7.0 Strategy to Achieve Social Development Outcomes: Impacts and Mitigations of the Proposed Projects and Subprojects

The purpose of this section of the report is to provide a summary of the SWOT analysis with an emphasis on the potential social impacts of the MDP on the local populations along with the mitigation measures to address the negative impacts (adverse) of the seven municipalities.

7.0 Strategy to Achieve Social Development Outcomes: Impact and Mitigations of the Proposed Projects and Subprojects

The purpose of this section of the report is to provide a summary of the SWOT analysis with an emphasis on the potential social impacts of the MDP on the local populations along with the mitigation measures to address the negative impacts (adverse) of the seven municipalities.

7.1 Projects and subprojects of Component 1: Small Scale Infrastructure Projects

7.1.1 Drainage

(a) Positive Impacts

Employment and Regional Economy. The construction of drains, road and social infrastructure will produce a positive increase in the employment opportunities. Other employment opportunities will be provided by services to the workers. The potential financial compensation, linked with potential resettlement, may improve the economic conditions of the population. The Land Acquisition and Involuntary Resettlement Framework will provide guidelines for these arrangements.

Improved local movement and communication. The positive contribution resulting from the drainage and road infrastructure would include the improvement and support for local communication, markets and tourism and other investment. It will also develop an increase of public interest for the municipalities.

Landscape. During the implementation phase, the increased activity, such as, additional traffic, etc. will cause considerable change to the perception of the area. For example, an area that was previously not frequently visited and considered to be 'calm' can be transformed into a zone of intense activities (traffic, noise, dust). The area will become more visible.

Community Participation. There will be less costs to maintaining the drains if there is a systematic way of phasing in of the project.

Enhancement of social pride.

(b) Negative Impact

Land and Fixed Assets. Existing legislation for land acquisition not being enforced.

The implementation phase of the MDP will result in the loss of land and other fixed assets belonging to the resident population: There will be some loss of houses and land as a result of zoning, especially in Belmopan: Corozal, Dangriga, San Ignacio-Santa Elena; Orange Walk, and Punta Gorda. The exact number of people and households directly affected depend on the project design.

Mitigation
➢ Conduct appropriate topographical studies of the area.
➢ Financial resettlement or relocation.
➢ The need for proper assessment of flood prone areas and a resettlement of population may be required.

Loss of income: One of the potential negative impact would be the loss of income when the project is completed, especially if there is no further need for the skills acquired from the MDP. The possibility for the depression of local economy can also result from the termination of construction.

Mitigation
➢ Land Acquisition and Resettlement Policy Framework is designed to address this issue.

High maintenance cost. The constant repairing of drains occur without long term planning.

Mitigation
➢ Develop a sustainable development plan for the municipality, utilizing the

expertise of an Engineer.
➢ Prevent development of housing projects in areas known to be flood prone. The knowledge obtained from the experience of the citizens in addition to the topographical studies.

Inflation of local prices of materials

Mitigations:
➢ Enforce the price control for consumer protection.

Social and cultural networks. During the implementation phase there would be interaction between the community and the workforce, which may include non resident workers. This can lead to the: disruption of social networks and established cultural interaction. This includes the possibility of conflicts between local people and migrant workers, resulting from cultural and gender differences. It can also lead to prostitution and increased pressure on social and sanitary infrastructure.

Mitigations:
➢ Presentation of the health talks to the workers and women.
➢ Area based employment arrangements.

Landscape. The features affected during the road works may not be repaired. This can cause the environment to look shabby after the completion of the project.

Mitigations:
➢ Ensure that the contractors clean up and repair damages to the landscape.
➢ Coordinate between the Belize Telemedia Limited (BTL), Belize Electricity Limited and Belize Water Services Limited (BWSL).
➢ Reinforce the policies of the Building Authority and establish a building- permit system and a penalty fee for non compliance of cleanup.

Education. During the implementation phase, construction may cause delays and disruption of access to schools and create a safety risk for children.

Mitigations:
➤ Communication with the affected schools and appropriate signage and announcements before and during construction.
➤ Plan an alternate route for vehicles and pedestrians with proper signs and detours.

Health. The project can cause a potential increase of traffic and subsequent pollution in the area. In the process, there will be an increase risk of accidents and dust in the air. This can lead to increased incidence of acute respiratory infections and related problems. During the implementation phase of the works, the in-migration of workers will create some conflict and some gender difference between local people and incoming workers. The presence of workers employed in the area could introduce contagious diseases such as VD, HIV/AIDS, etc.

Mitigations:
➤ Area based employment arrangements. The emphasis is the increase in the percentage of employment opportunities for locals; the contracts should be first filled by locals and only if they do not have the capability are outsiders allowed. In addition, citizens are given opportunities for skills development.
➤ Culturally appropriate consultation and health talks to the workers and women.
➤ Adopt measures to deal with Dengue, Malaria and other waterborne diseases.

Cultural Property. Loss of culturally significant sites may result with excavation. Excavation can unearth some important historical artifacts. Although there are only few archaeological sites in the municipalities (Orange Walk, Corozal), churches, burial sites, etc. are considered to be very important sources of history, culture and other memories.

Mitigations:
➤ Establish a archival depository for the artifacts.

> ➤ Strengthen and utilize the links with the House of Culture.

Land reclamation costs. There may be need for land reclamation.

Mitigation:

> ➤ Ensure that adequate funding for possible land reclamation works is available.

