



**UNDP Project Document**  
**UNDP-GEF Medium-Size Project (MSP)**

Government of Belize

United Nations Development Programme  
Global Environment Facility

**Mainstreaming and Capacity Building for Sustainable Land Management in Belize**

**PIMS 3409 – Atlas Project ID 43949**

**Brief description**

Whilst effort and investments have been made to improve biodiversity management in Belize in the recent past, sufficient measures have not been taken to directly confront issues contributing to land degradation and to promote integrated natural resource management. In Belize, as in most SIDs, these issues center around the frameworks and processes used for development planning, the regulatory and institutional arrangements, human resource capacity and public awareness levels. This project will contribute to achieving sustainable land management through the strengthening of national capacities for the sustainable management of land resources as well as mainstreaming of land use planning and sustainable land management into relevant national legislative and institutional frameworks.

This project, developed through a consultative process and in line with the findings of Belize's completed NCSA initiative and the recommendations of National Awareness Seminar of the UNCCD, elaborates actions allowing for improved land management as proposed by the NAP. Working in tandem with other planned initiatives, this project will strengthen coordination between the various natural resource management ministries/agencies/ stakeholders through improved information management and the development of information sharing policies allowing for a more integrated approach to land resource management. Through the implementation of small pilot initiatives in the areas of agriculture, land mining and integrated landscape management, best practices for reduction of land degradation and the rehabilitation of degraded lands will be demonstrated and documented for promulgation and promotion by the various managing entities. These best practices once demonstrated will form the basis of development policies within the Government's SLM framework.

The total budget of the project is US\$ 1,152,728 of which US\$ 500,000 would be the GEF increment.

**Expedited Medium Size Project Proposal**  
**under the**  
**LDC-SIDS Portfolio Project for Sustainable Land Management**  
**REQUEST FOR GEF FUNDING**

**GEFSEC Project ID:** PIMS 3409  
**Agency's Project ID:** 00043949  
**Country:** Belize  
**Project Title:** Capacity Building for Sustainable Land Management in Belize  
**GEF IA/EA:** UNDP  
**Other Executing Agency (ies):** x  
**Duration:** 3 years  
**GEF Focal Area:** Land Degradation  
**GEF Operational Program:** OP 15  
**GEF Strategic Priority:** SLM-1  
**Estimated Starting Date:** February 2007

<b>FINANCING PLAN (US\$)</b>	
<b>GEF PROJECT/COMPONENT</b>	
Project	<b>480,500</b>
PDF A	19,500
<i>Sub-Total GEF</i>	<b>500,000</b>
<b>Co-financing</b>	
GEF Agency (UNDP)	54,200
Government	305,428
PACT	260,000
Private Sector	25,600
<i>GM (PDF-A)</i>	5,000
<i>Government (PDF-A)</i>	-
<i>UNDP (PDF-A)</i>	2,500
<i>Sub-Total Co-financing:</i>	<b>652,728</b>
<i>Total Project Financing:</i>	<b>1,152,728</b>
<b>FINANCING FOR ASSOCIATED ACTIVITY IF ANY:</b>	

**Country Eligibility:** Belize ratified the United Nations Convention to Combat Desertification on 23<sup>rd</sup> January 1996 and is eligible for funding under paragraph 9(b) of the GEF Instrument

**CONTRIBUTION TO KEY INDICATORS OF THE BUSINESS PLAN:** The project will support mainstreaming of land management considerations into the national planning processes and strengthen capacities for sustainable land management in Belize (2.3 Mn Hectares).

This project proposal was prepared in accordance with GEF policies and procedures. This project proposal meets the standards of the GEF Project Review Criteria for a Medium-sized Project under the LDC-SIDS, Targeted Portfolio Project for Sustainable Land Management.

