area's Management Plan (2019-2023). The plan is in its final editing phase in preparation for submission to the Forest Department for approval. The organization continues to have the full support of the Board Members, the Staff, and the Corozal Bay Advisory Committee members (CBAC), who have demonstrated improved understanding of their roles and responsibilities in the governance and management of the protected area. This is reflected in the management effectiveness scores that have surpassed the Strategic Plan target of 70%. Both assessments completed in 2019 show a significant improvement in the management effectiveness of the protected area, with an overall score of 80.3% using the revised National Protected Areas Systems – Management Effectiveness Evaluation tool, and a 79% using the rapid evaluation of management effectiveness conducted through MAR Fund for the Project: Conservation of Marine Resources in Central America - Phase II. The results of the assessments are used to demonstrate that SACD, as a protected area manager has increased its capacity for management and has also improved the management of the protected area. Having both assessments also help to demonstrate the authenticity of the results for making it more credible.

The progress with improving the organization's financial sustainability has been slow. However, progress has been made in generating funding from other sources outside grant funding while the legal process of establishing a business arm is completed. For this year alone (October 2018 – September

2019) SACD has generated BZE\$41,592.89 outside project funds. Despite a delay in the timeframe to ensure that SACD was fulfilling all legal requirements, a legal business structure (SACD Green Ltd.) was fully registered in September 2019, as the first step in venturing into hosting expeditions under a tour operator business to be licensed as the “Corozal Bay Eco Adventures”. SACD now has a legal structure in place for business development and investment in the tour operator’s expedition hosting, the financial mechanism identified in the Financial Mobilization Plan. While, there were some challenges with retaining the Development Officer for the full year, with her support, SACD was able to secure a large, three-year conservation investment of US\$400,000.00 from the Protected Areas Conservation Trust (PACT). SACD was also able to complete its external Financial Audit 2018 and its Annual Report 2017-2018.

SACD was able to increase its staff from six to eight with the addition of an Administration Assistant and a Ranger. The organization also has available posts at contract basis for a Development Officer and a Marketing and Product Development Officer and is currently advertising to fill these positions. The Community Researchers decreased from eight to five, but it is important to note that three of the eight are now in full time job positions (one as a ranger for SACD, the other as ranger at the Shipstern Nature Reserve and the other as a teacher in a Sarteneja Baptist High School). Midyear staff evaluations were completed in July 2019 and salary increments were established where applicable as an incentive to increase motivation and effectiveness at the start of 2019.

Patrols have been maintained at 3.29 per week during 2018 and at 3.18 per week up to August 2019, with patrols per month at transboundary level and at system level maintained at 1 per month for each. This has resulted in significant impacts, with the confiscation of 80+ crab traps as part of a joint transboundary patrol effort, 10 gill nets, and one arrest in the Bacalar Chico Marine Reserve as a result of the system level joint patrol operations.

Monitoring activities within the area also continue, with water quality, bird surveys and manatees being on schedule. Additionally, SACD maintained its participation in the ECOME and has also participated in research on fish larvae (barcoding) using plankton nets and light traps during October 2018 to July 2019. Equipment is being maintained according to schedule.

### **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's 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:

The majority of the activities were implemented as planned, with the exception of the modifications discussed further below in the obstacles section (The investment on the priority mechanism identified and the Development Officer contracting). The SACD Strategic Plan was completed and is being actively implemented, two board members and two staff members participated in the TIDE Conservation Festival as part of building capacity in financial mobilization, and SACD remains in compliance under the NGO's Act.

The Development Officer was contracted in November-2018 and was crucial in securing a conservation investment of US\$400,000.00 from the Protected Areas Conservation Trust. The 2018 Financial Audit was completed, and SACD Green Limited was established as the registered business structure for the organization.

Staff have been maintained and evaluated, with no staff turnover, except for the Development Officer that is considered contracted personnel other than a staff. Patrols and monitoring activities were implemented as scheduled, and equipment maintained and licensed as required.

