



Belize Marine Fund Investment Strategy

2019 -2021

Wildtracks, 2019

BELIZE MARINE FUND INVESTMENT STRATEGY

2019 – 2021



COVER PHOTO

Fragments of Hope (FoH)

A world leader in reef restoration, BMF partner, Fragments of Hope, has successfully transplanted over 119,000 resilient, reef-building corals to date into more than 10 key locations across Belize, improving reef structure, functionality and resilience. This has been achieved through the active engagement of fishers, tour guides, women and youths from the community, trained to farm and out-plant these corals.

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Thank you to all those that participated in the consultations and validation workshops during the development of this strategy – for sharing your thoughts on the status of the marine resources, the actions that need to be taken to improve long term viability of Belize’s marine environment, and the most cost effective use of BMF investments for maximising conservation returns at the national level.



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ACRONYMS

APAMO	Association of Protected Area Management Organizations
ASC	Aquaculture Stewardship Council
BMF	Belize Marine Fund
FoH	Fragments of Hope
GEF	Global Environment Facility
GSDS	Growth and Sustainable Development Strategy
MA	Managed Access
MAR	Mesoamerican Reef
MAR2R	Integrated Transboundary Ridges-to-Reef Management of the Mesoamerican Reef
MPA	Marine Protected Area
NBSAP	National Biodiversity Strategy and Action Plan
NGO	Non-Governmental Organization
PACT	Protected Areas Conservation Trust
SGP	Small Grants Programme
SMART	Spatial Monitoring and Reporting Tool
TNC	The Nature Conservancy
ToC	Theory of Change
WCS	Wildlife Conservation Society
WWF	World Wildlife Fund

EXECUTIVE SUMMARY

The Mesoamerican Reef stretches for more than 1,000 km (600 miles) parallel to the coast of Mexico, Belize, Guatemala, and Honduras. One of the most diverse ecosystems on Earth, it is considered outstanding on a global scale, and a priority for conservation action. It stabilizes and protects coastal landscapes, lives and livelihoods, maintains coastal water quality, sustains threatened species and species of commercial importance, and generates income in the fishing and tourism industries for more than a million people living in coastal areas. Belize has an estimated 1,420 km² of reef in its waters - 5.5% of the reefs of the Wider Caribbean (World Resources Institute, 2004). The Mesoamerican Reef seascape is included on the list of 18 richest centres of endemism and has been highlighted as one of the most threatened by human impacts (Roberts et al., 2002).

The Belize Marine Fund (BMF), launched in November 2016 and supported by OAK Foundation through the MAR Fund, has the vision of *providing long-term financial sustainability for addressing high-priority marine resources management and conservation issues in Belize for greater impact throughout the Mesoamerican Reef Eco-region*. The BMF was established to promote the sustainable use and effective management of priority marine ecosystems in Belize—particularly the Belize Barrier Reef Complex and associated ecosystems. It achieves this by investing US\$500,000 annually in organizations and projects that will provide impactful conservation returns in the marine environment through targeted and small grants based on prioritised thematic areas.

This three-year investment strategy has been developed to guide the Belize Marine Fund in making future investments into marine conservation in Belize, based on a theory of change model towards achieving the following desired impact:

Improved status of marine resources in Belize, contributing towards increased health and resilience of the Mesoamerican reef, strengthening ecosystem services for the benefit of all stakeholders

Three key strategic thematic areas were identified to frame the strategy:

1. Improved management effectiveness of marine protected areas across the national seascape
2. Reduced pressures on the marine resources
3. Effective marketing of Belize's reef at national and international levels

Each thematic area includes a number of prioritized investment strategies for optimizing conservation returns in the marine environment. The strategy identifies the most appropriate niche for the BMF strategic investments in order to catalyse the greatest positive impact on marine resources management in Belize. It also identifies the organizations (conservation NGOs, community groups, civil society organizations etc.) that can be engaged for effective implementation of the identified strategic priorities (Annex 4).

A key focus is on investment in marine protected area (MPA) co-management partners to improve effective management and financial sustainability of marine protected areas, but there is also emphasis on strategic areas that have been identified for improving the enabling environment for investment in the Belize reef, including:

- investing in international communication and marketing strategies for the Belize reef, as part of the Mesoamerican reef, at a scale that will have national and global impact, focused on effective branding and recognition of Belize's vibrant, resilient reef, conservation successes, research achievements;
- investing in building local capacity and understanding of impact investment, and development of a portfolio of impact investment-ready projects, with support for initiatives that will catalyse the development of the links with the impact investment community, providing an opportunity to test marine conservation finance models and place Belize on the map in this field;
- investing in improved mechanisms for effective measurement of conservation outcomes and impacts, to demonstrate success at both site and national levels;
- investing in updating figures on the value of the reef and its ecosystem services;
- continuing investment in initiatives that advertise the reef and its economic values nationally, to improve support for reef protection, the marine protected areas and improve stewardship, particularly through the engagement of youths;
- providing access to discretionary funds to address urgent or opportunistic investment windows for achieving specific conservation outcomes.

Opportunities for building synergies towards national biodiversity goals are identified, as well as synergies with other grant funding activities and ongoing projects in Belize, towards enhancing and scaling up priority conservation and marine resource management outcomes and impacts (Annex 3). The strategy emphasises the need for improved communication and collaboration between the key funders in Belize, to facilitate the identification of opportunities to complement and add value to existing efforts, towards a common goal, ensuring that BMF investments are targeted where they are most needed, and avoiding duplication of effort.

A series of recommendations is presented in the final section for effective implementation of the strategy, to optimize conservation returns.

1. DEVELOPING THE STRATEGY

The Belize Marine Fund (BMF) is a financial mechanism that provides targeted and small grants to organizations and projects that will assist it in advance its goal of improving the status of marine resources in Belize, contributing towards the increased health and resilience of the Mesoamerican reef, and improved benefits for all stakeholders. This strategy has been developed in consultation with a wide range of organizations related to management of the marine environment – from Government authorities, to other grant funding agencies active in Belize, grant recipients, protected area management organizations, fisher and tourism associations, and other stakeholders of the marine environment.

A stakeholder mapping exercise has provided an understanding of the 2017 spatial and contextual investment landscape for marine conservation funding in Belize and to some extent, the region, based on projects active during that year. It identifies the key funding agencies, their investment strategies and current investment thematic areas, as well as identifying the recipient grantee agencies that implement the projects on the ground and deliver the final conservation outputs. The mapping exercise also identifies the complex relationships and multiple connections between donor agencies and grantees, helping to identify where collaboration can improve conservation outputs, where funding gaps exist, where investment risks are highest, and where scaling up has and can increase conservation returns (Annex 1).

A Theory of Change model has been developed based on the stakeholder mapping and consultative process, to provide guidance to the strategic investment planning, identifying the outputs and outcomes required to achieve the desired impact – *“the improved status of marine resources in Belize, contributing towards the increased health and resilience of the Mesoamerican reef, with improved benefits for all stakeholders”* (Figure 1). The resulting recommended strategy has also taken into account the Belize Marine Fund priorities, investment priorities identified by the Protected Areas Conservation Trust Conservation Investment Strategy (2018), the Global Environment Fund Small Grants Programme (GEF SGP) Operational Phase 6 strategy, and regional priorities identified in the revised MAR Fund Strategy. Strategies have also been aligned with national goals and targets identified under the National Biodiversity Strategy and Action Plan, Belize’s five-year biodiversity management road map, contributing towards achieving the national Growth and Sustainable Development Strategy targets and global Sustainable Development Goals.

BELIZE MARINE FUND THEORY OF CHANGE



FIGURE 1: BMF THEORY OF CHANGE MODEL

1.1 THE BELIZE MARINE FUND NICHE

The Belize Marine Fund is one of three key Belize-based investors in conservation of the marine environment, each taking a slightly different approach to the projects they fund, but all aligned with the National Biodiversity Strategy and Action Plan (NBSAP) and national development goals (Horizon 2030 and the Growth and Sustainable Development Strategy) (Table 1).

CONSERVATION FUNDING AGENCIES	PRIORITIES AND FOCUS
<p>Belize Marine Fund <i>Providing long-term financial sustainability for addressing high-priority marine resources management and conservation issues in Belize for greater impact throughout the Mesoamerican Reef Eco-region.</i></p>	<p>BMF Investment Strategy (2019 – 2021)</p> <ul style="list-style-type: none"> ▪ Effective management of marine protected areas <ul style="list-style-type: none"> ▪ Biodiversity/ ecosystem conservation ▪ Revenue generation ▪ Reducing pressures on marine resources <ul style="list-style-type: none"> ▪ Managed Access ▪ Improved socio-economic benefits ▪ Watershed impacts ▪ Effective marketing of Belize’s reef at national and international levels
<p>Protected Area Conservation Trust (PACT) <i>Promoting the sustainable management and development of Belize’s protected areas</i></p>	<p>PACT Conservation Investment Strategy (2018 – 2021)</p> <ul style="list-style-type: none"> ▪ Focus: <ul style="list-style-type: none"> ▪ Priority ecosystems (reef, mangroves, seagrass) ▪ Priority protected areas (12 MPAs) ▪ Desired Outcomes – specific conservation returns on investments associated with: <ul style="list-style-type: none"> ▪ Biodiversity/ ecosystem conservation ▪ Revenue generation ▪ Improved socio-economic benefits
<p>GEF Small Grants Programme (GEF SGP) <i>Achieving Sustainable Development Goals on the Ground through community action for global impact.</i></p>	<p>SGP Country Programme Strategy (OP6: 2015 – 2018)</p> <p>Operational Phase 6 focus is on projects in the strategic areas:</p> <ul style="list-style-type: none"> ▪ Community landscape / seascape conservation (sustainable use / building climate resilience) ▪ Innovative climate-smart agro-ecology (sustainable management of Belize’s coastal zone and MPAs / building climate resilience) ▪ Energy access co-benefits (renewable energy, employment generation opportunities) ▪ Reducing plastics ▪ Prioritizes ridge-to-reef concept ▪ Has a cross-cutting focus of gender considerations, youth participation, indigenous people and community-based approaches

TABLE 1: FUNDING AGENCIES AND INVESTMENT PRIORITIES IN BELIZE

There is a complex relationship between these three, all of which act as intermediaries for donor agencies, several of which overlap (Figure 2). All receive larger grants, some through MAR Fund, the regional intermediate, and re-grant through small grant programmes and targeted investments to ensure funds trickle down to impact action at the grassroots and marine protected area management level. All three provide co-financing opportunities for the implementing agencies.

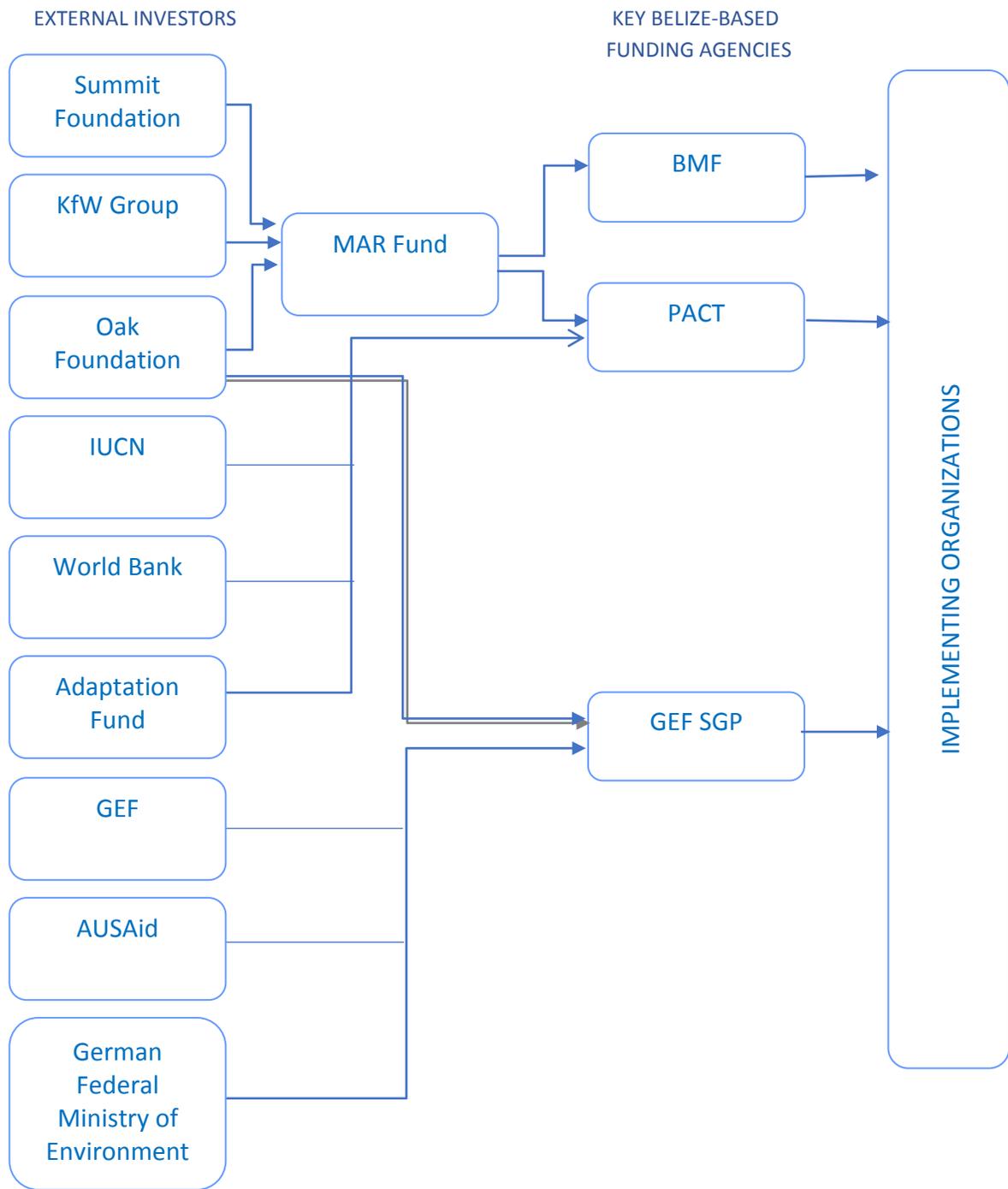


FIGURE 2: A SIMPLIFIED VIEW OF THE COMPLEX RELATIONSHIP BETWEEN THE THREE KEY FUNDING AGENICES IN BELIZE

There are also a number of International non-governmental organizations such as the World Wildlife Fund (WWF), Wildlife Conservation Society (WCS) and The Nature Conservancy (TNC) that are important in Belize’s funding landscape.

