

出國報告（出國類別：考察）

強化「貝里斯文化之家及周邊擴  
建計畫」之規劃與設計技術協助計畫  
考察返國報告

服務單位：投融資處

姓名職稱：詹維欣

派赴國家：貝里斯

出國期間：2011年9月2日至17日

報告日期：2011年9月30日

## 壹、緣起及任務目標

貝里斯政府於上(2010)年底向我國駐貝里斯大使館(以下簡稱駐館)提出「貝里斯文化之家及周邊擴建貸款計畫」，駐館轉請本會考慮提供貸款予貝國政府。爰本會於本年 2 月間派遣評估團至貝國評估其可行性，並由顧問提出數項建議。根據初期評估結果及顧問建議，返國報告會議決議在確認該計畫為貝國國家優先發展計畫後，同意有條件式逐步推動本案，即先強化計畫可行性及機構能力後再提供貸款(返國報告會議記錄如附件一)。

適逢本會於本年 5 月舉辦社區總體營造研習班，依循前述返國報告結論，爰邀請貝國派員來台受訓，同時依據顧問建議之方向與貝里斯觀光、航空及文化部(Ministry of Tourism, Civil Aviation, and Culture；以下簡稱 MoT)及國家文化教育局(National Institute of Culture and History，以下簡稱 NICH)<sup>1</sup>洽商另起能力建構之技術協助(Capacity Development Technical Assistance；CDTA)合作案，以協助貝國修正計畫提案(Part A)，並於當地進行計畫相關之人力培訓(Part B)。該 CDTA 計畫規模為 153,980 美元，其中本會出資 136,000 美元、貝國政府相對出資 17,980 美元(CDTA 計畫書如附件二)。

CDTA 計畫於 8 月下旬經雙方以書面確認後，由本會與 MoT 及 NICH(以下簡稱 Local Counterpart)簽署 CDTA 計畫瞭解備忘錄(Memorandum of Understanding; MOU)，在此 MOU 架構下，Local Counterpart 再分別與台灣顧問團隊台大城鄉發展基金會及貝里斯當地顧問公司 International Environments Limited(以下簡稱 I.E.) 分別簽署顧問服務合約(如附件三)，在 Local Counterpart 統籌協調下，由 I.E. 公司提供台灣顧問團隊所需之當地資訊及必要之諮詢服務。

---

<sup>1</sup> NICH 系 MoT 轄下專司文化與歷史之部門，另一受 MoT 監管之單位觀光局(Board of Tourism Belize; BTB)則負責與觀光有關之議題。

## 貳、貝國國家觀光發展計畫及貝里斯市發展計畫

美洲開發銀行協助貝里斯推動之計畫中，與本計畫相關之計畫為貝里斯市發展藍圖 (Belize City Master Plan Project; BZCMP)及貝里斯永續觀光計畫(Sustainable Tourism Program – National Sustainable Tourism Master Plan; NSTMP; 以下簡稱 IDB/STP) 等(詳附件四)。考量都市整體發展效果，該些計畫涵蓋貝里斯市之短、中、長期發展計畫，如：舊城區(downtown)之有形及無形資產保存即歷史建物及街道景觀、水濱發展計畫(water front project)、運河周遭環境改善計畫(collet canal project)、郵輪觀光及文化觀光等。目前已完成細部設計之區域為貝里斯市北區 Fort George 觀光區紀念公園整建及徒步區工程；之後再往南之舊城區延伸，預計 2030 年前要完成都市更新及增加觀光客等目標。

貝國藉由觀光促進經建發展的策略，係透過由上而下(top-down)的方式聘請專家擬定發展策略及期程後，再依各項發展目標擬定中大型硬體建設計畫。而也有研究<sup>2</sup>指出，以由下往上(bottom-up)之方式，有效運用孩童在貝里斯家庭內的影響力有助於社區發展，進而帶動科技教育及經濟發展，此一方式與台灣顧問團隊期以社區參與帶動需求體認、強調培養基層人力等觀念一致。爰本計畫之修正提案將結合地方文化發展，強化貝國全國人民對於此議題之認同及基層人力資源，以促具有地方文化特色之觀光部門之發展。

## 參、辦理情形

本次行程我方由總顧問劉可強教授帶領博物館規劃設計、歷史建物再利用、社區營造及城鄉發展等方面之專家<sup>3</sup>組成顧問團隊，貝方

---

<sup>2</sup> Belizean Studies vol. 26, No. 2, December 2004.

<sup>3</sup> 3位專家分別為台大城鄉發展基金會陳育貞執行長、慕思勉老師及中華經濟研究院李永展研究員。

則在 Local Counterpart 的邀集下，請具承接貝國觀光開發案經驗之 I.E. 公司、貝國政府機構、地方歷史文化工作者及美洲開發銀行永續觀光計畫(IDB/STP)小組成員共同參與，俾集結各方意見據以修改強化計畫設計，並依當地需求規劃後續工作坊(workshop)之課程方向。本次台灣顧問團隊的工作為完成 CDTA 計畫 Part A 並為 Part B 作準備(詳細行程表請詳附件五)。

## 一、洽談過程

Local Counterpart 先協助未曾拜訪貝里斯之台灣顧問，概略了解貝里斯之文化元素並探勘計畫現址與附近環境，使彼等對於計畫可能發展方向產生較具體之構想。在本團於 9 月 3 日抵達後，台灣團隊及與 I.E. 公司負責人 Denial 即就提案內容及所需要資訊進行討論，以便於後續為期 4 天之工作坊時與 MoT、NICT 及其他參與者直接溝通(參與者名單如附件六)。工作坊討論主軸有下列三項：

- (一)計畫範疇、硬體建設及軟體建置；
- (二)計畫與舊城區之整體性及社區參與之方法；
- (三)系統建置與經營管理之可能方案。

經過數天多方討論，台灣顧問、貝里斯顧問及 Local Counterpart 於 9 月 12 日舉行工作坊總結說明會(presentation)，確認計畫範疇及規劃可能方案。隔日在觀光部官員的陪同下，職與劉教授向貝里斯財政部及經濟發展部說明計畫範疇並了解貝國貸款及採購相關程序；當天下午則就 CDTA 計畫 Part B 與 Local Counterpart 確定訓練範疇。職與劉教授離開貝里斯當日早上，則由劉教授、貝里斯顧問及 Local Counterpart 確認分工內容及提交報告期程後，再啟程返國。

## 二、CDTA 計畫 Part A—計畫提案修正摘要

鑒於「文化之家及周邊擴建計畫」原提案內容僅涵蓋：修繕房屋主體、遊艇碼頭、海上餐廳、植物園、藝術展售區，經台灣團隊分析原案優缺點，似無法有效吸引光觀客及當地居民到訪，爰在一併考量前述貝國政府在貝里斯市舊城區之各項發展計畫，由 Local Counterpart、台灣顧問、貝里斯顧問及其他計畫利害關係人針對貝里斯市現有的歷史建築、遊艇碼頭及人文風情之特點進行討論後達成共識，以在水濱街及兩條歷史老街 Albert 及 Renget 區域(老街區)內建立生態博物館群(eco-museums)之概念，調整原計畫提案架構。謹將計畫項目異動情形彙整如下表：

計畫項目 <sup>註</sup>	主要異動
<b>1. 硬體部分</b>	經費占總計畫 100% 降至 60~70%
文化之家主建物維護與原貌回復	保留
海堤工程	保留，但加強與貝里斯市總體計畫水域景觀(waterfront)計畫之聯結性
碼頭工程	刪除
海上餐廳	刪除。投資金額需增加、技術難度極高，且與鄰近餐廳之差異性不大
植物園維護	擴大植物園規模，營造為文化之家園區之重要議題之一
藝術品展售區	移至老街區歷史建物
**歷史建築維修	新增。在預算範圍內選定至多 5 間
**商業及綜合活動空間	新增。營造舊城區南、北端之整體氛圍
<b>2. 軟體部分</b>	
**工程及景觀設計	新增

**計畫核心工作人員能力培訓	新增
**生態博物館系統規劃	新增
**文化之家園區內之展品及活動規劃	新增
**口述歷史之撰擬	新增
**推動社區參與	新增

註：\*\*為新增項目

### (一)計畫項目變更

為營造文化之家成為主題式活動區，使文化之家成為貝里斯市舊城區之觀光，並促使當地居民生活空間與觀光結合，進而在老街區內建立以文化之家為中心的生態博物館群，除保留原有可行之硬體維護與建置，另新增配套方案，如環境營造相關之基礎建設，並加強文化及軟體部分，如生態博物館群之意象設計、動線規劃、文化之家園區內之展示內容及社區參與等(計畫涵蓋區域圖如附件七)。

