

# Selva Maya Programme

## Government of Belize Forest Department

STRATEGIC ACTION PLAN (2019-2023)



Federal Ministry  
for the Environment, Nature Conservation  
and Nuclear Safety



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The opinions expressed in this document are those of the author(s) and do not necessarily reflect the opinions of GIZ Selva Maya Programme.

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## ACRONYMS AND ABBREVIATIONS

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AA	Administrative Assistant
AO	Administrative Officer
APAMO	Association of Protected Areas Management Organizations
APO	Annual Plan of Operations
BAHA	Belize Agricultural Health Authority
BAPPA	Belize Association of Private Protected Areas
BDF	Belize Defense Force
BELTRAIDE	Belize Trade and Development Investment Service
BIOFIN	Biodiversity Finance Initiative
BPD	Belize Police Department
BTB	Belize Tourism Board
CBD	Convention on Biological Diversity
CBO	Community-based organization
CBSFM	Community Based Sustainable Forest Management
CCAD	Central American Commission on Environment and Development
CDS	Capacity Development Strategy
CEO	Chief Executive Officer
CFO	Chief Forest Officer
CFR	Chiquibul Forest Reserve
CHM	Clearing House Mechanism
CITES	Convention on the Trade of Endangered Species of Flora and Fauna
CITO	Central Information Technology Office
CMS	Compliance Management Strategy
CMU	Compliance Management Unit
COC	Chain of Custody
CPA	Community Protected Area
CRFR	Columbia River Forest Reserve
CSF	Critical Success Factor (of GSDS)
CSFI	Corozal Sustainable Future Initiative
CZMA	Coastal Zone Management Authority
DAVCO	District Association of Village Councils

DCFO	Deputy Chief Forest Officer
DFID	Department for International Development, UK
FCD	Friends for Conservation and Development
FiD	Fisheries Department
FD	Forest Department
FIS	Forest Information System
FL	Forest License
FO	Forest Officer/Finance Officer
FORLIC	FD's Forest License Database
FP	Forest Policy
FR	Forest Reserve
FREC	Forest Resources and Exploitation Control
FCFR	Freshwater Creek Forest Reserve
GEF	Global Environment Facility
GIS	Geographic Information System
GIZ	German International Corporation
GoB	Government of Belize
GSDS	Growth and Sustainable Development Strategy
GSMU	Geo-spatial Monitoring Unit
HRMDP	Human Resource Management and Development Plan
HSA	Harvesting Suitability Assessment
IoA	Institute of Archaeology
IDP	International Development Partner
IUCN	International Union for Conservation of Nature
KBA	Key Biodiversity Areas
KfW	German Development Bank
LE	Law Enforcement
LIC	Land Information Center
LTFL	Long Term Forest License/Licensee
LTPFP	Long Term Private Forest Permit
MAFFESDI	Ministry of Agriculture, Forestry, Fisheries, the Environment, Sustainable Development and Immigration
MEA	Multilateral Environmental Agreements
MED	Ministry of Economic Development

METT	Management Effectiveness Tracking Tool
MFA	Ministry of Foreign Affairs
MLA	Maya Leaders Alliance
MNR	Ministry of Natural Resources
MOF	Ministry of Finance
MOU	Memorandum of Understanding
MPA	Marine Protected Area
MPRFR	Mountain Pine Ridge Forest Reserve
MPS	Ministry of Public Service
MRV	Monitoring, Reporting and Verification
MMNFR	Maya Mountain North Forest Reserve
MTFL	Medium Term Forest License
NAFP	National Agriculture and Food Policy
NAVCO	National Association of Village Councils
NCCO	National Climate Change Office
NEMO	National Emergency Management Organization
NFP	National Forest Program
NLUP	National Land Use Policy
NGO	Non-Governmental Organization
NIPP	National and International Partnerships Program (of Forest Department)
NPAS	National Protected Areas
NPASA	National Protected Areas System Act
NPASP	National Protected Areas System Plan
NSTMP	National Sustainable Tourism Master Plan
NTFP	Non-Timber Forest Products
OIC	Officer in Charge
REDD	Reducing Emission from Deforestation and Forest Degradation
PA	Protected Area(s)
PACT	Protected Areas Conservation Trust
PAME	Protected Areas Management Effectiveness
PHA	Post Harvest Audit
PHR	Pre-Harvest Release
PfB	Program for Belize
PPA	Private Protected Area



PP	Petty Permit
RAMSAR	Ramsar Convention on Wetlands of International Importance
SA	Salvage Permit
SAP	Strategic Action Plan
SATIIM	SarstoonTemash Institute for Indigenous Management
SFM	Sustainable Forest Management
SFMP	Sustainable Forest Management Plan
SIB	Statistical Institute of Belize
SOP	Standard Operating Procedures
STFL	Short Term Forest License
SUSFOR	Sustainable Forest Management
SWOT	Strengths, Weaknesses, Opportunities, Threats
TAA	Toledo Alcaldes Association
TIDE	Toledo Institute for Development and Environment
TNC	The Nature Conservancy
UB ERI	University of Belize Environmental Research Institute
UNDP	United Nations Development Program
UNFCCC	United Nations Framework Convention on Climate Change
UNFF	United Nations Forum on Forests
WB	World Bank
YCT	Ya'Axche Conservation Trust

## EXECUTIVE SUMMARY

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Belize Forest Department's (FD) Strategic Action Plan (SAP) 2019-2023 provides a roadmap for the next five years and focuses on a revised Vision and Mission that will be achieved through defined strategic objectives. It establishes linkages between core functions and strategic objectives as well as between and among Programs and Ranges. Linkages with the Horizon 2030 through the Growth and Sustainable Development Strategy (GSDS) 2016-2020 have also been presented. Noteworthy too are the linkages with the Sustainable Development Goals and the United Nations Strategic Plan for Forests (2017-2030). The SAP is also well aligned to Belize's National Biodiversity Strategy and Action Plan's Goals and Targets.

The FD's 2019-2023 Goals are aligned with GSDS Critical Success Factors 2 and 3 and Necessary Condition 4. These are:

- i) CSF 2: Enhance Social Cohesion and Resilience;
- ii) CSF 3: Sustained or Improved Health of Natural, Environmental, Historical and Cultural Assets
- iii) NC 4: Better Technical and Political Governance Systems

The SAP development process comprised documentary review, consultations and participatory planning. The revised Vision statement is *"The Forest Department is a competent regulatory agency sustainably managing forest resources for the long-term benefit of the Belizean people"* and the revised Mission is *"A results-oriented Department that manages Belize's forest resources, enabled by informed decision-making and highly motivated and competent staff, in collaboration with partners and stakeholders"*. FD's seven Core Functions are Oversight of use and protection of forests, Granting of forest licenses and permits, Collection of royalties for forest resources, Monitoring (including ensuring compliance with conditions of licenses, Design and implementation of management plans, Maintain revenue records and revenue database and Promoting public awareness. The latter is crosscutting across all FD Goals and Strategic Objectives. The goals and strategic objectives relate to these core functions as the means of achieving FD's Vision and Mission for the five-year period 2019-2023.

**GOAL 1:** "Proactive forest stewardship through SFM" is to be achieved through four Strategic Objectives:

- SO 1** Foster resilient, healthy functioning forest ecosystems;
- SO 2** Enhance economic, social and environmental benefits of forests through sustainable utilization of forest resources by stakeholders;
- SO 3** Deliver focused programmatic strategies with measurable and impactful results;
- SO 4** Maintain no net loss in forest cover in priority areas.

**GOAL 2:** “Organizational Excellence” is to be achieved through five Strategic Objectives:

- SO 5** Enhance collaboration and stakeholder participation for improved efficiency and implementation of FD programs;
- SO 6** Create a supportive, cohesive and inclusive work environment, and maintain SFM expertise through professional development;
- SO7** Build the FD as an efficient service delivery organization;
- SO8** Harmonize and strengthen forest policies and legislation;
- SO9** Develop stable, diverse, sustainable sources of finances.

These 2 Goals and 9 SOs are supported by a slate of strategies and actions that will be implemented during the five years. Annual work plans and supporting Program, Range and individual staff plans will guide implementation.

This document is intricately linked to an accompanying document, the Monitoring and Evaluation Framework and Plan for FD. The MEFP provides details on the setting of baselines, targets and monitoring and evaluation of Indicators. Two (2) Impact level indicators; 8 outcome level indicators and 12 output level indicators have been defined for application to this SAP and these will be supported by operational level indicators whenever annual Operational Plans are developed. These are presented in Box 1 below.

## Box 1. Forest Department SAP associated Objectively Verifiable Indicators

### GOAL 1

#### Impact

**IG-1** | Change (increase) in forest cover in targeted locations

#### Outcome

**OC-1.1** | Acres within targeted forested areas under one or more sustainable forest management regime

**OC-1.2** | Change (increase) in the management effectiveness score in targeted co-managed areas

**OC-3.1** | Change in staff capacity after staff development training (increase)

**OC-3.2** | Number of quarterly coordination planning meetings held that led to a minimum of 75% completed actions

**OC-4.1** | Percent increase in forest cover in targeted priority (protected) areas

#### Output

**OP-1.1** | Number of management plans developed and/or implemented for targeted forest reserves

**OP-2.1** | Value and volume of wood and wood products production

**OP-2.2** | Number of persons employed in the forest management and products sector

**OP-4.1** | Number of climate smart pilot practices defined and implemented

**OP-4.2** | Number of arrests for forest related offences

### GOAL 2

#### Impact

**IG.2** | Change in institutional capacity assessment results

#### Outcome

**OC-8.1** | Progress made (along 5 stage promulgation process) in finalizing targeted forest policy or regulation

**OC-8.2** | Change (increase) in FD enforcement actions/penalties due to the amended Forestry legislations

**OC-9.1** | Dollars (B\$) in financing and partner leverage (public/private, donor) mobilized to support FD program implementation

#### Output

**OP-5.1** | Number of persons reached through FD communication and outreach efforts

**OP-5.2** | Number of partnerships to support forest management (e.g. co-management agreements and private public partnerships)

**OP-6.1** | Number of FD staff trained based on training needs assessment result

**OP-6.2** | Number of sensitization sessions on new procedures and SOPS's held with 75% of staff

**OP-7.1** | Total investment (in Belize \$) per year on necessary and new infrastructure to properly carry out the duties of the Forest Department

**OP-7.2** | Percent (%) of the 2019-2023 Strategic Plan implemented

**OP-9.1** | Number of funding sources identified (that align with FD programs) for which project proposals have been developed and submitted

# 1.0 INTRODUCTION AND BACKGROUND

---

## 1.1 Introduction

Belize is a relatively small country with a land area of 22,151 km<sup>2</sup> (8,867 mi<sup>2</sup> or 5,674,880 acres). The country has the highest forest cover in both Central America and the Caribbean, with over 3.46 million acres of natural forests. Forest cover represents approximately 60% of the land area, of which 37% is in primary forest. Noteworthy is that 40 % or 1.36 million acres of the forested area of Belize is under protected area status. As a result of the early privatization of the more accessible and richer areas of the country, the permanent forest estate is largely restricted to the less accessible and higher lands, in addition to the southern coastal plains and swamps. The other 60% consists of either privately owned land or public lands that are not directly managed for forestry purposes. Of the publicly owned and managed forests, 65 % or 884,000 acres are set aside for timber production. The remaining areas are managed for non-extractive purposes.