Four potential funding niche areas have been identified in the conservation investment arena in Belize from the stakeholder mapping exercise and broader consultations (Table 2).

FUNDING NICHE			
RISK-TAKERS	CONSOLIDATORS	SCALING-UP	BUILDING SUPPLY CHAINS
Start-up funding for: <ul style="list-style-type: none"> ▪ Grass roots natural resource management organizations and fisher associations. ▪ Innovative projects that prove a concept and provide a model for scaling up. 	Follow on funding to: <ul style="list-style-type: none"> ▪ Nurture, grow and consolidate stable organizations ▪ Consolidate and strengthen programme areas. ▪ Build on innovative projects to develop credible models ready to be scaled up. 	Scaling up successful projects towards financial sustainability	Moving from projects to functional, profitable industries
CURRENT NICHE ALLOCATION ACROSS KEY FUNDERS			
GEF SMALL GRANTS PROGRAMME			
	PACT		
	BMF		
	MARFund		
TNC			
		WCS	
		WWF	

TABLE 2: FUNDING NICHEs AND ALLOCATIONS ACROSS KEY FUNDERS

NOTE: PACT is planning to extend its scope to support of commercialization of MPA products in the future. WWF may also be exploring commercialization opportunities in the future.

Based on the above, the BMF niche is seen as one of:

Consolidation:

- Nurturing the growth of small organizations active in marine conservation that have shown good governance, effective organization and project management, aligned management goals, and demonstrate the potential for long term stability.
- Partnering with MPA co-management organizations, investing in consolidation of their management programmes - meeting critical operational needs, and assisting organizations in meeting financial gaps
- Supporting financial sustainability initiatives to reduce co-management organization dependence on grant funding.

- Providing follow-on funding to build on successful projects, to ensure that they are able to move towards long term viability.

Scaling up:

- Taking successful pilot projects and investing in expansion across organizations and the seascape.
- Expanding and replicating income diversification opportunities towards meeting national / international market demand.
- Improving the enabling environment and portfolio of suitable projects for piloting impact investments.

Building Supply Chains:

- Supporting the move from projects to functional, profitable industries

During the consultation process, there was less support for BMF to:

- Be a risk-taker – this role is considered to be well covered by the ongoing GEF Small Grants Programme. The Association of Protected Area Management Organizations (APAMO) has also taken a lead in building the capacity of community-based organizations and associations.
- Direct investment in alternative livelihoods / income diversification – this is more cost effective and better achieved through intermediate NGOs that work directly with the communities.
- Investment in private sector projects, unless this is as part of a specific activity being implemented by an MPA co-management partner that aligns with the BMF priority strategies and outputs

Discretionary Grants: BMF Discretionary Grants are small funds that have a rapid response time and are seen as an important contribution to addressing gaps in the funding landscape, with the potential to provide critical support to NGO partners. The Discretionary Grant also provides a mechanism to be able to take advantage of small-scale – large-impact opportunistic investment opportunities that might arise from time to time, that align with the BMF Strategy.

1.2 ALIGNING WITH NATIONAL AND GLOBAL GOALS

National goals are articulated in Belize’s Growth and Sustainable Development Strategy (GSDS), the current phase of the Horizon 2030 development plan for the country. Under the GSDS, the national goals and objectives for conservation revolve around the sustainable use, conservation and protection of Belize’s natural resources within the context of sustainable human development. These objectives are implemented through the National Biodiversity Strategy and Action Plan (NBSAP; GoB, 2016), which identifies five national goals aligned with the global CBD targets: Mainstreaming, Reducing Pressures, Protection, Benefits and Implementation. The Belize Marine Fund strategy aligns well with the NBSAP targets, with the potential for BMF investments to contribute significantly towards meeting national goals (Table 3; Annex 2).

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.

A2: By 2020 Belize has legislated and implemented a national harmonized system of environmental standards and incentives that promote environmental responsibility and sustainability.

A3: By 2020, all relevant national development decisions in Belize take into consideration ecosystem services and biodiversity relevance to the national economy.

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.

B1: By 2020 primary extractive natural resource use in terrestrial, freshwater and marine environments is guided by sustainable management plans, with improved biodiversity sustainability.

B2: By 2020, 80% of businesses monitored in Belize are compliant with environmental standards.

B4: By 2020, Belize is restoring 30% of degraded ecosystems to maintain and improve the status of ecosystems and ecosystem services essential for increasing Belize’s resilience to climate change impacts.

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.

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.

C1: By 2030, Belize’s natural landscapes and seascapes are all functional and build biodiversity resilience to climate change.

C3: Between 2016 and 2030, no species will become functionally extinct in Belize.

C4: By 2020, average management effectiveness of the National Protected Areas System has increased to 80%.

GOAL D: Strengthened provision of ecosystem services, ecosystem-based management and the equitable sharing of benefits from biodiversity.

D1: By 2025, key ecosystem services are sustainably managed and resilient to threats.

GOAL E: The NBSAP is implemented effectively through capacity building, informed strategic decision making and integrated public participation.

E1: By 2018, 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.

E2: By 2020, accurate and current data on Belize's natural resources and environmental services informs relevant national development decisions.

E3: By 2020, Belize’s NBSAP is being implemented effectively, monitored and evaluated, and achieving desired outcomes.

TABLE 3: NBSAP GOALS AND TARGETS FOR BELIZE THAT ALIGN WITH THE BMF STRATEGY

2. THE BELIZE MARINE FUND INVESTMENT STRATEGY

The Belize Marine Fund Investment Strategy identifies three Thematic Areas with nine specific outcomes to achieve the desired impact - the “Improved status of marine resources in Belize, contributing towards increased health and resilience of the Mesoamerican reef, strengthening ecosystem services for the benefit of all stakeholders”. These have been prioritised based on consultation feedback, prioritising those areas where BMF investment will provide greatest impact and conservation returns (Table 4).

IMPROVED STATUS OF MARINE RESOURCES IN BELIZE, CONTRIBUTING TOWARDS INCREASED RESILIENCE OF THE MESOAMERICAN REEF		
THEMATIC AREA 1. EFFECTIVE MARINE PROTECTED AREAS CONTRIBUTING TOWARDS A FUNCTIONAL NATIONAL PROTECTED AREAS SYSTEM		
OUTCOME	PRIORITY	STRATEGIES
1.1 Improved management effectiveness of MPAs across the national seascape	HIGH	<ul style="list-style-type: none"> Invest in improving seascape management and collaboration
	HIGH	<ul style="list-style-type: none"> Contribute towards ensuring MPAs meet critical operational, equipment and infrastructure costs for tangible long term conservation impacts on the ground
	MEDIUM	<ul style="list-style-type: none"> Invest in capacity building of MPA personnel
	MEDIUM	<ul style="list-style-type: none"> Invest in mechanisms / projects that result in strengthened, engaged and functional MPA stakeholder groups
1.2 Improved financial sustainability of MPA co-management organizations	HIGH	<ul style="list-style-type: none"> Invest in NGO financial sustainability mechanisms based on sound business plans
	HIGH	<ul style="list-style-type: none"> Invest in provision of an enabling environment and portfolio of projects for piloting impact investment in Belize
	MEDIUM	<ul style="list-style-type: none"> Improve engagement of tourism sector / private sector as active private sector investors in Belize’s reef / Blue / Green certification
	LOW	<ul style="list-style-type: none"> Improve MPA financial transparency through support for audits
1.3 Invest in strengthening effective evaluation of conservation returns at site and national level	HIGH	<ul style="list-style-type: none"> Invest in site level pilot project(s) for effective evaluation of protected area / system level outputs, outcomes and conservation returns (social, economic and environmental)
	HIGH	<ul style="list-style-type: none"> Support site-level and national multi-year biodiversity and socio-economic monitoring programmes based on strong monitoring plans, and towards standardized protocols
THEMATIC AREA 2. REDUCED PRESSURES ON THE MARINE RESOURCES		
2.1 Effective implementation of Managed Access	HIGH	MANAGED ACCESS <ul style="list-style-type: none"> Support establishment, expansion and operationalization of replenishment zones
	HIGH	<ul style="list-style-type: none"> Support enabling environment for improved transparency and strengthened surveillance and enforcement
	HIGH	<ul style="list-style-type: none"> Continued engagement of fishers towards support of Managed Access and functional MA committees
	HIGH	<ul style="list-style-type: none"> Contribute towards multi-year monitoring programmes / research to inform management and adaptive management
	MEDIUM	<ul style="list-style-type: none"> Support fishers in moving towards added-value fishing and product traceability
	LOW	<ul style="list-style-type: none"> Invest in actions to address transboundary fishing incursions

TABLE 4: BMF OUTCOMES AND PRIORITIZED STRATEGIES (1)

IMPROVED STATUS OF MARINE RESOURCES IN BELIZE, CONTRIBUTING TOWARDS INCREASED RESILIENCE OF THE MESOAMERICAN REEF		
THEMATIC AREA 2. REDUCED PRESSURES ON THE MARINE RESOURCES (CONTINUED)		
OUTCOME	PRIORITY	STRATEGIES
2.2 Sustainable income diversification opportunities for fishers / fisher communities	MEDIUM	INCOME DIVERSIFICATION <ul style="list-style-type: none"> Strategic investments in income diversification initiatives based on sound investment strategies and successful models
	MEDIUM	<ul style="list-style-type: none"> Investment in adding value / follow-on funding for expansion of successful income diversification investments
	LOW	<ul style="list-style-type: none"> Invest in improvement of employment opportunities for fishers in coastal communities
2.3 Reduced watershed impacts	MEDIUM	WATERSHED-BASED IMPACTS <ul style="list-style-type: none"> Support river to reef strategies that address watershed impacts (agrochemical, solid waste and sewage management)
	MEDIUM	<ul style="list-style-type: none"> Support improved water quality monitoring at site level and across the MPA system
	MEDIUM	<ul style="list-style-type: none"> Invest in protection / restoration of riparian and coastal vegetation
2.4 Increased climate change resilience	MEDIUM	CLIMATE CHANGE RESILIENCE <ul style="list-style-type: none"> Invest in climate smart approach to reef / mangrove restoration and resilience
	MEDIUM	<ul style="list-style-type: none"> Invest in increased environmental sustainability and climate smarting of coastal / caye development
	LOW	<ul style="list-style-type: none"> Invest in relevant climate change monitoring and research
THEMATIC AREA 3. EFFECTIVE MARKETING OF BELIZE'S REEF AT NATIONAL AND INTERNATIONAL LEVELS		
3.1 Improved stewardship and support at local and national levels	HIGH	<ul style="list-style-type: none"> Invest in a revised valuation of the ecosystem services provided by Belize's reef, mangroves and seagrass
	HIGH	<ul style="list-style-type: none"> Invest in improvement of local and national awareness and stewardship of Belize's reef and coastal ecosystems
	HIGH	<ul style="list-style-type: none"> Support engagement of the next generation in good stewardship of Belize's reef and coastal ecosystems
	MEDIUM	<ul style="list-style-type: none"> Support initiatives / actions that result in improved prioritization of marine resource management on the national agenda
	LOW	<ul style="list-style-type: none"> Support improved engagement of tourism sector / private sector as active stewards of Belize's reef and coastal ecosystems
3.2 Improved international awareness of and investment in Belize's reef and marine conservation successes	HIGH	<ul style="list-style-type: none"> Invest in professional international marketing campaigns promoting Belize's reef
	HIGH	<ul style="list-style-type: none"> Identification and promotion of suitable, meaningful pilot projects and connections for impact investment
	HIGH	<ul style="list-style-type: none"> Engagement of international investment partners towards meeting the OAK Foundation / BMF Challenge

TABLE 4: BMF OUTCOMES AND PRIORITIZED STRATEGIES (2)

Four further strategies were identified that focus on strengthening communication and collaboration between BMF and other key investment entities (Table 5).

IMPROVED STATUS OF MARINE RESOURCES IN BELIZE, CONTRIBUTING TOWARDS INCREASED RESILIENCE OF THE MESOAMERICAN REEF	
OTHER BMF STRATEGIES	
OUTCOME	STRATEGIES
Improved communication between three key investment entities (BMF, PACT, GEF SGP) and implementing partners for increased conservation returns	▪ Collaborate with GEF SGP and PACT to ensure there are opportunities / space for quarterly meetings/ discussions between to strengthen synergies and co-financing opportunities for leveraging funds
	▪ Collaborate with GEF SGP and PACT to harmonise conservation return indicators (outcome / impact indicators)
	▪ Collaborate with GEF SGP and PACT to provide opportunities / space for annual meetings/ discussions between funding entities and implementing partners to strategize investments based on needs and feedback
	▪ Explore opportunities for a joint emergency fund

TABLE 5: OTHER BMF STRATEGIES FOR IMPROVED COMMUNICATION AND COLLABORATION

2.1 INVESTMENT STRATEGIES

THEMATIC AREA ONE: EFFECTIVE MARINE PROTECTED AREAS CONTRIBUTING TOWARDS A FUNCTIONAL NATIONAL PROTECTED AREAS SYSTEM

EFFECTIVE MARINE PROTECTED AREAS

1.1 Improved management effectiveness of MPAs across the national seascape

- Invest in improving seascape management and collaboration
- Contribute towards ensuring MPAs meet critical operational costs
- Ensure MPA managers have the equipment, infrastructure and operational support for effective management
- Invest in capacity building of MPA staff
- Invest in mechanisms that result in strengthened, engaged and functional MPA stakeholder groups

1.2. Improved financial sustainability of MPA management organizations

- Invest in NGO financial sustainability mechanisms based on sound business plans
- Invest in providing an enabling environment and portfolio of projects for piloting impact investment in Belize
- Improve engagement of tourism / private sector through green certification
- Improve MPA financial transparency through support for annual audits

1.3 Strengthened evaluation of conservation returns at site and national level

- Invest in site level pilot projects for effective evaluation of protected area / system level outputs, outcomes and conservation returns
- Support site level and national multi-year biodiversity and socio-economic monitoring programmes based on strong monitoring plans

INVESTMENT STRATEGIES

Belize’s marine protected areas system is the primary tool used to improve health and protection of the marine environment. The country is moving towards a marine protected areas system that meets and exceeds international standards – with MPAs that are effectively managed and recognized as meeting and exceeding IUCN Green Standards. An MPA system that achieves ecosystem representation, supports the fisheries and tourism, coastal communities and the national economy. It already leads the way in co-management partnerships between the Government and NGO sectors, and integration of stakeholder participation in management decisions. However, financial limitations result in the majority of MPAs operating at, or below, critical level.