#### 1. 硬體項目

(1)文化之家及附近空間：共約 3.5 英畝之基地定位為原生植物園區，主建物以博物館功能為主，淨空不屬於歷史建築之物件，以盡量回復主建物原貌為原則進行回復工程及維護，移置不屬於原建築樣貌且阻礙景觀之公共廁所及表演台，而 NICH 行政辦公室將另覓適合處所。原為馬廄(carriage)及僕人房之建物則挪出部分空間以呈現舊時風貌，以連結主建物創造園區之故事連貫性，剩餘未利用部分則作為園區行政辦公室及儲藏空間。

(2)非博物館活動：如餐飲區、綜合活動區(教育訓練/閱覽/小型圖書館)、紀念品販售區等，則在植物園區內之新建物中進行。

- (3) 原生植物園區：其設計應考慮離海岸距離及植物品種是否容易照護等因素。海堤除功能考量外，須特別注意是否會影響園區排水及視覺效果。
- (4) 人文進駐：選定區內至多 5 棟老街區歷史建築物進行整修，以利輔導藝術家進駐創作並可銷售其作品，期挹當地居民之收入。
- (5) 老街北端：文化之家座落於老街區南端，為營造觀光動線，故修繕對角之老街北端區域。北區除具豐富之歷史文化重點景點外，亦為郵輪觀光客進入舊城區之主要路徑，動線的營造有助於改善目前遊客對於舊城區不良印象、提高遊客自舊城區北端漫步至文化之家之意願，進而增加觀光客在此區之消費、活絡經濟活動之目標。

## 2. 軟體項目

- (1) 計畫核心工作人員能力培訓：挑選 CDTA 計畫 Part B 參訓人員具潛力且有意願投入工作者，就其能力分析所需在職訓練項目，再於提案下規劃並執行訓練課程。
- (2) 生態博物館群之系統規劃：如博物館識別系統、功能定位、可能參訪動線規劃、活動設計方法等。
- (3) 強化文化之家園區內之博物館展示品、陳列及活動規劃：清點文化之家相關文物，俾利博物館規畫專家進行文化之家主建物整體設計、強化博展示方法與內容，並規劃整體園區內各空間之互動關係，增加參訪之趣味性。
- (4) 口述歷史之採訪與編撰：關於文化之家及周邊環境之歷史與發展，並無系統性之紀錄且各方說法不一，而熟悉歷史之耆老逐漸凋零，故亟需開始著手建立資料庫。

(5)推動舊城區之社區環境營造：雖然貝國失業率約 20%非本計畫所能解決，尚可運用年輕人之創造力及動員力，建立社區營造之觀念並進行藝術文化創作，或可逐漸營造一個兼具就業機會之觀光環境。

## (二)計畫經費與組織管理架構

經台灣顧問及貝里斯顧問初估，計畫的硬體部分經費約 350~400 萬美元、軟體部分 150 萬美元，總計 500~550 萬美元(如附件八)，為確定計畫經費之合理性，台灣顧問及貝里斯顧問將於 2 週內底定經費預估數。

為調度 NICH 各部門專業人員支援，將於 NICH 下設立計畫管理小組(Project Management Unit, PMU)，由 NICH 負責人(President)直接負責指揮，PMU 成員須包括：1 位計畫經理，3 位以上之專業人員(分司文化創意、建築規劃及企劃與經營)。此外，為確保政府各部會對計畫建議及資源之調和性，Local Counterpart 將請貝國總理指定某機關，如 MoT，負責跨部門協調工作。

## 三、CDTA 計畫 Part B--能力培訓方案

此次考察與 Local Counterpart 研擬 CDTA 計畫 Part B 的執行範疇，即能力培訓為期共 5 天，以理論配合分組實例演練，參訓人員由 Local Counterpart 自公私部門(含學校)非資深主管職人員中，挑選適合成為核心工作人員，預估訓練師 6 至 7 人，參訓人數以 20 至 40 人為原則。能力培訓之課程綱要及相關推動細節將由台大城鄉基金會直接與 Local Counterpart 洽談，預計本年 11 月下旬執行。

## 四、後續規劃

預估計畫執行期間為 2 年，但保留 6 個月延長之可能性。將利用



CDTA 計畫 Part B 的執行過程尋找可能之計畫核心工作成員，經台灣顧問團建議，Local Counterpart 也認為適宜之安排為先啟動核心工作人員之能力培訓，再進行硬體及其他軟體部分之規劃工作。待台灣顧問及貝里斯顧問共同完成提案內容後再微調執行期程。

本會業於本 CDTA 計畫 MOU 中述明本會挹注 CDTA 計畫不代表本會必然提供後續融資，貝方亦了解其需於接獲計畫提案修正建議書後自行綜合各方意見，再向本會正式提出計畫資金需求。在此原則下，預估工作時程如下表：

時間	事件
2011 年 10 月初	將計畫提案修正建議送 Local Counterpart 審閱
2011 年 10 月至 11 月	Local Counterpart 負責彙整貝國相關單位之意見後，倘貝國政府同意推動此貸款計畫，則透過正式管道提交計畫書予駐館再轉送本會進行書面評估
2011 年 11 月下旬	執行 CDTA 計畫 Part B
本會明年第一季董事會前	本會倘有意挹注資金，則依據本會相關辦法進行計畫評估 <sup>4</sup> 。Local Counterpart 可配合本會要求，先行派員蒐集評估資料，必要時亦可配合本會專家行程及需求，指派當地專家提供專業協助
本會明年第一季董事會	倘計畫經評估具可行性，則將在符合本會風險比率規範之原則下，續與財政部洽談貸款合約內容。本會及貝國將分別送董事會及內閣與參議院同意

<sup>4</sup>目前貝國財政及償債能力尚可，屬於本會國家風險第三級(即國際債信評等低於 S&PB 級以下)，本會待正式收到計畫書時，再據以評估本會曝險程度及計畫之經濟及財務可行性。

## 肆、駐館意見

### 一、可尋找其他國際組織參與本計畫

參與工作坊之 IDB/STP 代表表示，本計畫將與 IDB/STP 子計畫歷史信託計畫<sup>5</sup>息息相關，不排除未來參與本計畫之可能性。

### 二、設立跨部門協調機制

爭取並獲得貝國總理正式賦予本計畫之計畫跨部門協調者(或機制)之地位，以確保計畫執行之效率。例如 IDB/STP 子計畫--運河整建計畫，將由貝國總理親自監督，本計畫也將以相同模式請總理授權，此項建議將由 Local Counterpart 負責推動。

### 三、關注舊城區之交通問題

貝國政府對於此區的開發計畫已涵蓋交通議題，預估前述運河整建計畫推動後，舊城區的交通流量的疏散與管理將獲得可善，亦將增加行人徒步區以利居民及觀光客在舊城區活動。

### 四、考量在貝國台商或自由業者參與計畫執行之可能

目前旅居在貝國的台灣人有從事建築業或在建築相關領域之系所任教，也有不少優秀的文化工作者，如果有機會可考慮邀其等參與計畫。

---

<sup>5</sup> 政府將推動立法(Heritage Trust Act)作為保存及維護歷史建物之法源，並成立信託基金以管理相關業務之收支。

## 伍、結論與建議<sup>6</sup>

### 一、 結論

開發計畫之項目不應全為硬體建設，必須包括軟體之配套措施，以確保計畫啟動順利、永續發展，爰修正後計畫提案已提高軟體項目比例，並將注意軟硬體推動期程之銜接。新提案之計畫範疇與貝國政府在該區域發展策略與藍圖具一致性，並與刻正推動之發展計畫互補，參與工作坊討論者均同意修正方向，台灣顧問及貝里斯顧問將於彙整工作坊意見並進行計畫項目規劃後，再將修正後計畫書提交予 Local Counterpart。

貝國觀光計畫的重要參與者 IDB/STP 小組成員以其專業經驗，認為本案符合其發展目標及規劃，對於貝里斯市之整體發展可起一帶頭作用，建議本會可積極推動。惟囿於 IDB 短期資源配置已確定，無法立即承諾可挹注資金於本計畫，但不排除未來可參與相關配套計畫。

透過貝國政府各單位代表及 IDB/STP 小組成員及當地文史工作者充分參與工作坊討論而完成之計畫發展架構，已初具備 ownership、alignment、harmonization 及 mutual accountability，至於 result 應可於一個月內顧問及 Local Counterpart 共同完成提案內容後達成。

### 二、建議

社會開發計畫需援助者及受援者高度之參與及承諾。本案的本質為保存文化之家的歷史意義並強化其文化推廣及傳播的功能，此類屬高度社會議題之發展，須投入大量的時間與人力，計畫效益才有可能顯現。爰建議：