7.1.2 Traffic Management

(a) Positive Impact

Better movement within the town/city. The organization of streets to improve the flow of traffic will result in better movement through the municipality. The avoidance of bottle necks during peak periods will minimize travel time and save on fuel.

(b) Negative Impact

Resistance to change. The citizens may be uncooperative in the initial phases and will not pay fines for violations. People will resist initially but the change will be positive.

Mitigation

> ➤ Culturally appropriate consultation to inform them of the plan and the benefits.

Inadequate Human resources. The human power to manage and sustain the projects is very costly. There is a need for an increase in both the number of traffic wardens and the level of training.

Mitigation

> ➤ Train volunteers to assist the traffic wardens e.g. school areas and public places.
>
> ➤ Health talks to the workers and women.

7.1.3   Road & Street Infrastructure

(a) Positive Impact

Improved capacities and skills. The workers will acquire new skills that would make them more marketable.

Contribution to the development of the municipality

Employment and Regional Economy. The construction of drains, road and social infrastructure will produce a positive increase in the employment opportunities. linked with works and provision of services to the workers. The potential financial compensation, linked with potential resettlement, may improve the economic conditions of the population.

Improved local movement, traffic flow and safety. The positive contribution resulting from the drainage and road infrastructure would include the improvement and support for local access to different parts of the municipality,as well at the marketing the municipality for tourism and other types of investments.

Increase of public interest for the municipalities.

Improvement of street network. The construction of the streets will have an impact on the quality of the road and vehicles, safety and security of passengers and movement of transportation within the municipality.

Street safety and security. The construction of the streets will have an impact on the quality of the road and vehicles, safety and security of passengers and movement of transportation within the municipality.

Savings on the wear and tear of vehicles.

(b) Negative Impact

+/-Landscape. There is potential for problems with transportation, due to inevitable interruption of the road, at certain points access to some areas may be cut off, causing users to use longer routes to their destination. This would lead to vehicles having to take longer route, causing increasing transportation time to move from one area to the next.

Depletion of local employment opportunities after the completion of the project.

Maintenance of the proposed drains very high.

Mitigation:

> ➤ Develop a sustainable project for the municipality.
>
> ➤ Involve the community as part of the resources for maintenance works.

Education. During the implementation phase, construction may cause delays and disruption of access to institutions such as school

Mitigation:

> ➤ Scheduling of works vacation time or weekends, if possible, so as to minimize disruptions of activities such as schooling.
>
> ➤ Culturally appropriate signage, i.e. the use of international symbols will help to communicate more effectively.

Health The project can cause a potential increase of traffic and subsequent pollution in the area. In the process, there will be an increase risk of accidents and dust in the air. This can lead to increased incidence of acute respiratory infections and related problems. During the implementation phase of the works, the in-migration of workers will create some conflict and some gender difference between local people and incoming workers. The presence of workers employed in the area could introduce contagious diseases such as VD, HIV/AIDS, etc.**.** **I**ncrease of traffic in the area will result in increase risk of accidents,

Mitigation:

> ➤ Present Health education talks to the community targeting families, and workers.

7.1.4   **Signage**

(a) Positive Impact

way of life and social organization improved

(b) Negative Impact

Resistance to change

 Vandalism. The public, especially the youth, damage the signs by shooting at them and apply spray paint and graffiti.

Mitigation

➢ Public education.
➢ Participatory planning involving youth with the designing and production of the signs.
➢ Educating the citizens and traffic wardens about the traffic laws and vandalism.
➢ Enforcement of laws when they are violated.

7.1.5 Social Infrastructure (Stadium, Market, Town Hall, Civic Center, Bridge and Hurricane Shelters)

(a) Positive Impact

Increase of community assets. The social infrastructure subproject will result in an increase of community assets.

Local economy increase with the attraction of secondary services.

Safety and security

Employment opportunities

Improved capacities/skills within the population..

(b) Negative Impact

Political interference
Conflict due to outside workers

Mitigation:
➢ Area based employment arrangements
➢ Develop an employment agency to be able to identify job seekers with job opportunities.
➢ Culturally appropriate advertisement of job opportunities.
➢ Skills training for citizens to build labor pool.

Depletion of local economy after completion of project

Mitigation
➢ Sustainable development Project for the municipality.

7.1.6 Cemetery, Parks and Green Spaces

(a) Positive Impact

higher interest in cultural and heritage site

Beautification. The improvement of parks and green spaces will lend itself to the beautification of the municipality.

(b) Negative Impact

Littering

Vandalism.

Re-acquisitions of proprty for other projects.

Mitigation
➢ Public Education on history of community
➢ Participatory planning involving the community
➢ Community mobilization to supervise youth activities
➢ Need for signs promoting anti-litter, waste containers and adequate bathroom facilities.
➢ Sustainable Development Project for municipality

7.2. Impact and Mitigation Measures for Component 2

7.2.1 Revenue collection

(a) Positive Impact

TC will show an increase in revenue.

Improved mechanism for the collection of property taxes

Public will be sensitized to the importance of paying taxes.

(b) Negative Impact

resistance and non payment of taxes by residents

poor economic conditions

unemployment and low wages

political interference/ corruption

Mitigation
➢ Job creation program
➢ Public education program to include a projection of the expected increases in tax revenue as a result of the sensitization initiative.
➢ Training in Public Relations & cultural competence for Town Council personnel

7.2.2 Town Council Accountability

(a) Positive Impact

Respect, confidence and trust earned. With adherence to the relevant regulations, the municipal workers will gain the respect of the citizens who in turn will have increased confidence in the TC.

Investors will be attracted to the municipality.