For the three year period of this strategy, investment in human resources and operational costs for MPA co-management partners will be critical to ensure effective management at site level. Many of the MPAs are eligible for targeted investment funding from PACT, but these grants will not be able to meet the full operational costs of all the MPA co-managers, and BMF funds will play an important role in addressing part of the funding gap.

Recognizing the increasing importance of improving financial sustainability, many site-level co-management partners are establishing business arms for revenue generation in the long term, based on strong business plans, to reduce dependency on grant funding. Supporting financial sustainability and diversification of income sources of these organizations is also a critical target, with the need for prioritized, at times multi-year investments to ensure success. Building the capacity of NGOs to be able to engage with impact investors is also considered a priority for long term financial sustainability, as are innovative financial sustainability mechanisms such as Blue Carbon.

THEMATIC AREA TWO: REDUCED PRESSURES ON THE MARINE RESOURCES

Unsustainable fishing is identified as one of the highest pressures on the marine environment. Managed Access, the rights-based fisheries management tool for improved management of the fisheries resources, has been rolled out across Belize to address this threat. Still in its infancy, Managed Access has support from the majority of fishers, but with the recognition that to work, there needs to be

REDUCED PRESSURES ON THE MARINE RESOURCES

2.1. Effective implementation of Managed Access

- Support establishment, expansion and operationalization of replenishment zones
- Contribute towards improved transparency and strengthened surveillance and enforcement
- Continue engagement of fishers towards support of Managed Access and functional MA committees
- Support fishers and cooperatives in moving towards added-value products and product traceability
- Contribute towards multi-year monitoring programmes / research to inform management of commercial species
- Invest in actions to address transboundary fishing incursions

2.2 Sustainable income diversification opportunities for fishers / fishing communities

- Strategic investments in income diversification initiatives based on sound investment strategies and successful models
- Adding value / follow-on funding for expansion of successful income diversification investments
- Invest in improvement of employment opportunities for fishers in coastal communities

2.3 Reduced watershed impacts

- Support river to reef strategies that address watershed impacts (agrochemicals, solid waste and sewage)
- Support improved water quality monitoring at site level and across the MPA system
- Invest in protection / restoration of riparian and coastal vegetation

INVESTMENT STRATEGIES

effective surveillance and enforcement in place through the Fisheries Department, coastguard and co-management organizations. While the BMF does not fund Government operations directly, a number of the marine protected areas are being managed by co-management agencies, with the need to support the increased operational and equipment costs involved in the expansion of replenishment zones, the roll out of SMART technology, small fishing vessel tracking, support for human resources, and technology to ensure accurate catch data collection and traceability.

Also important are active, functional Managed Access Committees for each of the Managed Access areas - trusted by the fishers for fair allocation of area-specific licenses. There is a need for considerable strengthening, with engagement and confidence building measures for the process to be considered transparent and trustworthy by the fishers.

Expansion of replenishment zones is important in providing increased representation of deeper oceanic waters within the MPA system, meeting Belize’s commitments to protecting 10% or more of its marine environment, However, it also brings the need for investment in adequate demarcation, increased operational costs above the current day-to-day management needs, expanded monitoring of the resources, and fisher engagement at the site level. Baseline data on potential deep water commercial fish stocks to support the expansion, and for measuring success is also considered important if Belize wishes to venture into deep sea fishing.

Providing opportunities for income diversification for fishers to reduce dependence and impact on marine resources is also a critical tool towards the BMF goal. The limited success of income diversification projects to date in Belize and the region, however, suggests that this is a high-risk

REDUCED PRESSURES ON THE MARINE RESOURCES (continued)

2.4 Increased climate change resilience

- Invest in reef / mangrove restoration
- Invest in increased environmental sustainability and climate smarting of coastal / caye development
- Invest in relevant climate change monitoring and research

INVESTMENT STRATEGIES

investment area. To reduce the risks, investments should therefore be made through intermediate NGOs that work directly with the stakeholders in their communities, and have strategies in place to provide consistent on-site support. This is being addressed for some key fishing communities through the development of engagement and investment strategies by co-management partners. Investment risk-reduction could also be through partnering with the GEF SGP, which has extensive experience as an intermediary granting agency, and in managing financial diversification projects at grassroots level.

At the implementation level, there has also been a shift in approach from grant-based interventions to micro-loans, improving the level of ownership by the final recipients – the fishers and their families, whilst also linking the investments to concrete conservation returns, with penalties for those recipients that then break fishery or wildlife laws. These strategies identify the need for on-site mentoring and support for income diversification projects if they are to succeed, often with a need for follow-on funding and technical input for marketing of products – whether tourism-related (e.g. community homestays) or production-related (e.g. honey). Barriers to moving beyond small-scale production of fisher / family-based alternative livelihood options to small industries that can support multiple fishers include marketing, financial management, and the ability to consistently supply an external market with the quantity and quality of product required. Seaweed production is one pilot project that has moved into the consolidation phase, with replication across fishing communities and MPAs, towards supplying an international market, engaged through The Nature Conservancy.

There is also an increasing recognition that income diversification assistance doesn't need to be made directly to the resource users – that it can be through increasing employment opportunities in the communities through investment in tourism development or other industries relevant to the area. This provides fishers and their families with employment options that do not necessarily require them to become entrepreneurs or take trainings that may be beyond their capacity or outside their sphere of interest or comfort zone.

THEMATIC AREA THREE: EFFECTIVE MARKETING OF THE BELIZE REEF

EFFECTIVE MARKETING OF THE BELIZE REEF

3.1 Improved stewardship and support at local and national levels

- Invest in a revised valuation of the ecosystem services provided by the Belize reef, mangroves and seagrass
- Invest in improving local and national awareness and stewardship of Belize’s reef and coastal ecosystems
- Support engagement of the next generation in good stewardship of Belize’s reef and coastal ecosystems
- Support initiatives / actions that result in improved prioritization of marine resource management on the national agenda
- Improved engagement of tourism sector / private sector as active stewards of Belize’s reef and coastal ecosystems

3.2 Improved international awareness of and investment in Belize’s reef and marine conservation successes

- Invest in a professional international marketing campaign promoting Belize’s reef
- Identification and promotion of suitable, meaningful pilot projects and connections for impact investment
- Engage international investment partners in meeting the OAK Foundation / BMF Challenge

INVESTMENT STRATEGIES

Belize has one of the most vibrant reefs on this planet, supporting coastal fishing and tourism communities and providing food security. The majority of Belize’s tourism is based on the marine environment, and is critical in supporting the national economy. Belize leads the world in marine conservation management, with Managed Access, use of SMART technology, coral restoration, strong co-management partnerships, participation of stakeholders in management decisions, and world-leading Aquaculture Stewardship Council (ASC) certification.

Despite its conservation successes, Belize has not been well positioned in the marine conservation field, with limited recognition of the Belize reef as high-value, relatively resilient reef, and of the conservation successes achieved. A recent report commented that *“One of the big challenges of Belize and the ecoregion is not branding their achievements therefore missing attention from key philanthropic and investment money... Belize lacks a strong country brand that would position it at the forefront of the leading nations placing natural capital as a pillar of sustainable development. The lack of a strong brand makes Belize invisible in front of traditional and new audiences in the marine conservation funding sector.”* (Betancourt, draft).

This has an impact on Belize’s ability to improve the financial sustainability of the marine protected areas system, with limited motivation for large scale investors to look at Belize. Even at site level, funding partners would be easier for co-management / conservation NGOs to engage if Belize’s profile were improved. Effective marketing is essential if Belize is to step up to fulfill its potential - marketing the roles and importance of the reef in achieving global, regional and national sustainable development goals, the past and present successes and the future threats. Raising its profile on the international scene, increasing exposure to international funding agencies, the international marine science and conservation community and international tourism markets is a critical step if Belize is to be able to

improve global investment into conservation of the reef and coastal ecosystems. With increasing focus on impact investment, as well, Belize needs to strengthen its international profile if it is to be able to compete for the financial opportunities that are starting to open up in this area. Marketing and branding of the reef, though identified as critically important, is generally underfunded in Belize, and is an area where the BMF can provide significant support.

Consultations demonstrate that international marketing of Belize's marine resources isn't the only area requiring strengthening – there is a long way to go before the value of the marine environment is recognized at the national level and by Belize's general public. There is currently a disconnect between much of Belize's population and the natural environment. Weak integration of the natural environment, ecosystem services and conservation into the national school curriculum and the limited importance placed on these resources by the Government has resulted in an almost lost generation that sees no value in the natural environment, reflected in the limited national support (financial, political and civil society) for the marine protected areas system. The need to successfully engage today's decision makers and nurture tomorrow's conservation leaders is becoming increasingly critical.

3. RECOMMENDATIONS

The Belize Marine Fund is well positioned to be able to make a significant contribution towards the improved status of the marine environment, particularly when its investments can leverage further funds through synergies with other funding agencies.

KEY RECOMMENDATION 1: Effective, regular communication with other core funders in Belize (PACT, and GEF SGP) to identify investment opportunities, synergies and avoid duplication of effort, particularly in the niche areas of consolidating and scaling-up, where the target overlap between funding organizations is greatest. This will ensure that BMF investments are cost effective, and targeted where they are needed, supporting and adding value to investments from other funding partners towards a common goal. International NGOs such as TNC, WWF and WCS also bring expertise to the table, particularly in the scaling-up and commercializing / building supply chain niches. It is therefore important to ensure that open communication is extended to these organizations as well, to identify areas for effective collaboration to improve conservation returns.

KEY RECOMMENDATION 2: Financial support for strengthening Belize’s MPA system should be guided by the outputs and recommendations of national assessments (e.g. management effectiveness, assessment of success of Managed Access roll out) identifying the marine protected areas and programme areas most in need of investment.

KEY RECOMMENDATION 3: There is the opportunity to provide leverage through agreements for matching funds for grants, either with PACT, GEF SGP or both, adding value to the investment, and also providing the potential to be more cost effective in terms of monitoring implementation and reporting. Both agencies have their strengths, with PACT increasing its portfolio in the areas of climate change, and GEF SGP providing many years of experience in investing in and managing livelihood diversification projects in coastal communities.

KEY RECOMMENDATION 4: To reduce risks to investments and to improve cost-effective implementation of the strategy, investments should be through well-established MPA co-managers or other conservation partners, and based on well-defined plans and strategies for achieving targets that are aligned with the BMF outputs and outcomes, and linked to a monitoring and evaluation framework, moving away from project-based, ad-hoc interventions. Applications should be reviewed to ensure that they are based on these strategies / plans. This is particularly relevant for:

- Support for initiatives that strengthen collaboration between protected area managers in the seascape, based on collaborative conservation / management action plans;
- Support for the human resources, equipment and operational costs for effective, consistent outreach and engagement in key coastal communities and schools, based on sound outreach / education strategies;

- Support for investments in financial sustainability options for MPA co-management organizations, backed by strong business plans and integration of engagement of skilled personnel;
- Support for multi-year biodiversity / water quality monitoring programmes, based on strong monitoring plans and emphasising analysis of data, contribution to national data sets and policy impact and dissemination of results;
- Support for new investments in income diversification options should be through strong intermediate organizations, backed by credible investment strategies that include an on-site mentoring and support system.
- Support for revision of site-level marine protected area management plans;

KEY RECOMMENDATION 5: Where relevant strategies / plans are not yet in place, development of these strategies should be prioritized to ensure MPA co-management agencies have a strong framework for effective management, and where possible, integrate collaboration with other organizations working in the same spatial or thematic area, to avoid duplication of effort and to better coordinate activities in the seascape and coastal communities.

KEY RECOMMENDATION 6: The BMF should work closely with the MARFund on the engagement of impact investors – the new MARFund strategy focuses on the development of this area for the Mesoamerican Reef region – it would benefit Belize to be at the forefront of this development, with the identification of a portfolio of investment-ready projects and MPA co-managers with the capacity and skills to engage and meet the standards of potential investors. This can be achieved through the proposed increased capacity of MARFund in this field to engage with the impact investment community at a professional level. It should be noted that examples of successful private investment approaches for marine and coastal conservation are mostly related to ecotourism and fisheries – in Belize, there has been limited engagement of, or focus on, the tourism industry by the marine conservation community. This should be addressed, as the tourism industry has the potential to be engaged as one of the biggest investment partners in marine conservation, and greatest advocates for effective management of the marine protected areas.

KEY RECOMMENDATION 7: Prioritized efforts should continue towards the successful achievement of the OAK Foundation / BMF challenge. This is important for continued financial investment in marine conservation in Belize, with potential for investment in strategies and activities that can promote the engagement of large scale funders and improve their interest in investment. Strengthening the collaboration with PACT may also facilitate improvement of the investment opportunities open for achieving the Challenge.

KEY RECOMMENDATION 8: It is suggested that US\$20,000 of the BMF funds should be available for small discretionary investments in key conservation opportunities that may arise outside of the established small and targeted grants programmes.

A number of potential investment areas were not prioritized during the consultation process, though it is recommended that partner applications targeting these areas should be considered if funding is available, and reviewed on a case by case basis:

- The areas of watershed and climate change are considered critically important, but there is also recognition that these have significant funding support from other conservation investors, resulting in their lower priority. Support should be considered, however, if gaps are identified through meetings with other core donors, and initiatives are tied into river-to-reef strategies.
- Whilst not identified as a priority for investment, protection of spawning aggregation sites is an important strategy for the long term health of commercial species in Belize and the region, and should not be ignored if viable low cost - high impact proposals are presented.
- Species conservation does not rate as a high priority for BMF investment, though specific emergency measures may need to be considered for discretionary funding – addressing the near-exponential increase in mortality in Belize’ manatee population over the last five years being a case in point

It is not recommended that BMF try to extend to new partners based within the watershed, as both PACT and GEF SGP have greater familiarity with these terrestrial-based organizations and their operating environments. The Integrated Transboundary Ridges-to-Reef Management of the Mesoamerican Reef (MAR2R) will also be launched in the near future, and is focused on scaling up the ridge to reef approach to its management.