---

<sup>6</sup> 業依據此次考察返國報告會議結論(附件九)修正。

- (一) 待本會在收到貝國修正之計畫提案據以進行貸款計畫可行性評估時，將謹慎對貝國執行機構之能力做分析，並將此列為是否提供貸款之重要考量；計畫若簽約執行除一般性計畫監督外，可考量投入其他資源協助，如派遣計畫經理協調及監督計畫執行並輔以短期專家輔導；亦可考慮由本會或駐館與國內具此類計畫執行經驗之專業機構簽約，由該機構負責與計畫執行單位聯繫確認計畫執行細節無誤，定期派遣專家赴現場提供技術輔導，並擬訂當地人員培訓方案，以利計畫永續經營。
- (二) 核心工作人員能力係新計畫提案成功啟動之關鍵因素，如貝國政府有意願並經評估合宜，核心工作人員之訓練建議可由台灣專業團隊負責，以將台灣在此方面之經驗與技術系統性地轉移予合作機構。另，考量訓練目的係使受訓者能在短期內即具備執行力，建議可請核心工作人員來台受訓，透過實際參與類似計畫之規劃與推動，以提高其實作及應變能力。
- (三) 「文化之家及周邊擴建計畫」硬體完成後需歷經一段時間運作方可逐漸顯見計畫成效，而執行期間需專業顧問從旁輔導，爰可將執行期間的顧問服務訂為計畫融資項目之一，編入計畫之預算。
- (四) 俾利本計畫之推動，本會各處室可共同完成下列項目：
1. 短期而言：(1)可建議貝國觀光部向駐館提出歷史建築或社區發展之志工，至當地協助提升計畫軟硬體建置之品質；(2)可定期邀請計畫相關人員來台參加訓練班或以短期專班形式訓練計畫執行過程中各階段所需之人力；(3)可考慮結合一鄉一特產(OTOP)計畫，協助貝里斯市發展文化创意產業。
  2. 中長期而言，則可研擬將此類型計畫(城鄉發展與其他產業之結合)成為本會優先領域之可能性；倘若可行，則可研擬與國內相關科系洽談以代訓的方式或是成立技術專班(1~2 年期)或正式

學程，培養邦交國所需之人力資源。

## 附件一、返國報告會議記錄

赴貝里斯考察「文化之家及週邊擴建計畫」、

「南部稻作生產農業貸款計畫」及「木瓜小農貸款計畫」

### 返國簡報會議紀錄

- 一、 時間：100年3月22日上午十時
- 二、 地點：國合會14樓會議室
- 三、 主席：陶秘書長文隆
- 四、 報告人：投融資處詹維欣
- 五、 出席人員：李副秘書長栢淳、趙副秘書長家寶、技術合作處黎處長燮培、投融資處徐副處長慧雯、陳組長俐君、駱組長國章、田雅馨、劉芮安、劉育綸及人道援助處王依惠
- 六、 簡報「文化之家及週邊擴建計畫」、「南部稻作生產農業貸款計畫」及「木瓜小農貸款計畫」考察發現與建議（略，參考資料如附件）
- 七、 會議結論
  - （一）文化之家及週邊擴建計畫案
    1. 劉教授提出之建議具參考價值，請提供英文報告予貝國參考。
    2. 配合善用貝里斯市當地特色建築，規劃觀光路線從小規模做起，應為可行方向；至於提案中新建置手工藝品展售區，則需審慎評估其營運及財務自主可行性。
    3. 關於返國報告中建議之技術協助，在本案可順利列入貝國國家優先發展計畫清單的前提下，請確認貝國政府每一階段之承諾及配套投入，再據以逐步推動，並洽：
      - （1）本會國際教育訓練處保留「社區總體營造研習班（中南美洲及加勒比海）」5~6個名額，請與本

計畫執行有關之一組人員來台參訓。考量該研習班為西語專班，可同意調整參訓人員層級。未來得視需要開立專班。

(2) 與貝里斯駐華大使館代辦會談，運用中美基金個別國家預算推動學術交流修正提案之可行性。釐清學校相對出資之可行性。

(3) 與劉教授團隊洽合作方案，瞭解採購及專家顧問聘僱之規定後，委託其團隊進行規劃，相關費用轉入貸款額度，並妥與駐館做說明。

4. 前述技術協助報告完成後，為避免單一面向之資訊來源，需另請其他專家參與綜合討論會議，以確定計畫細項設計之妥適性。

5. 考量本會合作國家對於觀光及文化產業開發之需求，本案的執行模式或許可成為本會未來推動類似計畫之參考。

6. 計畫細部規劃完成後，屆時本會再就貸款條件進行評估與協商。其他可能之資金來源，請續釐清使用中美洲基金及CABEI合作計畫之可能性及對方意願。

#### (二) 南部稻作生產農業貸款計畫

1. 稻米雜質及產量等技術問題屬技術團業務範圍，請駐團持續輔導。

2. 水利灌溉之規模、內容及有無灌溉設備對農民產量及農場規劃之影響，請續妥與技術團做細部分析。

#### (三) 木瓜小農貸款計畫：同意報告內容。

八、散會：上午十一時。

## 附件二、CDTA 計畫書

### Terms and Conditions of Capacity Development Technical Assistance Project for Belize City Government House/House of Culture Rejuvenation Loan Project in Belize

#### **I. Introduction**

In late 2010, the Government of Belize, acting via the Embassy of the Republic of China (Taiwan) in Belize, proposed the Belize City Government House/House of Culture (hereinafter, “House”) Rejuvenation Project (hereinafter, “Loan Project”) to the International Cooperation and Development Fund (“TaiwanICDF”) for possible financial assistance.

In February 2011, TaiwanICDF dispatched a delegation to appraise the feasibility of the Loan Project. The delegation’s report made four recommendations relating to improving the technical components of the Loan Project: (1) revise the Loan Project proposal; (2) strengthen the role of the Loan Project in the urban regeneration of Belize City; (3) merge the Arts and Crafts Production, Exhibition and Commerce component with the Historical District being proposed by the Belize City Master Plan Project; and (4) support a Technical Assistance Team to collaborate with the National Institute of Culture and History (hereinafter, “NICH”) in reorganizing the project.

The delegation’s report was reviewed by the Ministry of Tourism, Civil Aviation and Culture (hereinafter, “Ministry”), on behalf of the NICH and the government of Belize. As well as expressing its full commitment to the project, the Ministry highlighted the fact that work on two other plans, namely (i) the National Tourism Master Plan and (ii) the Belize City Master Plan Project, have a key interest in developing the area where the House is located, and supported the view that the House and its grounds be developed as an important landmark and tourist destination in Belize City, and the country. Therefore, the Ministry expressed its full support for a Capacity Development Technical Assistance (CDTA) Project between the Ministry (and NICH) and the TaiwanICDF to prepare a revised, feasible Loan Project proposal



that would possibly receive subsequent financing from the TaiwanICDF financing. The preliminary design and monitoring framework is given in Appendix 1.

## **II. Issues**

- A. Belize, a country rich in cultural and natural heritage, attracts over 700,000 international tourists every year. Despite being the commercial, trade, transportation, and urban hub of the country, however, most tourist activity occurs away from the largest urban area of the country, Belize City, mainly due to a lack of unique and substantially developed tourist products or site in city areas. However, in 2011, under the Belize City Master Plan Project, a survey of physical heritage assets in Belize City, found over 800 physical structures of either colonial or architectural value (of which the House has been listed at one of the highest levels of importance). This discovery has reconfirmed and reestablished the importance of Belize City in the conservation and promotion of the country's cultural heritage (colonial heritage), and works continue to establish a Heritage Database, Heritage Trust, and Heritage Act, to highlight how such value could potentially bring considerable economic, environmental and social benefits to the city.
- B. The House should be an active and vibrant anchor to vitalize the community surrounding the House (that is, Downtown Belize City), rather than being a stand-alone project. Hence, it is important to encourage community and stakeholder participation in the Loan Project, associated workshops and any subsequent works. Stakeholders in the Loan Project include professionals in the field of cultural and historical interpretation, museum exhibition design, market analysis, tourism promotion, urban public work, landscape design and cultural facilities management, artists/craftsmen, and the general community. A concerted community participatory planning approach would ensure the sustainability of the Loan Project.
- C. Training for technical experts who are going to coordinate or implement the tasks of the Loan Project will be necessary.
- D. Maintenance of the House and its physical condition is good. However, in terms of restoration of such a significant and historical mansion, the interior details and fixtures, exterior landscaping, and supporting facilities require careful planning. The grounds and ocean front also require considerable work to reveal the beauty of the House and protect it from potential damage from waves and hurricanes.
- E. The creation of a handicraft/artisan center attached to the House should become a place for the comprehensive display of higher-quality products and a substantial center of Belizean culture, rather than a "quick-fix" shopping ground. The

function of the center should be to provide visitors with a learning and participatory cultural experience on processing artistic/craft commodities.