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John Hough  
Deputy Executive Coordinator, a.i.  
UNDP/GEF  
Date: 25 September 2007

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## Acronyms

BPOA	Barbados Programme of Action
BRDP	Belize Rural Development Programme
CARD	Community Initiated Rural Development Project
CBD	Convention on Biological Diversity
CBO	Community Based Organization
CCD	Convention to Combat Desertification
CDB	Caribbean Development Bank
CHM	Clearing House Mechanism
CLUP	Community Land Use Plans
CSO	Central Statistical Office
DFID	Department for International Development (United Kingdom)
FAO	Food and Agriculture Organization
FCCC	Framework Convention on Climate Change
FCD	Friends of Conservation and Development
GOB	Government of Belize
GPD	Geology and Petroleum Department
GEF	Global Environment Facility
IDB	Inter American Development Bank
ILAC	Latin America and Caribbean Initiative (for Sustainable Development)
ICC	Implementation Coordination Committee
INRM	Integrated Natural Resource Management
JPOI	Johannesburg Plan of Implementation
LDC	Less Developed Countries
LIC	Land Information Centre
LMP	Land Management Programme
MAF	Ministry of Agriculture and Fisheries
MDG	Millennium Development Goals
MNDICIC	Ministry of National Development, Investment and Culture
MNREE	Ministry of Natural Resources and the Environment
MOH	Ministry of Housing
MOF	Ministry of Finance
MFAT	Ministry of Foreign Affairs and Trade
MOT	Ministry of Tourism
MSP	Medium Size Project
NAP	National Action Programme
NCSA	National Capacity Self Assessment
NGO	Non Government Organization
NPAPSP	National Protected Areas Policy and System Plan
NPESAP	National Poverty Elimination Strategy and Action Plan
NRM	Natural Resource Management
ODA/NRI	Overseas Development Administration/ Natural Resources Institute
PACT	Protected Areas Conservation Trust
POPS	Persistent Organic Pollutants

PMU	Project Management Unit
PSC	Project Steering Committee
SD	Sustainable Development
SDA	Special Development Area
SIDS	Small Island Developing States
SICCM	Strengthening Institutional Capacity for the Coordination of Convention....
SIF	Social Investment Fund
SLM	Sustainable Land Management
UNDP	United Nations Development Programme
UNESCO	United Nations Education Social and Cultural Organization
WSSD	World Summit on Sustainable Development

## SECTION I: ELABORATION OF THE NARRATIVE

### *PART I: Situation Analysis*

1. Belize is some 22,960 km<sup>2</sup> in size and is located on the east coast of Central America. Despite its small size the country's biodiversity significance is disproportionately high due primarily to the extent and relative intactness of its estimates eighty five and two marine ecosystems<sup>1</sup>. Some 57% of Belize remains under close forest cover with 39.1% of its terrestrial area existing as protected forests with protected areas supporting the countries 34 watersheds.
2. Belize's soils are shaped by climates that are warm for much of the year. The diversity in soil type and variation in rain fall patterns from region to region contribute to the country's diverse ecosystems Belize's diverse soil types supports extensive forests characterized by tall and highly diverse broad leaf forests, pine forests, low scrubby woodlands and coastal mangrove forests. In 1989 some 79% of Belizean mainland territory was recorded as being under forest cover.
3. The standard processes of land allocation and use in Belize to date have been based on land suitability, primarily as it relates to designation for agricultural use. The guiding principles of land functionality have yet to be mainstreamed into land management practices. Five categories of agricultural value are attributed to Belizean soils, recommending the use of the Belize landscape to be based on the agricultural value of the soils. The assessment of land degradation status in Belize showed that of the total land mass, just over 2.0 mn acres (0.8 mn hectares)—about thirty six percent—had either high income potential (grade 1), a good chance at financial success (grade 2) or success subject to skilled management (grade 3) if used for agriculture and approximately 3.6 mn acres (1.5 mn hectares). Approximately 60 % of all national lands had either marginal potential (grade 4) or were sited on steep slopes (grade 5). In 2004 approximately 100,000 acres of agriculture lands were located on steep slopes.
4. There are three significant trends in water resource utilization in Belize which have been identified as being contributors to national land degradation. These include the proliferation of wells without national assessment of aquifers' capacities, the substantive extraction of surface waters for commercial irrigation systems as well as excessive ground and surface water extraction to support water intensive processing operations. Added demand adds to the still obscure picture of resource use and the full impact of it uses. Participants in the preparation process for the proposed Medium Size Project for Sustainable Land Management (SLM-MSP) have expressed concern regarding the health of a number of rivers and aquifers, particularly in the South where irrigation and aquaculture is most developed.