A series of specific recommendations per Thematic Area are summarized below:

THEMATIC AREA 1: EFFECTIVE MARINE PROTECTED AREAS CONTRIBUTING TOWARDS A FUNCTIONAL NATIONAL PROTECTED AREAS SYSTEM

RECOMMENDATIONS

- Financial support should be based on a national MPA system management effectiveness assessment, identifying protected areas and programme areas most in need of investment
- Support for multi-year biodiversity / water quality monitoring programmes should be based on strong monitoring plans and emphasising analysis of data, contribution to national data sets and dissemination of results
- Investment in mechanisms for strengthened, engaged and functional MPA Advisory Committees and other community groups that have the tools to provide effective two-way communication between fishers, tour guides and MPA managers
- Investment in building capacity for MPA evaluation of outcomes, impacts and conservation returns
- Support for financial auditing costs and business plans - areas that are currently often underfunded but essential for co-management agencies

THEMATIC AREA 2: REDUCED PRESSURES ON THE MARINE RESOURCES

RECOMMENDATIONS

- Investment in ensuring MPA co-management organizations are able to (1) provide effective surveillance and enforcement and (2) engage their fisher stakeholders - key to improving the status of marine resources.
- Support should be for initiatives that strengthen collaboration between protected area managers in the following seascapes, reducing operational costs:
 - Southern Belize Reef Complex
 - Northern Belize Coastal Complex...and at national level
- Invest in the infrastructure and awareness required for successful replenishment area expansion (boundary marker buoys, signs, fisher awareness and engagement activities)
- Support for studies that provide baseline information on biodiversity in the deep sea environment, to define what is being managed and the viability of potential new commercial products.
- Invest in consolidating and scaling up successful income diversification projects (e.g. seaweed farming) increasing potential for meeting market demands from local and international markets
- Support for new investments in fisher income diversification options should be through intermediate organizations, and backed by credible investment strategies that include a mentoring and support system.
- The areas of watershed and climate change are considered critically important, but there is also recognition that these have significant funding support from other conservation investors, resulting in their lower priority for BMF investment. Support should be considered, however, if gaps are identified during meetings with other core donors.
- While not identified as a priority for investment, protection of spawning aggregation sites is an important strategy for the long term health of commercial species in Belize and the regions, and should not be ignored.

THEMATIC AREA THREE: EFFECTIVE MARKETING OF THE BELIZE REEF AT NATIONAL AND INTERNATIONAL LEVELS

RECOMMENDATIONS

- Support international and national communication and marketing strategies for the Belize reef, as part of the Mesoamerican reef, at a scale that will have global impact, focused on vibrant, resilient reef, conservation successes, research achievements – this is considered a niche area for BMF.
- Support Belize's efforts in the creation of a brand that effectively communicates the role of marine biodiversity and conservation in the country's sustainable development and in contribution to global Sustainable Development Goals.

- Improve the environment for impact investment in the marine environment through identification and support of a portfolio of investible entities eligible for impact investment from conservation finance providers.
- Provide financial and technical support to the identified potential impact investment initiatives in Belize towards the generation of financial and conservation outcomes.
- Seek technical partners for the development of financial mechanisms for support of coral and mangrove restoration.
- Support mechanisms that strengthen Belize media understanding and ability to communicate on marine protected areas, ecosystem services and climate change.
- Invest in the human resources, equipment and operational costs for effective, consistent outreach and engagement in key coastal communities and schools, based on strong plans.
- Identify opportunities for effective engagement of the tourism sector for increased participation in protection of the marine environment, including financial investment in monitoring and conservation management.

MONITORING AND EVALUATION

Developing a national mechanism for evaluation of impacts and conservation returns is considered increasingly important if Belize is going to be able to demonstrate its conservation successes to its people, the government and to potential investors – and is recommended as a collaborative effort between the three key funding agencies – PACT, GEF SGP and BMF. Support of actions towards achieving this should be prioritized, with the integration of outputs such as the Healthy Reef reports and Eco audits. A number of potential indicators have been identified, however, for measuring conservation returns specifically for the BMF investments (Table 6).

BELIZE MARINE FUND INVESTMENT STRATEGY 2019 - 2021

CONSERVATION RETURN INDICATORS			
THEMATIC AREA	OUTPUT	OUTCOME	IMPACT
1. Effective MPAS	<ul style="list-style-type: none"> ▪ % of MPA capacity building needs that are addressed ▪ % of MPA building / equipment / infrastructure needs that are addressed (based on management effectiveness assessment) ▪ % of MPAs that are meeting at least 75% of their operational costs (based on management effectiveness assessment) ▪ % of MPA co-management organizations generating 25% or more of their income (based on management effectiveness assessment) <p><i>Indicator data from outputs of the National Management Effectiveness Assessment</i></p>	<ul style="list-style-type: none"> ▪ Average and site level MPA management effectiveness (including biodiversity indicators) ▪ Number of MPAs with successful income generation business arms <p><i>Indicator data from outputs of the National Management Effectiveness Assessment</i></p>	<ul style="list-style-type: none"> ▪ Status of commercial fisheries ▪ Status of reef ▪ Status of mangroves ▪ Socio-economic status of fishers ▪ Status of water quality ▪ Socio-economic status of key coastal fishing communities
2. Reduced Pressures	<ul style="list-style-type: none"> ▪ % of fishers fully engaged by Managed Access ▪ Number of climate change monitoring / research project reports ▪ Number of areas targeted for reef restoration ▪ Total area of successful reef restoration efforts ▪ Number of areas targeted for mangrove restoration <p><i>Indicator data from Fisheries Department (research permit applications), FoH, Assessment of Managed Access</i></p>	<ul style="list-style-type: none"> ▪ Average income per fisher ▪ % of Belize waters under management as replenishment zones ▪ Number of incidences of transboundary fishing incursions per year ▪ Number of fishers reducing their % income from fishing through income diversification opportunities <p><i>Indicator data from Fisheries Department (research permit applications; Managed Access socio-economic data, incidence reports, MPA site level assessments)</i></p>	<p><i>Indicators based on Healthy Reef Reports, National Ecosystem Mapping / national deforestation data / BIOFIN KPIs, Fisheries Department data for Managed Access, commercial species monitoring, MPA annual reports, socio economic assessments of coastal fishing communities</i></p>
CONSERVATION RETURN INDICATORS			

BELIZE MARINE FUND INVESTMENT STRATEGY 2019 - 2021

THEMATIC AREA	OUTPUT	OUTCOME	IMPACT
<p>3. Improved Recognition</p>	<ul style="list-style-type: none"> ▪ Number of projects in the impact investment portfolio <p><i>Indicator data available from BMF / MARFund</i></p>	<ul style="list-style-type: none"> ▪ Number of MPAs certified under the IUCN Green Standards ▪ International investment in Belize MPAs ▪ Impact investment in MPAs <p><i>Indicator data from the IUCN Green List website, MPA Management Effectiveness Assessment, annual Government of Belize Public Sector Investment Projects (PSIP)</i></p>	<p>See on previous page</p>

TABLE 6: PROPOSED CONSERVATION RETURN INDICATORS

ANNEXES

- ANNEX 1.** STAKEHOLDER MAPPING - 2016 - 2018 SNAPSHOT OF INVESTMENT FUNDING IN MARINE CONSERVATION IN BELIZE (Separate Report)
- ANNEX 2.** BMF ALIGNMENT WITH THE NATIONAL BIODIVERSITY STRATEGY AND ACTION PLAN
- ANNEX 3.** MPA SYSTEM LIMITATIONS / CHALLENGES AND BMF OPPORTUNITIES / SYNERGIES
- ANNEX 4.** IMPLEMENTING AGENCIES AND FOCAL PROJECT AREAS, 2017
- ANNEX 5.** LIST OF INTERVIEWEES AND ORGANIZATIONS THAT CONTRIBUTED INPUT FOR DEVELOPMENT OF THE BMF STRATEGY

ANNEX 1. STAKEHOLDER MAPPING - 2016 - 2018 SNAPSHOT OF INVESTMENT FUNDING IN MARINE CONSERVATION IN BELIZE (Separate Report)

KEY POINTS

FUNDS INVESTED

An estimated US\$22 million was invested during the 2016 – 2018 timeframe through the 92 grant-based projects assessed, ranging in scale from US\$2,000 to US\$5.53 million. In addition, a national investment of US\$1,266,500 was made for the 2017 / 2018 year through the Government budget allocation to the Fisheries Department. Sixteen key funders were identified as the primary sources of grant funding with active projects in marine conservation in Belize during the timeframe. Investments from these funders were either made directly to the implementing organizations or through intermediary agencies (Table 1). Between 2016 and 2018, 60% of total grant investment in marine conservation in Belize came from two sources - 34% originating from the Global Environment Facility, and 26% from the Oak Foundation. The Government of Belize contributed 6% of the overall investment in marine conservation in Belize through its annual allocation to the Fisheries Department (Figure 1).

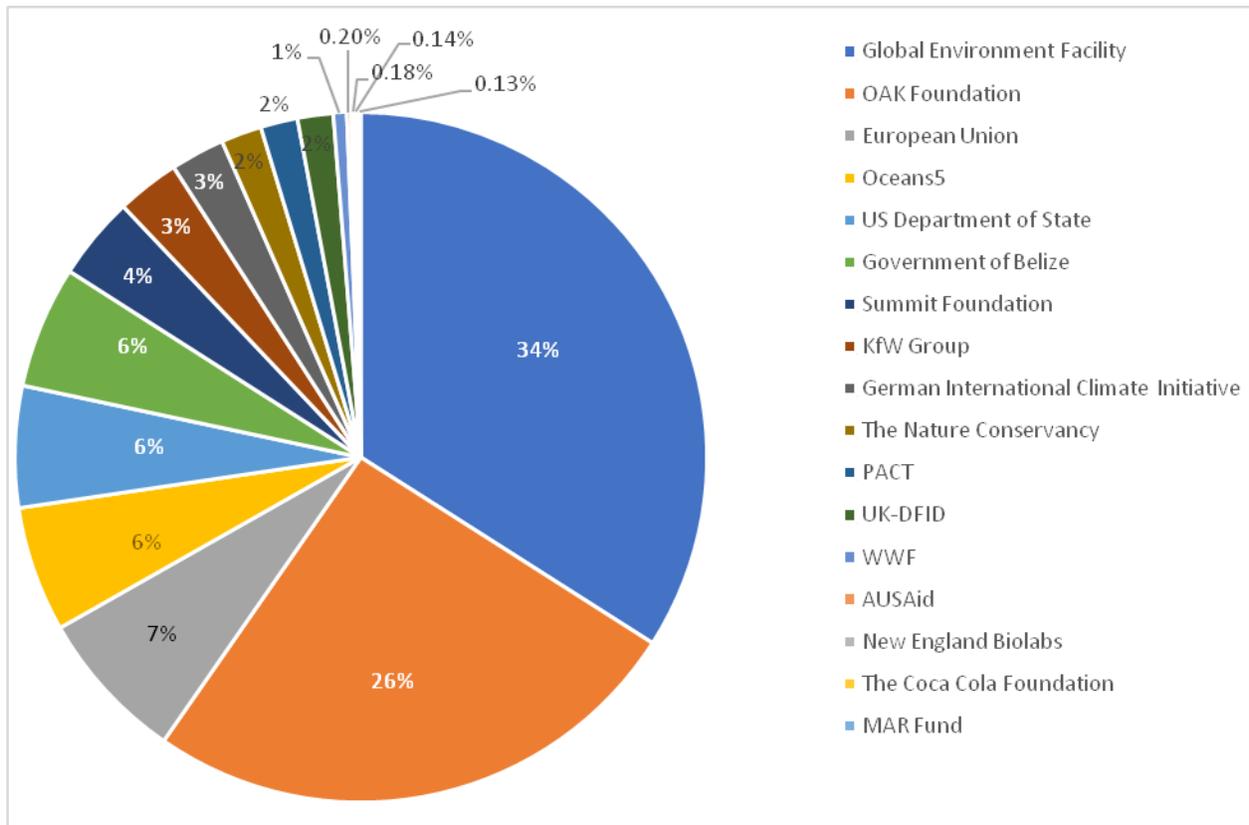
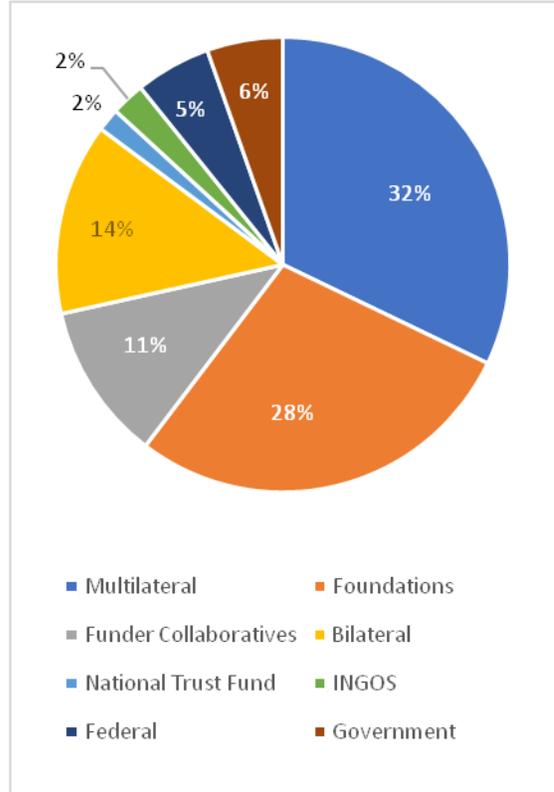


Figure 1: Relative Investments of Key Funders of Marine Conservation in Belize

TYPES OF GRANT FUNDERS

The majority (32%) of grant funds are provided by multilateral institutions – primarily the Global Environment Facility (GEF), with implementation through four intermediates (UNDP, World Bank/UNDP, SGP, and PACT). Foundations provide 28% of marine conservation investment, with 86% of this originating from OAK Foundation, executed through the MAR Fund, MAR Fund/ Belize Marine Fund, and SGP (Figure 2).