- F. The transportation routes and parking capacity near, within and around the House should be carefully planned to reduce any negative impact on local residents, motorists and businesses.
- G. The proposed new marina and over-the-water restaurant needs to be revised to satisfy local rules and regulations. The operational sufficiency and financial sufficiency of these two components have to be tested.
- H. The construction cost for the House and other facilities is, at present, only a rough, line-item description without a breakdown. A further analysis of realistic costs should be conducted, as well as for the sustainability of the Loan Project.

### **III. Technical Assistance**

#### **A. Impact and Outcomes**

The purpose of the CDTA is to help the government of Belize to revise the Loan Project proposal and thereby achieve its goal to enhancing the performance of the tourism sector, specifically in Belize City downtown area, in an environmentally and culturally sustainable and socially inclusive manner. This would be reflected in (i) an increase in the number and length of stay of tourists, (ii) more widely distributed income and benefits from tourism, and (iii) enhanced management of natural and cultural heritage sites of importance to the tourist sector.

The expected outcome and output of the CDTA is an agreed design for a feasible plan for developing the House's infrastructure and operational model.

#### **B. Methodology and Key Activities**

The CDTA will have two parts: Part A and Part B. Part A will be dedicated to the technical revision of the Loan Project proposal, via workshops and technical consultations. Part B will focus on activities to (1) promote the knowledge of concerted community participatory planning approach, and (2) enhance readiness of stakeholders for the ensuing Loan Project implementation.

The output for **Part A (Technical Revision of Proposal)** of the CDTA will be a revision of the Loan Project proposal for possible TaiwanICDF financing. Part A will be executed via stakeholder consultations and technical meetings with relevant stakeholders. The successful completion of Part A will depend on the following guidelines:

- (i) Stakeholders to be consulted will include, but not be limited to:
- The Ministry of Tourism, Civil Aviation and Culture (Technical Officer (s));
  - Inter-American Development Bank/Belize Tourism Board- Sustainable Tourism Program (Tourist Specialist and Physical Planner);
  - The Ministry of Economic Development, Commerce and Industry (Technical Officer);
  - The Ministry of Finance;
  - Belize Trade and Investment Development Service (Director of Trade and Investment);
  - Belize Tourism Board (Director, Destination Planning);
  - National Institute for Culture and History (President, Directors of Departments, Technical Officer);
  - Belize City Council (Technical Officers and Councilors responsible for Cultural Preservation, Economic Development and Urban Development).
- (ii) Revisions to the House's supporting facilities and its renovation and reuse will be based on technical, institutional, environmental, social, economic and financial considerations, and other relevant factors;
- (iii) The Marina and Craft center/village component will be discussed and reprogrammed;
- (iv) The integration of the Master Plans and this Loan Project, in relation to the downtown regeneration of Belize City, will be discussed and reviewed, with subtopics to include:
- Reuse of historical buildings, via the Heritage Trust, Database and Act;
  - Improvement of traffic and pedestrian circulation, including the waterfront area (Southern Foreshore);
  - Improvement of the Courthouse Square;
  - Improvement of the canals (Collet, East and West Canals).
- (v) The final deliverable of the CDTA will be to prepare a revised proposal, including revised project implementation arrangements, revised project costs and financing plans; and a project assistance modality, which may include technical assistance to enhance the capacity of selected stakeholders;
- (vi) An experienced tourism specialist in Belize will be invited to review the Final Revised Proposal and provide a value-added third opinion;
- (vii) The Final Revised Proposal will be presented to the government of Belize and the NICH for their review and the endorsement of its scope and arrangement in terms of technical issues.
- (viii) The agenda for Part B will be discussed, and necessary adjustments made,

prior to the implementation of Part B.

Outputs from **Part B (Capacity Building for the Implementation of the Project)** will include enhanced project preparedness for implementation, and an improved project management and implementation capacities program. Part B will be based exclusively around capacity building workshops for participants from relevant government agencies, professionals, community cultural workers/artists, university students, tourism professionals, etc., who would have direct and indirect influence on the sustainability of the Loan Project, and similar projects in the future.

Specifically, activities in Part B will include three lecture topics:

- (i) Historical and cultural preservation as a catalyst for community;
- (ii) Integration of eco-museum planning and downtown regeneration; and
- (iii) Participatory community planning methods.

A list of workshop participants will be finalized during Part A by a Technical Team comprising persons from the TaiwanICDF, the Ministry of Tourism, Civil Aviation and Culture, the NICH, and local consultant. Topics may be discussed and amended following the conclusion of Part A.

#### C. Costs and Financing

The CDTA is estimated to cost US\$154,000. The CDTA will be partially financed on a grant basis by the TaiwanICDF, funded by the government of the Republic of China (Taiwan). The government of Belize will provide the equivalent of US\$17,980 to cover the remuneration of counterpart staff, meeting facilities and accommodation, and local transportation for international consultants. The government of Belize is aware that the approval of the technical cooperation output by both parties may lead to the Loan Project financed by the TaiwanICDF. Details of cost estimates and financing arrangements are given in Appendix 2.

#### D. Implementation Arrangement

The Ministry will be the focal local agency, and will partner with the National Institute of Culture and History (“NICH”) to execute and satisfy the objectives and components of the CDTA. Both institutions will be considered official local counterparts for the CDTA.

Under a contract between the Ministry, the NICH and the TaiwanICDF, international consultants will be based at the Ministry, or a suitable office facility, and work with

local consultants to execute the CDTA.

The CDTA will be undertaken by three teams comprising international consultant(s), local consultant(s) and local professional(s) to be engaged as individuals in two consecutive stages. The Ministry and the NICH will be responsible for contracting international consultant(s) and local consultant(s) and for inviting local professional(s) to provide consultancy services.

The CDTA team for Part A will comprise up to 60 person-days of input from the following international consultants:

- (i) A senior urban planner with knowledge of architecture as team leader (19 person-days);
- (ii) A specialist with expertise in museum planning, urban design and preservation of historic buildings (12 person-days);
- (iii) A specialist with expertise in community planning, local arts and crafts, and preservation of historic districts (12 person-days);
- (iv) A specialist with expertise in management and operations, budget estimation and community participation mechanisms (12 person-days).

The CDTA team for Part A will comprise up to 40 person-days of inputs from the following local consultants:

- (i) An urban development planner and architect (5 person-days);
- (ii) An environmental specialist (5 person-days); and/or
- (iii) A civil engineer (5 person-days).

The CDTA team for Part A will be supported by inviting following local professionals to working sessions:

- (i) Economist(s);
- (ii) A tourism expert;
- (iii) Social development expert(s);
- (iv) Tourism regulatory and institutional expert(s);
- (v) Private sector participation expert(s); and
- (vi) Tourism project management specialist(s).

The CDTA team for Part B will comprise the following international experts:

- (i) A senior urban planner with knowledge of community development as team leader (19 person-days);
- (ii) Two senior community development specialists (34 person-days) (e.g. a

community-based tourism specialist who understands cultural heritage conservation and management);

(iii) Two senior planners (34 person-days);

(iv) A tourism development specialist (17 person-days).

The CDTA team for Part B will comprise a local consultant whose expertise is community development and the following local professionals:

(i) A historical site management specialist (7 person-days); and

(ii) A tourism development specialist (7 person-days).