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<sup>1</sup> Central American Ecosystems Mapping Project (World Bank / Gov. of Netherlands).

## *PART II : Strategy*

5. Mainstreaming sustainable land management requires that ongoing efforts at incorporating environment considerations into national plans (through the proposed 2006-2010 PRSP), at improving inter-sectoral coordination (proposed SICCM-MSP) and at enhancing an enabling environment for land management, be complemented by addressing the need for clear policy direction, a revamped legislative framework, and an improved and enabling institutional framework.
6. The SLM-MSP will build upon a robust baseline that aims to incorporate natural resource management objectives in the poverty elimination strategy under development and into ongoing projects supporting enhanced policy and planning frameworks. In addition, it will extend the anticipated natural resource management policy and coordination framework outputs of the SICCM and complement the sustainable livelihoods activities of the BRDP. The proposed SLM-MSP aims to provide for strengthened individual and institutional capacities for sustainable land management and for integrated and comprehensive development planning. Close interaction of the BRDP and the SLM-MSP will be necessary to ensure that livelihood activities incorporate sustainable land management considerations.
7. The proposed intervention is to be implemented at a critical time in Belize. The changes in local government administrations resulting from recent municipal elections provides an opportunity to incorporate SLM considerations into programmes designed to support the transition process and to enable new councils to perform effectively. This, combined with recently initiated programmes to support coordination and capacity building among village councils, presents an opportunity to provide for adequate capacity for sustainable land management at the local level. Given the increasing pressure for decentralization of authority, the implementation of the SLM-MSP will decisively contribute to governance at the local level. Opportunities could also be lost if the particular focus on removing barriers to access of natural resources is not provided for in the planning process. With the intended conclusion of a poverty elimination strategy and the increasing emphasis on comprehensive development planning within the Ministry of National Development anticipated to culminate by end 2006, implementing the SLM MSP is opportune and important.
8. The proposed SLM-MSP is also crucial in light of the impending expansion in the mineral and petroleum sector due to the recent discovery of commercial quantities of crude petroleum in Belize. Already there has been a notable increase in demand for land information. The increased interest in exploration and the anticipated rise in economic activity that will result from the expansion will no doubt lead to even greater pressure on land resources. Enhancement in sustainable land management capacities and strengthening the policy and legislative frameworks are therefore critical at this point. Without the SLM MSP, an opportunity will be lost to provide for proactive action that will better position the national and local capacities to address the impending increase in economic activities whilst providing for the sustainability of the resource base even within the context of regime changes.
9. This project is part of the UNDP/GEF LDC and SIDS Targeted Portfolio Approach for Capacity Development and Mainstreaming of Sustainable Land Management. The project addresses all three outcomes under OP-15 of the umbrella project:
  - a. Cost-effective and timely delivery of GEF resources to target countries
  - b. Individual and institutional capacities for SLM will be enhanced

- c. Systemic capacity building and mainstreaming of SLM principles

### **PART III : Management Arrangements**

**10. Project Management.** Executing Agency (EA): The SLM-MSP will be managed using standard UNDP NEX modality with the Forest Department, of the Ministry of Natural Resources, Local Government and the Environment acting as the Executing Agency. Given the intense involvement of the Department in strategic planning and institutional strengthening aimed at supporting improved biodiversity management over the past two to three years, as well as their key role in mitigating against degradation, this placement is seen as an optimal one for ensuring cohesion and continuity of the SLM-MSP. It is expected that the execution of the VACA pilot initiative will be executed through a Cooperation Agreement with a national NGO with responsibility for the co-management of the area. The Departments of Geology and Agriculture will aid in the execution of the agriculture and mining themed pilots.

11. The EA will ensure project coordination through frequent contact with the IA, as well as clear communication and coordination between different co-financers in implementing and completing project activities.