IMPLEMENTING AGENCIES CATEGORIES

29 grantee implementing agencies were identified, spread across 7 Grantee Categories (Figure 3):

- Government / Quasi Government
- Protected Area Co-management Agencies
- Umbrella Associations
- Community-based Fishermen Associations
- Belize-based Conservation NGOs (not protected area co-management)
- International Conservation NGOs
- Educational / Research Institutions /Organizations

Figure 2: Relative Investments of Different Grant Sectors in Marine Conservation in Belize

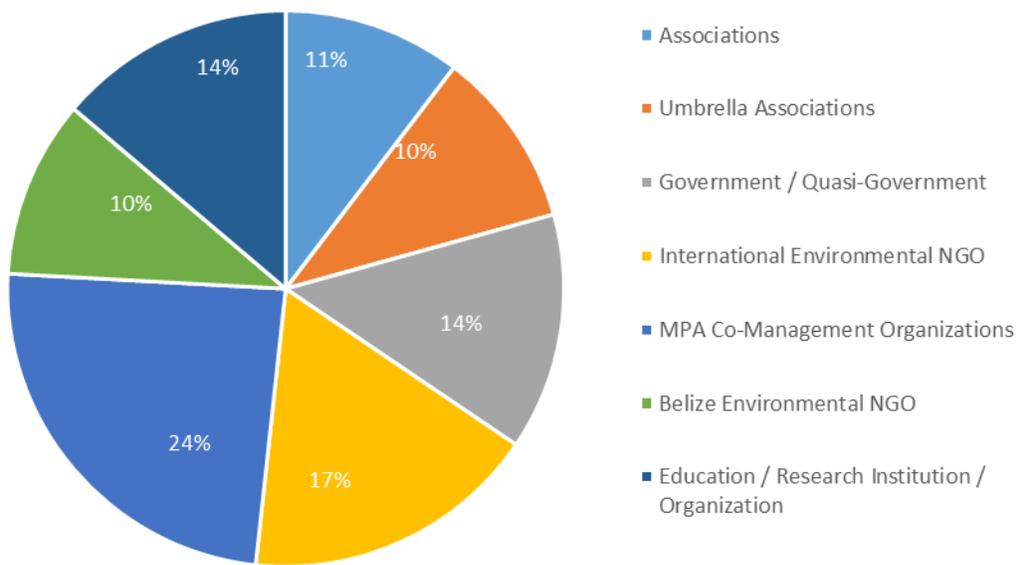


Figure 3: Implementing Grantee Recipient Categories

INVESTMENT THEMATIC AREAS

A total of 15 **Thematic Areas** were identified during the assessment, most grants / projects will provide investment over multiple themes (Figure 4).

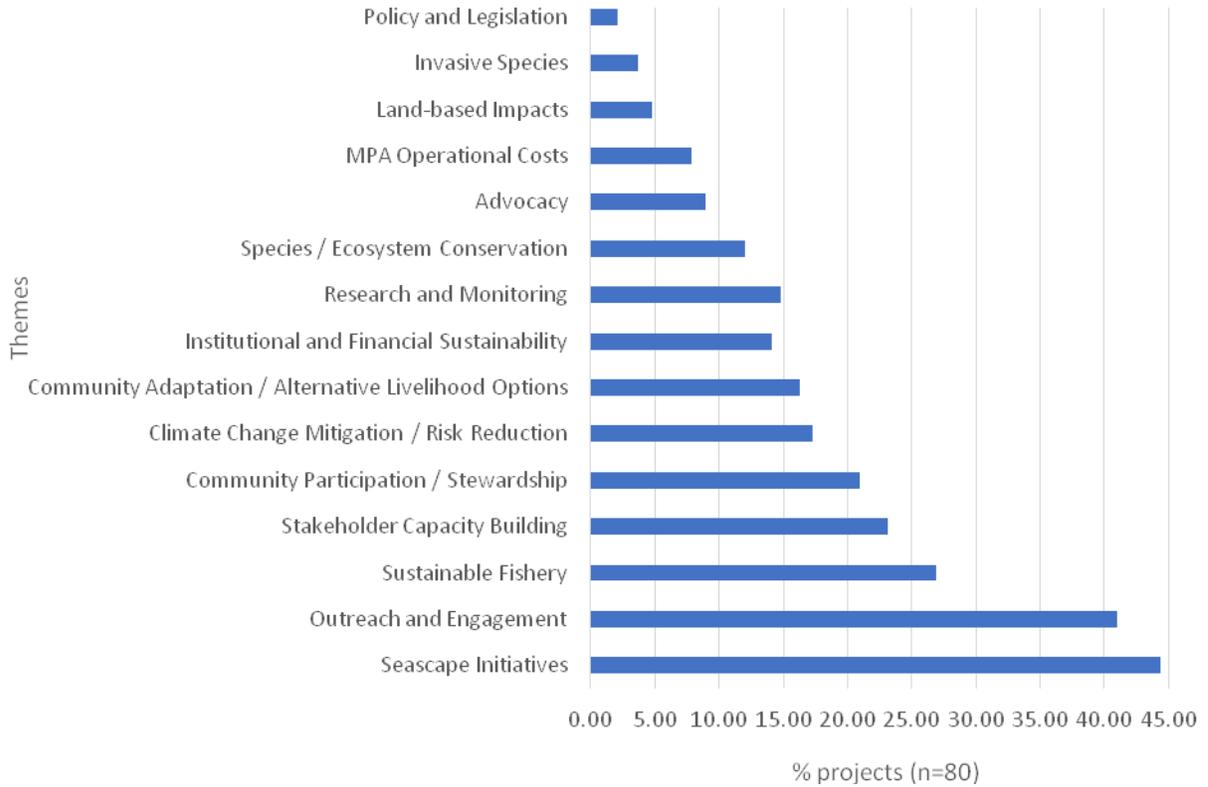


Figure 4: % Projects investing in each theme

ANNEX 2: BMF ALIGNMENT WITH THE NATIONAL BIODIVERSITY STRATEGY AND ACTION PLAN

OUTCOME	BMF STRATEGY	NBSAP STRATEGIES
THEMATIC AREA 1. EFFECTIVE MARINE PROTECTED AREAS CONTRIBUTING TOWARDS A FUNCTIONAL NATIONAL PROTECTED AREAS SYSTEM		
1.1 Improved management effectiveness of MPAs across the national seascape	<ul style="list-style-type: none"> ▪ Invest in improving seascape management and collaboration ▪ Contribute towards ensuring MPAs meet critical operational, equipment and infrastructure costs for tangible long term conservation impacts on the ground ▪ Invest in capacity building of MPA personnel ▪ Invest in mechanisms / projects that result in strengthened, engaged and functional MPA stakeholder groups ▪ Invest in improving seascape management and collaboration 	<p>C1: By 2030, Belize’s natural landscapes and seascapes are all functional and build biodiversity resilience to climate change. C3: Between 2016 and 2030, no species will become functionally extinct in Belize C4: By 2020, average management effectiveness of the National Protected Areas System has increased to 80%. D1: By 2025, key ecosystem services are sustainably managed and resilient to threats E1: By 2018, 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</p>
1.2 Improved financial sustainability of MPA management organizations	<ul style="list-style-type: none"> ▪ Invest in NGO financial sustainability mechanisms based on sound business plans ▪ Invest in provision of an enabling environment and portfolio of projects for piloting impact investment in Belize ▪ Improve engagement of tourism sector / private sector as active private sector investors in Belize’s reef / Blue / Green certification ▪ Improve MPA financial transparency through support for annual audits 	<p>C4: By 2020, average management effectiveness of the National Protected Areas System has increased to 80%.</p>
1.3 Invest in strengthening effective evaluation if conservation returns a site and national level	<ul style="list-style-type: none"> ▪ Invest in site level pilot projects for effective evaluation of protected area / system level outputs, outcomes and conservation returns (social, economic and environmental) ▪ Support site-level and national multi-year biodiversity and socio-economic monitoring programmes based on strong monitoring plans, and towards standardized protocols 	<p>E2: By 2020, accurate and current data on Belize's natural resources and environmental services informs relevant national development decisions E3: By 2020, Belize’s NBSAP is being implemented effectively, monitored and evaluated, and achieving desired outcomes</p>

BMF ALIGNMENT WITH THE NATIONAL BIODIVERSITY STRATEGY AND ACTION PLAN

OUTCOME	BMF STRATEGY	NBSAP STRATEGIES
THEMATIC AREA 2. REDUCED PRESSURES ON THE MARINE RESOURCES		
2.1 Effective implementation of Managed Access	<p>MANAGED ACCESS</p> <ul style="list-style-type: none"> ▪ Support establishment, expansion and operationalization of replenishment zones ▪ Support enabling environment for improved transparency and strengthened surveillance and enforcement ▪ Continued engagement of fishers towards support of Managed Access and functional MA committees ▪ Contribute towards multi-year monitoring programmes / research to inform management and adaptive management ▪ Support fishers in moving towards added-value fishing and product traceability ▪ Invest in actions to address transboundary fishing incursions 	<p>B1: By 2020 primary extractive natural resource use in terrestrial, freshwater and marine environments is guided by sustainable management plans, with improved biodiversity sustainability.</p> <p>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</p> <p>C3: Between 2016 and 2030, no species will become functionally extinct in Belize</p> <p>D1: By 2025, key ecosystem services are sustainably managed and resilient to threats.</p> <p>E1: By 2018, 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</p> <p>E2: By 2020, accurate and current data on Belize's natural resources and environmental services informs relevant national development decisions</p>
2.2 Sustainable income diversification opportunities for fishers / fisher communities	<p>INCOME DIVERSIFICATION</p> <ul style="list-style-type: none"> ▪ Strategic investments in income diversification initiatives based on sound investment strategies and successful models ▪ Investment in adding value / follow-on funding for expansion of successful income diversification investments ▪ Invest in improvement of employment opportunities for fishers in coastal communities 	<p>B1: By 2020 primary extractive natural resource use in terrestrial, freshwater and marine environments is guided by sustainable management plans, with improved biodiversity sustainability.</p> <p>B2: By 2020, 80% of businesses monitored in Belize are compliant with environmental standards.</p>

BMF ALIGNMENT WITH THE NATIONAL BIODIVERSITY STRATEGY AND ACTION PLAN

OUTCOME	BMF STRATEGY	NBSAP STRATEGIES
THEMATIC AREA 2. REDUCED PRESSURES ON THE MARINE RESOURCES		
2.3 Reduced watershed impacts	<p>WATERSHED-BASED IMPACTS</p> <ul style="list-style-type: none"> ▪ Support river to reef strategies that address watershed impacts (agrochemical, solid waste and sewage management) ▪ Support improved water quality monitoring at site level and across the MPA system ▪ Invest in protection / restoration of riparian and coastal vegetation 	<p>B1: By 2020 primary extractive natural resource use in terrestrial, freshwater and marine environments is guided by sustainable management plans, with improved biodiversity sustainability. B2: By 2020, 80% of businesses monitored in Belize are compliant with environmental standards. B4: By 2020, Belize is restoring 30% of degraded ecosystems to maintain and improve the status of ecosystems and ecosystem services essential for increasing Belize’s resilience to climate change impacts 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. C1: By 2030 Belize’s natural landscapes and seascapes are all functional and build climate change resilience D1: By 2025, key ecosystem services are sustainably managed and resilient to threats.</p>
2.4 Increased climate change resilience	<p>CLIMATE CHANGE RESILIENCE</p> <ul style="list-style-type: none"> ▪ Invest in reef / mangrove restoration and resilience ▪ Invest in increased environmentally sustainability of coastal / caye development ▪ Invest in relevant climate change monitoring and research 	<p>B4: By 2020, Belize is restoring 30% of degraded ecosystems to maintain and improve the status of ecosystems and ecosystem services essential for increasing Belize’s resilience to climate change impacts B6: By 2018, Belize has a strengthened system in place for early detection and effective management of invasive species C1: By 2030 Belize’s natural landscapes and seascapes are all functional and build climate change resilience E1: By 2018, 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</p>

BMF ALIGNMENT WITH THE NATIONAL BIODIVERSITY STRATEGY AND ACTION PLAN

OUTCOME	BMF STRATEGY	NBSAP STRATEGIES
THEMATIC AREA 3. EFFECTIVE MARKETING OF BELIZE’S REEF AT NATIONAL AND INTERNATIONAL LEVELS		
3.1 Improved stewardship and support at local and national levels	<ul style="list-style-type: none"> ▪ Invest in a revised valuation of the ecosystem services provided by Belize’s reef, mangroves and seagrass ▪ Investment in improvement of local and national awareness and stewardship of Belize’s reef and coastal ecosystems ▪ Support engagement of the next generation in good stewardship of Belize’s reef and coastal ecosystems ▪ Support initiatives / actions that result in improved prioritization of marine resource management on the national agenda ▪ Improve engagement of the tourism sector / private sector as active stewards of Belize’s reef and coastal ecosystems 	<p>B2: By 2020, 80% of businesses monitored in Belize are compliant with environmental standards.</p> <p>A2: By 2020 Belize has legislated and implemented a national harmonized system of environmental standards and incentives that promote environmental responsibility and sustainability</p> <p>A3: By 2020, all relevant national development decisions in Belize take into consideration ecosystem services and biodiversity relevance to the national economy</p> <p>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</p> <p>E1: By 2018, 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</p>
3.2 Improved international awareness of Belize’s reef and conservation successes	<ul style="list-style-type: none"> ▪ Invest in professional international marketing campaign promoting Belize’s reef ▪ Identification and promotion of suitable, meaningful pilot projects and connections for impact investment ▪ Engagement of international investment partners towards meeting the OAK Foundation / BMF Challenge 	<p>C4: By 2020, average management effectiveness of the National Protected Areas System has increased to 80%.</p>