## Appendix 1: Preliminary Design and Monitoring Framework for CDTA Project

Design Summary	Performance Targets/ Indicators	Data Sources / Reporting Mechanisms	Assumptions and Risk
<p><u>Impact</u></p> <p>Enhance performance of tourism sector and subsequent impact on sustainability and inclusivity</p>	<ul style="list-style-type: none"> <li>• Increase in the number and length of stay of tourists</li> <li>• Income and benefits from tourism are distributed more widely</li> <li>• Management of natural and cultural heritage sites of tourism importance is enhanced</li> </ul>	<ul style="list-style-type: none"> <li>• National tourism statistics</li> <li>• Belize Tourism annual report</li> </ul>	<p><b>Assumption</b></p> <p>The government of Belize maintains tourism as a priority in its national agenda</p>
<p><u>Outcome</u></p> <p>Agreed design for a feasible plan for developing the House's infrastructure and operational model</p>	<p>The overall Loan Project Proposal is accepted by the TaiwanICDF and the government of Belize</p>	<p>Memorandum of Understanding for implementing the Loan Project</p>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Government maintains its commitment to the Loan Project as its national agenda</li> <li>• High quality CDTA final report provides good analysis and fully feasible Loan Project proposal</li> </ul>
<p><u>Output</u></p> <ul style="list-style-type: none"> <li>• Part A: revised Loan Project proposal</li> <li>• Part B: workshops for implementation of training and capacity building</li> </ul>	<ul style="list-style-type: none"> <li>• Participant satisfaction on the contents of lectures</li> <li>• Participant performance in each session</li> <li>• Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of workshop questionnaire and/or notes</li> <li>• Third party recommendation paper</li> <li>• International consultant's CDTA completion report</li> </ul>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Qualified consultants are employed</li> <li>• Sufficient resource inputs and information exchange to support implementation of this CDTA by the TaiwanICDF and the government of Belize</li> </ul>
<p><u>Activities with Milestones</u></p>			<p><b>Input:</b></p>

<ol style="list-style-type: none"> <li>1. The international consultant team will be in Belize to execute Part A and Part B in September 2011 and November 2011 respectively.</li> <li>2. The Ministry, on behalf of government of Belize, the NICH, and the TaiwanICDF will sign a memorandum or an agreement to reach mutual understanding for a technical cooperation framework by the end of August.</li> <li>3. The Ministry and the NICH will recruit the consultant team for Part A and Part B by the end of August and the end of October respectively.</li> <li>4. The team leader of the consultants will prepare and submit to the Ministry, the NICH and the TaiwanICDF a draft final Revision within one week of the physical completion of Part A.</li> <li>5. Complete Part B by the end of November.</li> <li>6. Prepare and submit the final report by December 15, 2011.</li> <li>7. The Ministry and the NICH will prepare and submit to the TaiwanICDF a recommendation to implement Revisions in the form of the Loan Project by the end of FY2011, i.e. around March 2012.</li> </ol>	<ul style="list-style-type: none"> <li>•TaiwanICDF: Maximum of US\$136,000International al consultants</li> <li>•Local consultants</li> <li>•Counterpart support from the government of Belize</li> </ul>
--	---



Appendix 2:

Cost Estimate and Financing Plan for CDTA Project

Item	Remarks	Cost
<b>A. TaiwanICDF-financed</b>		
1. Consultants		
i. International consultants (max. 170 person-days)	Remuneration	US\$29,600
	Per diem	US\$10,336
ii. Local consultants (incl. IDBs) (max. 60 person-days)	Remuneration	US\$5,200
	Per diem	US\$ 1,800
iii. International and local travel	2 journeys	US\$56,700
2. Survey		US\$5,000
3. Training		US\$5,000
4. Workshops		US\$5,000
5. Miscellaneous and administration		US\$5,000
6. Contingencies (10% )		US\$12,364
<i>Subtotal (A)</i>		US\$136,000
<b>B. Government of Belize-financed</b>		
1. Rental of meeting facilities and offices; logistics	Meeting facilities: US\$250/day for eight days (Part A)	Part A: US\$4,180
	Logistics: US\$100/day for eight days	Part B: US\$5,000
	Transportation: US\$115/day for 12 days	
2. Accommodation for consultants	US\$98.10 per single room	Part A: US\$3,800 Part B: US\$ 5,000
<i>Subtotal (B)</i>		US\$17,980
<b>Total</b>		<b>US\$153,980</b>

\*Cost estimates for Part B may be amended in accordance with the detailed training plan, when it becomes available.

附件三、顧問服務合約

  
31/8/11  
COPY

**Consultancy Service Contract for the Capacity Development Technical Assistance  
Project relating to Belize City Government House / House of Culture Rejuvenation  
Project**

This Consultancy Service Contract (hereinafter referred to as "Contract") is made and entered into as of this the 31<sup>st</sup> day of August, 2011, by and among the National Taiwan University Building and Planning Research Foundation (hereinafter referred to as "Foundation"), a non-profit organization registered under relevant laws of the Republic of China (Taiwan); the Ministry of Tourism, Civil Aviation, and Culture, Belize (hereinafter referred to as "MoT"); and the National Institute of Culture and History, Belize (hereinafter referred to as "NICH") (hereinafter referred to individually as a "Party" and collectively as the "Parties");

**WHEREAS**, the MoT, on behalf of the government of Belize, has requested that the International Cooperation and Development Fund ("TaiwanICDF") part-finance the Capacity Development Technical Assistance Project (hereinafter referred to as "CDTA Project") relating to the Belize City Government House / House of Culture Rejuvenation Project (hereinafter referred to as "HOC Project");

**WHEREAS**, the MoT, the NICH (hereinafter referred collectively as "the Local Counterpart") and the TaiwanICDF will sign a Memorandum of Understanding ("MOU") under which the framework and budget of the CDTA Project will be agreed;

**WHEREAS**, the Local Counterpart will contract local consultant(s) to work with the Foundation during the period under which this Contract remains effective;

**WHEREAS**, the Local Counterpart agree to sign this Contract and work with the Foundation and local consultant(s) in order to: (1) revise the HOC Project Proposal and design training workshops that will enhance the capacity of the MoT and the NICH to manage the operations of the HOC Project in the future; and (2) conduct the said training workshops (Annex A);

**NOW THEREFORE**, the Parties agree as follows:

**1. Scope of Services**

- i. Revisions to the HOC Project Proposal (not later than the end of September 2011):  
The Foundation will improve the feasibility of the HOC Project being

h6  
DH.  
Chen

**BELIZE:**

**CONSULTANT CONTRACT**

CONTRACT made this 31<sup>st</sup> day of August, 2011, by and among the **MINISTRY OF TOURISM, CIVIL AVIATION AND CULTURE**, (hereinafter referred to as "MTCAC") with its office situated at **106 South Street, Belize City, Belize**; and the **NATIONAL INSTITUTE OF CULTURE AND HISTORY**, (hereinafter referred to as "NICH") with office situated at **Regent Street, Belize City, Belize** as ONE PART; and **INTERNATIONAL ENVIRONMENTS LIMITED**, (hereinafter referred to as "Local Consultant") with office situated at **35 New Road, Belize City, Belize**, (hereinafter referred to individually as a "Party" and collectively as the "Parties") of the OTHER PART;

**WHEREAS**, the MTCAC and NICH have signed a Memorandum of Understanding, (hereinafter referred to as "MOU"), with the International Cooperation and Development Fund (Taiwan) to execute a Capacity Development Technical Assistance Project (hereinafter referred to as "CDTA Project") in order to: (1) revise the Belize City House of Culture Project Proposal, (hereinafter referred to as "Project") and design capacity building training workshops that will enhance the ability of MTCAC and NICH to manage the operations of the House of Culture Project in the future; and (2) conduct the said training workshop;

**WHEREAS**, CDTA Project will be executed in two parts, Part (A) Technical revision of the Belize City House of Culture Project Proposal, and Part (B) Delivery of Capacity Building Training Workshop;

**WHEREAS**, Part (A) of the CDTA Project will be executed by a group of International Consultants, (hereinafter referred to as "Consultant Team") and a Local Consultant;

**WHEREAS**, the MTCAC and NICH agree to contract International Environments Limited, (hereinafter referred to as "Local Consultant") who shall provide the services required for the MTCAC and NICH on the terms and conditions contained herein and International Environments Limited has accepted the offer;

**AND WHEREAS** this Contract is subject to the conditions set forth herein which shall be read and construed as part of this Contract;