Although there are increasing pressures from competing land use such as agriculture and housing development, as well as heightened demand for fuel wood, food and timber, coupled with insufficient protection measures, over 69.1% of Belize has some form of tree cover.

As a biodiversity hotspot, these forests provide habitat for over 100 globally-threatened species, including 4 critically endangered, 21 endangered and 30 vulnerable terrestrial species. With about half of the population residing in rural areas, many Belizeans depend on forests for their livelihoods, including the provision of food such as game meat and freshwater fish, timber for housing and shelter and firewood for cooking.

Apart from important ecosystem services such as climate regulation, protection from flooding and pests and disease mitigation, Belize's national forests also provide water for human well-being. For example, the Maya Mountains Massif, one of the country's Key Biodiversity Areas (KBA) with intact forests, contains 14 watersheds which provide water to over 128 communities in Belize (including 18% of Belize's population along the Belize River watershed) and more than 180 communities in Guatemala, resulting in over 300 communities that depend on the forests of the Maya Mountains for water.

Belize's forest sector therefore continues to be an important contributor to its national economy. The forestry and logging industry contributed about BZ\$6.47 million in domestic export of sawn wood in 2017 (SIB 2017).

## **1.2 Background on the Forest Department**

The Forest Department was legally instituted in 1927 and in 1954 the first Forest Policy was adopted. Although there were efforts to update and modernize the forest laws and policy in 1994, the process was not finalized. In 2015 a further update to the forest policy was undertaken, which awaits formal approval (*draft* Forest Policy 2015). Revision of the Forest Act is currently underway, with support from the GEF-funded Key Biodiversity Areas (KBA) project.

The Ministry of Agriculture, Forestry, Fisheries, Environment and Sustainable Development and Immigration (MAFFESDI) is the government ministry with responsibility for the administration and use of the country's natural resources, including forests on national lands and protected areas. The Forest Act (1954) defines the legal mandate of the Forest Department. The legislative and regulatory framework for FD's administration of the Forest sector include the National Parks System Act (CAP 215); Forest Act (CAP 213) including Forest Rules (subsidiary) and Mangrove Regulations as well as the Wildlife Protection Act (CAP 220). Within the MAFFESDI, the FD is responsible for overseeing the use and protection of forests including granting of forest licenses and permits, collection of royalties for forest resources, monitoring, and to a large extent the design and implementation of management plans. The Forest Department is responsible for the management of approximately half of the country's protected areas. These responsibilities are carried out by the Chief Forest Officer (CFO) and designated FD personnel. The CFO reports to the Chief Executive Officer (CEO) and Minister.

## **1.3 Forest Department's Strategic Action Plan (2019-2023)**

This Strategic Action Plan (SAP) (FY 2019-2023) represents the Forest Department's focus for the next five years, towards achievement of its mandate. This SAP is supported by a strategic financial plan (SFP) and a monitoring and evaluation framework and plan (MEFP).

The SAP represents a proactive and harmonised response to local, regional and global sustainable development challenges geared towards achieving the FD's mandate, Vision and

Mission while contributing to the achievement of Belize’s Growth and Sustainable Development Strategy (2016-2020). The SAP forms part of the efforts by the Department to strengthen its strategic objectives and improve performance effectiveness. The SAP is aligned with the *draft* Forest Policy (2015), Belize’s National Biodiversity Strategy and Action Plan (NBSAP 2016-2020), the United Nation’s Strategic Plan for Forests (2017-2030) and the Sustainable Development Goals (2015). Table 1 provides listings of key national policies and legislation as well as critical international obligations impacting the forest sector.

**TABLE 1 | Policies and legislation and international obligations impacting the FD**

Policies and Legislation related to the Forest Department	International Obligations affecting the Forest Sector and to which the Forest Department makes input
Forest Act (1954) <i>currently under revision</i>	Convention on International Trade in Endangered Species (1973)
National Protected Areas System Act (2015)	United Nations Convention on Biological Diversity (1992)
Wildlife Protection Act (2000)	RAMSAR Conventions on Wetlands (1971)
Private Protected Areas (Conservation) Act (2003)	United nations Convention on Combating Desertification (1994)
Forest Fire Protection Act (2003)	United Nations Framework Convention on Climate Change (1992)
Land Utilization Act (2003)	Sustainable Development Goals (2015)
National Lands Act (2003)	
Environmental Protection Act (2003, 2016)	
Forest Policy (2015 draft)	
National Food and Agriculture Policy (2003)	
National Integrated Planning Framework for Land Resource Development (2011)	
National Land Use Policy (2012)	
National Protected Areas Policy and System Plan (draft, 2015)	
National Sustainable Tourism Master Plan (2012)	
Belize Climate Change Adaptation Policy (2010)	

#### **1.4 Methodology for development of the SAP (2019-2023)**

The FD 5-year SAP was developed over 4-months duration, using a participatory process. Plan development involved a three-pronged approach that included review of pertinent documents as part of the preparatory process; initial consultations with the CFO; conduct of two main planning workshops and a validation workshop as well as ongoing plan development sessions with various groupings of the FD.

Workshop #1 (held September 24-26, 2018) sought to:

- Set the context for SAP development;
- Outline the current situation for the FD (SWOT and PESTEL);
- Develop the FD's Vision, Mission, Organizational Values, Goals and Strategic Objectives; and
- Define Key Performance Questions and Critical Success Factors (that would feed into the Monitoring and Evaluation Framework and Plan.

Workshop #2 (held October 9-12, 2018) developed strategies and actions associated with the SOs. The Validation workshop, held on November 5, 2018, presented and sought feedback from FD staff and stakeholders on the draft SAP.

Additionally, sessions were held with the senior staff (CFO, Program Managers and Officers in Charge) to define implementation actions and timelines. These were done iteratively between October and November 2018. A final feedback session was held on December 14, 2018, at which time FD staff conducted final revision to implementation actions and timelines and provided other feedback and edits to the SAP.



## 2.0 FOREST DEPARTMENT CURRENT SITUATION

The current reality, which provides an outlook of the environment in which FD operates, is outlined in this section. The Strengths, Weaknesses, Opportunities and Threats (SWOT) for the FD are presented in Table 2. An environmental scan highlighting the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) contexts is presented in Table 3. The SWOT identifies both internal (strengths and weaknesses) and external (opportunities and threats) affecting the FD, while analysis of the PESTEL focuses on factors external to FD that are identified opportunities or threats. Consideration of both sets of factors is crucial to the strategic planning process. In the context of the plan, these factors in different combinations, guide the development of strategies.

**TABLE 2 |**SWOT for the Forest Department

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>» Amendments to the governing laws and regulations (NPASA, Forest Act), which resulted in increased penalties</li> <li>» Strong technical and administrative capacity with a good mix of young, motivated and experienced staff</li> <li>» Project support for capital and human investment</li> <li>» Overarching legislation that empowers the FD</li> <li>» An institutional framework that defines roles and responsibilities</li> <li>» Established identity for FD personnel</li> <li>» Well-represented geographically (need to establish presence in two districts)</li> <li>» Decentralized Programs that allows for strength at local level and better use of resources for movement)</li> <li>» Robust processes for license assessments</li> </ul>	<ul style="list-style-type: none"> <li>» Limited coordination, cooperation and communication</li> <li>» Inadequacy in documentation/reporting</li> <li>» Poor alignment of work plans and project activities to meet organizational goals</li> <li>» Limited resources and gaps in technical capacity for SFM and law enforcement</li> <li>» Limited communication at ranges</li> <li>» Inadequate organizational budgetary allocation</li> <li>» Inability to complete monthly activities due to limited resources</li> <li>» Absence of a National Forest Action to support implementation of the Forest Policy</li> <li>» Insufficient, updated, documented and standardized guidelines, procedures and operational manuals in FD hamper informed decision-making.</li> <li>» Poor strategic placement of staff according to competencies</li> <li>» Inadequate workspace and work environment affects productivity</li> <li>» Absence of orientation of new staff and re-orientation of existing staff</li> <li>» Limited visibility of FD</li> <li>» Insufficient programs for awareness raising</li> <li>» Inability to conduct monitoring and lack of presence in ranges after formal wrok hours</li> <li>» Insufficient resources affecting staff productivity</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>» Alignment of FD strategies with funding opportunities and resources</li> <li>» Increased visibility, education and outreach</li> <li>» Complement existing personnel with project supported expertise</li> <li>» Medium to long term planning</li> <li>» Strengthening partnerships</li> <li>» Enhance and expand programs and work in ranges</li> <li>» Return to range level focus and implementation</li> <li>» Training of staff to enhance FD productivity</li> <li>» Build teamwork</li> </ul>	<ul style="list-style-type: none"> <li>» Continued deforestation</li> <li>» Transboundary incursions</li> <li>» Degraded communal and national lands</li> <li>» Political Interference</li> <li>» De-reservation of forest reserves and protected areas</li> <li>» Inadequate Resources</li> <li>» Conflicting public policies</li> </ul>

**TABLE 3 |** PESTEL of external factors impacting the FD

External Factors	
Political	Economic
<ul style="list-style-type: none"> <li>» Strong technical competencies at the Ministerial level</li> <li>» Political interference</li> <li>» Issuance of license via political recommendation</li> <li>» Discretionary approval by decision makers</li> <li>» Change of Government can affect stability and continuity</li> <li>» Weak interagency coordination</li> <li>» Political influence in hiring of staff</li> </ul>	<ul style="list-style-type: none"> <li>» Access to non-governmental sources of funding for forest management that supports FD to achieve its goals</li> <li>» GSDS allows for alignment of strategies and prioritization of government financing</li> <li>» Demand from communities for access to forest resources</li> <li>» High public debt impacts budgetary allocation, affecting effectiveness of FD</li> <li>» Socio-economic issues leads to high poverty and indigence rate that increases encroachment and illegal extraction of forest resources</li> </ul>
Social	Technological
<ul style="list-style-type: none"> <li>» Overuse of forest resources by buffer communities</li> <li>» Buffer communities creates opportunities for partnerships</li> <li>» Population growth</li> <li>» Increase in conversion of forest lands to agriculture</li> </ul>	<ul style="list-style-type: none"> <li>» Access to new and modern hardware &amp; software to improve decision making and management</li> <li>» Improvement of efficiency through e-governance</li> </ul>
Environmental	Legal
<ul style="list-style-type: none"> <li>» Forest conversion to other types of land use</li> <li>» Weather conditions/natural disasters (forest fires, pests, diseases etc.)</li> <li>» Forest degradation due to overuse by communities</li> <li>» Indiscriminate use of pesticides and chemicals</li> </ul>	<ul style="list-style-type: none"> <li>» Illegal incursions in PA</li> <li>» Belize-Guatemala dispute</li> <li>» Illegal activities in PAs/forests</li> <li>» Poor inter-agency enforcement (Police, BDF, Mining, Immigration, Archaeology)</li> <li>» Conflicting government legislation and policies</li> <li>» Maya land rights and CCJ ruling</li> </ul>

### 3.0 FOREST DEPARTMENT VISION, MISSION AND ORGANIZATIONAL VALUES (2019-2023)

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FD's Vision (*revised 2018*) is an aspirational description or desire of what the organization would like to achieve or accomplish in the mid to long-term future.