ANNEX THREE: MPA SYSTEM LIMITATIONS / CHALLENGES AND BMF OPPORTUNITIES / SYNERGIES

THEMATIC AREA 1: EFFECTIVE MARINE PROTECTED AREAS CONTRIBUTING TOWARDS A FUNCTIONAL MESOAMERICAN REEF		
STRATEGIES	MPA SYSTEM LIMITATIONS / CHALLENGES	BMF OPPORTUNITIES / SYNERGIES
1.1 Improve management effectiveness of MPAs across the national seascape	Financial limitations result in the majority of MPAs in Belize operating at or below critical level.	PACT is considering an updated assessment of management effectiveness across the NPAS to guide investments
1.1.1 Invest in improving seascape management and collaboration	Many MPA managers are site focused, duplicating effort with other MPA managers in the same seascape, reducing cost effectiveness.	<ul style="list-style-type: none"> ▪ PACT and GEF SGP are both promoting strengthening of management at seascape through prioritized investment in seascape projects with collaborating organizations. ▪ EU grants are now also more seascape focused. ▪ NBCC and SBRC collaboration frameworks.
1.1.2 Contribute towards ensuring MPAs meet critical operational, equipment and infrastructure costs for tangible long term conservation impacts on the ground	A key barrier to MPA management is identified as access to operational / human resource funding. Investment in new equipment and infrastructure, maintenance and replacement are a priority for all MPA programme areas, towards improving effective management	<ul style="list-style-type: none"> ▪ PACT Conservation Investment Strategy Targeted Investments support operational funding for priority areas. Potential for co-financing / leveraging partnership. ▪ Not all MPAs are prioritized by PACT – gaps include Hol Chan and Glover’s Reef Marine Reserves and any future new MPAs (e.g. Placencia Lagoon).
1.1.3 Invest in capacity building of MPA staff	There are still areas where limited capacity is a barrier to effectiveness of MPA managers and staff – including surveillance and enforcement courses, business and marketing skills, use of technology (e.g. SMART, drone mapping)	<ul style="list-style-type: none"> ▪ PACTs Conservation Investment Strategy Targeted Investments address institutional strengthening. ▪ WCS has been building capacity of MPA managers for use of SMART. ▪ SGP and APAMO support for Friends of Swallow Caye.
1.1.4 Invest in mechanisms / projects that result in strengthened, engaged and functional MPA stakeholder groups	Stakeholder groups – whether MPA Advisory Groups, Managed Access committees, local fishing or tourism groups can be difficult to engage	<ul style="list-style-type: none"> ▪ MARFund / KfW support for community engagement

THEMATIC AREA 1: EFFECTIVE MARINE PROTECTED AREAS CONTRIBUTING TOWARDS A FUNCTIONAL NATIONAL PROTECTED AREAS SYSTEM		
STRATEGIES	MPA SYSTEM LIMITATIONS / CHALLENGES	BMF OPPORTUNITIES / SYNERGIES
1.2. Improve financial sustainability of MPA management organizations	Limited financial sustainability results in a high reliance on project-based grants, with MPAs struggling to meet operational / staffing needs.	<ul style="list-style-type: none"> ▪ PACT and MARFund / KfW both invest in improving financial sustainability – potential for co-financing / leveraging partnership
1.2.1 Invest in NGO financial sustainability mechanisms based on sound business plans	MPAs and NGO conservation organizations are heavily reliant on grant funding, with a need to diversify their income base.	<ul style="list-style-type: none"> ▪ Several MPA management NGOs have financial sustainability plans, and are investment-ready, having identified business opportunities that align with their activities.
1.2.2 Invest in provision of an enabling environment and portfolio of projects for piloting impact investment in Belize	There are no / limited current, identified, impact-investment ready projects in Belize. There is little understanding of impact investments in the conservation community in Belize.	<ul style="list-style-type: none"> ▪ An emerging market – MARFund is poised to engage with impact investors, linking them to opportunities in the MPAS. ▪ TNC is also exploring impact investments
1.2.3 Improve engagement of tourism sector / private sector as active private sector investors in Belize’s reef / Blue / Green certification	Whilst dependent on the marine resources and MPAs, the tourism sector generally does not consider investing to support management of these resources	<ul style="list-style-type: none"> ▪ Turneffe Flats 1% for the planet funds being invested in management of TAMR
1.2.4 Invest in improving MPA financial transparency through support for annual audits	Annual financial auditing is an area that is currently often underfunded and difficult to build into grants, but essential for co-management agency financial reporting and transparency	<ul style="list-style-type: none"> ▪ PACTs Conservation Investment Strategy secondary investments address institutional strengthening

THEMATIC AREA 1: EFFECTIVE MARINE PROTECTED AREAS CONTRIBUTING TOWARDS A FUNCTIONAL NATIONAL PROTECTED AREAS SYSTEM		
STRATEGIES	LIMITATIONS / CHALLENGES	OPPORTUNITIES / SYNERGIES
<p>1.3. Invest in strengthening effective evaluation of conservation returns at site and national level</p>	<p>No national MPA conservation return evaluation framework for MPA managers or the capacity to implement full site-level / seascape-level evaluations.</p> <p>Multiple initiatives exist with overlapping indicators but no single mechanism for measuring conservation returns from investments in MPAs</p> <p>Critical for measuring conservation returns - for adaptive management and for demonstrating to investors that their investment is producing impact returns as well as financial returns.</p>	<ul style="list-style-type: none"> ▪ PACT is building evaluation of conservation returns into targeted grant agreements. ▪ Healthy Reefs reports and Eco Audits contribute to regional data sets and monitoring of reef health and conservation measures. ▪ National Biodiversity Monitoring Programme has national indicators for ecosystem service benefits but is not being fully implemented. ▪ NBSAP indicators being strengthened through BIOFIN to measure success of implementation and impact.
<p>1.3.1 Invest in site level pilot projects for effective evaluation of protected area / system level outputs, outcomes and conservation returns (social, economic and environmental)</p>	<p>Few NGOs can demonstrate the impact / conservation returns their management is having on marine biodiversity and stakeholder communities</p>	<ul style="list-style-type: none"> ▪ PACT and GEF SGP are both interested in being able to measure conservation returns on investments – there are benefits to having a single evaluation structure that can be used by all conservation investors and contribute to national reporting to the CBD / SDGs
<p>1.3.2 Support site level and national multi-year biodiversity and socio-economic monitoring programmes based on strong monitoring plans</p>	<p>It can be challenging for MPA co-management agencies to locate funds for site level contributions to national / regional monitoring, as it is a recurrent cost.</p> <p>Monitoring by individual MPA organizations is seldom coordinated by time or survey instrument over the national seascape – whether socio-economic surveys, knowledge and perception surveys, biodiversity or ecosystem health monitoring.</p>	<ul style="list-style-type: none"> ▪ National Reef Initiative with MPA managers contributing to regional data sets – funded through MARFund ▪ Healthy Reefs Eco Audits on national reef conservation efforts. ▪ MPA managers monitor commercial species following Fisheries Department protocols. ▪ MPA socio-economic monitoring of stakeholder communities

THEMATIC AREA 2: REDUCED PRESSURES ON THE MARINE RESOURCES		
STRATEGIES	LIMITATIONS / CHALLENGES	OPPORTUNITIES / SYNERGIES
2.1. Support effective implementation of Managed Access	Increasing numbers of fishermen fishing pressure and has led to the establishment of Managed Access (MA). Support of the implementation of the first three years of is critical if it is to succeed – requiring increased surveillance and enforcement effort and continuous engagement of fishers by MPA relevant managers. Strengthening of the legislative framework to support MA is also key.	<ul style="list-style-type: none"> ▪ MCCAP / WCS expansion of Replenishment Zones ▪ WWF influencing public policy - lobbying for revision / strengthening of relevant Act - Coastal Zone Management Act, Fisheries Resource Bill (Mangrove Regulations already passed) ▪ WWF is interested in exploring opportunities to support operationalization of Managed Access
2.1.1 Support establishment, expansion and operationalization of replenishment zones	MA relies on active, functional and respected MA committees that represent the fishers – the majority are not yet fully established, and most need strengthening to be fully functional	<ul style="list-style-type: none"> ▪ WCS and NGO support for MA committees
2.1.2 Support enabling environment for improved transparency and strengthened surveillance and enforcement	Managed Access is challenged by limited funds for effective surveillance during the initial roll out	<ul style="list-style-type: none"> ▪ WCS / Ocean5 implementation of proposed vessel monitoring system ▪ SMART patrol / fuel use monitoring
2.1.3 Continued engagement of fishers towards support of Managed Access and functional MA committees	There will be limited compliance with the new / expanded replenishment zones if zones aren't finalized, demarcated and surveillance activities increased to reinforce the zones during the first 1 – 3 years	<ul style="list-style-type: none"> ▪ MCCAP / WCS expansion of Replenishment Zones ▪ National commitment to CBD ▪ WWF supporting designation of Placencia Lagoon as an MPA
2.1.4 Contribute towards multi-year monitoring programmes / research to inform management of commercial species	Recurring costs, equipment and accessing skilled human resources for in-water and catch monitoring are a challenge for MPA managers	<ul style="list-style-type: none"> ▪ Fisheries Department / MPA monitoring of extractive species / CITES compliance ▪ Interest from several NGOs in exploring potential for deep sea fishing ▪ WCS Our Fish app ▪ Community Researcher programmes
2.1.5 Support fishers and cooperatives in moving towards added-value products and product traceability	Scaling up is a challenge to ensuring that these initiatives work – most rely on international markets, and it is currently difficult for Belize to consistently meet market demands	<ul style="list-style-type: none"> ▪ TNC Traceability project with National Fishermen's Cooperative – international marketing of added value product ▪ WCS Fish Right Eat Right – local marketing ▪ GEF SGP support for Copper Bank / live lobster

THEMATIC AREA 2: REDUCED PRESSURES ON THE MARINE RESOURCES		
STRATEGIES	LIMITATIONS / CHALLENGES	OPPORTUNITIES / SYNERGIES
2.1. Support effective implementation of Managed Access	Increasing numbers of fishermen fishing pressure and has led to the establishment of Managed Access (MA). Support of the implementation of the first three years of is critical if it is to succeed – requiring increased surveillance and enforcement effort and continuous engagement of fishers by MPA relevant managers. Strengthening of the legislative framework to support MA is also key.	<ul style="list-style-type: none"> ▪ MCCAP / WCS expansion of Replenishment Zones ▪ WWF influencing public policy - lobbying for revision / strengthening of relevant Act - Coastal Zone Management Act, Fisheries Resource Bill (Mangrove Regulations already passed) ▪ WWF is interested in exploring opportunities to support operationalization of Managed Access
2.1.6 Invest in actions to address transboundary fishing incursions	Transboundary incursions are identified as a key threat to development of a national, sustainable fishery	<ul style="list-style-type: none"> ▪ WCS / Oceans5 vessel tracking ▪ MPA managers transboundary collaborations
2.2 Investing in income diversification options for fishers / fishing communities	Fishers have limited opportunities for diversification, with significant language and education barriers.	<ul style="list-style-type: none"> ▪ PACT Conservation Impact Strategy support for improved socio-economic benefits ▪ SGP support for income diversification
2.2.1 Strategic investments into income diversification initiatives based on sound investment strategies and successful models	Income diversification initiatives have generally been project based, ad hoc, and have not succeeded. Project support should be framed within strong strategies and through NGOs located in or near the relevant communities that can provide consistent support to the recipients, to reduce project failure.	<ul style="list-style-type: none"> ▪ GEF SGP supports high risk income diversification initiatives ▪ BAS-SACD Community Engagement and Investment Strategy ▪ SWCMR Community Engagement Strategy
2.2.2 Adding value / follow-on funding for expansion of successful income diversification investments	Start-up income diversification investments are high risk – consolidating / adding value / scaling up successful projects may give greater returns	<ul style="list-style-type: none"> ▪ TNC scale-up for seaweed farming, with DFC loan financing ▪ TNC / National Fishermen’s Cooperative adding value through traceability ▪ BAS-SACD Community Engagement and Investment Strategy ▪ SWCMR Engagement Strategy
2.2.3 Improved employment opportunities for fishers in coastal communities	Investing in initiatives that improve employment opportunities for fishers in their communities may provide greater long term impacts than focusing on individuals	<ul style="list-style-type: none"> ▪ BAS-SACD Community Engagement and Investment Strategy ▪ SWCMR Engagement Strategy

THEMATIC AREA 2: REDUCED PRESSURES ON THE MARINE RESOURCES		
STRATEGIES	LIMITATIONS / CHALLENGES	OPPORTUNITIES / SYNERGIES
2.3 River to reef strategies to address watershed impacts	The reef is under pressure from increasing watershed activities – agrochemicals, clearance of riparian and coastal vegetation, solid waste and sewage	<ul style="list-style-type: none"> ▪ CCAD Integrated Transboundary Ridge to Reef MAR R2R regional project
2.3.1 Support river to reef strategies that address watershed impacts (agrochemical, solid waste and sewage management)	Increasing threats from the watersheds	<ul style="list-style-type: none"> ▪ WCS future nutrient contamination initiative ▪ TIDE Ridge to Reef focus ▪ SACD River to Reef focus ▪ BTIA sustainable tourism initiative – reducing plastic pollution ▪ Community initiatives to reduce plastics
2.3.2 Support improved water quality monitoring at site level and across the MPAS	Despite attempts through the Coral Reef Monitoring Network, Belize has not been able to develop an effective national water quality monitoring programme across the MPAS	<ul style="list-style-type: none"> ▪ National Biodiversity Monitoring Programme ▪ CZMAI water monitoring ▪ ERI Belize River project / NRM Rio Hondo project ▪ TIDE / SACD medium term water quality monitoring in north and south Belize ▪ SACD baseline for New River including contaminants (with ECOSUR) ▪ WWF certification of shrimp farms ▪ WWF work with bananas, sugar cane and citrus industries – best management practices. ▪ WWF Bio-accumulation monitoring for agricultural pollutants runoff
2.3.3 Invest in protection and / restoration riparian and coastal vegetation	Increasing sedimentation and agricultural contamination is affecting coastal waters - thought to originate from clearance of riparian and coastal vegetation	<ul style="list-style-type: none"> ▪ SACD coastal impacts baseline / New River riparian baseline assessments ▪ Community initiatives focusing on restoring riparian vegetation / mangroves (e.g. River Fish Protectors, supported by GEF SGP) ▪ WWF Integrated Watershed Management Plan for the Belize River
THEMATIC AREA 2: REDUCED PRESSURES ON THE MARINE RESOURCES		
STRATEGIES	LIMITATIONS / CHALLENGES	OPPORTUNITIES / SYNERGIES
2.4 Building resilience of Belize's reef to climate change	Reef health has declined significantly over the last 20 years	<ul style="list-style-type: none"> ▪ International Climate Initiative (IKI)