**12. Project Steering Committee (PSC)/ Project Execution Group (PEG):** A project Steering Committee will be established to guide and oversee the execution of the SLM-MSP. Following UNDP M&E recommendations the PSC will meet on a quarterly basis and will be tasked with providing general policy guidance and technical advice on implementation. The PSC will also be charged with monitoring and evaluation duties in ensuring successful project delivery based on approved work schedules and in keeping with UNDP GEF procedures and Guidelines. The PSC will comprise representatives from the following agencies.

**Table 1: Proposed Core PSC Members**

Proposed Core PSC Members
1. Ministry of Agriculture
2. Ministry of Natural Resources
a. Policy Coordination Unit
b. Department of Lands and Surveys
c. Forest Department
d. Department of Geology and Petroleum
3. Ministry of National Development (Rural Development)
4. Private Sector Companies (Belize Electric Company Limited,)
5. Friends of Conservation and Development (NGO)
6. National Association of Village Councils
7. Association of Mayors
8. UNCCD Focal Point
9. UNDP Belize Country Office



**13. Project Management Unit (PMU):** A Project Management Unit will be established within the EA supported in part with project funds. A Project Manager (PM) will head the PMU who will be directly responsible for the direct project execution including day to day operations guided by approved work plans. The PM position, to be cofinanced by the Government of Belize, will be supported by a Technical Assistant financed through project funding. The work of the PMU will be supported by technical advisory groups as well as through consultancies. Implementation effectiveness will be achieved through an Implementation Coordination Committee (ICC) with core members to be drawn from those agencies included in the PEG . The ICC will coordinate the technical advisory groups and ensure implementation of specific project activities for which their organizations have lead roles and responsibilities.

14. In keeping with UNDP GEF procedures, the EA will provide a Project Director (PD) not paid by project funds. The PD will be responsible for providing continuous supervision to the SLM-MSP and will make operational implementation decisions on the advice of the PSC. The PD will serve as the primary liaison with UNDP and will bear responsibility for ensuring that relevant policies are adhered to. The PD ensures that contractual obligations with UNDP are fulfilled. These include meeting set targets and staying within the budget.

**15. Implementation Arrangements.** UNDP through its office in Belize will serve as the Implementing Agency. The SLM-MSP will utilize Direct Request Payment modality for funds disbursement to ensure greater financial accountability and transparency. If the PMU requires execution services support from the CO that are outside the purview of implementation services provided by UNDP, standard ISS fees will be charged to the SLM-MSP. UNDP-Belize will act to ensure that all implementation activities comply with policies outlined in UNDP's Programming and Financial manuals and are in line with UNDP GEF procedures. The Government of Belize will retain the rights to set rates for associated project activities such as mileage, consultancy fees, etc. as it relates to project staff contracted by the Government of Belize. Proposed government fee structures are to adhere to the premises guiding UNDP standard operations.

16. In accordance with standard UNDP procedures, all resources and equipment gained through project support remain the property of UNDP until project closure when a decision will be taken as to how to dispose of these resources.

17. UNDP-Belize will also act to provide management oversight and is ultimately responsible for project monitoring, evaluation, timely reporting by the PMU and ensuring the submission of annual audits to UNDP HQ. The regional Coordination Unit in Panama will provide technical backstopping, UNDP GEF policy advice and trouble shooting and advisory services as necessary.

18. In order to accord proper acknowledgement to GEF for providing funding, a GEF Logo should appear alongside the UNDP logo on all relevant GEF project publications, including among others, project hardware and vehicles purchased with GEF funds. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgement to GEF.