(b) Negative Impact

No confidence in the leader. Given the recent history of projects in the municipalities, much will be needed for citizens to regain confidence in the potential success of the project. There is a need for citizens to be aware of the stages of the project cycle.

Limited human resource pool.

Corruption.

Money may not be spent on the intended projects.

Mitigation	
➢ Town Council comply with quarterly public meeting requirement	
➢ Town Council adheres to the regulations for Municipal Workers presently being revised.	
➢ Government audits of TC's accounts to be supplemented with external audits	

7.2.3 Land administration

(a) Positive Impact

Land security. Citizens will be able obtain documentation for their property.

Fairness in the distribution of land.

The issue with Reconstruction and Development is to be resolved this year.

People will feel confident in the system.

(b) Negative Impact

Loss of land and assets. The regularizing of some land documentation might show duplication in land ownership. In resolving the situation some owners will lose their property.

Resistance. Owners may not want to give up their lands.

Unemployment and low wages. Those who will be required to make payments in order to secure their lands may not be able due to lack of income. Where there is conflict and legal arbitration is needed,only those who can afford legal representation or who have political clout will be able to get their issues addressed.

Political interference and dependency on politicians. The politicians give preference to selected individuals.

Lack of representation. There is a need to ensure that the project is all inclusive. A mechanism needs to be established so that the project is beneficial to all who reside in the municipality without discrimination.

Illiteracy. Need to advocate for the inclusion of all citizens including indigenous peoples whose first language is not English.

Mitigations:
➢ Most municipalities have a payment plan which can be publicized.
➢ Culturally appropriate communication (use of language and media that is accessible) to inform the public.
➢ Invite representation from special interest groups to participate, including organizations representing indigenous groups.
➢ Training in Public Relations & cultural competence for Town Council personnel

7.2.4   Environmental and social management compliance

(a) Positive Impact

Ministry of Health and Town Council work together.

Less diseases.

Will lead to more effectiveness and cleanliness.

Civic responsibility will be enhanced.

(b) Negative Impact

Resistance by some citizens to comply.

Unemployment and low wages

Political interference

Weak enforcement

Relevant authorities ineffective (e.g. Public Health)

Mitigations

➢ Training of Municipal personnel in the relevant legislation. With proper training staff will become more effective.
➢ Job creation for income generation.
➢ Culturally appropriate communication to inform the public of the legislation
➢ Conduct community clean-up campaigns to promote civic responsibility.

7.2.5   Citizen participation in Governance

(a) Positive Impact

Supporters of the party in power will participate. Party members will support the project and be an encouragement to the administrators. This can become negative however, if only that group participate while the voice of others are not heard from particularly those representing opposition parties.

Non- partisan citizens who are interested in the development of the town will participate.
Business sector involved and supportive of the municipal administrator.

(b) Negative Impact

Frustration and apathy. The possibility for exclusion may also be omission on the part of the Town Council administration and non participation by the same Indigenous People. The historical experience of exploitation (underemployment and low wages), low self esteem, frustration, depression and apathy has lead to non-participation by the Indigenous People's.

Lack of sensitivity to the basic needs of indigenous peoples. Indigenous peoples are not seen as a group with special needs by officials and may lead to feelings of neglect. The overall concern of the indigenous peoples is the potential for their exclusion from participating in the Municipal Development Project. The culture of dependency created by a political system that provides handouts in exchange for political loyalty is also a contributing factor to feelings of neglect. On the other hand, too much focus on the needs of indigenous peoples might also lead to feelings of neglect among non-indigenous groups.

Some people are interested in basic needs.

Infrastructure is not a priority.

Mitigation
➢ Mechanisms must be put in place to facilitate and enable participation from all groups: cultural, political and socio-economic.
➢ Training in cultural competence for Town Council personnel
➢ Culturally appropriate communication to inform the public of the Town Council's plans for the municipality using megaphones, and languages represented in the community.

7.2.6   Financial Management in Governance

(a) Positive Impact

Citizens will have more confidence in the administration.

More transparency in the affairs of the Municipal administration.

More resources will be avialable to develop the community.

(b) Negative Impact

Unavailablility of trained personnel for the job.

Nepotism It is important to note that at times persons are hired not because of their qualifications but because they are members of the governing party.

Mitigation
➢ Transparency in hiring of personnel.
➢ Compliance with the Town Council workers regulations

7.2.7   Traffic Management

(a)   Positive Impact

Improved capacities of the workforce.

Better movement within the community.

Improved safety and security of all citizens.

(b) Negative Impact

Resistance to change

Inability to pay fees for licensing

Mitigations:
➢ Culturally appropriate public notices for recruitment to include indigenous people.
➢ Include indigenous people for training as traffic wardens
➢ Training of the traffic wardens and heads of departments in public relations and safety.

7.2.8   Town Planning

(a) Positive Impact

Way of life and organization. There will be residential and commercial zones established in each municipality. This method of zoning will contribute towards the safety and improvement in the quality of life of residents. In addition, open spaces and green spaces will be designated adding to the recreational and aesthetic enhancement of the municipality.

Establish residential zones complete with infrastructure before residents begin building.

Land security Resettlement will have impacts on the land owners and community, which can only be evaluated once alternatives for resettlements are more clearly identified.

 (b) Negative Impact

Conflict with neighbors. The limited space for expansion will increase competition and possibly raise conflicts between urban and rural communities. All municipalities except for Dangriga are faced with the threat of conflict with neighboring villages.