#### **Expected results of Objective 1.**

1. SACD is a strong, well-established organization with motivated and capable staff and Board members, effectively implementing its strategic, management and organizational plans.
2. The management effectiveness score is of 70% or above – based on the Belize national management effectiveness tool.

Activity 1.1: Revise and implement the SACD's Strategic Plan for period 2017 – 2022 with integrated monitoring and evaluation frameworks.

The updating of the SACD Strategic Plan (2019-2023) was successfully completed in 2018 and adopted by the board for implementation in 2019. (Annex 1: Strategic Plan). The Strategic Plan helps with the development of the annual workplans for the organization. The most recent management effectiveness assessment completed in June 2019 using the revised national tool demonstrated that SACD has been able to meet and surpass

its Strategic Plan Management Effectiveness target of 70%, with an output of 80.3%.

Activity 1.2: Design and implement effective monitoring and evaluation frameworks for the organization – for staff, Board and organizational and MPA plans (strategic, management and operational plans)

As part of the process to update the SACD Strategic Plan, a Monitoring and Evaluation framework was to be designed and implemented. However, due to some scheduling challenges, the framework has not been completed, this is scheduled to be completed by December 2019 for incorporation at the beginning of year 2020. Staff Evaluations are the only evaluations that are being implemented consistently and have been conducted in July 2018 and July 2019 with trends of positive performance by the staff in their required field. Board self-evaluation was also completed in December 2018 with another one pending in November for this year (2019). The Strategic Plan and Management Plan are not scheduled for evaluation until the end of 2019 since they were recently adopted. (Annex 2: Appraisal Form for staff evaluation)

Activity 1.3: 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).

For this reporting period, only one capacity building site visit was conducted on the 13<sup>th</sup> and 14<sup>th</sup> December 2018 for two board members and two staff members. Annex 12: group picture. The main objective of this visit was to participate in the TIDE Conservation Festival to learn about the strategies that TIDE uses to fundraise and engage with its community stakeholders through its Conservation Festival. With this experience, SACD was able to improve the delivery of the Sarteneja Fishermen Fair. This activity is done annually, with this year's event held on May 26, 2019. The reach was greater, and the participation and engagement increased. Exact numbers cannot be provided because in such an event it is impossible to have sign-up sheets, however, from sight the crowd was bigger than the previous year. More activities were done like, live music and dancing, in combination with the Love BTB Canoe race that was hosted in the same day. This also added more people to the event. The exchange also highlighted that there is more that we can do to use the opportunity for fundraising for the management of the protected area, like charging fees for the dance and for the fishing tournament.

Trainings provided in the previous year (2017 and 2018) like the board and Staff exchange with the Toledo Institute for Development and the Environment (TIDE) and the Turneffe Atoll Sustainability Association; and the CBAC capacity building session have resulted in an increased understanding of protected areas management and their roles and responsibilities (annex 13 & 14: post survey reports for Staff and CBAC members). The board members took the lead in the updating of the SACD Strategic Plan (2019-2023). The staff also used its capacity to lead the

development of the Management Plan of the protected area and the CBAC has maintained an average of 80% participation in the quarterly meetings. The CBAC has now taken on the role as the lead advocate for the designation of CBWS into a Category II Wildlife Sanctuary and the development of the Sustainable Fishery Plan.

Activity 1.4: To facilitate the transition of SACD to an NGO, in full compliance with the Belize NGO Act. (The compliance require for annual filing of all relevant documentation to the Attorney General office to acquire an good standing certificate – a legal recognition of operating in legal standards)

SACD, as a registered NGO, is in full compliance with the Belize NGO's Act and recognized as an NGO in good standing. This gives further credibility to the organization as a management entity, meeting all legal requirements under the constitution of Belize. The certificate of good standing is available on request at a cost of BZE\$100.00 which we did not see necessary if you can refer to the list of good standing NGO's released by the Attorney general's Office (Annex 3: List of NGO's in Good standing in the Belize Network of NGOs Newsletter "page 10" and good standing list for 2019)

### **Expected results of Objective 2.**

1. SACD has reduced the current 100% dependency in grant funding by a minimum of 10%, with increased financing from other sources.