#### **VISION**

*The Forest Department is a competent regulatory agency, sustainably managing forest resources for the long-term benefit of the Belizean people*

Its Mission (*revised 2018*) is the statement of purpose, providing the framework and context for the development of its Goals.

#### **MISSION**

*A results-oriented Department that manages Belize's forest resources, enabled by informed decision-making and highly motivated and competent staff, in collaboration with partners and stakeholders.*

Its Value Statement (2005) and Organizational Values (2018) defines who FD personnel need to be in order to achieve its Vision.

#### **VALUES STATEMENT: ORGANIZATIONAL VALUES**

*The Forest Department will operate with integrity and respect through teamwork and communication while providing effective customer service and improved public relations with all stakeholders and at the same time observing equal rights of all citizens.*

## **ORGANIZATIONAL VALUES**

**Integrity:** We earn our reputation by adhering to the highest ethical standards, conduct and moral principles and at all times act in ways to preserve our integrity.

**Accountability:** We hold ourselves accountable to the public, accept responsibility for the decisions and actions that we take and will submit ourselves to the scrutiny that attends our decisions and actions.

**Justice & Fair-play:** In valuing the diversity in human nature and circumstances, we apply the principles of justice and fair-play in all our dealings within and outside the Agency to ensure that equity always prevails.

**Customer Service:** We acknowledge our role as a provider of services and will always strive to satisfy and exceed our customers' expectations.

**Teamwork:** We foster collaboration and teamwork among staff while maintaining individual accountability.

**Health & Safety:** We strive to create and maintain a safe and healthy work environment.

**Empowerment:** We aim to create a learning organisation where all our employees are motivated to achieve excellence, and high levels of performance are recognized and rewarded.

**Respect:** We treat our team members, clients and partners with respect and sensitivity, recognizing the importance of diversity.

**Effective internal and external communication:** Ongoing information flow is an important part of our decision-making process. We therefore believe that this is hinged on regular communication across all levels of the organisation and with our stakeholders.

**Effective leadership:** We have the authority to lead, the creativity to inspire and the will to foster positive social and environmental change.

### 3.1 Goals and Strategic Objectives

The 2018 FD SAP process resulted in the establishment of two organisational goals and nine strategic objectives (SOs) for the 5-year period FY2019-2023. These goals and SOs are focused on achieving the overall Vision and Mission for the FD<sup>1</sup>. Figure 1 provides a schematic representation of the Goals and SOs. Goal 1 has four-associated SOs while Goal 2 has five SOs.

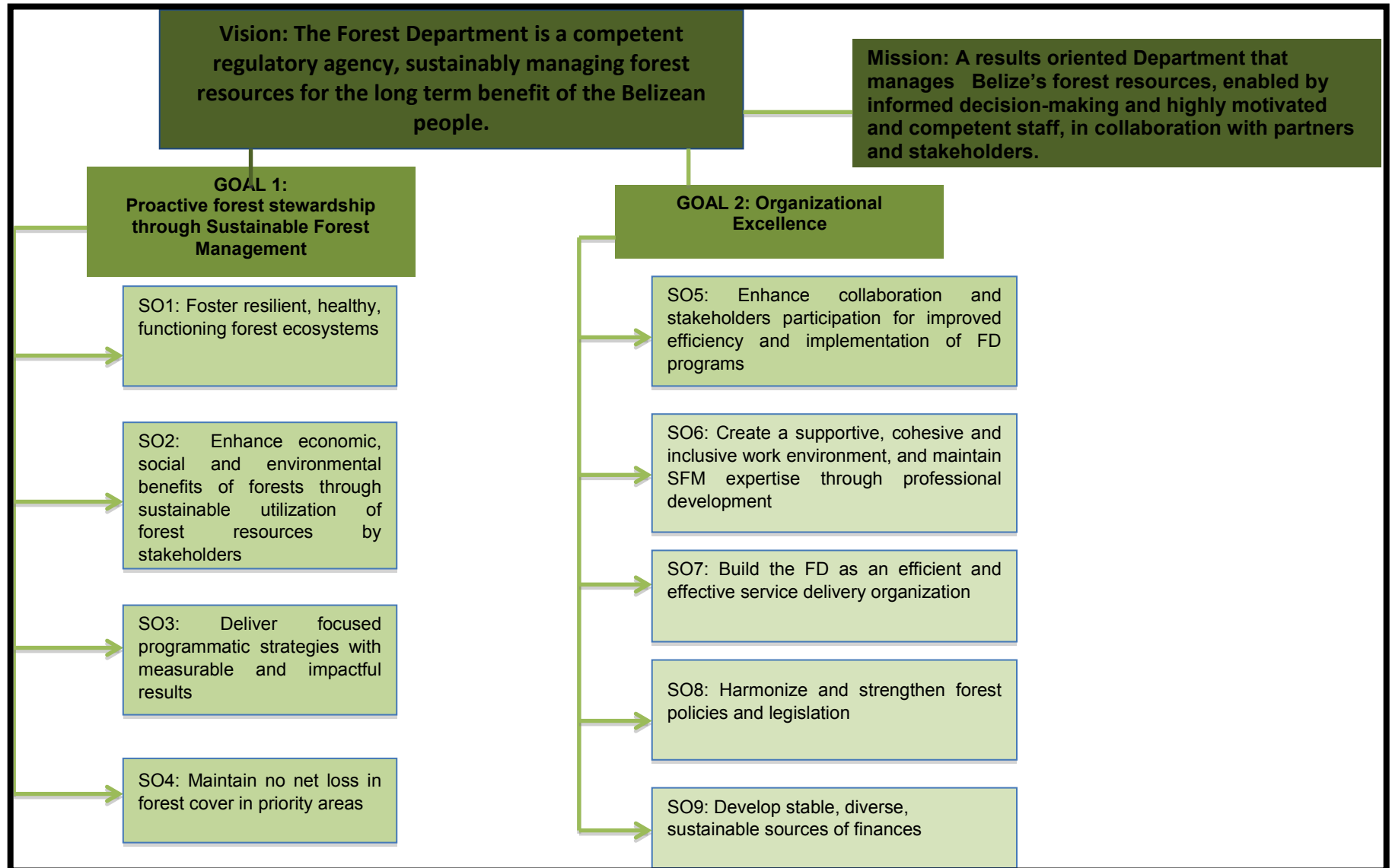
## **GOAL 1: Proactive Forest Stewardship Through Sustainable Forest Management**

## **GOAL 2: Organizational Excellence**

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<sup>1</sup> Strategic objectives are supported by defined key performance indicators including baselines and annual targets, making them Specific, Measurable, Achievable, Realistic and Time bound (by 2023)

**FIGURE 1 |** Vision, Mission, Goals and Strategic Objectives



## 3.2 Core Functions and Alignment with Goals and Strategic Objectives

The core functions and key outputs that the FD is to deliver on are set out in the Forest Act (1954). Box 2 provides a listing of core functions of the FD. The FD Institutional Review (2017) also lists a set of functions, considered as non-transferable from the FD and others that could be shared and transferred to others. These include:

- » Develop and/or adopt national standards for SFM including community based SFM (CBSFM).
- » Develop/adopt operational standardized guidelines (where, when, who, how) for implementing SFM including CBSFM.
- » Develop/adopt and apply standardized guidelines for monitoring, evaluating, and reporting SFM practices.
- » Promote public awareness on the importance of wildlife, wildlife issues, and the activities of the wildlife program.
- » Assess licenses for royalty charges.
- » Ensure compliance with conditions of license particularly related to timber exploitation.
- » Maintain revenue collection records and revenue database.

These functions are supported by a set of crosscutting factors including, public education and awareness, partnerships, collaboration and cooperation with stakeholders, both governmental and non-governmental.

A participatory engagement process with FD personnel led to the development of two broadly defined goals and nine strategic objectives (previously outlined in Section 3.1), which are aligned to the core functions of the FD and captured in Table 4. Goal 1 is linked to all 6 FD core functions through its 4 strategic objectives. Goal 2 is linked to 4 FD core functions through its 5 strategic objectives. These linkages are highlighted in Table 4. Core function 7: “Public awareness” and Goal 1/SO5 related to awareness and stakeholder participation are crosscutting themes that are linked throughout. This emphasises that public education,

### BOX 2 FD'S CORE FUNCTIONS (FOREST ACT 1954)

- » Oversight of use and protection of forests
- » Granting of forest licenses and permits
- » Collection of royalties for forest resources
- » Monitoring
- » Design and implementation of management plans
- » Protected areas

awareness, and stakeholder participation are imperative for successful implementation of the FD mandate. These goals reflect the long-term Vision for the future.

Figure 2 illustrates how goals relate to the core functions and strategic objectives as the means of achieving the fundamental Mission and Vision of the FD. Core functions are the foundation on which the FD is situated. SOs are specific targets within a set of goals. Goals, when achieved, will help further the Mission over time and fulfil the Vision. FD's Mission and Vision having been actualised, will contribute to the achievement of national priorities including the Forest Policy, Ministry objectives and Horizon 2030 and its shorter-term Growth and Sustainable Development Strategy 2016-2020 (GSDS). It will also contribute to achievement of the National Biodiversity Strategy and Action Plan (2016-2020) and be well aligned to the United Nations Strategic Plan on Forests (2017-2030), which was agreed upon by member countries at a special sitting of the United Nations Forum on Forests (UNFF) in 2017, of which Belize is a member. The FD SAP SOs also align with and supports Belize's contribution to achievement of the SDGs.