Political interference

 conflict between the area representative and municipal government

Mitigations
➤ Hire an Urban Planner
➤ Culturally appropriate consultation.
➤ Conflict Resolution, Negotiation and Mediation skills training for Town Council.
➤ The authorities responsible need to give full attention to the resolution of the present situation between the roles/functions of the Reconstruction and Development Corporation, and the Belmopan City Council.
➤ Define clear procedures for land allocation within the community.

7.2.9   Disaster risk reduction.

(a) Positive Impact

Improved way of life and organization with proper planning. With a disaster risk reduction plan, people will have a greater sense of security and be able to plan their actions in the face of potential danger.

Less panic will reduce the potential loss of life.

(b) Negative Impact

Health Hazards from sewage and waste water. Community homeowners and business people are insensitive to the health dangers and unsightly nature of sewage and wastewater.

Poverty. In many of the urban centers, the residents living in the worst conditions are the migrants who are generally poor and vulnerable. There is a link between poverty and literacy level.

Illiteracy.   The cultural diversity in our community suggests that there are many languages. Many of our citizens do not speak English as a first language and are unable to read English. Unfortunately most messages are presented in English.

Resistance and non compliance with law

Mitigation

➤ Culturally appropriate public education.
➤ Compliance by inflammable gas vendors and consumers and other incidences that put citizens at risk due to regulations not being adhered to.
➤ Train relevant municipal and central government officials about regulations related to various types of potential hazards and disasters and their enforcement

Hurricane Preparedness

(a)   Positive Impact

Plan has to take into consideration the timeframe of evacuees

safety and security.

(b) Negative Impact

Inadequate data regarding the demands of population increase which impacts the capacity of the infrastructure, (health, water, sewer, and buildings)

Mitigation:
➤ Establish a data base with the District Emergency Management Organization.
➤ Participatory research to conduct a vulnerability study on infrastructure, population etc.
➤ Culturally appropriate communication

Flooding

(a)   Positive impact

Safety and security.

(b) Negative Impact

Inadequate maintenance plan for upkeep of drains. If maintenance of system is not done, then flooding will re-occur.

There is a cost for the adequate maintenance and clearing of the drains.

Citizens unwilling to evacuate.

Security of property.

Mitigation
➢ Culturally appropriate communication. Use of the languages of the different members of the community.
➢ Publicizing of the evacuation plan, all year round.
➢ Conduct simulation exercises.
➢ Ensure that a maintenance plan is properly designed, financed and executed.

Industrial Hazard

(a) Positive Impact

There is an awareness of the potential danger of industrial activity near to a municpality.

The opportunity to identify industrial activities that has a potential for danger to the citizens.

The opportunity to develop safety standards for industrial activities in urban areas.

(b) Negative Impact

The factory location is not seen as a threat

loss of land and fixed assets.

Safety and security

Mitigation

- ➢ Assess the present danger of the situation.

- ➢ Monitoring and evaluation of the situation.

- ➢ Every municipality needs to develop a Disaster management plan to include addressing issues like flooding, hurricanes, tsunami, earthquakes, fires, chemical explosion and leakage, gas explosions, and accidents.

8.0 Recommendations for Project Design and Alternatives

8.1   Recommendations for Component 1: Small Scale Infrastructure

Designing Phase

- ➢ Develop a sustainable development plan for the municipality

- ➢ Area based employment arrangements.

- ➢ Cultural appropriate consultation to inform the community of the project plans and the benefits.

- ➢ Communication with the affected schools and appropriate signage and announcements before and during construction.

- ➢ Plan an alternate route for vehicles and pedestrians.

- ➢ Use the Houses of Culture as an archival depository for the artifacts, and establish them where there are none.

- ➢ Participatory planning involving youth.

- ➢ Strengthen the Working Group as a mechanism for monitoring and evaluating the MDP.

Implementation Phase

- ➢ Enforce the price control for consumer protection.

- ➢ Culturally appropriate consultation and health talks to the workers and women.

- ➢ Train volunteers to assist the traffic wardens e.g. school areas and public places.

- ➢ Scheduling of works so as to minimize disruptions such as vacation time or weekends.

- ➢ Culturally appropriate signage (different language and images)

- ➢ Public education on road safety.

> Enforcement of traffic laws when violated.

> Culturally appropriate advertisement of job opportunities.

> Generate a list of job opportunities within the MDP.

> Public Education on history of community.

> Community mobilization to organize programmes for youth activities.

> Need for signs promoting anti-litter, waste containers and adequate bathroom facilities.

Completion Phase

> Ensure that the contractors clean up and repair damages to the landscape.

8.2 Recommendations for Component 2: Capacity Building

Designing Phase

> Culturally appropriate public notices for recruitment to include indigenous people.

Implementation Phase

> Training in PR & cultural competence for TC personnel, especially revenue collectors.

> Institute municipal courts

> Training of Municipal personnel in the legislation related to traffic.

> Include indigenous people as traffic wardens

> Institute a payment plan for traffic fees.

> Develop a 15-20 year comprehensive town development plan using culturally appropriate consultation.

> Zoning exercise to conducted involving the main stakeholders.

> Identify a mediation mechanism for settling boundary disputes.

➤ Development of comprehensive disaster management plan
➤ Culturally appropriate public education on safety measures during disasters.
➤ Compliance by inflammable gas vendors and consumers
➤ Participatory research to .conduct a vulnerability study
➤ Assess the present danger of the situation in relation to potential industrial hazards.
➤ Conduct simulation exercise in relation to all types of disasters.
➤ Publicize the evacuation plan all year round in relation to disasters.
➤ Education program to inform the public of the financial needs of municipal management.
➤ Culturally appropriate communication to inform the public of the relevant legislations.
➤ Training in cultural competence for TC personnel
➤ Educate the public (including children) about safety measures during a disaster.