LC  
1 D.H  
JDN

## 附件四、與貝里斯市發展相關之計畫簡介

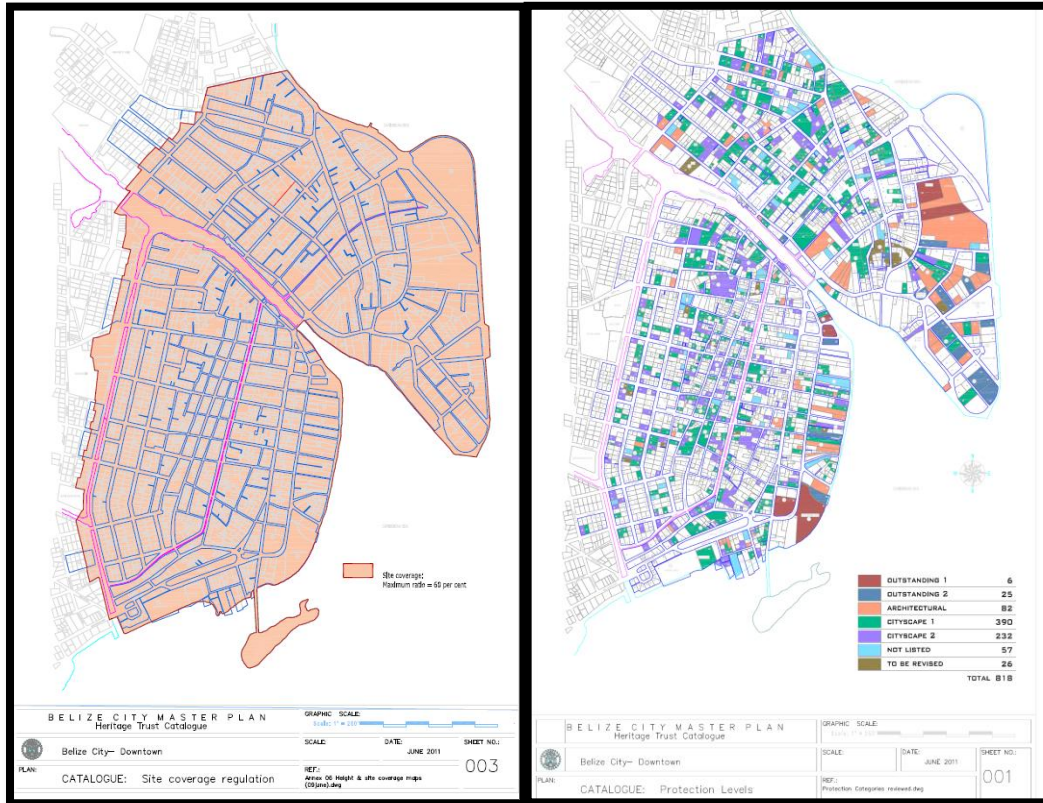
### 一、貝里斯市發展藍圖(Belize City Master Plan Project (BZCMP))

In 2010, the Government of Belize received a grant from the Inter-American Development Bank to conduct an urban development study of Belize City, and to develop an urban development strategy and plan for Belize City for the next twenty years. Accordingly, the BZCMP carried out a situational analysis of Belize City, and concluded that urban sprawl, lack of land use and urban planning, poor governance, poor response to the effects of climate change, and lack of sustainable socio-economic integration in the growth of the city, has caused a gradual decrease in primacy of the city, and in a deterioration of its urban fabric's (tangible and intangible) capacity to address the present demands (much less future demands) of its citizen and country. As a result, the people of Belize are not enjoying the true potential of the City in the face of a growing, risk-intensive and competitive economic region.

PADECO (2011), established through the BZCMP, firstly, that Belize City provides urban services and an urban fabric that is critical for the country's development, including being the commercial/trade (banking, retail, international port, wholesale) hub of the country, the international and local transportation hub of the country, the hub for tertiary level health care in the country, and interestingly enough, the centre of the country's colonial heritage, amongst other functions. PADECO explains that over the years of facing impacts from natural disasters, political transformations and unvalued approach to planning, the city's unique functions have become disintegrated and disconnected, and have caused its social, economic, and environmental fabric to mirror the same decay.

Therefore, the BZCMP, proposes that urban development in the city, must not only be based on redefining and improving the urban fabric of the city, but instead to rediscover the true value of Belize City, and use it as the foundation to revitalize the City, using downtown as a catalyst for development, in order to achieve the vision set by Horizon 2030. So then, what is this true value?

As a major component of the BZCMP, the project was tasked with carrying out a survey and developing a database of old colonial style buildings in Belize, with the objective of developing a mechanism to protect and assist in the upkeep and maintenance of these buildings. At the end of the survey (please see Figure 1-Survey Coverage), it was discovered that the general downtown area, had over 800 buildings (one of the highest density in the Caribbean) of either historical or architectural value



**Figure 1-Survey Coverage Area Map**  
*(PADECO/International Environments Ltd., Belize City Master Plan Project)*

**Figure 2- Heritage Building Map**  
*(PADECO/International Environments Ltd., Belize City Master Plan Project)*

that would warrant their protection (please see Figure 2-Protection Categories). In fact, it is imperative to make mention that of the 800 buildings surveyed, 6 buildings in downtown Belize City (including the Government House, the Court House, the Treasury Building, and St. John’s Cathedral) have been placed on a priority category to become fully protected buildings (in the same fashion as the country’s archaeological monuments). During the survey, it was also discovered that the present design and some physical attributes of the urban fabric in Belize City Downtown, told the story of Belize’s first mainland settlement and the forces which drove and allowed the British to settle in that location. Hence, what was discovered in the downtown area was that it provides an opportunity for locals and visitors to learn experientially and be able to value the history and heritage of Belize and its

people, i.e. it has the potential of being a historical urban district.<sup>7</sup> Adding this to the functional value of Belize City, creates the argument that Belize City, being the largest urban centre, hub for key urban functions in the country, and centre of the country's colonial heritage, presently has the key components for actions to take place that will allow the achievement of the above mentioned values, as established by the Horizon 2030 initiative.

As a result, the BZCMP has established a series of key urban ensembles (Regent and Albert Street, Southside Waterfront, Collet Canal area, Halouver Creek riverside, Central American boulevard, Belize City port) in downtown Belize City, as illustrated in Figure 3, as critical spatial areas that need urgent attention that can be strategically integrated as a network of development areas, first through its ecological infrastructure and services, then through its social structure and context, and lastly via its economic development potential. It is important to note, that of these urban ensembles, the Albert Street and Regent Street area, along with its waterfront, is being considered as an ensemble based around Urban Heritage, as it holds important examples of the physical heritage (buildings, landscapes, waterways, aquifers, etc.), and therefore is an area to possibly be declared as a historical zone of the city in the future. However, it is also important to consider that the BZCMP has decided to focus on the Collet Canal Urban Ensemble (Urban Ensemble 1 in Figure 3) at this point, with the resources available.



Figure 3-Urban Ensembles in Downtown Belize City (PADECO, Belize City Master Plan Project)

<sup>7</sup> PADECO. (2011). *Belize city master plan project: situation analysis report-heritage issue paper*. Belize: Inter-American Development Bank, Belize City Master Plan Project.

## 二、貝里斯之永續觀光計畫 (Sustainable Tourism Program- National Sustainable Tourism Master Plan (NSTMP))

In 2011, the Ministry of Tourism, Civil Aviation and Culture, and the Belize Tourism Board, under the Sustainable Tourism Program, introduced to the country the first ever twenty-year National Sustainable Tourism Master Plan. Within the NSTMP, four strategic destinations are highlighted as key tourism development areas, one of which is Belize City, which would assist the country's tourism industry in achieving its twenty year development goals and objectives, including: a two-fold growth in its overnight arrival, an increase in average length of stay, almost double the daily expenditure currently received from tourism, double cruise tourist arrivals, and a five-fold increase in direct total expenditure from tourism by 2030.

The NSTMP has identified the area in which Belize City exists, as the Central Coast of Belize Planning Zone, one that is dominated by its urban core (Belize City), and holds the potential to host brand name hotels, boutique hotels, grow a yachting and sailing industry, has potential for new areas of development and redevelopment, and has the potential to develop its waterfront and further its cruise facilities (see Figure 4). More specifically, the NSTMP is recommending urban renovation for Belize City, via a combination of preservation of its colonial heritage architecture and modern entertainment facilities, along with an improvement of urban spaces and the development of a pedestrian friendly environment. The NSTMP further provides a tourism product development model for Belize City, which recommends that for the time period of 2012-2020 that initiatives should concentrate on developing cruise tourism and for the time period of 2012-2017, a focus on developing cultural tourism must be made priority.