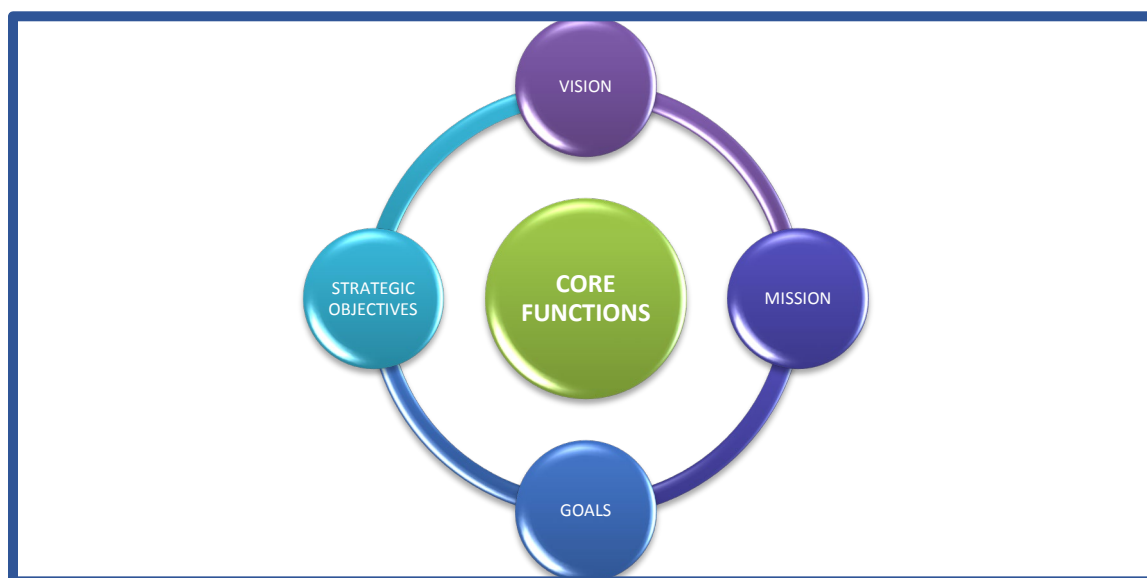


**TABLE 4 |** Alignment of Goals and Strategic Objectives with FD Core Functions

GOAL	CORE FUNCTIONS							STRATEGIC OBJECTIVE
	Oversight of use and protection of forests	Granting of forest licenses and permits	Collection of royalties for forest resources	Monitoring (including ensuring compliance with conditions of licenses	Design and implementation of management plans	Maintain revenue records and revenue database	Promoting public awareness	
Proactive forest stewardship through SFM								Foster resilient, healthy functioning forest ecosystems
								Enhance economic, social and environmental benefits of forests through sustainable utilization of forest resources by stakeholders
								Deliver focused programmatic strategies with measurable and impactful results
								Maintain no net loss in forest cover in priority areas

GOAL	CORE FUNCTIONS							STRATEGIC OBJECTIVE
	Oversight of use and protection of forests	Granting of forest licenses and permits	Collection of royalties for forest resources	Monitoring (including ensuring compliance with conditions of licenses	Design and implementation of management plans	Maintain revenue records and revenue database	Promoting public awareness	
Organizational Excellence								Enhance collaboration and stakeholders participation for improved efficiency and implementation of FD programs
								Create a supportive, cohesive and inclusive work environment, and maintain SFM expertise through professional development
								Build the FD as an efficient service delivery organization
								Harmonize and strengthen forest policies and legislation
								Develop stable, diverse, sustainable sources of finances

**FIGURE 2 |** Relationship of Core Functions to Strategic Objectives, Goals, Vision and Mission



### **3.3 SAP Alignment with Relevant Policies, Plans and Frameworks**

The new FD 5-year SAP is well aligned with the following:

1. Forest Policy (*draft* 2015), through its six objectives (see Annex 1)
2. National Biodiversity Strategy and Action Plan (2016-2020) (Annex 2)
3. Horizon 2030- Growth and Sustainable Development Strategy (2016-2020) through its critical success factors, necessary conditions and capacity development actions (Annex 3)
4. United Nations Strategic Plan for Forests (2017-2030) (Annex 4)
5. Sustainable Development Goals (2015) (Annex 5)

## 4.0 STRATEGIC ACTION PLAN (SAP) (2019-2023)

The following section represents the SAP for the FD for the five-years, 2019-2023. The FD’s mandate and by extension the contents of its five-year SAP are a subset of, and aligns with the plans of the MAFFESDI, its parent ministry. This structure is presented in Figure 3 below. The SAP is based on review of FD’s past performance, since its existence and in the past year; linkages with GSDS (2016-2019); the Forest Policy (2015); and the UN Strategic Plan on Forests (2030). It also takes into account Belize’s obligations under various international Conventions and Frameworks.

**FIGURE 3** | Structure and context for the Forest Department’s Strategic Action Plan and supporting Operational Plan

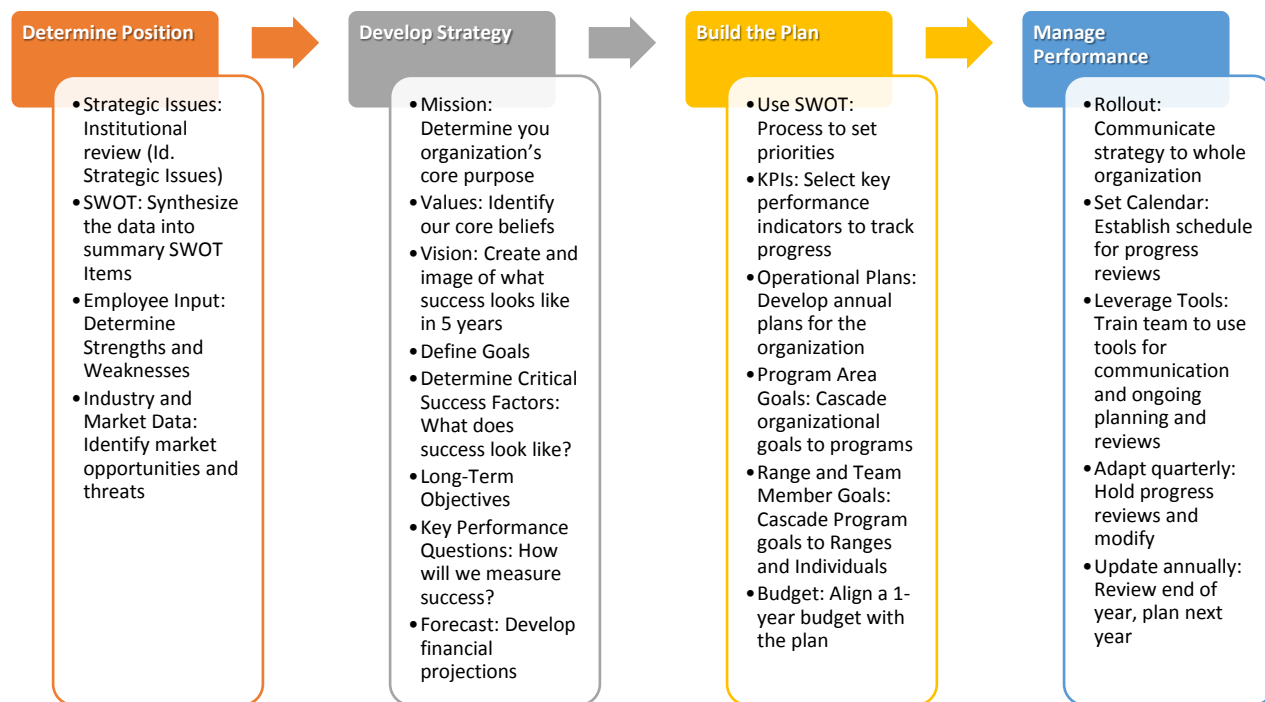


This SAP is linked to an accompanying document, the M&E Framework and Plan for FD. The M&E Framework and Plan document provides details on establishment of baselines, targets and monitoring and evaluation of Objectively Verifiable Indicators (OVIs) that measure progress

towards achieving the SOs, Goals, Mission and Vision. Nine strategic level (two impact level and seven outcome level) OVIs have been defined for application to this SAP and thirteen operational level (output) OVIs will support these whenever Operational Plans are developed. Tables 5-7 provide listings of these impact, outcome and output OVIs. The M&E Framework and Plan document details the monitoring, evaluation and reporting framework for these indicators and defines associated roles and responsibilities. Adaptive management is critical in the successful roll out of the SAP and PMEF. Section 4.1 (Tables 8-16) provides implementation schedules for the key strategies defined for the nine SOs in this document and the OVIs and their targets will be measured against these action plans as they are implemented.

Successful implementation of the SAP for the FD requires a fundamental shift in organizational culture, to allow for a more systematic approach to planning and measuring performance. One important change will be a structured approach to planning in a strategic management process (Figure 4).

**FIGURE 4 | Strategic Management Process for the FD**



The SAP (2019-2023) is to be implemented in close collaboration and partnerships with other government entities, non-governemental organizations (NGOs), community-based organizations (CBOs), private sector and international donor partners (IDPs). Consequently, the FD staff will

have to commence socialization of the SAP as soon as it is completed, in order to ensure that there is buy in for actions by FD stakeholders and that they will plan for these by incorporating specific relevant actions within their own organizational plans.

All FD programs are focused around Sustainable Forest Resources Management. The 2005 SAP highlighted seven Program Areas for the FD. These were later reduced and the FD currently operates with four main Programs: National and International Partnership (NIP); Sustainable Forest Management (SFM), Wildlife and Protected Areas (PAs). Consideration is being given to expand the Program portfolio once more to include others of importance to allow the FD to achieve its mandate, and to give attention to other critical areas such as fire management and forest law enforcement. Attention will be given to these during the implementation of the 2019-2023 SAP.

**TABLE5 I** Objectively Verifiable Impact Indicators associated with each Goal and Strategic Objective

VISION	GOAL	KEY PERFORMANCE INDICATOR
<p><i>The Forest Department is a competent regulatory agency, sustainably managing forest resources for the long-term benefit of the Belizean people</i></p>	<p><b>GOAL 1:</b> Proactive forest stewardship through SFM</p>	<p>IG.1. Change (increase) in forest cover in targeted locations</p>
	<p><b>GOAL 2:</b> Organizational Excellence</p>	<p>IG.2. Change in institutional capacity assessment results</p>

**TABLE 6** | Objectively Verifiable Outcome Indicators associated with each Goal and Strategic Objective

GOAL	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR
<p><b>GOAL 1:</b> Proactive forest stewardship through SFM</p>	<p>SO 1: Foster resilient, healthy functioning forest ecosystems</p>	<p>OC 1.1: Acres within targeted forested areas under one or more sustainable forest management regime</p> <p>OC-1.2 The change (increase) in the management effectiveness score in targeted co-managed areas</p>
	<p>SO 2: Enhance economic, social and environmental benefits of forests through sustainable utilization of forest resources by stakeholders</p>	
	<p>SO 3: Deliver focused programmatic strategies with measurable and impactful</p>	<p>OC-3.1 Change in staff capacity after staff development training (increase)</p> <p>OC-3.2 Number of quarterly coordination planning meetings held that led to a</p>

GOAL	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR
	results	minimum of 75% completed actions
	SO 4: Maintain no net loss in forest cover in priority areas	OC-4.1 Percent increase in forest cover in targeted priority (protected) areas
<b>GOAL 2:</b> Organizational Excellence	SO 5: Enhance collaboration and stakeholders participation for improved efficiency and implementation of FD programs	
	SO 6: Create a supportive, cohesive and inclusive work environment, and maintain SFM expertise through professional development	
	SO 7: Build the FD as an efficient service delivery organization	
	SO 8: Harmonize and strengthen forest policies and legislation	OC-8.1 Progress made (along 5 stage promulgation process) in finalizing targeted forest policy or regulation OC-8.2 The change (increase) in FD enforcement actions/ penalties due to the amended Forestry legislations
	SO9: Develop stable, diverse, sustainable sources of finances	OC-9.1 Dollars (B\$) in financing and partner leverage (public/ private, donor) mobilized to support FD program implementation