Activity 2.1: To implement one priority financial mechanism from the SACD Financial Mobilization Plan schedule for completion by the end of July 2017.

SACD identified tourism expeditions hosting and tourism packages as the financial mechanism to be implemented, through its Financial Mobilization Plan. However, the investment in this priority mechanism has been delayed for various reasons. SACD needed to have the legally established and registered business structure (SACD Green Limited) for this to take place – a more lengthy and complicated process than originally anticipated and was therefore unable to complete this during this period. To ensure investment was targeted where it was most needed, SACD also conducted a complete assessment of the investment required for effectively hosting expeditions and has been investigating the feasibility of obtaining coastal property for the hosting facilities. So far, the business structure (SACD Green limited) is legally registered and there have been initial discussions with a potential landowner in a local that we believe is ideal for the purpose of the expedition hosting facility. SACD is requesting for this activity be transferred to the third year of the project for the proper negotiation to take place.

Activity 2.2: To establish and register a business structure for SACD, to support the organization operations.

The establishment and registration of the business structure for SACD to support the organization operations was slightly challenging with the registration process taking longer than expected. However, the business structure was fully registered as “SACD Green Ltd.” in September, 2019 and will serve as the umbrella for business mechanisms to be developed such as the Corozal Bay Eco Adventures tour operator. The next step is to license the tour operator (Corozal Bay Eco Adventures) at the Belize Tourism Board under the umbrella of SACD Green Ltd. for the operation of tourism. This is expected to take place before the end of the year (2019). (Annex 4: Certificate of Incorporation, Annex 5: Articles and Annex 6: Memorandum).

Activity 2.3: Contract a Development Officer to assist with the development and implementation of funding diversification mechanisms (development of at least two large project proposals to cover the transition period).

A Development Officer was contracted on November 22<sup>nd</sup>, 2018 for one year, ending October 2019. However, the individual had to leave early, in March of 2019, as a result of family issues. During the period that Development Officer was available, SACD was able to secure a conservation investment grant of USD\$400,000.00 the Protected Area Conservation Trust Conservation Investment strategy. Implementation of this three year grant started in April of 2019 and will end in March of 2023. This was a major achievement during this reporting period that will assist SACD in the process of seeking improved financial sustainability. The position for the Development Officer was re-advertised using a wildlife workers page on social media during April, May and June 2019, with two individuals interviewed in July 2019. However, none of the two interviewees were available within the time frame required. SACD has been advertised with a deadline of November 15<sup>th</sup>, 2019 in an attempt to secure someone at least for a shorter period of time (6 months).

Activity 2.4: To continue building capacity of SACD financial officer in NGO's accounting and integration of business management into the accounts management systems via the mentoring of a volunteer accountant provided by Accountants for International Development (AFiD)

Trainings for our Financial Officer, Mr. Gorosica, were held in the first year of project implementation and have been instrumental in achieving the organization accounting requirements. Mr. Gorosica has been the lead person in successfully completing the organization's financial audit and financial reporting requirements. We also envision Mr. Gorosica being the main person to help SACD establish its accounting systems for the SACD Green Ltd. as we move forward with the establishment of business mechanisms.

Activity 2.5: To produce annual financial audits for each fiscal year (January to December).

Grant Thornton LLT, conducted both the SACD 2017 and 2018 financial audits. Based on our policies and procedures manual, an audit firm can only

work with SACD for three consecutive years, after which period a new firm will need to be identified and engaged. Therefore, SACD will be able to retain Grant Thornton to complete the 2019 Audit report. The financial audit is key in meeting a good standing status under the NGO's legal requirement. (annex 7: Financial Audit Report 2018)

### **Expected results of Objective 3.**

1. 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

Activity 3.1: 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.

The current number of full-time staff employed by SACD on a full salary has been increased from six (6) to eight (8). SACD is implementing a salary scale, laid out in the Policy and Procedures Manual that allows for increments where applicable, based on staff performance evaluations, as an incentive for motivation and effectiveness. Evaluations were conducted on July 2019, with most staff demonstrating very good performance levels. A full report has not been developed but scheduled to be completed in January 2020 for the year 2019. The individual staff evaluations are on file, and available on request.