## **PART IV : Monitoring and Evaluation Plan and Budget**

19. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures for MSPs under the SLM Portfolio Project and will be provided by the project team and the UNDP Country Office (UNDP-Belize) with support from UNDP/GEF Global Support Unit (GSU)<sup>2</sup> and include the following elements:
20. The Logical Framework Matrix provides *performance* and *impact* indicators for project implementation along with their corresponding *means of verification*. These indicators are indicative and are derived from the *Resource Kit for Monitoring, Evaluation, and Reporting on GEF/UNDP-supported Sustainable Land Management Medium-Sized Projects in LDC and SIDS countries*. The baseline situation presented in this document also utilizes these indicators.
21. Additional baseline information will be documented by the Government of Belize and submitted to the UNDP- Belize Country Office using the *National MSP Annual Project Review Form* in which all “compulsory” and “optional” questions and indicators will be completed by 1 July 2008 and updated by that date each year. The Form provides a basis for the annual review of project progress, achievements and weaknesses, for planning future activities, and to obtain lessons learned to inform adaptive management processes. It also supports UNDP Belize Country Office-wide reporting and planning. For the *optional* indicators, the Government of Belize will select the most appropriate indicators for the project and include these in the form. Those indicators included in the Logical Framework Matrix are compulsory and will not be modified. Once completed, the Review form will be forwarded to the UNDP CO which will then forward to the GSU latest by 16 July.
22. The Government of Belize will work with the GSU and the UNDP Belize Country Office to complete two annual surveys that each respond to two of the compulsory indicators, which are (a) a compulsory indicator at the Objective level of public awareness regarding sustainable land management; and (b) a compulsory indicator for Portfolio Outcome 1 that requires a survey of a group of land users to determine the percentage that is satisfied with available technical support. These surveys will be implemented with funding included in this MSP project budget.
- 23. Monitoring Responsibilities, Events and Communication.** A detailed schedule of project reviews meetings will be developed by the SLM-MSP project management, in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative time frames for Tripartite Reviews, Steering Committee Meetings, (or relevant advisory and/or coordination mechanisms) and (ii) project related Monitoring and Evaluation activities.
24. *Day to day monitoring of Implementation Process* will be the responsibility of the Project Support Unit based on the project's Annual Work plan and its indicators. The Project Manager will inform the Project Director and UNDP-Belize Country Office of any delays or

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<sup>2</sup> The Global Support Unit (GSU) is based in Pretoria and provides technical support and coordination to the entire LDC-SIDS Portfolio Project, mostly through regional channels such as the UNDP/GEF RTAs and sub-contracts.

difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and fashion.

25. *Periodic Monitoring of Implementation Process* will be undertaken by the UNDP- Belize Country Office through quarterly meetings with the project proponent, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. The Project Coordinator in conjunction with the UNDP- GEF extended team will be responsible for the preparation and submission of the following reports that form part of the monitoring process.

26. **Inception Report (IR).** A Project Inception Report will be prepared immediately following the Inception Workshop and submitted within 3 months from the start of project implementation. It will include a detailed First Year/ Annual Work Plan divided into quarterly time frames detailing the activities and progress indicators that will guide implementation during the first year of the project. This Work Plan would include the dates of specific field visits, support missions from the UNDP-Belize Country Office, or the Regional Coordinating Unit (RCU) or consultants, as well as time-frames for meetings of the project's decision making structures. The Report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months time-frame. The Inception Report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may effect project implementation. When finalized, the report will be circulated to counterparts who will be given a period of one calendar month in which to respond to comments or queries. Prior to the circulation of the IR, the UNDP- Belize Country Office and the UNDP- GEF Regional Coordinating Unit will review the document.

27. **Annual Report (APR)-Project Implementation Review (PIR).** The PIR-APR is joint UNDP-GEF format that fulfils the annual monitoring process mandated by both GEF and UNDP. It is a key component of UNDP-Belize Country Office central oversight, monitoring and project management. It is a self-assessment report by project management to the CO and provides input to the country office reporting process and the ROAR, as well as forming a key input to the Tripartite Project Review. A PIR-APR will be prepared on an annual basis to reflect progress achieved in meeting the project's Annual Work Plan and assess performance of the SLM-MSP in contributing to intended outcomes through outputs and partnership work. It has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons from ongoing projects. Once the SLM-MSP has been under implementation for a year, the CO together with the SLM-MSP must complete a PIR-APR. The PIR-APR should then be discussed in the TPR so that the result would be an APR- PIR that has been agreed upon by the project management, the executing agency, UNDP CO and the concerned RCU.

28. **Quarterly Operational Reports.** Short reports outlining main updates in the project progress will be provided quarterly to the local UNDP Country Office and the UNDP-GEF regional office by the project team.