Completion Phase

➤ Strengthen the Town Councils monitoring and evaluation capability.

9.0   **Institutional Arrangements**

The purpose of this section is to propose an institutional framework which should be vested with oversight responsibility for coordinating the implementation and evaluation process for all municipal projects and programs inclusive of the MDP. The key elements of such a framework are:

(a) That the body be vested with responsibility to coordinate the implementation process of all municipal projects and programs;

(b) That the composition of the body should be representative of all sectors of the society at both the municipal and national levels,

(c) That the body should be vested with responsibility for monitoring and evaluating all municipal projects and programs, and

(d) That a Secretariat be established and staffed by a team of dedicated professionals who will be responsible for carrying out its day to day functions.

The Consultant is of the opinion that instead of developing a new mechanism to carry out these functions, it will be more prudent to first do a research to find out whether or not such a mechanism already exists and perhaps, with some modifications, can be adapted for the purposes outlined above.

The Government of Belize (through a press release from Cabinet), recently gave its approval to a National Policy on Local Governance in Belize whose main goal is "to give guidance and direction to the systems and practices of local governance in Belize towards greater equity, efficiency, effectiveness and transparency in the delivery of local government services to people in rural and urban communities". When this policy document is examined from both an implementation and institutional perspective, two (2) mechanisms are highlighted: the Local Government Monitoring Council (LGMC), and the Municipal Association (also known as the Mayors Association).

Chapter 4 of the National Policy on Local Government (NPLG), Sections A and B which relates to policy implementation and monitoring states that the LGMC is vested with "primary oversight responsibility for the implementation, monitoring and evaluation of all local government projects and programs inclusive of urban (municipalities) and rural (villages) communities. Chapter 3 of the National Policy, Section D which relates to guidelines and directions for local governance policy in Belize states at guideline #18 that

"there will be a legally established Municipal Association representative of elected Mayors and councilors."

When these two mechanisms are examined in relation to the key elements proposed above for an effective and functional institutional mechanism, it would seem that they are both vested with the majority of those elements. Obviously, some modifications will be necessary (particularly the LGMC), to ensure that the specific needs and concerns of municipalities are given the attention they deserve.

The institutional framework that is being proposed consists of three levels. Level 1 which is the lowest level will be comprised of the Working Groups that have been established to participate in the consultation process in the seven municipalities. The membership of each Working Group is representative of all sectors of the municipality, and works along with the mayor and councilors towards the achievement of municipal goals and objectives. The consultant is proposing that the Working Group mechanism be given official recognition and incorporated into the National Policy on Local Governance. Level 2 of the framework is the Municipal Association which is already in place, and will

be given legal recognition as outlined in the National Policy. Its membership is comprised of all the mayors in the country (presently there are nine mayors), along with an Executive Secretary who works out of a Secretariat. Level 3(the highest level of the framework), is the Local Government Monitoring Council (LGMC) which is already in place, and whose membership as set out in the National Policy include the Ministry of Local Government (chair), the Mayors' Association, The National Association of Village Councils, the Toledo Alcaldes Association, and two additional appointees (one each from GoB and a non-governmental organization). The consultant is proposing that the two additional appointees be drawn from SIF and BENIC:

1) Representative from the Social Investment Fund (SIF) who has direct coordinating responsibility for the MDP. It is also recommended that the SIF representative remain on the LGMC during the project-life of the MDP.

2) Representative from BENIC of the Indigenous People be on the LGMC.

The proposed institutional framework can be examined below via a diagram which gives the reader a view of the information-flow within the framework.

Figure 1 Organogram for the Institutional Framework for the Monitoring and Evaluation of MDP

```
┌─────────────────────────────┐
│ Level 3: Local Government   │
│ Monitoring Council (LGMC)   │
└─────────────────────────────┘
              │
┌─────────────────────────────┐
│ Level 2: Mayors Association │
└─────────────────────────────┘
              │
┌─────────────────────────────┐
│ Level 1: Working Group      │
│ comprised of NGOs, Mayors   │
│ and Councilors, Private     │
│ Sector and Government       │
│ Agencies                    │
└─────────────────────────────┘
```

Level 3

- National policy issues
- Compliance with legislation
- Pooling of resources

Level 2

- Networking
- Commonalities of issues

Level 1

- Identify issues
- Prioritize issues
- M & E(at the local level)

10.0 Monitoring and Evaluation Framework

	Output	Input	Verifiable indicators	Means of verification	Assumptions
1	Minimize the properties that will be affected	Conduct appropriate topographical studies of the area.	All properties in the affected area.	Reports from study.	Resources are available for the project.
		Financial resettlement or relocation.	All properties in the affected area at risk for flooding as identified by the study.	Study report.	Land owners willing to accept settlement offered. Land is available for relocation.
2	Minimize the potential loss of income upon completion of the project	Develop a sustainable development plan for the municipality	Plan is developed with list of income generation options.	Document contains is circulated to the community.	Individuals with skills are prepared to volunteer. The TC and community are willing to collaborate.
3	Control Inflation of prices	Enforce the price control for consumer protection.	Spot check of stores to ensure that the prices of goods do not increase.	Report of consumer protection.	Consumer Bureau of Standards is active.
4	Reduced health risk	Health education publicity campaign targeting men and women.	Media forms used (Radio TV and Brochures distributed.	Report of sessions.	Public Health, HECOPAB, and MOH is available.
		Conduct regular health screening.	Health records.	Health records.	Citizens will agree to participate in the screening.
5	Increase local benefits for	Area based employment	Job applications screening comply	Spot check of work sites.	Citizens of the municipality