**TABLE 7 | Objectively Verifiable Output Indicators associated with each Goal and Strategic Objective**

GOAL	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR
<p>GOAL 1: Proactive forest stewardship through SFM</p>	<p>SO 1: Foster resilient, healthy functioning forest ecosystems</p>	<p>OP-1.1 The number of management plans developed and/or implemented for targeted forest reserves</p>
	<p>SO 2: Enhance economic, social and environmental benefits of forests through sustainable utilization of forest resources by stakeholders</p>	<p>OP-2.1 Value and volume of wood and wood products production OP. 2.2 Number of persons employed in the forest management and products sector</p>
	<p>SO 3: Deliver focused programmatic strategies with measurable and impactful results</p>	
	<p>SO 4: Maintain no net loss in forest cover in priority areas</p>	<p>OP-4.1 Number of climate smart pilot practices defined and implemented OP-4.2 Number of arrests for forest related offences</p>
<p>GOAL 2: Organizational Excellence</p>	<p>SO 5: Enhance collaboration and stakeholders participation for improved efficiency and implementation of FD programs</p>	<p>OP-5.1 The number of persons reached through FD communication and outreach efforts. OP-5.2 The number of partnerships to support forest management (e.g. co-management agreements and private public partnerships)</p>
	<p>SO 6: Create a supportive, cohesive and inclusive work environment, and maintain SFM expertise through professional development</p>	<p>OP6.1 Number of FD staff trained based on training needs assessment result OP-6.2 Number of sensitization sessions on new procedures and SOPS's held with 75% of staff</p>
	<p>SO 7: Build the FD as an efficient service delivery organization</p>	<p>OP7.1 Total investment (in Belize \$) per year on necessary and new infrastructure to properly carry out the duties of the Forest Department. OP7.2 % of the 2019-2023 Strategic Plan implemented</p>

GOAL	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR
	<p>SO 8: Harmonize and strengthen forest policies and legislation</p> <p>SO9: Develop stable, diverse, sustainable sources of finances</p>	<p>OP-9.1 Number of funding sources identified (that align with FD programs) for which project proposals have been developed and submitted</p>

## **GOAL 1: Proactive forest stewardship through sustainable forest management**

Goal 1 is geared at effectively protecting Belize's forest resources and forest ecosystems while balancing the social, economic and environmental benefits to be derived from sustainable utilization of forest resources. Goal 1 is aligned with:

- » Forest Policy Objectives 1-6 (see Annex 1).
- » GSDS CSF 2: Enhance Social Cohesion and Resilience.
- » GSDS CSF 3: Sustained or Improved Health of Natural, Environmental, Historical and Cultural Assets.
- » GSDS NC 4.5: Maintaining the integrity of National Borders.
- » NBSAP Goal A: Improved environmental stewardship is demonstrated across all society in Belize, as is an understanding and appreciation of marine, freshwater and terrestrial biodiversity, their benefits and values.
- » NBSAP Goal B: Direct and indirect pressures on Belize's marine, freshwater and terrestrial ecosystems are reduced to sustain and enhance national biodiversity and ecosystem services.
- » NBSAP Goal C: Functional ecosystems and viable populations of Belize's biodiversity are maintained and strengthened.
- » NBSAP: Goal D: Strengthened provision of ecosystem services, ecosystem-based management and the equitable sharing of benefits from biodiversity.
- » UN Strategic Plan for Forests (2017-2030): SO 1, 2, 3, 5.

Goal 1 is to be achieved through four SOs, namely:

- » SO1: Foster resilient, healthy functioning forest ecosystems.
- » SO2: Enhance economic, social and environmental benefits of forests through sustainable utilization of forest resources by stakeholders.
- » SO3: Deliver focused programmatic strategies with measurable and impactful results.
- » SO4: Maintain no net loss in forest cover in priority areas.

### ***SO1: Foster resilient, healthy functioning forest ecosystems***

Key strategies supporting SO1 include:

1. Implement best management practices for sustainable forest management in high priority areas by 2023.
2. Cooperate and collaborate with key stakeholders for implementation of best practices for sustainable forest management.
3. Improve forest management in forest reserves by applying SFM standards and norms that favor increased yield and production.

***SO2: Enhance economic, social and environmental benefits of forests through sustainable utilization of forest resources by stakeholders***

Key strategies supporting SO2 include:

1. Conduct inventories and economic valuation of forest resources and their ecosystems in at least one priority area by 2023.
2. Enhance incentives for protection of forested lands, especially for private forest landowners.
3. Increase awareness, utilization and value addition of forest resources.
4. Improve the permitting and licensing system for STFL and LTFL.

***SO3: Deliver focused programmatic strategies with measurable and impactful results***

Key strategies supporting SO3 include:

1. Enhance Forest Department programs for forest protection and sustainable forest management.
2. Enhance capacity for effective delivery of programmatic strategies and implement by 30% by 2023.
3. Develop and implement a research and development program to support sustainability of forest resources.

***SO4: Maintain no net loss in forest cover in priority areas***

Key strategies supporting SO4 include:

1. 60% of primary extractive and non-extractive forest produce in identified priority areas is guided by sustainable management plans, with improved biodiversity sustainability by 2023.
2. Limit the net rate of land use change for prioritized areas to no more than 0.2% per year by 2020 (Collect Earth model).

3. Restore 10% of degraded ecosystems within priority areas to maintain ecosystems and ecosystem services essential for increasing Belize's resilience to climate change impacts by 2023.
4. Address trans-boundary issues with 20% reduction in impacts from trans-boundary incursion.
5. Strengthen a system for early detection and effective management of degraded areas within Protected Areas by 2023.

## **GOAL 2: Organizational Excellence**

Goal 2 is geared towards making the FD a more efficient and effective organisation in order to achieve its mandate. It focuses on the organization's partnerships and awareness building activities and gives attention to human resources by building staff retention and capacity, while equipping the organization with infrastructural improvements. Critical to effective implementation is availability of adequate financial resources.

Goal 2 is aligned to:

- » Forest Policy Objectives 1-6
- » GSDS CSF 2: Enhance Social Cohesion and Resilience
- » GSDS CSF 3: Sustained or Improved Health of Natural, Environmental, Historical and Cultural Assets
- » GSDS NC 4.1: Better Technical and Political Governance System
- » GSDS NC 4.5: Maintaining the integrity of National Borders.
- » GSDS Capacity Development Strategy 1, 2, 3, 4, 6 and Action 1 and 3.
- » NBSAP Goal A: Improved environmental stewardship is demonstrated across all society in Belize, as is an understanding and appreciation of marine, freshwater and terrestrial biodiversity, their benefits and values.
- » NBSAP Goal B: Direct and indirect pressures on Belize's marine, freshwater and terrestrial ecosystems are reduced to sustain and enhance national biodiversity and ecosystem services.
- » NBSAP Goal C: Functional ecosystems and viable populations of Belize's biodiversity are maintained and strengthened.
- » NBSAP: Goal D: Strengthened provision of ecosystem services, ecosystem-based management and the equitable sharing of benefits from biodiversity.

- » NBSAP Goal E: The NBSAP is implemented effectively through capacity building, informed strategic decision-making and integrated public participation.
- » UN Strategic Plan for Forests (2017-2030): SO 4, 5, 6.

Goal 2 is to be achieved through five Strategic Objectives (SOs) namely:

- » SO5: Enhance collaboration and stakeholders participation for improved efficiency and implementation of FD programs.
- » SO6: Create a supportive, cohesive and inclusive work environment, and maintain SFM expertise through professional development.
- » SO7: Build the FD as an efficient service delivery organization.
- » SO8: Harmonize and strengthen forest policies and legislation.
- » SO9: Develop stable, diverse, sustainable sources of finances.

***SO5: Enhance collaboration and stakeholders participation for improved efficiency and implementation of FD programs***

Key strategies supporting SO5 include:

1. Enhance outreach and engagement for all stakeholder groups by 2023.
2. Strengthen efforts to meet obligations under multilateral environmental agreements by 2023.
3. Enhance or develop mechanisms to strengthen private/public partnerships for impactful programmatic implementation with stakeholders by 25% by 2023.

***SO6: Create a supportive, cohesive and inclusive work environment, and maintain SFM expertise through professional development***

Key strategies supporting SO6 include:

1. Institutionalize a Human Resource Management and Development Program (HRMDP) within the FD.

***SO7: Build the FD as an efficient service delivery organization***

Key strategies supporting SO7 include:

1. Modernize infrastructure across the Forest Department by 2023.
2. Enhance decision making through improved data management.
3. Strengthen FD planning and monitoring processes by 2023.

### ***SO8: Harmonize and strengthen forest policies and legislation***

Key strategies supporting SO8 include:

1. Maintain a system of institutions, policies, regulations and incentives that support forest sustainability at multiple spatial scales by 2023.

### ***SO9: Develop stable, diverse, sustainable sources of finances***

Key strategies supporting SO9 include:

1. Identify and utilize focused and broad-reaching financial mechanisms to facilitate effective implementation of the actions and the achievement of programmatic targets by 2023.
2. Enhance consultative and participative processes with donors for leveraging of funds.
3. Build partnerships to mobilize financing for sustainable forest management.

#### 4.1 SAP 2019-2023 Implementation Schedule (Tables 8-16)

**TABLE 8 |** Five-year Implementation Schedule for SO1

GOAL 1: <b>Proactive forest stewardship through SFM</b>						
STRATEGIC OBJECTIVE 1: <b>Foster resilient, healthy functioning forest ecosystems</b>						
STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24
1.1 Implement best management practices for sustainable forest management in high priority areas by 2023	1.1a Incorporate best management practices in forest legislation	x	x	x		
	1.1b. Implement management planning framework in high priority areas, with best practices incorporated	x	x	x	x	x
	1.1c Build staff capacity on requirements for SFM monitoring	x	x	x	x	x
	1.1d Measure effectiveness of management practices for sustainable forest management	x	x	x	x	x
1.2 Cooperate and collaborate with key stakeholders for implementation of best practices for sustainable forest management	1.2a Identify key partners and formalize co-management arrangements and MOUs with wildlife partners for sustainable forest management in priority areas	x	x	x	x	x
	1.2b Hold pre-logging meetings to review PHA results, identify weaknesses and recommendations for improvements	x	x	x	x	x
	1.2c Develop and implement a communication/sensitization Program for improved stewardship in sustainable forest management (including sensitization on mapping and economic valuation)	x	x	x	x	x
	1.2d Conduct economic feasibility assessment of public private partnerships for protected areas management		x			
	1.2e Conduct feasibility assessment of wildlife alternative livelihood options for game rearing			X		