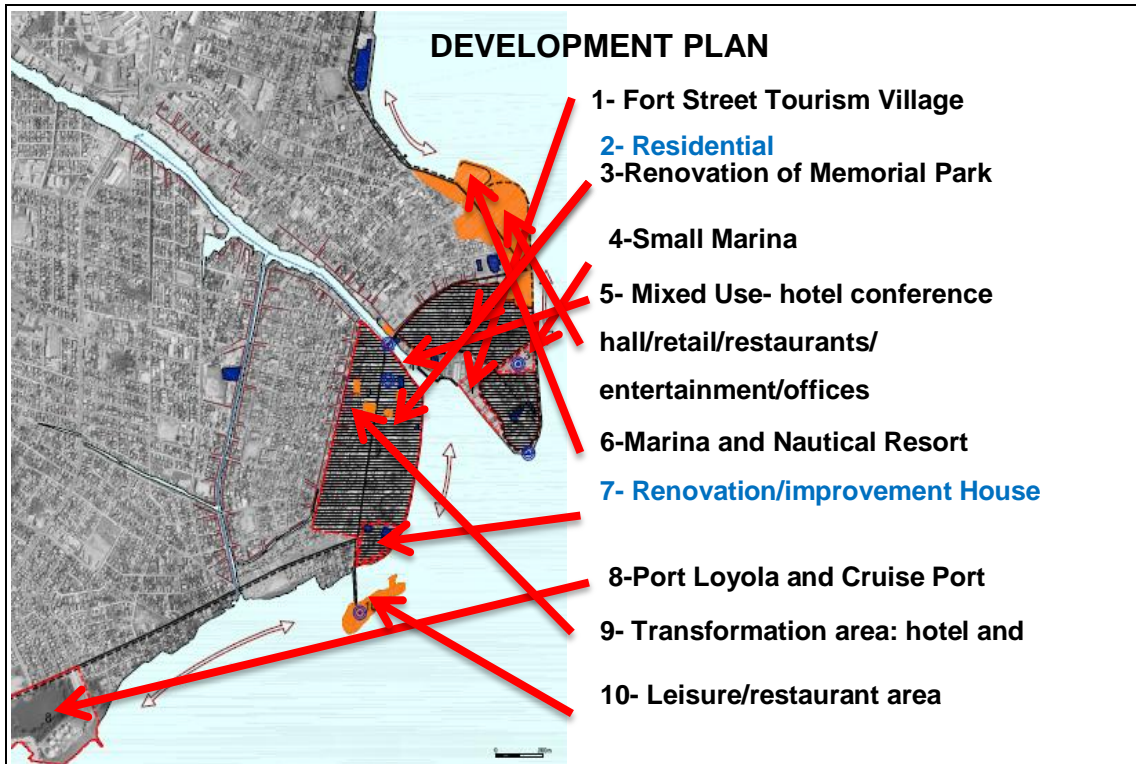
As an addition to this tourism product development model, Figure 5, provides an illustration of areas in Belize City that the NSTMP has highlighted as recommended priority areas and projects. Of interest, are the two recommendations in blue, on Figure 5, that further illustrate downtown Belize City as a strategic component for the renovation of Belize City, in the context of tourism development, based on not only the infrastructural and architectural values existent, but also in the socio-cultural assets it potentially holds. However, specific project recommendation plans for the central historic district (downtown Belize City) in the NSTMP are earmarked to start until 2016 (includes only a waterfront promenade from swing bridge up to Bird's Isle), 2021 for development of the historic district in downtown (southside), and then to be finalized until 2026-2030, along with a public space project and waterfront promenade completion up to the Belize City Port; hence, signifying that no immediate attention is being proposed for downtown Belize City (historical

downtown-Albert and Regent St.).



**Figure 4-Belize City Planning Layout** (*Sustainable Tourism Program-Ministry of Tourism Civil Aviation and Culture/Belize Tourism Board/Inter-American Development Bank*)





**Figure 5-Development Plan Recommendations for Belize City** ((Sustainable Tourism Program-Ministry of Tourism Civil Aviation and Culture/Belize Tourism Board/Inter-American Development Bank)

Furthermore, presently under the Sustainable Tourism Program, plans are being finalized and physical works are to commence within the Fort George Tourism Zone Area (please see Figure 5, recommendations 1 and 3) in the Northside of Belize City (up to the swing bridge), to rehabilitate the street infrastructure, renovate the Memorial Park, and to develop a pedestrian walk, in a total investment of BZ\$5.5 million.

### 三、計畫盤點

國家觀光  
永續計畫  
IDB/STP

貝里斯市  
發展計畫

### 發展目標

- Redevelop Belize City Waterfront including cruise landing / departure area and nautical facilities
- **Completion and urban renovation of Belize City Historic District**
- Improve essential infrastructures and services to promote Belize City as an overnight destination
- Renovate, enhance access and increase the tourism attractors and services to consolidate the existing and potential flows both in the city and outside the city

### 現有計畫

- Historical house database
- Fort George Area (2012-2015)
- **Heritage Trust Act (draft)**
- Collet canal
- Water front development

### 中長期計畫

- Hotel & marina (2016-2020)
- **Southside historical district (2021-2025)**

附件五、活動行程表 (2011/9/3~9/14)

時間	活動內容	參與人員
9/3(六) pm	抵達貝里斯	李永展、陳育貞、慕思勉及詹維欣
9/4(日) am	參訪貝里市附近之馬雅遺址	李永展、陳育貞、慕思勉、詹維欣、觀光部官員 Abil Castaneda、NICH 官員 George
9/5(一) am	參觀貝里斯博物館及與勘察計畫相關之貝里斯市區現況	李永展、陳育貞、慕思勉、詹維欣、觀光部官員 Abil Castaneda
9/5(一) pm	技術討論:確認工作坊進行方式及討論議題;計畫可能修正方向	技術團隊成員(劉可強、李永展、陳育貞、慕思勉、IE 公司負責人 Daniel Arguelles)、詹維欣、Abil 及 Daniel 助理 Luvi
9/6(二)	技術討論: 1. 概念性議題 ● 提出計畫可能修正方向 ● 報告 IDB/STP 內容、貝里斯市發展規劃(master plans) ● 討論計畫修正方向與貝國目前及未來發展之相關性 ● 確定計畫修正方向 2. 步行探勘計畫預定區	技術團隊成員、詹維欣、Abil、NICH 負責人及相關部門主管、觀光部負責貝里斯觀光永續發展計畫(IDB/STP)官員、IDB/STP 技術團隊成員、經濟發展部專業幕僚、貝里斯市政府代表及工程人員、環境部專業幕僚。
9/7(三)	技術討論: 1.計畫項目討論(1) ● 文化之家園區硬體初步規畫 ● 文化之家園區軟體內容規畫方向 2.計畫項目討論(2)—社區總體營造及相關配套軟體 3. 計畫項目討論(3)—計畫經營與管理	
9/8(四)	修正計畫各項計畫項目	技術團隊成員、詹維欣、Abil
9/9(五)	1. 計畫各項工作之執行時程及方法	技術團隊成員、詹維欣、Abil

	2. 彙整工作坊討論結論	
9/10 (六)	參加貝國獨立紀念日相關活動	劉可強、李永展、陳育貞、慕思勉及詹維欣
9/11 (日)	3 位技術人員搭機離貝	李永展、陳育貞及慕思勉
9/12 (一)	1. 再次確認工作細節 2. 報告工作坊結論以確認符合貝國相關機構意見	1. 劉可強、Daniel 及其助理 Luvi、詹維欣、Abil 2. 劉可強、Daniel 及其助理 Luvi、詹維欣、Abil、NICH 負責人及相關部門主管、觀光部負責貝里斯觀光永續發展計畫(IDB/STP)官員、IDB/STP 技術團隊成員、經濟發展部專業幕僚、貝里斯市政府代表及工程人員、環境部專業幕僚。
9/13 (二)	1. 與貝國財政部及經濟發展部洽詢貝國貸款及採購程序 2. CDTA 計畫 Part B 之訓練課程需求訪談 3. 向大使報告工作進展與結論	1. 財政部及經濟發展部官員、劉可強、詹維欣、Abil 2. NICH 負責人、劉可強、詹維欣、Abil
9/14 (三)am	確認各技術團隊負責撰擬之項目及繳交時程	Daniel、劉可強、詹維欣、Abil
9/14 (三)pm	搭機離貝	劉可強、詹維欣

附件六、工作坊參與者名單

**CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE PROJECT  
REVISION OF BELIZE CITY HOUSE OF CULTURE PROJECT PROPOSAL  
BELIZE CITY HOUSE OF CULTURE CONFERENCE ROOM**

	<b>NAME</b>	<b>ORGANIZATION</b>	<b>TELEPHONE</b>	<b>EMAIL</b>
1	Emily Aldana	Ministry of Economic Development	822-2526	emily.aldana@med.gov.bz
2	Valdemar Andrade	Ministry of Tourism, Civil Aviation and Culture	227-2801	valdemar.andrade@tourism.gov.bz
3	Terry Wright	Sustainable Tourism Program	622-9672	twright@sustainabletourismbz.org
4	June Sanker	Ministry of Tourism, Civil Aviation and Culture	227-2801	june.sanker@tourism.gov.bz
5	George Thompson	National Institute of Culture and History- Institute of Archaeology	610-4987	gthompson51@hotmail.com
6	Arnaldo Hernandez	Belize City Council	624-3648	naldo.romel@gmail.com
7	Benjamin Mendoza	Belize City Council	602-9560	rbmendozagal1@yahoo.com
8	Greg Vernon	National Institute of Culture and History-Institute of Creative Arts	227-2110	<u>gregta@nichbelize.org</u>
9	Sherilyne Jones	National Institute of Culture and History-Museum of Belize	223-4524	<u>sherilyne@nichbelize.org</u>