	employment opportunities. Minimize job loss due to in-migration.	arrangements with quota of indigenous where applicable (Dangriga, Punta Gorda and Belmopan)	with the set Quota.	Contractor records.	qualify.
	Improve competitiveness of local workforce for the implementation phase.	Identify jobs available within the infrastructure subprojects.	Database of available jobs in the MDP provided by contractors.	List posted in a public place. Record of advertisements and announcements.	Citizens of the municipality qualify.
		Develop a database of trained workers available working in the infrastructure projects.	Database of skilled workers in municipality.	Generated list available to the contractors.	Resources available to set up database.
		Plan short term courses to build skills for job readiness in the MDP.	Skills training package.	Training courses announced and conducted.	Project funds are made available.
		Culturally appropriate job promotion and advertisement.	Advertisements recorded.	Job applications.	Citizens of the municipality qualify.
6	Minimize Landscape damage.	Ensure that the contractors clean up and repair damages to the landscape.	Repair plan prepared.	Photographs of cleaned up area, where refuse and scrap have been removed.	Area where scrap is disposed is public lands.
7	Minimize the effect of infrastructure works on access to homes and	Communication with the affected residential areas and schools and appropriate signage	Samples of messages and public announcements.	Record of signs and public announcements.	Resources to pay for the announcements on radio, newspaper, flyers and

	institutions.	and announcements before and during construction.	Record of meeting with administrators of institutions.		television.
8	Minimize safety and security risk factors during road works by 100%.	Plan alternate routes for vehicles and pedestrians when doing dangerous works.	Signs of routes and publicized routes using different media forms.	Record of signs and public announcements.	Resources to pay for the announcements on radio, newspaper, flyers and television.
		Increase number of traffic wardens during peak hours at strategic locations.	Schedule of traffic wardens.	Record of schedule of traffic wardens.	Resources are available to recruit additional wardens.
		Train volunteers to assist with the traffic control at schools.	Training plan for volunteers.	List of trainees with certificate of participation/ completion.	There is interest in the training. Incentive is offered to volunteers.
9	Retrieval of artifacts from excavation sites.	Establish an archival depository for the artifacts.	Guidelines from NICH on the value of the	Register of artifacts.	Artifacts are valuable. Storage space is available.
		Involving youth in participatory research of the history of the community.	Reports of research.	Documentation.	Interest in the history.
10	Minimize safety risk on streets.	Design culturally appropriate signage and announcements	Signs and public announcements are on file.	Record of signs and announcements.	The resources are available for the production of the media forms. The media outlets will air the announcements.

		Develop a Public education package to be used by all municipalities to educate on the role of traffic warden, pedestrian crossings and sidewalks.	Documentary is available	Schedule of airing of the documentary.	Technology is available. Mayors will cooperate. Resources area available for the production and airing of the documentary.
		Enforcement of traffic laws when violated.	Tickets are issued.	Records of tickets issued.	Traffic Wardens know the laws.
11	Build youth involvement in the MDP project.	Participatory planning involving youth for the MDP.	Workshop with the youth to inform of the project and to obtain their ideas.	Report of their input and commitment.	TC is committed to the process. Youth are interested and motivated. Resources are made available for the events.
12	Increase community ownership of the parks and green spaces	Participatory planning involving the community	Citizens committee formed to plan development of parks and green spaces.	Plan of action.	Funds from the MDP are available.
		Obtain sponsorship from corporations to provide seating, signage, waste containers and bathroom facilities.	50% of parks and green spaces sponsored.	Contractual arrangements signed with companies.	Companies are interested. Natural disaster does not damage the landscape.
13	Improve the benefits the municipality accrues through	Develop a tourism development plan	Increased attendance of visitor to the municipality	Record of attendance to events.	Resources are available to promote the events.

| | tourism. | | events. | | Funding for projects are available.

Natural disaster does not damage the landscape. |
|---|---|---|---|---|---|

10.2 Evaluation and monitoring of Component 2 Impacts.

#	Output	Input	Verifiable Indicator	Means of verification	Assumptions
1	Increase revenue collection from 30% to 60%	Education program to inform the public.	Increase in revenue collection for property taxes from 30% to 60%	Record of payments.	Citizens have the income to pay.

TC is committed to follow up.

No political interference. |
| | | Training in PR & cultural competence for TC personnel | All personnel trained. | List of trained personnel. | Personnel are interested. |
| | | Hire a consultant to develop a formula for implement a sliding scale for citizens based on ability to pay. | All citizens identified. | Payment schedule developed. | Citizens are responsive.

TC has access to income information of the citizens. |
| 2 | Improve the accountability of the Town Council Accountability.