GOAL 1: Proactive forest stewardship through SFM						
STRATEGIC OBJECTIVE 1: Foster resilient, healthy functioning forest ecosystems						
STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24
	1.2f Develop and implement prioritized alternative livelihood opportunities for stakeholders in key priority areas ( <i>inclusive of climate smart systems and community agro-forestry, game rearing etc.</i> )	x	x	x	x	X
1.3 Improve forest management in forest reserves by applying SFM standards and norms that favour increased yield and production	1.3a Formalize procedures for preparation of SFM Plans and norms and parameters for tree selection and the application of yield models (link: 4.1a)	x	x	X	x	X
	1.3b Implement standardized APOs according to 1.3a	x	x	X	x	X
	1.3c Improve protocols for data collection pre and post-harvest	x	x	X	x	X

**TABLE 9 | Five-year Implementation Schedule for SO2**

GOAL 1: Proactive forest stewardship through SFM						
STRATEGIC OBJECTIVE 2: Enhance economic, social and environmental benefits of forests through sustainable utilization of forest resources by stakeholders						
STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24
2.1 Conduct inventories and economic valuation of forest resources and their ecosystems in at least one priority area by 2023	2.1a Conduct inventories of timber, non-timber forest resources and wildlife in one priority area		x			
	2.1b Conduct feasibility study on the potential feasibility and technical process for breeding and ranching operations in Belize			x		
	2.1c Conduct economic valuation of forest resources in one priority area				x	
	2.1d Communicate results of mapping and economic valuation of forest resources				x	
2.2 Enhance incentives for protection of forested lands, especially for private forest landowners	2.2a Conduct a census of private forest land owners to support interventions for sustainable forest management			x	x	
	2.2b Identify and assess feasibility of potential schemes for private forest land owners, using PPP mechanism			x	x	
	2.2c Document best practices and lessons learned from the NE Corridor Forest Trust for replication in other priority areas		X			
2.3 Increase awareness, utilization and value addition of forest resources	2.3a Conduct research into viable value-added options for the forest industry			x	x	
	2.3b Strengthen capacity for sustained yield of timber and non-timber forest products and associated economic development	x	X	x	x	x

GOAL 1: Proactive forest stewardship through SFM						
STRATEGIC OBJECTIVE 2: Enhance economic, social and environmental benefits of forests through sustainable utilization of forest resources by stakeholders						
STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24
	2.3c Promote feasible existing and new value-added options with industry stakeholders and facilitate opportunities for collaboration in developing these options	x	x	x	x	x
2.4 Improve the permitting and licensing system for STFL and LTFL	2.4a Enhance and formalize criteria for application, review and approval of LTFLs and STFLs, harvesting /NTPFs, importation and exportation and mangrove permits		x	x	x	x
	2.4b Implement BELAPS	x	x	x	x	x
	2.4c Utilize an M&E tool to evaluate Long-term licenses for increased compliance and clearance for export	x	x	x	x	x

**TABLE 10 | Five-year Implementation Schedule for SO 3**

GOAL 1: Proactive forest stewardship through SFM						
STRATEGIC OBJECTIVE 3: Deliver focused programmatic strategies with measurable and impactful results						
STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24
3.1 Enhance Forest Department programs for forest protection and sustainable forest management	3.1a Review and enhance existing Forest Department programs	X	x	x	x	x
	3.1b Identify and develop new programs, based on critical areas of need (i.e. Fire prevention and management, forest law enforcement, NIP, Research & Development)	X	x	x	x	x
	3.1c Conduct ongoing FD staff sensitization on revised and new programs, including changes to functions, roles and responsibilities	X	x	x	x	x
	3.1d Develop and implement an operational plan for PA compliance and prevention of illegal activities in priority areas and conduct joint activities with co-managers, in alignment with Compliance Management Strategy	X	x	x	x	x
	3.1e Socialize the PA programmatic actions with PA co-managers and follow up to ensure that they are incorporated into their work plans	X	x	x	x	x
	3.1f Provide counterpart support for PA management actions	X	x	x	x	x
	3.1g Revisenational framework for wildland fire management		x	x	x	x
	3.1h Implement a Monitoring and Reporting plan for the CMS in collaboration with enforcement agencies (link: 8.1 b-c)		x	x	x	x
	3.1i Develop capacity of FD personnel for	X	x	x	x	x

GOAL 1: Proactive forest stewardship through SFM						
STRATEGIC OBJECTIVE 3: Deliver focused programmatic strategies with measurable and impactful results						
STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24
	compliance and enforcement activities (leadership, use of SMART technology, protocols, spot monitoring etc.) (link 6.1h)					
	3.1j Build capacity of FD and partners to enable MRV (link: 3.3b)		x	x	x	X
	3.1k Implement programmatic actions in partnership with key stakeholders	X	x	x	x	X
	3.1l Develop and utilize SOP for all programs	X	x	x	x	X
	3.1m Monitor and evaluate annual program plans and use the results for planning for subsequent years	X	x	x	x	X
	3.1n Establish and utilize formal stakeholder engagement working groups for ongoing communication and cooperation with key stakeholders and for coordination of programmatic actions	X	x	x	x	X
3.2 Enhance capacity for effective delivery of programmatic strategies and implement by 30% by 2023	3.2a Assess staff capacity for programmatic implementation and develop and implement a plan for ongoing development (link: 6.1g)	x	x	x	x	x
	3.2b Monitor staff training conducted for effective program implementation (link: 6.1g)	X	x	x	x	x
3.3 Develop and implement a research and development program to support	3.3a Develop and implement a forest research program with requisite guidelines on forest research (include research on silviculture in pine and broadleaf forests)	X	x	x	x	x

GOAL 1: Proactive forest stewardship through SFM						
STRATEGIC OBJECTIVE 3: Deliver focused programmatic strategies with measurable and impactful results						
STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24
sustainability of forest resources	3.3b Develop, validate and implement a monitoring, reporting and verification (MRV) tool (link: 3.1j)		x	x	x	x

**TABLE 11 | Five-year Implementation Schedule for SO 4**

GOAL 1: Proactive forest stewardship through SFM						
STRATEGIC OBJECTIVE 4: Maintain no net loss in forest cover in priority areas						
STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24
4.1 60% of primary extractive and non-extractive forest produce in identified priority areas is guided by sustainable management plans, with improved biodiversity sustainability by 2023	4.1a Develop a management framework for forest areas under long term sustainable management	X				
	4.1b Strengthen capacity of existing LTFLs and community forest groups to utilize management framework for forests under long term sustainable management		X	X	X	X
	4.1c Engage current and other interested community forestry groups and private investors in sustainable forest management and utilization of NTFPs	X	X	X	X	X
	4.1d Promote the development and oversee implementation of new sustainable forest management plans for forest reserves and private lands/community lands		X	X	X	X
	4.1e Monitor management plan framework implementation		X	X	X	X
4.2 Limit the net rate of land use change for the prioritized areas to no more than 0.2% per year by 2020 (Collect Earth Model)	4.2a Define prioritized forest ecosystems and utilize Collect Earth forest monitoring data to ascertain current land use within these prioritized areas	X	X	X	X	X
	4.2b Engage key government and NGO stakeholders in development and implementation of activities to promote climate smart practices in prioritized forest management areas	X	X	X	X	X

GOAL 1: Proactive forest stewardship through SFM						
STRATEGIC OBJECTIVE 4: Maintain no net loss in forest cover in priority areas						
STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24
	4.2c Rehabilitate critical areas of high conservation value through identification, development and implementation of community-based sub-projects including sustainable utilization of NTFPs	x	x	x	x	x
4.3 Restore 10% of degraded ecosystems within priority areas to maintain ecosystems and ecosystem services essential for increasing Belize's resilience to climate change impacts by 2023	4.3a Identify degraded forest ecosystems within priority areas using Collect Earth (Yr 1 baseline; Yr 3,5 for monitoring change)	x		x		X
	4.3b Cooperate with other government agencies in development of and pilot implementation of projects that promote climate smart practices (Link: 4.2b)	x	x	x	x	X
	4.3c Coordinate implementation of restoration activities in vulnerable areas within priority ecosystems (Link: 4.2d)	x	x	x	x	X
	4.3d Conduct ongoing monitoring of rehabilitated and restored ecosystems in priority areas and apply adaptive management practices	x	x	x	x	x
4.4 Address trans-boundary issues with 20% reduction in impacts from trans-boundary incursion (e.g. land use change, illegal logging, hunting, NTFPs)	4.4a In consultation with other agencies, prioritize areas of high trans-boundary incursions along the entire Belize border, where the FD can implement actions for highest impact	x				
	4.4b Engage the Ministry of Foreign Affairs to activate and implement existing MOUs between Belize and neighboring territories	x	x	x	x	x
	4.4c Maintain and increase FD presence at conservation posts	X	x	x	x	x



GOAL 1: Proactive forest stewardship through SFM						
STRATEGIC OBJECTIVE 4: Maintain no net loss in forest cover in priority areas						
STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24
	4.4d Strengthen partnerships with community leaders for enforcement	x	x	x	x	x
4.5 Strengthen a system for early detection and effective management of degraded areas within Protected Areas by 2023	4.5a Build capacity of the GSMU in real time forest monitoring and early detection systems	X	x	x	x	x
	4.5b Develop and implement a system of early forest fire detection and forest fire monitoring (link: 8.1b)		x	x	x	x

**TABLE 12 | Five-year Implementation Schedule for SO 5**

GOAL 2: <b>Organizational Excellence</b>						
STRATEGIC OBJECTIVE 5: <b>Enhance collaboration and stakeholders participation for improved efficiency and implementation of FD programs</b>						
STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24
5.1 Enhance outreach and engagement for all stakeholder groups	5.1a Strengthen FD communications strategy and outreach plan, incorporating new program actions and using SOPs ( <i>Integrate existing programmatic communication strategies into a new communications strategy and outreach plan</i> )	x	x	x	x	x
	5.1b. Implement communications strategy and outreach plan, using FD protocols for engagement	X	x	x	x	x
	5.1c Increase public awareness on the social, economic and ecological relevance of protected areas, wildlife and SFM using simplified and tailored messages that respond to the local context	X	x	x	x	x
	5.1d Strengthen partnerships with media to increase media knowledge and awareness, creating incentives for increased media reporting and creating media spotlight on forest related issues	x	x	x	x	x
	5.1e Work closely with communications officers from partner agencies to build awareness of forest related issues	x	x	x	x	x
	5.1f Sensitize partners & stakeholders on new and revised FD Programs	x	x	x	x	x
	5.1g Improve co-management agreement framework for PA management	x	x			