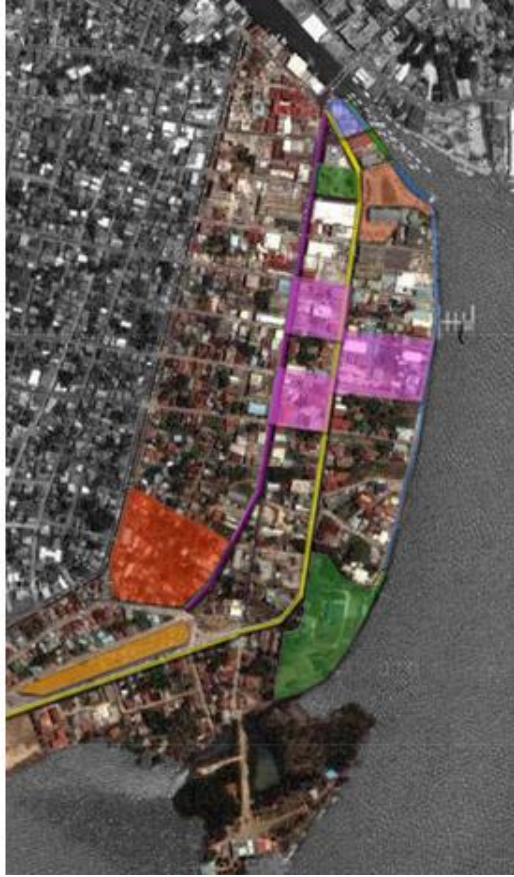
<b>10</b>	Yusleidy Chan	Ministry of Tourism, Civil Aviation and Culture	227-2801	<a href="mailto:yusleidyc04@hotmail.com"><u>yusleidyc04@hotmail.com</u></a>
<b>11</b>	Nicholas Sanchez	Belize City Cruise Ship Tour Guide	623-5110	<a href="mailto:blastours@hotmail.com"><u>blastours@hotmail.com</u></a>
<b>12</b>	Nigel Encalada	National Institute of Culture and History- Institute of Social and Cultural Research	610-4536	<a href="mailto:nigel@nichbelize.org"><u>nigel@nichbelize.org</u></a>
<b>13</b>	Astrid Salazar	Belize Trade and Investment Development Agency	822-3737	<a href="mailto:astrid@belizeinvest.org.bz"><u>astrid@belizeinvest.org.bz</u></a>
<b>14</b>	Gilvano Swasey	Belize Image Factory-Local Artist	625-1625	<a href="mailto:chokscatter@yahoo.com"><u>chokscatter@yahoo.com</u></a>
<b>15</b>	Ava Davis	National Institute of Culture and History- House of Culture Belize City	607-1475	<a href="mailto:ava@nichbelize.org"><u>ava@nichbelize.org</u></a>
<b>16</b>	Gil Williams	National Institute of Culture and History- Administration	610-0179	<a href="mailto:gwilliams@nichbelize.org"><u>gwilliams@nichbelize.org</u></a>
<b>17</b>	Michael Singh	Belize Trade and Investment Development Agency	822-0792	<a href="mailto:mike.singh@belizeinvest.org.bz"><u>mike.singh@belizeinvest.org.bz</u></a>
<b>18</b>	Christy Mastry	Sustainable Tourism Program	610-1244	<a href="mailto:cmastry@sustainabletourismbz.org"><u>cmastry@sustainabletourismbz.org</u></a>
<b>19</b>	Leonides Sosa	Department of the Environment	802-2816	<a href="mailto:envirodept@btl.net"><u>envirodept@btl.net</u></a>
<b>20</b>	Anthony Mae	Department of the Environment	802-2816	<a href="mailto:envirodept@btl.net"><u>envirodept@btl.net</u></a>
<b>21</b>	Gale Ozaeta	Belize Tourism Board-Destination Planning	227-2420	<a href="mailto:gale@travelbelize.org"><u>gale@travelbelize.org</u></a>
<b>22</b>	Kevin Gonzalez	Belize Tourism Board-Destination Planning	227-2420	<a href="mailto:kevin@travelbelize.org"><u>kevin@travelbelize.org</u></a>

附件七、計畫涵蓋區域圖

(1)文化之家園區



(2)計畫南北端連結





(3) 歷史建物使用與周遭環境



附件八、預算編列

Cost Summary in US\$

Item	Scenario I	Scenario II	Note
<b>Hardware</b>			
House of Culture(HOC)			
Renovation of HOC Building	\$1,500, 000	1,000,000	2,150,000
New building		800,000	
Landscape works		200,000	
Seawall		150,000	
Display and Exhibition Works	\$500,000	350,000	
5 Renovation of Heritage Buildings	\$750, 000	750,000-1,000,000	Each building with 2,000 sf at the price of 100
Supreme Court Plaza	\$750, 000	400,000 (Plaza A/B/C)	25 per square yard (in total, 8,000 square yard), 200,000 (with pavers); 200,000 (planting and street furniture and lighting, signage)
Battle field plaza		150,000 (tearing down)	
Fish Market plaza			
Sub Total	\$3,500, 000	3,800,000-4,050,000	
<b>Software</b>			
Community Participation Projects	\$500, 000	\$500, 000	Oral history project and other community projects
Training	(to be discussed)		
Design Fees and Contingencies	\$1,000, 000	\$1,000, 000	
<b>Total</b>	\$5,000, 000	\$5,300,000-5,550,000	

## 強化「文化之家及周邊擴建計畫」之規劃與設計技術協助計畫考察

### 返國簡報會議記錄

- 一、 時間：100年9月28日下午3時
- 二、 地點：國合會15樓會議室
- 三、 主席：陶秘書長文隆
- 四、 報告人：台大城鄉發展基金會劉可強教授、本會投融資處詹維欣
- 五、 出席人員：趙副秘書長家寶、投融資處徐副處長慧雯、陳組長俐君、駱組長國章、田雅馨、謝鴻碩、曾薰慧、劉育綸、蘇怡仲；人道援助處馬組長緯中、王依惠、劉玲君；國際教育訓練處蔡組長祥吾、張玉琪、吳宗軒；綜合管理處陳處長愛貞及蔡明穎
- 六、 簡報「文化之家及周邊擴建計畫」之規劃與設計技術協助計畫考察發現與建議（略）
- 七、 會議結論
  - （一）同意專家重新規劃之「文化之家及周邊擴建計畫」範疇及項目，以及提高軟體估計畫成本比重之調整。計畫總金額雖略高於貝國原估計數，但若貝國願意借貸，亦無礙於計畫的推動。有關計畫其他周邊配套，例如交通問題，可另起其他計畫或由駐館之雙邊款支應。
  - （二）考量受援國在地化(ownership)及文化事業之特性，「文化之家及周邊擴建計畫」無法由外國人負責操作，所以受援國計畫人員的培訓是一個重要課題。有關此節，本會可朝以下方向來規劃：
    - 1.與國內機構如台大城鄉所，就短中長期等不同方案，洽談代訓之可能性。如：可運用台灣獎學金委本會辦理之名

額，請貝里斯每年派 1~2 名學生參與台大城鄉所現有課程；

2. 研議與學校正式推動合作學程之可能性。

3. 至於與貝里斯大學建築系交流之建議立意甚佳，惟應由學校間直接聯繫或以客座教授方式進行交流為宜。

- (三) 「文化之家及周邊擴建計畫」硬體完成後需歷經一段時間運作方可逐漸顯見計畫成效，而執行期間需專業顧問從旁輔導，爰可將執行期間的顧問服務訂為計畫融資項目之一，編入計畫之預算。
- (四) 關於跨部門協調及計畫執行單位(PMU)層級事，由於可預見本計畫執行時將涉及觀光部執掌之外的項目，為使計畫能順利持續推動，貝國需確認國家跨部門的事權已釐清，且協調單位階層級也夠高的前提下，本會再挹注後續貸款等資源。
- (五) 本案以 TA 先行於貸款規劃的步驟及執行模式可為本會推動發展計畫之參考。又，考量本會合作國家對於觀光及文化產業發展之需求，本會是否於中南美洲地區發展觀光部門，可為本會討論的議題。
- (六) 有關整合本會資源共同推動一項計畫之建議，理應本會規劃計畫時應有之認知，無需做特案要求。以本案為例，即與其他計畫互有搭配與連結，如 OTOP 計畫、短期訓練班、獎學金計畫等，故請一併修正返國報告結論與建議第三點。

八、 散會：下午 4 時 15 分。