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<p>2.4.1 Invest in climate smart reef and mangrove restoration and resilience</p>	<p>Coral health is declining, but reef restoration projects are considered successful in Belize and are increasing site-specific reef resilience. There needs to be increased knowledge of Belize’s success, and continued investment into restoration projects. Mangrove clearance is increasing – projects that seek to restore or maintain mangroves in key areas are important, as are projects that actively involve people in mangrove restoration</p>	<ul style="list-style-type: none"> ▪ Fragments of Hope / UB-ERI coral / TASA /MCCAP restoration initiatives ▪ MARFund Reef Rescue Initiative (RRI) ▪ WWF Smart Coast Initiative ▪ WWF Ecosystem restoration (coral /mangrove restoration) ▪ WWF Engaging private sector for voluntary protection of mangroves, supported by legislation ▪ MPA managers
<p>2.4.2 Invest in increased environmental sustainability and climate smarting of coastal / caye development</p>	<p>Limited engagement of coastal / caye developers and resorts, and few incentives for them to follow best practices. ECPs are not well monitored. There is limited engagement of DoE by MPA managers to address coastal / caye development issues.</p>	<ul style="list-style-type: none"> ▪ BTB hotel standards ▪ BTIA sustainable tourism initiative – reducing plastic pollution ▪ Fish Right Eat Right ▪ WWF Green Landscape Development Challenge
<p>2.4.3 Invest in climate change monitoring and research</p>	<p>Belize needs ongoing data to be able to make informed decisions at site and national level</p>	<ul style="list-style-type: none"> ▪ Smithsonian Institute climate monitoring ▪ Site level collection of weather monitoring data ▪ Belize Climate Change Office ▪ WWF Climate and ecosystem services risk modelling ▪ WWF Exploring adaptation options and valuation of those options ▪ WWF Analysis of carbon sink values in marine ecosystems

THEMATIC AREA 3: EFFECTIVE MARKETING OF BELIZE'S REEF		
STRATEGIES	LIMITATIONS / CHALLENGES	OPPORTUNITIES / SYNERGIES
3.1 Increased national knowledge and understanding of Belize's reef and ecosystem services	The limited support for marine conservation at all levels leads to undervaluing of the system in national planning and national budgeting	<ul style="list-style-type: none"> ▪ CCAD ▪ WWF Smart Coastal Initiative
3.1.1 Invest in a revised valuation of the Belize reef, mangroves and seagrass	The current reef valuation urgently needs to be updated if it is to engage decision makers	<ul style="list-style-type: none"> ▪ BIOFIN ▪ WWF / Columbia University & NASA / Stanford University climate and ecosystem service modelling to inform climate-smart MPA and coastal management, including buffering communities ▪ WWF research into mangroves, seagrass and wetlands as carbon sinks to inform NDC reporting to the UNFCCC
3.1.2 Invest in improving local and national awareness and stewardship of Belize's reef and coastal ecosystems	The limited support for marine conservation at all levels leads to undervaluing of the system in national planning and budgeting Use of targeted investments to engage national decision makers. Engaging coastal communities is working, primarily through MPA managers, but slowly, and needs continued investment, with replication of successful models.	<ul style="list-style-type: none"> ▪ MPA management organization outreach and education programmes ▪ WCS Punta Fuego ▪ BAS / SACD Community Engagement Strategy ▪ SWCMR Community Engagement Strategy (draft) ▪ TASA / SEA and TIDE activities ▪ World Heritage Site Advisory Committee ▪ Oceana campaigns <ul style="list-style-type: none"> ▪ HRI Eco Audit ▪ BTIA sustainable tourism project
3.1.3 Support engagement of the next generation in good stewardship of Belize's reef and coastal ecosystems	The school syllabus doesn't engage students fully in becoming good stewards of the marine environment – consultations show that focus on youths is critical, with exposure to the marine environment through outdoor / reef-based activities.	<ul style="list-style-type: none"> ▪ BAS Reef Protectors programme ▪ BAS / SACD Community Engagement Strategy (draft) ▪ SWCMR Community Engagement Strategy (draft) ▪ TASA / SEA and TIDE activities
3.1.4 Support initiatives / actions that result in improved prioritization of marine resource management on the national agenda	Engaging Belize at national level is challenging, with limited stakeholder recognition of ecosystem values, particularly in urban areas.	<ul style="list-style-type: none"> ▪ WCS Fish Right Eat Right campaign ▪ Oceana campaigns ▪ World Heritage Site Advisory Committee ▪ HRI Eco Audit

THEMATIC AREA 3: EFFECTIVE MARKETING OF BELIZE'S REEF		
STRATEGIES	LIMITATIONS / CHALLENGES	OPPORTUNITIES / SYNERGIES
3.1 Increased national knowledge and understanding of Belize's reef and ecosystem services	The limited support for marine conservation at all levels leads to undervaluing of the system in national planning and national budgeting	
3.1.5 Support improved engagement of tourism sector / private sector as active stewards of Belize's reef and coastal ecosystems	There is limited engagement of the tourism and other private sectors by marine conservation organizations – the majority of the focus is on fisher engagement. In reality, the tourism industry has the potential to embrace good practices and active stewardship, and contribute significantly to ensuring Belize reef's future. Other industries may also be able to play a role through corporate responsibility – sectors that can influence a wide cross section of the Belize population.	<ul style="list-style-type: none"> ▪ BTB ▪ BTIA ▪ MPA managers ▪ BHA ▪ WWF Engaging private sector for voluntary protection of mangroves, supported by legislation
3.2 Improved international awareness of and investment in Belize's reef and marine conservation successes	Belize is a fisheries management leader in the region, demonstrating significant successes, but is not marketed as effectively as other globally important reef sites, with less international recognition and reduced interest in investment.	<ul style="list-style-type: none"> ▪ WWF branding and marketing of the BBRRS-WHS ▪ Representation at trade fairs ▪ MPA managers and scientists speaking at international conferences and symposiums
3.2.1 Invest in professional international marketing campaigns promoting Belize's reef	Belize is not marketed as effectively as other globally important reef sites, with less international recognition, despite having significant successes and being a leader in several areas. This leads to reduced interest in investment in the area.	<ul style="list-style-type: none"> ▪ BTB ▪ Green Certification of MPAs ▪ WWF branding and marketing of the BBRRS-WHS
3.2.2 Identification and promotion of suitable, meaningful pilot projects and connections for impact investment	Belize is not currently competitive in attracting impact investment into its marine protected areas	<ul style="list-style-type: none"> ▪ MARFund focus on developing an impact investment portfolio ▪ TNC piloting of impact investment
3.2.3 Engagement of international investment partners in meeting the OAK Foundation / BMF Challenge	Belize is not marketed as effectively as other sites, reducing knowledge and interest in investment opportunities. Potential for active investment in promoting the BMF challenge as an opportunity for engaging potential conservation and impact investors	<ul style="list-style-type: none"> ▪ BMF Challenge / MARFund

ANNEX 4: KEY IMPLEMENTING AGENCIES, ACTIVE PROJECTS AND FOCAL AREAS, 2017

IMPLEMENTING AGENCIES AND FOCAL PROJECT AREAS, 2017		
IMPLEMENTING AGENCY	ACTIVE PROJECTS	FOCAL AREAS
ASSOCIATIONS / UMBRELLA ORGANIZATIONS		
Association of Protected Area Management Organizations	<p>Bringing together APAMO's Membership for multi-grant concept development</p> <p>Building the Economic Opportunities for a System of Co-managers as a financial empowerment strategy to strengthen financial sustainability enabling improved management effectiveness of four protected areas.</p>	<ul style="list-style-type: none"> ▪ Financial Sustainability ▪ Capacity Building
Belize Association of Planners	<p>Bridging Landscape-Seascape Initiatives Connectivity between and within Vulnerable Urban Communities in Belize City and the Marine Environment as a Mechanism for Building Urban Resilience to Climate Change.</p> <p>Coastal Marine land Tenure analysis for Belize</p>	<ul style="list-style-type: none"> ▪ Research and Monitoring ▪ Climate Change
Belize Federation of Fishers	Strengthening Capacities in Seascape Initiatives Conservation and Management within the Belize Federation of Fishers	<ul style="list-style-type: none"> ▪ Sustainable Fishery ▪ Capacity Development
Belize Tourism Industry Association	Sustainable Management Model that will Position Belize as a Responsible Tourism Destination	<ul style="list-style-type: none"> ▪ Sustainable Tourism
Copper Bank Fishermen Association	Building Community Resilience in Copper Bank Village for the Successful Implementation of Managed Access in a Dynamic Fishing Industry	<ul style="list-style-type: none"> ▪ Sustainable Fishing
Sarteneja Fishermen Association	Building Capacity of Sarteneja Village to Contribute to the Success of Managed Access in Belize	<ul style="list-style-type: none"> ▪ Sustainable Fishing ▪ Community Adaptation / Alternative Livelihood Opportunities
Wabafu Fishermen Association	Strengthening Community Participation in the Protection of the Belize Barrier Reef Complex through Capacity Building and Supporting Implementation of Managed Access	<ul style="list-style-type: none"> ▪ Seascape Initiatives ▪ Outreach and Engagement ▪ Community Participation ▪ Capacity building

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IMPLEMENTING AGENCIES AND FOCAL PROJECT AREAS		
IMPLEMENTING AGENCY	ACTIVE PROJECTS	FOCAL AREAS
NON GOVERNMENTAL ORGANIZATIONS / CBOs		
Belize Audubon Society	Enhancing the Conservation and Sustainability of Light House Reef Atoll- Promoting Income Diversification Opportunities	<ul style="list-style-type: none"> ▪ Alternative Livelihoods ▪ Outreach and Engagement ▪ Protected Area Management ▪ Sustainable Fishing ▪ Community Participation ▪ Capacity Building
	Build compliance for marine resources management at Lighthouse Reef Atoll	
	Highlighting 20 years of World Heritage designation, BBRRS: Working Towards Better Monitoring, Management, and Awareness	
	Provide students of (Sarteneja, Chunox and Copper Bank) with practical experiences and exposure to conservation science, coupled with skills training for marine research and monitoring	
	At total of 24 students will benefit from BAS's intervention through the combined support of the BMF and funding from Gulf and Caribbean Fisheries Institute	
	Support of BAS Annual Summer Camp	
Fragments of Hope	Strengthening Communication of Methods and Results of Over a Decade of Reef Replenishment Work at Laughing Bird Caye National Park, Locally and Regionally	<ul style="list-style-type: none"> ▪ Species / Ecosystem Conservation ▪ Research and Monitoring ▪ Climate Change ▪ Capacity Building ▪ Community Adaptation / Alternative Livelihood Opportunities
	Reef restoration efforts of FoH, at three existing sites (LBCNP, GSSCMR and Moho Caye), while creating a new control site at False Caye; and sustain monitoring of coral coverage by analyzing mosaics at LBCNP and Moho Caye.	
	Supporting Coral Restoration	
Friends of Swallow Caye	Contributing to Community Seascape Initiatives Conservation by Engaging Stakeholders of Ambergris Caye, Belize City and Caye Caulker in Training to Promote Awareness of, Monitor and Protect Manatees	<ul style="list-style-type: none"> ▪ Seascape Initiatives ▪ Outreach and Engagement ▪ Community Participation ▪ Capacity building ▪ Species / Ecosystem Conservation
Green Reef	4 week Summer Camp for 100 at risk youths	<ul style="list-style-type: none"> ▪ Outreach and Engagement

BELIZE MARINE FUND INVESTMENT STRATEGY 2019 - 2021

IMPLEMENTING AGENCIES AND FOCAL PROJECT AREAS		
IMPLEMENTING AGENCY	ACTIVE PROJECTS	FOCAL AREAS
NON GOVERNMENTAL ORGANIZATIONS / CBOs		
Sarstoon Temash Institute for Indigenous Management	To build the institutional self-reliance and capacity of Sarstoon Temash Institute for Indigenous Management (SATIIM) so that it continues to function as a national and global leader in environmental and human right defence and sustainable development.	<ul style="list-style-type: none"> ▪ Capacity Building ▪ Financial Sustainability ▪ Advocacy
Sarteneja Alliance for Conservation and Development	Strengthening management interventions for climate change adaptation for CBWS and its primary stakeholder communities	<ul style="list-style-type: none"> ▪ System Level Management ▪ Protected Area Management ▪ Sustainable Fishery ▪ Research and Monitoring ▪ Climate Change ▪ Community Participation ▪ Outreach and Engagement ▪ Capacity Building ▪ Financial Sustainability
	Strengthening System Level Management of Marine Protected Areas in the Northern Belize Coastal Complex	
	Building stewardship of biodiversity in Corozal Bay Wildlife Sanctuary in tomorrow's community leaders	
	Strengthening SACD management and institutional capacity for long term sustainability	
	Provide financial assistance to SACD for identified financial gaps	
	Strengthening Management of Corozal Bay Wildlife Sanctuary Contributing Towards Improving Seascape Functionality within the Northern Belize Coastal Complex	
	Continued support for the transition to a rights-based Managed Access management regime in CBWS, Northern Belize	
	Strengthening management of South Water Caye Marine Reserve and Corozal Bay Wildlife Sanctuary	
Southern Environmental Association	Enhancing Resilience to Adapt to the Effects of Climate Change and Disaster Risk Reduction in Coastal Communities in Southern Belize	<ul style="list-style-type: none"> ▪ Protected Area Management ▪ Community Participation ▪ Outreach and Engagement ▪ Community Adaptation / Alternative Livelihood Opportunities ▪ Financial Sustainability
	Management planning for two sites in the Southern Belize Barrier Reef Complex	
	To enhance SEA's capacity for increase management effectiveness within the two co-managed protected areas of Laughing Bird Caye National Park (LBCNP), and Gladden Spit and Silk Cayes Marine Reserve (GSSCMR), through site level infrastructural upgrades and improved stakeholder awareness.	
	Improving the financial stability of the Southern Environmental Association (SEA)	