GOAL 2: <b>Organizational Excellence</b>						
STRATEGIC OBJECTIVE 5: <b>Enhance collaboration and stakeholders participation for improved efficiency and implementation of FD programs</b>						
STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24
	5.1h Formalize co-management agreements with all co-managers (link: 6.1h)	x	x			
	5.1j Build partners' capacity to conduct compliance and enforcement activities	x	x	x	x	x
5.2 Strengthen efforts to meet obligations under Multilateral Environmental Agreements by 2023	5.2a In collaboration with stakeholders, align management plans to meet obligations of multi-lateral environmental agreements (MEAs) i.e. CBD, RAMSAR, CITES	x	x	x	x	x
	5.2b Develop and implement a mechanism for timely reporting of MEAs, using the FIS and other data and information sources available through the FD and its partners	x	x	x	x	x
5.3 Enhance or develop mechanisms to strengthen private/public partnerships for impactful programmatic implementation with stakeholders by 25% by 2023.	5.3a Utilize engagement protocols to guide development of formal FD partnerships (Link: 3.1n)	x	x	x	x	x
	5.3b Strengthen participation of private land owners and other non-government entities in sustainable forest management through incentive schemes under the NPASA		x	x	x	x
	5.3c Strengthen public-private-partnerships (PPP) as a tool for implementation of programmatic activities		x	x	x	x
	5.3d Monitor, assess and strengthen PPPs for effective program implementation		x	x	x	x

GOAL 2: <b>Organizational Excellence</b>						
STRATEGIC OBJECTIVE 5: <b>Enhance collaboration and stakeholders participation for improved efficiency and implementation of FD programs</b>						
STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24
	5.3e Develop and apply mechanism for collaboration among stakeholders with responsibility for wildland fire management	x	x	x	x	x
	5.3f Sustain engagement, collaboration and cooperation of key government agencies for ongoing implementation of FD programs	x	x	x	x	x

**TABLE 13 |** Five-year Implementation Schedule for SO 6

GOAL 2: <b>Organizational Excellence</b>						
STRATEGIC OBJECTIVE 6: <b>Create a supportive, cohesive and inclusive work environment, and maintain SFM expertise through professional development</b>						
STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24

**GOAL 2: Organizational Excellence**

**STRATEGIC OBJECTIVE 6: Create a supportive, cohesive and inclusive work environment, and maintain SFM expertise through professional development**

STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24
6.1 Institutionalize a Human Resource Management and Development Program (HRMDP) within the FD	6.1a Develop a Human Resource Management and Development Program (HRMDP) for the Forest Department (Link: 3.1c)		x			
	6.1b Implement a Human Resource Management and Development Program (HRMDP) for the Forest Department (Link: 3.1c)		X	X	X	X
	6.1c Monitor a Human Resource Management and Development Program (HRMDP) for the Forest Department (Link: 3.1c)		X	X	x	x
	6.1d Establish organizational and programmatic SOPs and ensure ongoing sensitization of staff	x	x	x	x	X
	6.1e Develop (in collaboration with MAFFESDI, MPS, MOF, Public Service Union) a FD-specific appraisal system to enhance professional development and staff performance			x		
	6.1f Pilot the FD-specific appraisal system			x	x	X
	6.1g Institutionalize (formalize) the FD-specific appraisal system					X
	6.1h Build employee engagement and retention through team building activities and additional financial and other incentives for staff	x	x	x	x	X

**TABLE 14 | Five-year Implementation Schedule for SO 7**

GOAL 2: <b>Organizational Excellence</b>						
STRATEGIC OBJECTIVE 7: <b>Build the FD as an efficient service delivery organization</b>						
STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24
7.1 Modernize infrastructure across the Forest Department by 2023	7.1a Assess the FD work environment for prioritization of infrastructural investment	x				
	7.1b Develop a Modernization and Investment Strategy and Plan for the FD	x				
	7.1c Implement a modernization and investment strategy and plan for the FD		x	x	x	X
7.2 Enhance decision making through improved data management	7.2a Develop the Forest Information System (FIS) with associated protocols and populate associated databases	x				
	7.2b Build staff capacity on protocols for use of the FIS (input, output, data collection and management)		x	x	x	X
	7.2c Assess performance and adequacy of FIS			x	x	X
7.3 Strengthen FD planning and monitoring processes by 2023	7.3a Improve planning processes for the FD (strategic, operational, individual work plans) and link with FD internal staff appraisal system	x	x	x	x	X
	7.3b Establish a monitoring and evaluation system for FD Programs and incorporate specific monitoring actions into FIS protocols	x				
	7.3c Implement the monitoring and evaluation system for FD Programs and incorporate specific monitoring actions into FIS protocols		x	x	x	x
	7.3d Build FD capacity in use of the Programmatic monitoring and evaluation system	x	x			

GOAL 2: <b>Organizational Excellence</b>						
STRATEGIC OBJECTIVE 7: <b>Build the FD as an efficient service delivery organization</b>						
STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24
	7.3e Develop a strategic action plan, strategic financial plan and monitoring and evaluation plan for 2024-2028					x

**TABLE 15 |** Five-year Implementation Schedule for SO 8

GOAL 2: <b>Organizational Excellence</b>						
STRATEGIC OBJECTIVE 8: <b>Harmonize and strengthen forest policies and legislation</b>						
STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24
8.1 Maintain a system of institutions, policies, regulations and incentives that support forest sustainability at multiple spatial scales by 2023	8.1a Update and seek approval for existing forest related policy, laws and regulations (CITES, Forest Act, Wildlife Protection Act, Wildlife Policy, Forest regulations, National Wildlife Fire Management Policy and Strategy, Co-management Framework/NPASA)	x	x	x	x	x
	8.1b Implement the Compliance Management and Monitoring Strategy (CMMS), in collaboration with enforcement agencies (Link: 3.1h)	x	x	x	x	x
	8.1c Institutionalize the Compliance and Monitoring Unit within the Forest Department, (Law Enforcement unit)		x	x	x	x
	8.1d Sensitize FD personnel, partners and stakeholders on the approved policies and legislation	x	x	x	x	x



**TABLE 16 |** Five-year Implementation Schedule for SO 9

GOAL 2: <b>Organizational Excellence</b>						
STRATEGIC OBJECTIVE 9: <b>Develop stable, diverse, sustainable sources of finances</b>						
STRATEGY	ILLUSTRATIVE ACTIVITY	TIMELINE				
		2019-20	2020-21	2021-22	2022-23	2023-24
9.1 Identify and utilize focused and broad-reaching financial mechanisms to facilitate effective implementation of the actions and the achievement of programmatic targets by 2023	9.1a Strengthen strategic financing for FD programs, ensure alignment of programs with funding sources	x	x	x	x	x
	9.1b Prepare policy brief to lobby for increased budgetary allocation from GoB in support of FD programs	x	x	x	x	x
	9.1c Identify and actively engage funding agencies that can provide support for programmatic strategy implementation	x	x	x	x	x
9.2 Enhance consultative and participative processes with donors for leveraging of funds	9.2a Enhance internal FD capacity for project development and financial negotiation for leveraging funds	x	x	x	x	x
9.3 Build partnerships to mobilize financing for sustainable forest management	9.3a Build relationships and engage potential financiers for enhanced support for FD programs	x	x	x	x	x

## **4.2 SAP Implementation**

This SAP has been developed with the participation of key FD personnel. There are new Goals and SOs, complemented by a newly established Monitoring and Evaluation Framework and associated 2019-2023 M&E Plan. These are to be used to guide development of the Annual Operational Plans, the first of which commences almost immediately following the development of this SAP, for FY 2019-2020.

This SAP will be used by the FD in its presentation of annual Operational Plans and development of annual budgets. It should be presented to the MAFFESDI and stakeholders as part of a “socialization process”, to introduce the Plan and its main elements. In particular it is important for the FD to communicate actions that relate to its stakeholders to ensure their buy-in and commitment that should ultimately result in incorporation of these actions, where relevant, into their own strategic and Operational Plans.

### **4.2.1 Next Steps and Annual Cycle Planning**

As part of the Operational Planning process, each programme and any supporting project should develop an intervention logic to ensure that the activities are aligned to the FD’s Goals and SOs that they can be tracked from the individual staff to Range to Program to overall strategic level targets and ultimately for determination of achievement of the organizational Vision. These are also important for planning and allocating resources. Staff sensitization will be a priority from the onset to ensure that all personnel understand and are committed to achievement of the 5-year Vision. Capacity building will be critical in areas of: planning, M&E and use of intervention logics for successful implementation of the SAP. Figure 5 is a graphical representation of the roadmap for planning for the FD over the next 5 years.

The SAP is developed for 5 years, and is to be evaluated at the mid-point and final year. Adaptive management is used during annual planning, which is done in the last quarter of the current implementation year for commencement at the start of the next year. For the five years, annual operational plans are developed and implemented. Adaptive management is applied and actions adjusted as is necessary. Important FD personnel for these stages of planning are the CFO, administrative officer, program managers, and Officers in Charge (OICs). Program and range plans involve PMs and OICs. Individual staff plans flow from these and are expected to

reflect the higher level plans. It is important for the wider FD staff to be fully sensitized on the plans and changes made throughout their life.

**FIGURE 5 |** Process Flow for SAP and OP Development



## 5.0 References

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## ANNEX 1 | Alignment of FD Strategic Objectives with Forest Policy Objectives

FP OBJECTIVES	FD STRATEGIC OBJECTIVES								
	SO1	SO2	SO3	SO4	SO5	SO6	SO7	SO8	SO9
1. Enhance the quality and productivity of Belize's forests thereby ensuring environmental integrity and a sustained flow of goods and services to meet the development needs of the people									
2. Encourage the participation of all stakeholders in the planning and decision making process for effective protection, security, management and development of the forest resources									
3. Ensure equitable access to and use of forest resources by all persons within the confines of any over-riding public interest, acknowledging the equal and inalienable rights of all Belizeans;									
4. Raise awareness and maintain a high level of consciousness among the public and government agencies on the functionality of forests and benefits to be derived from appropriate forest resource conservation and sustainable forest manage									
5. Enhance applied research and investigation into all aspects of the forest's flora and fauna, including the influence of forest cover on the maintenance of water and soil resources, and the contribution of forest goods and services to the national economy, so as to provide for evidence-based management decisions									
6. Provide guidance for actions to be taken with regards to the direct and indirect threats posed by global climate change on forests and forest dependent people in order to reduce their vulnerability, increase their resilience and adapt to climate change.									