Efficient accounting system | TC comply with quarterly public meeting requirement | Record of meetings held every 4 months; public more informed. | Record of meetings. | No natural disaster does not prevent the meeting from occurring. |

	is in place.			
	Functioning data base in place.	Hire a database specialist. Develop a database for the services to include a field for data disaggregated by ethnicity, residential area, age etc.	Reports generated more detailed.	System operational and efficient reports generated.	Resources are available for the set up of the system.
3	Increase efficiency of Land administration capability of the TC.	Mobilize an information package to inform citizens of the system.	Package produced.	Package disseminated to the public.	Resources are available.
	Enhance citizen participation in municipal affairs by 50%.	Training of staff in culturally appropriate communication to inform the public.	Schedule of training for each municipality.	Record of Training conducted.	Resources are available.
		Invite representation from special interest groups to participate, including organizations representing indigenous groups.	Meeting held and input obtained.	Record of meeting with recommendations.	Indigenous leaders are interested.
4	Increase compliance by citizens with environmental laws	Conduct 3 Training sessions of Municipal personnel in the legislation within regions.	3 Training sessions conducted.	Record of session reports.	Resources human and material are available for the workshop.
		Culturally	Prepare a	Report of the	Technical

		appropriate communication to inform the public of the legislation	documentary of the legislations related to environmental health.	legislations.	assistance available. Knowledge of the legislation.
5	Improve traffic management by inclusion of personnel with language skills of indigenous people.	Culturally appropriate public notices for recruitment to include indigenous people as traffic wardens.	Job applications.	Job applications reflect representation from indigenous groups.	Town council is committed. Indigenous people qualify.
6	Disaster Risk Reduction	Culturally appropriate public education for compliance by inflammable gas vendors and consumers	Education package developed.	Information disseminated.	Vendors are receptive. Citizens cooperate.
7	Improve outreach to vulnerable victims of hurricane, flooding and other natural disasters.	Participatory research to conduct a vulnerability study	Instrument developed. Study conducted.	Report of the study	Resources become available for the study. Citizens participate in the study.
8	Minimize loss of life due to flooding.	Publicizing of the evacuation plan all year round.	Schedule of evacuation plan disseminated to all media.	Evacuation plan publicized.	Resources available to pay for airing and printing.
		Conduct simulation exercise.	Schedule of simulation exercise disseminated to all media.	Simulation exercises conducted.	Citizens cooperate.

| 9 | Minimize loss of life due to explosion (Tower Hill Factory in the vicinity of Orange Walk Town. | Assess the present danger of the situation. | Report of the assessment of danger. | Mitigations identified. | Adequate interest from the municipality of Orange Walk Town.

Collaboration from the management of the sugar factory. |
|---|---|---|---|---|---|

11.0 Budgetary needs for Monitoring and Evaluation Activities

Budget for Fist Year of operation of the Monitoring and Evaluation Body

Item	Unit	Total Cost
Personnel		000
• Coordinator	$2,000	24,000.
• Support Staff	$1,500	18,000
Equipment & furniture		000
• 2 Computers & Printer	2,000	4,000
• 1 Photocopier	4,000	4,000
• 2 Filing cabinet	1,200	2,400
• 2 Desks	1,200	2,400
• 2 Chairs	200	400
• 12 Waiting chairs	50	600
• 3 Book Shelves	300	900
Office supplies		000
• Stationery	500	6,000
• Cleaning supplies	300	3,600
Operational	000	000
• Office space Rental	500/ month	6,000
• Travel for routine visits	750/ month	9,000
• 6 Training workshops (cultural competence, Project Cycle)	2,800 (2 per 3 regions)	16,800
Municipal Working group meetings		000
42 meetings	100/ meeting (bimonthly)	4,200
Utilities telephone & Internet installation	200	000
• Telephone/Internet	300	3600
• Electricity	100	1200
• Water	30	360
		107,460
Contingency (10%)		10,746
Total (Belize Dollars)		$118,206

12.0 Conclusion

12.1 Missing Data, gaps of information and limitations.

Topographic maps of the core study area. For the next phase of the project, topographical maps and aerial views are needed in order to be used as the basis for determining impact of the drains dedicated to the project. Some municipalities already have a design from the previous World Bank Projects however this information was unavailable to the Consultants.

Employment. Given the present economic crisis, an evaluation of the employment to be created by the project would help in determining the benefits to the municipalities.

Technical information on the project. More detailed information on the Projects, (chosen options) of each municipality was made available to the consultants. For example, it would have been useful if the Consultants knew in advance, how the funding would be distributed.

Demography and land tenure. Since land registration is in process, it was not possible to obtain a valuable evaluation of the properties that would be affected by the project.

Limitations

The time allocated for the assessment is short given the scope of the Terms of Reference. Previous Assessments carried out in Belize have taken longer to complete than the anticipated timeframe for the present Social Assessment. The importance of this study cannot be overstated given the history of development projects funded by World Bank in the participating municipalities.

In relation to the completion of the first draft of the Final Report, the Terms of Reference allotted a total of thirty (30) person days for its completion however the project coordinator, Mr. David Gomez requested that the Consultant move the completion date by ten (10) days which translates to twenty (20) person day s for its completion. Clearly this change in completion date can have some adverse effect on the quality of the product. It will pose a level of difficulty to obtain adequate feedback from the planned stakeholder involvement strategy.

In addition, it did not help that Mr. David Gomez was not available for the duration of the Consultancy. A visit from Ms. Kimberly Villar, World Bank Specialist in Social Assessment was timely and useful for the Consultants as well as the municipalities. This enhanced an understanding of the Project and the Consultancy.

However on the positive side the Consultant is ceasing every opportunity to find opportunities for stakeholder involvement. The fact that the Reform process on Local Governance is occurring simultaneously with the Assessment is a major asset.