Activity 3.2: To maintain effective patrols at site level by targeting the replenishment zones currently being established.

There has been a significant decrease in major infractions, such as illegal gill netting and illegal harvesting of protected species in 2019, demonstrating that SACD is becoming more effective at planning and executing targeted, informed patrol to catch major illegal activity. During 2018, there were numerous capacity building sessions for the ranger team such as the green laws training, special constable and an exchange visit with the Toledo Institute for Development and the Environment. Annex 15: Rangers training summary report. The focus on capacity building however, also resulted in a decrease in total patrols by 13.7% in 2018 of 158 patrols, when compared to the 2017 baseline of 183 patrols. Though, an average of 3.29 patrols per week was maintained, throughout 2018 and 3.72 per week in 2019 (up to August) which meets the project expected results of three patrols per week.

In summary, there was an increase in total infractions in 2018 by 11%, and a decrease in total patrols by 13.7% when compared to the 2017 baseline. However, it is of important to note that despite the increase in total infractions, there was a significant decrease in major infractions of 58.8% when compared to 2017, with infractions such as illegal gill netting and illegal harvesting of protected species. Much of the infractions recorded were primary navigational or port authority related infractions.

In 2019, up to the end of August, 119 patrols have been conducted with records of 27 infractions for that period - 49% fewer infractions than the total record for 2018 of 59 infractions, with four months still to go in 2019. We therefore foresee a reduction of total infractions in 2019 when compared with 2018. There has been a gradual impact in addressing / reducing illegal fishing activities in CBWS. To note, transboundary incursions have been practically eliminated with zero records of incursions in CBWS from Mexican fishers during 2019.

During this reporting period, SACD also confiscated 80 crab traps and 10 gill nets. No arrests were recorded within CBWS as most of the infractions were minimum in scale and not practical to pursue in court with the penalties being less than the investment that needs to take place for the court cases. However verbal warnings were given. A Surveillance and Enforcement Plan was also completed in August 2019 to improve and guide the patrol operations. (Annex 8: Surveillance and Enforcement Plan and Annex 9: SMART Report "January to August 2019" )

Activity 3.3: To strengthen coordinated system-level patrol with enforcement and protected areas partners.

Following analysis of past patrol data, it was decided that one monthly coordinated system-level patrol with Forest Department personnel, Fisheries Department personnel and the Belize Coast Guard was sufficient to address system level issues. SACD has also conducted approximately 8 two-day / three-day patrol operations within CBWS and Bacalar Chico National Park, in collaboration with the Forest Department during October 2018 to August 2019. As part of these patrols, the team also works with the Fisheries Department personnel to address issues in the Bacalar Chico Marine Reserve. During these types of patrols, SACD assisted in arresting and successfully charging a vessel with possession of 84 conch which were classified as product that was out of season and 2 angel fish, 1 trigger fish and 14 parrot fish which classified as protected species in Belize.

The same was determined as appropriate at the bi-national level for addressing transboundary issues at one coordinated patrol per month of which 10 were conducted during October 2018 and August 2019. As mentioned above, transboundary infractions have been practically eliminated during 2019 which suggests that there is no need to increase the number of patrols, though, it is important to maintain the current level of effort to ensure the presence of the joint operations serves as a deterrent to the illegal fishers. In the case of the system level patrols.

Activity 3.4: To maintain water quality physio-chemical monitoring

During the this reporting period SACD was able to complete a two year research (2017 and 2018) on contamination of the water quality in CBWS in line with the Santuario del Manati on the Mexican side, financed by the MAR Fund/KFW Project, though, with this project providing support for the human resources required to have successfully completed the assessment. The assessment provided a synopsis of the entire system of Corozal



bay/Chetumal bay with results showing that the system is doing fairly good but with some signs of contamination around river mouths and urban areas. It is important to maintain the monitoring of the chemical parameters and for that reason MAR Fund/KFW granted the finances of a hatch kit (spectrophotometer) that will enable SACD to do the basic analysis in house. We have also partners with the Hol Chan Marine Reserve to expand the water quality monitoring of the physio chemical parameters into their area which will ensure that we just don't maintain our monitoring but also expand to include the entire system.