## ANNEX 2 | Alignment of FD SAP Strategic Objectives with NBSAP Goals and Targets

NBSAP Goals (2016-2020)	FD Strategic Objectives								
	SO1	SO2	SO3	SO4	SO5	SO6	SO7	SO8	SO9
GOAL A: Improved environmental stewardship is demonstrated across all society in Belize, as is an understanding and appreciation of marine, freshwater and terrestrial biodiversity, their benefits and values.									
TARGET A1. By 2020, a framework has been designed and adopted to guide the harmonization of policies that positively impact biodiversity, across all Government departments.									
TARGET A2. By 2020, Belize has legislated and implemented a national harmonized system of environmental standards and incentives that promote environmental responsibility and sustainability.									
TARGET A3. By 2020, 100% of relevant national development decisions in Belize take into consideration ecosystem services and biodiversity relevance to the national economy.									
TARGET A4. By 2020, 100% of relevant Government, 75% of civil society and 50% of the general public in Belize have increased awareness and appreciation of biodiversity and demonstrate active good stewardship.									
GOAL B: Direct and indirect pressures on Belize’s marine, freshwater and terrestrial ecosystems are reduced to sustain and enhance national biodiversity and ecosystem services.									
TARGET B1. By 2020 primary extractive natural resource use in terrestrial, freshwater and marine environments is guided by sustainable management plans, with improved biodiversity sustainability.									
TARGET B2. By 2020, 80% of businesses monitored in Belize are compliant with environmental standards.									
TARGET B3. Between 2016 and 2020, Belize has limited its net rate of land use change for prioritized natural ecosystems / areas to no more than 0.6% per year.									
TARGET B4. BY 2020, Belize is restoring 30% of degraded ecosystems to maintain ecosystems and ecosystem services essential for increasing									

NBSAP Goals (2016-2020)	FD Strategic Objectives								
	SO1	SO2	SO3	SO4	SO5	SO6	SO7	SO8	SO9
Belize's resilience to climate change impacts.									
TARGET B5. By 2025, Belize is addressing its trans-boundary issues, with 20% reduction in terrestrial impacts and 50% reduction in illegal fishing from trans-boundary incursions.									
TARGET B6. By 2018, Belize has a strengthened system in place for early detection and effective management of invasive species.									
GOAL C: Functional ecosystems and viable populations of Belize's biodiversity are maintained and strengthened.									
TARGET C1. By 2030, Belize's natural landscapes and seascapes are all functional and build biodiversity resilience to climate change.									
TARGET C2. By 2020, three key corridors identified under the National Protected Areas Policy and System Plan are physically and legally established, and effectively managed.									
TARGET C3. Between 2016 and 2030, no species will become functionally extinct in Belize.									
TARGET C4. By 2020, average management effectiveness of the National Protected Areas System has increased to 80%.									
TARGET C5. By 2020, Belize is implementing a biosafety policy that safeguards against large-scale loss of biological integrity.									
GOAL D: Strengthened provision of ecosystem services, ecosystem based management and the equitable sharing of benefits from biodiversity.									
TARGET D1. By 2025, key ecosystem services are sustainably managed and resilient to threats.									
TARGET D2. By 2025, access to genetic resources and associated traditional knowledge is regulated and benefits arising from utilization are shared in a fair and equitable manner.									
GOAL E: The NBSAP is implemented effectively through capacity building, informed strategic decision making and integrated public participation.									

NBSAP Goals (2016-2020)	FD Strategic Objectives								
	SO1	SO2	SO3	SO4	SO5	SO6	SO7	SO8	SO9
TARGET E1. By 2020, all relevant government ministries, 75% of relevant civil society, and 25% of the private sector and general public are effectively involved in the implementation of the NBSAP.									
TARGET E2. By 2020, accurate and current data on Belize's natural resources and environmental services informs relevant national development decisions.									
TARGET E3. By 2020, Belize's NBSAP is being implemented effectively, monitored and evaluated, and achieving desired outcomes.									

**Key:**

SO1 | Foster resilient, healthy functioning forest ecosystems

SO2 | Enhance economic, social and environmental benefits of forests through sustainable utilization of forest resources by stakeholders

SO3 | Deliver focussed programmatic strategies with measurable and impactful results

SO4 | Maintain no net loss in forest cover in priority areas

SO5 | Enhance collaboration and stakeholder participation for improved efficiency and implementation of FD programs

SO6 | Create a supportive, cohesive and inclusive work environment and maintain SFM expertise through professional development

SO7 | Build the FD as an efficient and effective service delivery organization

SO8 | Harmonize and strengthen forest policies and legislation

SO9 | Develop stable, diverse, sustainable sources of finance



## ANNEX 3 | Alignment of the Strategic Objectives with the GSDS

GSDS (2016-2019)	FD Strategic Objectives								
	SO1	SO2	SO3	SO4	SO5	SO6	SO7	SO8	SO9
GSDS: Enhance Social Cohesion and resilience; 2.5: Effective Livelihood Programs									
Action 1: Evaluate livelihood programs.	GSDS 2.5 A1	GSDS 2.5 A1	GSDS 2.5 A1		GSDS 2.5 A1				
Action 2: Strengthen community-driven approaches for the implementation of livelihood programs	GSDS 2.5 A2	GSDS 2.5 A2	GSDS 2.5 A2		GSDS 2.5 A2				
Action 3: Improve the coordination of livelihood programs		GSDS 2.5 A3	GSDS 2.5 A3		GSDS 2.5 A3				
Action 4: Promote sustainable livelihood programs in ecologically sensitive areas	GSDS 2.5 A4	GSDS 2.5 A4	GSDS 2.5 A4	GSDS 2.5 A4	GSDS 2.5 A4				
Critical Success Factor 3: Sustained or Improved Health of Natural, Environmental, Historical and Cultural Assets	GSDS 3								
3.1.1.a Action 1: Continue and strengthen implementation of the National Protected Areas Policy and System Plan	GSDS 3.1.1.a. 1		GSDS 3.1.1.a. 1		GSDS 3.1.1.a. 1			GSDS 3.1.1.a. 1	GSDS 3.1.1.a. 1
3.1.1.b Action 2: Complete and implement the new land use policy incorporating consideration of ecosystem benefits and economic valuation of ecosystems	GSDS 3.1.1.b. 2							GSDS 3.1.1.b. 2	GSDS 3.1.1.b. 2
Necessary Condition 4.1: Better Technical and Political Governance Systems							GSDS 4.1	GSDS 4.1	
GSDS 4.1 Action 1: Fully implement program budgeting, and seek budget efficiencies and synergies					GSDS 4.1 A1		GSDS 4.1 A1		GSDS 4.1 A1
GSDS 4.1 Action 2: Continue implementation of other Public Finance Reform initiatives									GSDS 4.1 A2
GSDS 4.5: Maintaining the Integrity of National Borders	GSDS 4.5			GSDS 4.5	GSDS 4.5				

GSDS (2016-2019)	FD Strategic Objectives								
	SO1	SO2	SO3	SO4	SO5	SO6	SO7	SO8	SO9
GSDS 4.5 Action 1: Increase border patrols and border control	GSDS 4.5 A1		GSDS 4.5 A1	GSDS 4.5 A1	GSDS 4.5 A1		GSDS 4.5 A1		
GSDS 4.5 Action 2: Encourage and recognize volunteerism to monitor protected areas	GSDS 4.5 A2		GSDS 4.5 A2	GSDS 4.5 A2	GSDS 4.5 A2		GSDS 4.5 A2		
Human Resource and Capacity Development Strategy 1. Increasing flexibility in human resource management and allocation						GSDS CDS1	GSDS CDS1		
S2. Building capacity for sustainable development						GSDS CDS2	GSDS CDS2	GSDS CDS2	GSDS CDS 2
S3. Increasing training allocation and strategic targeting						GSDS CDS3	GSDS CDS3	GSDS CDS3	GSDS CDS3
S4. Skill shortages and retention					GSDS CDS4	GSDS CDS4	GSDS CDS4	GSDS CDS4	GSDS CDS4
S6. Prioritize the retention of institutional knowledge						GSDS CDS6	GSDS CDS6		
CD Strategy Action 1: Complete a general review of capacity development needs						CDS A1	CDS A1		
A3: Mobilize and leverage the support of international agencies						CDS A3	CDS A3		CDS A3

**Key:**

SO1 | Foster resilient, healthy functioning forest ecosystems

SO2 | Enhance economic, social and environmental benefits of forests through sustainable utilization of forest resources by stakeholders

SO3 | Deliver focussed programmatic strategies with measurable and impactful results

SO4 | Maintain no net loss in forest cover in priority areas

SO5 | Enhance collaboration and stakeholder participation for improved efficiency and implementation of FD programs

SO6 | Create a supportive, cohesive and inclusive work environment and maintain SFM expertise through professional development

SO7 | Build the FD as an efficient and effective service delivery organization

SO8 | Harmonize and strengthen forest policies and legislation

SO9 | Develop stable, diverse, sustainable sources of financing

## ANNEX 4 | United Nations Strategy on Forest (UNSF) 2030

UNSF (2030)	FD Strategic Objectives								
	SO1	SO2	SO3	SO4	SO5	SO6	SO7	SO8	SO9
Reverse the loss of forest cover worldwide through sustainable forest management, including protection, restoration, afforestation and reforestation, and increase efforts to prevent forest degradation and contribute to the global efforts of addressing climate change									
Enhance forest-based economic, social and environmental benefits, including by improving the livelihoods of forest dependent people									
Increase significantly the area of protected forests worldwide and other areas of sustainably managed forests, as well as the proportion of forest products from sustainably managed forests									
Mobilize significantly increased, new and additional financial resources from all sources for the implementation of sustainable forest management and strengthen scientific and technical cooperation and partnerships									
Promote governance frameworks to implement sustainable forest management, including through the UN Forest Instrument, and enhance the contribution of forests to the 2030 Agenda.									
Enhance cooperation, coordination, coherence and synergies on forest-related issues at all levels, including within the UN System and across Collaborative Partnership on Forests member organizations, as well as across sectors and relevant stakeholders.									

Key:

SO1 | Foster resilient, healthy functioning forest ecosystems

SO2 | Enhance economic, social and environmental benefits of forests through sustainable utilization of forest resources by stakeholders

SO3 | Deliver focussed programmatic strategies with measurable and impactful results

SO4 | Maintain no net loss in forest cover in priority areas

SO5 | Enhance collaboration and stakeholder participation for improved efficiency and implementation of FD programs

SO6 | Create a supportive, cohesive and inclusive work environment and maintain SFM expertise through professional development

SO7 | Build the FD as an efficient and effective service delivery organization

SO8 | Harmonize and strengthen forest policies and legislation

SO9 | Develop stable, diverse, sustainable sources of financing

## ANNEX 5 | Sustainable Development Goals 2030 (2015)

SUSTAINABLE DEVELOPMENT GOALS	FD STRATEGIC OBJECTIVES								
	SO1	SO2	SO3	SO4	SO5	SO6	SO7	SO8	SO9
No poverty									
Zero Hunger									
Good Health and Well-Being									
Quality Education									
Gender Equality									
Clean Water and Sanitation									
Affordable and Clean Energy									
Decent Work and Economic Growth									
Industry, Innovation and Infrastructure									
Reduced Inequalities									
Sustainable Cities and Communities									
Responsible Consumption and Production									
Climate Action									
Life Below Water									
Life on Land									
Peace, Justice and Strong Institutions									
Partnerships for the Goals									

Key:

SO1 | Foster resilient, healthy functioning forest ecosystems

SO2 | Enhance economic, social and environmental benefits of forests through sustainable utilization of forest resources by stakeholders

SO3 | Deliver focussed programmatic strategies with measurable and impactful results

SO4 | Maintain no net loss in forest cover in priority areas

SO5 | Enhance collaboration and stakeholder participation for improved efficiency and implementation of FD programs

SO6 | Create a supportive, cohesive and inclusive work environment and maintain SFM expertise through professional development

SO7 | Build the FD as an efficient and effective service delivery organization

SO8 | Harmonize and strengthen forest policies and legislation

SO9 | Develop stable, diverse, sustainable sources of financing