Consultancy Team:

Lead Consultant: Mr. Evan Dakers

Technical Assistant: Ms. Lucia Ellis

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Annexes

Annex 1: Sources of Municipal Revenue

1. Property taxes
2. Municipal court
3. Slaughter house
4. Public health enforcement

5. Traffic fees
6. Cemetery fees
7. Garbage collection
8. Sale of sand

9. Trade licenses Fees
10. Subvention
11. Bridge fees
12. Gambling fees

13. Liquor licenses fees
14. Rental of property
15. Building permits
16. Municipal fund raising

17. Market fees
18. Auctioneer license
19. Landfill access
20. Sale of blocks

21. Sale of other assets
22. Banner and billboard fees

Annex 2.

Inhabitants Enumerated Population Census by Sex and District 2000

	Total	Male	Female
Corozal District	32,708	16,422	16,286
Corozal town	7,888	3,834	4,054
Corozal rural	24,820	12,588	12,232
Orange walk District	38,690	19,948	18,942
Orange walk urban	13,483	6,750	6,733
Orange Walk rural	25,407	13,198	12,209
Cayo District	52,564	26,417	26,147
San Ignacio/ Santa Elena	13,260	6,550	6,710
Benque Viejo Town	5,088	2,499	2,589
Belmopan City	8,130	3,965	4,165
Cayo Rural	26,086	13,403	12,683
Stann Creek	24,548	12,734	11,814
Dangriga Town	8,614	4,315	4,499
Stann Creek Rural	15,734	8,419	7,315
Toledo District	23,297	11,722	11,575
Punta Gorda Town	4,329	2,089	2,240
Toledo Rural	18,968	9,633	9,335

Source: Statistical Institute of Belize.

Annex 3.

Municipality Population (NEMO)

Municipality	Total Population
Corozal Town	10,245
Orange Walk Town	17,519
Belmopan	6,460
Benque Viejo del Carmen	6,880
San Ignacio/ Santa Elena Town	17,191
Punta Gorda	5,759
Dangriga	11,372

Source: NEMO and Statistical Institute of Belize 2008

Annex 4.

Literacy Statistics

District	Inhabitants with data	Absolute Literacy	Literacy Rate
Corozal	20,058	14,461	72.10
Orange Walk	23,278	17,374	74.64
Belize	41,361	37,090	89.67
Cayo	30,264	21,198	70.04
Stann Creek	14,870	11,160	75.05
Toledo	12,334	7,669	62.18

Source: National Poverty Elimination Strategy and Action Plan 2006- 2010: Table 49

Annex 5.

<u>Poverty by Ethnic Group</u>

Ethnic Group	Indigent	Poor	Not Poor	Total	Total %	Indigent	Poor	Not Poor
Black / African	17	42	336	395	0.2%	4.3	10.6	85.1
Caucasian / White	55	47	890	992	0.5%	5.5	4.7	89.7
Chinese	59	146	833	1,038	0.6%	5.7	14.1	80.3
Creole	3,208	8,089	29,610	40,907	22.2%	7.8	19.8	72.4
East Indian	744	1,210	3,545	5,499	3%	13.5	22	64.5
Garifuna	1,398	2,753	6,682	10,833	5.9%	12.9	25.4	61.7
Maya Kekchi	6,587	2,489	1,765	10,841	5.9%	60.8	23	16.3
Maya Mopan	3,623	1,549	2,200	7,372	4%	49.1	21	29.8
Maya Yucatec	421	671	1,417	2,509	1.4%	16.8	26.7	56.5
Mennonite	1,410	1,964	3,939	7,313	4%	19.3	26.9	53.9
Mestizo	8,412	14,345	43,978	66,735	36.2%	12.6	21.5	65.9
Spanish	2,991	6,387	18,188	27,566	15%	10.9	23.2	66
Other	131	187	1,300	1,618	0.9%	8.1	11.6	80.3
DK	84	109	368	561	0.3%	15	19.4	65.6
TOTAL	29,140	39,988	115,051	184,179	100%	15.8	21.7	62.5
	15.82%	21.71%	62.47%					

Source: National Poverty Elimination Strategy and Action Plan 2006- 2010.

Annex 6.

<u>Households in Urban Belize</u>

Municipality	Population	Households	Average Household Size
Corozal Town	7,589	1,876	4.0
Orange Walk Town	12,977	2,895	4.5
Cayo Urban	25,954	5,212	5.0
Dangriga	8,424	2,100	4.0
Punta Gorda	4,266	996	4.3

Source: Statistical Institute of Belize 2008

Annex 7.

<u>BWSL Active Customers October 2009</u>

Municipality	Active customers
Corozal Town	4104
Orange Walk Town	4107
Belmopan	4703
San Ignacio Santa Elena	5047
Benque Viejo	1623
Dangriga	2554
Punta Gorda	1815

Source: BWSL Report October 2009.

Contacts

Belmopan City

Name	Organization
Olga Myers	Belmopan City Council, women and the elderly
Patricia Garbutt	El Rey Inn/ Hibiscus Hotel
Gareth Gentle	Anchor Security
Daniel Cacho	Police
Audrey Moody	Police
David Diego	Environmental Health
Amilcar Umana	BCC- Parks& playgrounds and sports/ Educator
Frank Blatz	BAHA
Elizabeth Pascascio	St. Ann's Anglican Church
Simeon Lopez	Mayor
Denton Belisle	Administrator
Pete Carillo	Councilor
James Robinson	Technical Assistant for Civil Works
Manuel Lizarraga	BCC

Benque Viejo Del Carmen

Ms. Kim Chrysler	Mopan River Resort	823-2047
Karla Windsor	Mount Carmel Credit Union	823-2003
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Dinsdale Thompson	Police
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Mrs. Pulido	TC
Mr. Polanco	TC Engineer