Activity 3.5: To maintain the monitoring of manatees, fish larvae recruitment, fish catch and bird nesting sites.

The human resources supported by the project continue to be essential for maintaining the collection of field sample. SACD has been able to maintain the water quality monitoring, the bird surveys, and more recently the manatee drone surveys. We also embarked on a fish larvae study via barcoding with collection of samples using plankton nets and light traps also financed by MAR Fund / KFW. Additionally, with the support of MAR Fund/KFW, SACD was able to ensure that the Bacalar Chico Marine Reserve site remains active in the ECOME held in October 2018 and March 2019. SACD's human resources were also very important in ensuring that the ground truthing of the sea grass area coverage assessment financed by MAR Fund/KFW was completed. The report on the results of the barcoding is still pending. The support of this project for human resources has been critical in maintaining the on-going monitoring required under the management of CBWS. 2020 will be the first year that a comprehensive analysis of data for manatee and bird will be done for the year 2019. (Final technical water quality report, raw data for birds and manatees – annex 10 and 11)

Activity 3.6: To provide equipment maintenance and licensing for critical operational equipment.

The operations and maintenance of critical equipment has been on-going and is considered vital in ensuring the continuity of SACD's work 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.

The project achieved most of its expected results following the project time frame. However, two activities were posed with some challenges (explained further in the obstacle section) and are requiring to be reprogrammed to the third year of the project implementation. The two main delays were the investment on the priority financial mechanism (activity 2.1) and the replacement of the Development Officer after Mrs. Hira Shah left (activity 2.3). The priority financial mechanism identified firstly required the establishment of the business structure which was achieved just recently in September 2019 and secondly it also required an assessment of the location for the investment. As per the Development Officer, the position was re-

advertised, and interviews were conducted, but the possible candidates were not available within the timeframe of the second year of the project.

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

The first obstacle was the issue with the delay in the investment for the priority financial mechanism that encompasses the creation of the tour operator (Corozal Bay Eco Adventures and the development of a hosting facility for educational tourism expeditions as recommended in the Financial Mobilization Plan. The initial recommendation from the board of Directors was to make the investment in the SACD Headquarters property, as a second floor to the already existing infrastructure. However, a pilot expedition was hosted in the SACD property with camps to understand a bit more how this could be possible. Some concerns were raised about the environment around the neighborhood and also how it affects the normal operations of SACD. Although, there are many benefits in investing in an already existing property, there needs to be a thorough assessment of the way forward. Also taking into consideration the possibility of obtaining property on the coastline for this type of investment. The decision was therefore to postpone the investment and reprogram for the third year of the project.

The other obstacle was the issues that arouse with the Development Officer. After some challenges in the first year of implementation, SACD managed to contract a highly qualified Development Officer in November 2018. Unfortunately, due to some personal issues back in her home country she had to leave on March 2019. As an immediate solution, we contacted some of the other applicants that were in the list and had mentioned that they would be available around that time (March 2019). However, we had no luck with that and had to re-advertise the position using the same approach of international stipend-based personnel. Some applications were received and two of the best qualified were interviewed. Unfortunately, one stopped being interested and the other one was not available within the time frame of this reporting period. Therefore, SACD is requesting to reprogram the available funds for the third year of the project. SACD is currently seeking for two individuals; one for the Development Officer position and one for the Marketing and Product Development Officer position, which combined will be able to provide greater results.

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

This project has been critical in ensuring additional funding for the management of the protected area. Funds have been leveraged through the Protected Areas Conservation Trust (PACT) in the amount of US\$400,000 for 3 years from April 2019 to March 2022 (USD\$125,000.00 already deposited in SACD's Account for the first year) and through the Summit Foundation in the amount of US\$45,000 for one year from August 2019 to July 2020. Both very crucial in maintaining the operations and human resources as we improve with the long-term financial sustainability of the organization for the effective management of the CBWS. Also supporting salaries, surveillance and enforcement, research and monitoring, education and outreach and financial sustainability initiatives.