BELIZE MARINE FUND INVESTMENT STRATEGY 2019 - 2021

IMPLEMENTING AGENCIES AND FOCAL PROJECT AREAS		
IMPLEMENTING AGENCY	ACTIVE PROJECTS	FOCAL AREAS
NON GOVERNMENTAL ORGANIZATIONS / CBOs		
Southern Environmental Association	Improving stewardship of the Placencia Lagoon among stakeholders	<ul style="list-style-type: none"> ▪ Protected Area Management ▪ Community Participation ▪ Outreach and Engagement
	Improving the Management of LBCNP and Financial Sustainability of SEA	
Toledo Institute for Development and Environment	Reef Guardian Schools Belize--pilot project	<ul style="list-style-type: none"> ▪ Protected Area Management ▪ Sustainable Fishery ▪ Community Participation ▪ Outreach and Engagement ▪ Financial Sustainability
	Strengthening financial sustainability initiatives to support management of Port Honduras Marine Reserve	
	Assist TIDE with operating costs associated with the management of PHMR 2016 - 2017	
	Strengthening Fisheries Management in Belize	
Turneffe Atoll Sustainability Associations	Planning for the Impacts of Climate Change on the Ecosystems linked to Sustainable Livelihoods of the Turneffe Atoll Marine Reserve	<ul style="list-style-type: none"> ▪ Climate Change ▪ Community Adaptation / Alternative Livelihood Opportunities
Turneffe Atoll Trust	Assess the potential for leveraging Turneffe's blue carbon sequestration and storm mitigation value by protecting key habitats, while working to strengthen Turneffe's fishing community by enhancing their ability to become environmental stewards—setting the stage for Turneffe to become a model sustainable fishery	<ul style="list-style-type: none"> ▪ Sustainable Fishery ▪ Community Participation ▪ Financial Sustainability ▪
Belize Audubon Society Toledo Institute for Development and Environment Southern Environmental Association	Restoring fisheries in the Mesoamerican Barrier Reef System	<ul style="list-style-type: none"> ▪ Seascape Initiatives Management ▪ Protected Area Management ▪ Sustainable Fishing
Sarteneja Alliance for Conservation and Development Toledo Institute for Development and Environment Fisheries Dept		<ul style="list-style-type: none"> ▪

BELIZE MARINE FUND INVESTMENT STRATEGY 2019 - 2021

IMPLEMENTING AGENCIES AND FOCAL PROJECT AREAS		
IMPLEMENTING AGENCY	ACTIVE PROJECTS	FOCAL AREAS
REGIONAL NGO		
Healthy Reefs Initiative	Healthy Reefs for Healthy People: Strengthening the Scientific Foundation Healthy Reefs for Healthy People Initiative	<ul style="list-style-type: none"> ▪ Research and Monitoring
MAR Alliance	To engage and empower stakeholders in the Mesoamerican Barrier Reef in efforts to reverse the decline in threatened marine wildlife, notably sharks and rays. To ensure the long-term sustainability of the emerging deep-sea fishery in Belize through the collection of relevant scientific data and the construct of an ecological risk assessment (ERA) of the fishery	<ul style="list-style-type: none"> ▪ Sustainable Fishery ▪ Species Conservation
MARFund	MAR Leadership Program	<ul style="list-style-type: none"> ▪ Capacity Building
INTERNATIONAL NGOS		
Environmental Defense Fund	Prevent and reverse the trend of over-fishing of finfish by creating and implementing finfish management plan(s), through a science-based adaptive management process that works within the frame of a data limited fishery Create a permanent, national, rights-based fishery regime that will assist in putting Belize's ecologically and economically important coral reefs on a durable path to recovery. Managed Access in Belize: Scaling Up Reef Ecosystem Recovery	<ul style="list-style-type: none"> ▪ Sustainable Fishery
Ecology Projects International	Engaging Belizean Youth in Conservation of the Mesoamerican Reef	<ul style="list-style-type: none"> ▪ Outreach and Engagement
OCEANA	Responsible fishing in Belize campaign To work with the Government of Belize to adopt a legislative position against offshore oil activities in Belize in order to safeguard Belize's world-renowned marine resources To safeguard Belize's marine resources by achieving a policy banning gillnets and defending the recently enacted legislation preventing offshore oil drilling and exploration. Protecting Belize's Marine Biodiversity and Fisheries	<ul style="list-style-type: none"> ▪ Advocacy ▪ Outreach and Engagement
The Nature Conservancy	Build the economic resilience of the up-and-coming sustainable seaweed productive sector by establishing a Finance Platform for Sustainable Seaweed Production in Belize Sustainable Seaweed Aquaculture in Belize	<ul style="list-style-type: none"> ▪ Sustainable Fishery ▪ Community Adaptation / Alternative Livelihood Opportunities

BELIZE MARINE FUND INVESTMENT STRATEGY 2019 - 2021

IMPLEMENTING AGENCIES AND FOCAL PROJECT AREAS		
IMPLEMENTING AGENCY	ACTIVE PROJECTS	FOCAL AREAS
INTERNATIONAL NGOs		
The Nature Conservancy	Sustainable Fisheries in Belize - conch and lobster value chain optimization (electronic traceability)	<ul style="list-style-type: none"> ▪ Sustainable Fishery ▪ Community Adaptation / Alternative Livelihood Opportunities ▪ Financial Sustainability
	Climate and Food Security in Central America - securing sustainable and resilient fisheries in Belize: financial sustainability, value chain optimization, diversification, policy, climate adaptation	
Wildlife Conservation Society	Develop and broadcast a third season of the award-winning radio drama Punta Fuego and complementary call-in show Talking Fuego	<ul style="list-style-type: none"> ▪ Seascape Initiatives ▪ Sustainable Fishery ▪ Research and Monitoring ▪ Outreach and Engagement
	To prescribe biologically meaningful control measures—size limits—to benefit small-scale fisheries in Belize, in particular for lobster, conch, and key finfish species.	
Wildlife Conservation Society	To achieve national impact in marine protected areas and fisheries management by improving conservation outcomes at Glovers Reef and South Water Caye Marine Reserves in Belize.	<ul style="list-style-type: none"> ▪ Seascape Initiatives ▪ Sustainable Fishery ▪ Research and Monitoring ▪ Outreach and Engagement
	No-Take Areas Expansion and Sustainable Fisheries in Belize	
	To increase catch-per-unit-effort and income, strengthen ecosystems health, and provide a model for expansion of no-take zones and managed access programs.	
World Wildlife Fund	To conduct a “snapshot” resilience assessment of a representative sample of Belize’s MPAs, analyzing a matrix of ecological, physical, socioeconomic and adaptive capacity indicator; to better understand the resilience potential of targeted MPAs	<ul style="list-style-type: none"> ▪ Seascape Initiatives ▪ Research and Monitoring ▪ Climate Change
RESEARCH / OTHER INSTITUTES / ORGANIZATIONS		
Blue Ventures	Achieving long-term lionfish control in Belize	<ul style="list-style-type: none"> ▪ Species / Ecosystem Conservation ▪ Invasive Species
	Crossing the chasm for marine conservation: Building Belize’s lionfish market	
Sea2Shore	Identify emerging threats to manatee survival in both the Placencia Lagoon and along the coastal Belize City (particularly the mouth of the Belize River), and work with partners to address these	<ul style="list-style-type: none"> ▪ Species / Ecosystem Conservation
Smithsonian Institute, Wildlife Conservation Society	Improving Fisheries in the Mesoamerican Reef - to improve fisheries data collection and usage along with improved marine surveillance and enforcement at a national scale in Honduras and Belize.	<ul style="list-style-type: none"> ▪ Seascape Initiatives ▪ Sustainable Fishery ▪ Research and Monitoring

BELIZE MARINE FUND INVESTMENT STRATEGY 2019 - 2021

IMPLEMENTING AGENCIES AND FOCAL PROJECT AREAS		
IMPLEMENTING AGENCY	ACTIVE PROJECTS	FOCAL AREAS
RESEARCH / OTHER INSTITUTES / ORGANIZATIONS		
University of Belize – ERI	Belize River Watershed	<ul style="list-style-type: none"> ▪ Watershed Impacts ▪ Research and Monitoring ▪ Climate Change ▪ Community Adaptation / Alternative Livelihood Opportunities
	To further protect Belize’s marine protected areas by implementing strategies that link them to livelihoods and by building the resilience of the ecosystem.	
Wildtracks	The Marine Protected Areas Atlas	▪ Outreach and Engagement
	The Manatee Rehabilitation Centre	▪ Species / Ecosystem Conservation
GOVERNMENT / STATUTORY BODIES		
Coastal Zone Management Authority and Institute	Increase awareness of the benefits of marine protected areas and the coast under the theme 'Business and the Environment: A Foundation for Sustainable Growth	▪ Outreach and Engagement
	Support the updating of the Belize Manatee Recovery Plan	▪ Species / Ecosystem Conservation
Ministry of Agriculture Fisheries, Forestry, Environment and Sustainable Development	Marine Conservation and Climate Adaptation (MCCAP). Priority ecosystem-based marine conservation and climate adaptation measures to strengthen the climate resilience of the Belize Barrier Reef System.	<ul style="list-style-type: none"> ▪ Protected Area Management ▪ Sustainable Fishery ▪ Community Adaptation / Alternative Livelihood Opportunities ▪ Capacity Building ▪ Policy
	Capacity-Building for Sustainable Natural Resource Management - Strengthening of an integrated environmental monitoring and evaluation system, the integration of natural resource valuation into the Environmental Impact Assessment process, and institutional and financial reforms to ensure long-term benefits to the global environment	
	Strengthening management of South Water Caye Marine Reserve and Corozal Bay Wildlife Sanctuary	
	National budget for Fisheries management	
INTERNATIONAL NGOS		
Environmental Defense Fund	Prevent and reverse the trend of over-fishing of finfish by creating and implementing finfish management plan(s), through a science-based adaptive management process that works within the frame of a data limited fishery	▪ Sustainable Fishery

BELIZE MARINE FUND INVESTMENT STRATEGY 2019 - 2021

IMPLEMENTING AGENCIES AND FOCAL PROJECT AREAS		
IMPLEMENTING AGENCY	ACTIVE PROJECTS	FOCAL AREAS
INTERNATIONAL NGOs		
Environmental Defense Fund	Create a permanent, national, rights-based fishery regime that will assist in putting Belize’s ecologically and economically important coral reefs on a durable path to recovery.	
	Managed Access in Belize: Scaling Up Reef Ecosystem Recovery	
Ecology Projects International	Engaging Belizean Youth in Conservation of the Mesoamerican Reef	<ul style="list-style-type: none"> ▪ Outreach and Engagement
OCEANA	Responsible fishing in Belize campaign	<ul style="list-style-type: none"> ▪ Advocacy ▪ Outreach and Engagement
	To work with the Government of Belize to adopt a legislative position against offshore oil activities in Belize in order to safeguard Belize’s world-renowned marine resources	
	To safeguard Belize’s marine resources by achieving a policy banning gillnets and defending the recently enacted legislation preventing offshore oil drilling and exploration.	
	Protecting Belize's Marine Biodiversity and Fisheries	
The Nature Conservancy	Build the economic resilience of the up-and-coming sustainable seaweed productive sector by establishing a Finance Platform for Sustainable Seaweed Production in Belize	<ul style="list-style-type: none"> ▪ Sustainable Fishery ▪ Community Adaptation / Alternative Livelihood Opportunities ▪ Financial Sustainability
	Sustainable Seaweed Aquaculture in Belize	
	Sustainable Fisheries in Belize - conch and lobster value chain optimization (electronic traceability)	
	Climate and Food Security in Central America - securing sustainable and resilient fisheries in Belize: financial sustainability, value chain optimization, diversification, policy, climate adaptation	
Wildlife Conservation Society	Develop and broadcast a third season of the award-winning radio drama Punta Fuego and complementary call-in show Talking Fuego	<ul style="list-style-type: none"> ▪ Seascape Initiatives ▪ Sustainable Fishery ▪ Research and Monitoring ▪ Outreach and Engagement
	To prescribe biologically meaningful control measures—size limits—to benefit small-scale fisheries in Belize, in particular for lobster, conch, and key finfish species.	
	To achieve national impact in marine protected areas and fisheries management by improving conservation outcomes at Glovers Reef and South Water Caye Marine Reserves in Belize.	
	No-Take Areas Expansion and Sustainable Fisheries in Belize	

IMPLEMENTING AGENCIES AND FOCAL PROJECT AREAS		
IMPLEMENTING AGENCY	ACTIVE PROJECTS	FOCAL AREAS
INTERNATIONAL NGOs		
Wildlife Conservation Society	To increase catch-per-unit-effort and income, strengthen ecosystems health, and provide a model for expansion of no-take zones and managed access programs.	<ul style="list-style-type: none"> ▪ Seascape Initiatives ▪ Sustainable Fishery ▪ Research and Monitoring ▪ Outreach and Engagement

ANNEX 5: LIST OF INTERVIEWEES AND ORGANIZATIONS THAT CONTRIBUTED INPUT FOR DEVELOPMENT OF THE BMF STRATEGY

ORGANIZATION	NAME
Belize Marine Fund (BMF)	Angeline Valentine
BMF Steering Committee / OAK Foundation	Imani Fairweather-Morrison
BMF Steering Committee	Janet Gibson
BMF Steering Committee / MAR Fund	Maria-Jose Gonzalez
BMF Grant Evaluation Committee / World Wildlife Fund	Nadia Bood
BMF Grant Evaluation Committee	Natalie Rosado
BMF Grant Evaluation Committee	Osmany Salas
Association of Protected Areas Management Organizations	Jose Perez
Belize Audubon Society	Amanda Burgos-Acosta
Belize Audubon Society	Shane Young
Belize Audubon Society	Dareece Chuc
Belize Audubon Society	Lucito Ayuso
Belize Enterprise for Sustainable Technology	Dennis Jones
Belize Fisheries Department - EMU	Adriel Castaneda
Belize Fisheries Department – SWCMR	Alexander Moore
Belize Tourism Industry Association	John Burgos
BIOFIN	Hannah St. Luce
BIOFIN	Chris McGann
BIOFIN	Kenrick Williams
Environmental Research institute	Elma Kay
Environmental Research institute	Leandra Cho-Ricketts
Friends for Conservation and Development	Rafael Manzanero
GEF Small Grants Programme	Leonel Requena
MAR Fund Belize Focal Point	Roberto Pott
Oceana Belize	Janelle Chanona
Programme for Belize	Edilberto Romero
Protected Areas Conservation Trust	Nayari Diaz-Perez
Sarteneja Alliance for Conservation and Development	Joel Verde
Sarteneja Fishermen Association	Cesar Munoz
Turneffe Atoll Sustainability Association	Valdemar Andrade
The Nature Conservancy	Alejandro Martinez
The Nature Conservancy	Julie Robinson
Toledo Institute for Development and Environment	Celia Mahung
Toledo Institute for Development and Environment	Joe Villafranco
Wildlife Conservation Society	Nicole Auil-Gomez