The financial support of this project has also ensured that SACD maintains its management obligations through partnerships for enforcement both at national and at transboundary levels. Including but not limited to, the Fisheries Department, Forest Department, The Belize Coast Guard, Secretaria de Ecologia y Medio Ambiente (SEMA), and Instituto de Biodiversidad Y Areas Naturales Protegidas del Estado de Quintana Roo (IBANQROO). It has also enabled us to maintain collaboration with El Colegio de la Frontera Sur (ECOSUR) and Wildtracks in areas of capacity building and technical support for research and monitoring of the key conservation targets.

On 2019, we also culminated a 5 year project supported by MAR Fund/KFW, that provided fundamental infrastructure and programme equipment, in addition to many of the baseline information required such as water quality (expansion for contamination sampling, mangrove and sea grass area coverage, and fish larva identification to mention a few. Must, if not all the investment done through the MAR Fund/KFW is the bases for the long term ongoing management required for Corozal bay wildlife Sanctuary, including major plans developed such as the Financial Mobilization Plan and the Sustainable fishery Plan.

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

As mentioned above, SACD would like to re-programme the two activities that were not completed during this reporting period to the third year of implementation. These are the investment in the priority financial mechanism (activity 2.1) and the contracting of a new Development Officer (activity (2.3). SACD will be doing an assessment of the current location for a decision on the investment in infrastructure for the hosting facility for educational tourism expeditions. It will also be providing a breakdown of the investment that will be proposed for activity 2.1 in the first quarter of the 3 year of implementation.

The savings from the registration of the business structure (activity 2.2) are also requested to be transferred to the third year for the licensing of the tour operator Corozal Bay Eco Adventures, under the umbrella of the SACD Green Limited, which is the business structure for SACD.

The surveillance and enforcement (S&E) is an on-going activity that will be continued throughout the next period and beyond. The patrols will now be following specific recommendations from the updated Surveillance and Enforcement Plan. The system level and transboundary joint patrols will be re-assessed to ensure effectiveness and efficiency. The continuation of the S&E activities will also be supported by counterpart funds of the Protected Areas Conservation Trust and the Summit Foundation.

SACD also aims to complete its Financial Audit Report 2019 by March 2020, in order to file for good standing under the NGO's legal requirements. SACD will also aim to complete its monitoring and evaluation framework that will be integrated as part of the organization institutional processes; and will complete the staff and board end of year evaluations in December 2019.

During the next period, SACD will also continue with critical monitoring activities such as water quality monitoring, bird surveys, manatee surveys and fish larvae research. 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: SACD Strategic Plan (2019-2023)

Annex 2: Appraisal Form

Annex 3: NGO News letter

Annex 4: SACD Green Limited Certificate

Annex 5. SACD Green Limited Articles

Annex 6: SACD Green Limited Memorandum

Annex 7: SACD Financial Audit 2018

Annex 8: Surveillance and enforcement Plan

Annex 9: SMART Report – Jan -Aug. 2019

Annex 10: Transboundary Water Quality Report

Annex 11: Raw data for birds, Manatees and Sea grass

Annex 12: Group picture of TIDE conservation Festival

Annex 13: Staff post report

Annex 14: CBAC post report

Annex 15: Rangers training Summary Report

14. Project Development Table

Objective	Output / Expected Result	Activity	Time Unit													Performance indicator	Sources and means of verification	Impact Indicator	Assumptions & risks	% of Completion	
			Y R 1	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 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 2019 – 2023 with integrated monitoring and evaluation frameworks	x	x	X	x	x	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	100% of the plan completed  Evaluation and monitoring framework pending  Implementation started in January 2019 and has been ongoing

14. Project Development Table

Objective	Output / Expected Result	Activity	Time Unit													Performance indicator	Sources and means of verification	Impact Indicator	Assumptions & risks	% of Completion			
			Y R 1	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 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			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	100%  Staff evaluation was done on July 2019  Board Self Evaluation done in December 2018  Plans evaluations due December 2019

14. Project Development Table

Objective	Output / Expected Result	Activity	Time Unit													Performance indicator	Sources and means of verification	Impact Indicator	Assumptions & risks	% of Completion		
			Y R 1	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 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														<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% capacity building was completed since the previous year. In addition, one more site visit was conducted in October 2018</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		
			Y R 1	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 3	
		To facilitate the transition of SACD to an NGO, in full compliance with the Belize NGO Act.	x						x								x	<p>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</p> <p>Payment of fee to the Attorney General Office after approval for the NGO's certificate</p> <p>Submission of annual files to the Attorney General Office for a good standing certificate – being in full compliance</p>	<p>Receipts of fee payment</p> <p>NGO Certificate</p> <p>Annual Good Standing Certificate</p>	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%  NGO registration completed since last year and filing for good status done in March 2019



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			Y R 1	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 3	
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 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	x	x	x	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  10% implementation – the investment in the priority mechanism not started though, the structures are being put in place – request for reprogramming to the third 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				
			Y R 1	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 3			
		To establish and register a business structure for SACD, to support the organization's operations.	x	x	X										x	x	x	x	x	Contract of consultant to establish a business structure for SACD	ToR and signed contract		The NGO's Act allows for such structure and the future BoDs are willing to maintain and continue building SACD's . business systems	100%
																			Registration of a business structure for SACD with specific Articles of Association under a company's name (name to be determined)	Registration certificate			Business structure registered	
																			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	Articles of Associations for the business structure		The structure works in the context of the current capacity of SACD	Available funds requester for the registration of the tour operator	
																			Receipts for payments			It doesn't increase the work load on current staff		

14. Project Development Table

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			Y R 1	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 3
		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	x	x	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 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.	50%  Candidate was contracted in Nov. 2018 and left in March 2019 – 5 months of service  Available funds request to be reprogrammed for the third year

14. Project Development Table

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			Y R 1	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 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														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	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 and second annual financial report  third report due on March of every year	

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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	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  Number of staff even increasing to eight

14. Project Development Table

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			Y R 1	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 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	A minimum of three (3) patrols per week in the first year of the project implemented  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  Monthly and annual patrol reports produced  Patrols feeding into the national SMART system	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.	Equipment remain operational  Weather conditions are not extreme to avoid routine patrols	100%  Patrols have been maintained at a minimum of 3 per week
		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	Three (3) patrols at system level – coordinated with the NBCC partners and jointly with other enforcement entities (Belize Coast Guard) implemented  System level patrols included in the monthly and annual patrols reports	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)		Equipment remain operational  That there is no major issue with enforcement entities  Weather conditions are not extreme to avoid routine patrols	100%  Monthly patrols have been established at 1 per month at both transboundary and system level	

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			Y R 1	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 3	
		To maintain water quality physio-chemical monitoring	x		x						x				x		x	Collection of the physiochemical data of water quality in three seasons using a YSI equipment – salinity, temperature, conductivity, turbidity, pH and dissolve oxygen  Two (2) community researchers from within Sarteneja, Chunox and Copper Bank involved in each of the WQ field work – data collection.  Water samples of 14 sites within CBWS collected in three season to test for contamination indicators (nitrates, nitrites, ammonium, orthophosphates, silicates and chlorophyll a).	WQ raw data for three seasons of each year  Annual research and monitoring report  Contamination sampling report for each season  Contamination sampling technical analysis		Weather permits the field activities and staff is maintained to ensure that activities are continuing – reports are delivered on time.  There are no esteem immigration and customs issues limiting the transportation of samples into Chetumal	100% for this period

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			Y R 1	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 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	Annual research and monitoring report		Weather permits the field activities and staff is maintained to ensure that both activities are continuing – reports are delivered on time.	100% of the targeted monitoring of these species was met.
		To provide equipment maintenance and licencing for critical operational equipment (patrol and monitoring vessels and Vehicle)	x	x			x	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	Receipts of payments		Equipment is being serviced to standards to prevent damage	100% for this period
																Maintenance logs reports				Both vehicle and vessels	
																Insurance coverage letter					
																License certificate					
																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					