**29. Project Publications.** Project Publications will form a key method of crystallizing and disseminating the results and achievements of the Project. These publications may be scientific or informational texts on the activities and achievements of the Project, in the form of journal articles, multimedia publications, etc. These publications can be based on Technical Reports, depending upon the relevance, scientific worth, etc. of these Reports, or may be summaries or compilations of a series of Technical Reports and other research. The project team will determine if any of the Technical Reports merit formal publication, and will also (in consultation with UNDP, the government and other relevant stakeholder groups) plan and produce these Publications in a consistent and recognizable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.

**30. Technical Reports.** will be scheduled as part of the Inception Report, the project team will prepare a draft Reports List, detailing the technical reports that are expected to be prepared on key areas of activity during the course of the Project, and tentative due dates. Where necessary/applicable, this Reports List will be revised and updated, and included in subsequent Annual Progress Reports (APRs). Where necessary, Technical Reports will be prepared by external consultants and will be comprehensive with specialized analyses of clearly defined areas of research within the framework of the project and its sites. These technical reports will represent, as appropriate, the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels. Information from reports will be shared with the CCD focal point and Project Steering Committee.

**31. Mid Term and Final Evaluation.** The project will be subject to two independent external evaluations. An independent external *Mid-Term Evaluation* (MTE) will be undertaken 18 months after project initiation. The focus of the MTE will be to make recommendations that will assist in adaptive management of the project and enable the PM to better achieve the project objective and outcomes during the remaining life of the project. The Final Evaluation will take place three months before the project is operationally closed, prior to the terminal tripartite review meeting, and will focus on determining progress being made towards the achievement of outcomes and will identify effectiveness, efficiency and timeliness of project implementation; highlight issues requiring decisions and actions; and present initial lessons learned about project design, implementation and management. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals.

**32. Audits.** The Government of Belize will provide the UNDP Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in the Programming and Finance manuals. The Audit will be conducted by the Office of the Auditor General of the Government of Barbados, or by a commercial auditor engaged by the Government. The project foresees an audit to be conducted at the end of the project by a recognized national firm.

**33. Adaptive Management.** Lessons learnt will be continuously extracted from the MSP Project. Lessons will be disseminated by the project. Among the mechanisms to be used will be inter-Agency MoUs, incorporation into Annual Work Plans and through capacity

development and training initiatives. As well, there will be the sharing of information between projects, stakeholders and policy representatives as an effective measure of mainstreaming. There is an opportunity during the implementation of the MSP for review of the implementation of the NAP and to take into consideration the lessons learnt from the MSP.

34. The lessons learnt from the MSP through evaluations will be incorporated into implementation of the MSP. In addition to the monitoring, evaluation and feedback mechanisms already identified, the Project Steering Committee will review progress on a quarterly basis, identifying lessons learnt and discuss project progress with the involvement of wider stakeholder audience as necessary. The ideas and lessons learnt will be incorporated into the management of the project and further implementation process by the Project Steering Committee with adjustments to the Work Plan as required.

**Table 2: Monitoring and Evaluation Work plan and corresponding Budget**

Type of M&E activity	Lead responsible party in bold	Budget	Time frame
Inception Report	PM, PMU	None	At project start-up
Annual Progress Report (PIR) and GEF Project Implementation Report	GOB (Forest Department), UNDP Country Office, Executing Agency, PMU, UNDP/GEF Task Manager <sup>3</sup>	None	By June each year
Annual Surveys	Central Statistical Office-Environmental Unit Government of Belize	\$1,000	Annually (3 years)
Tripartite meeting and report (TPR)	GOB (Forest Department), UNDP Country Office, Executing Agency, Project Team, UNDP/GEF Task Manager	\$500	Annually , upon receipt of APR (2 year)
Mid-term External Evaluation	Project team, UNDP/GEF headquarters, UNDP/GEF Task Manager, UNDP Country Office, Executing Agency	\$15,000	At the mid-point of project implementation.
Final External Evaluation	Project team, UNDP/GEF headquarters, UNDP/GEF Task Manager, UNDP Country Office, Executing Agency	\$20,000	At the end of project implementation,
Terminal Report	UNDP Country Office, UNDP/GEF Task Manager, Project Team	None	At least one month before the end of the project

<sup>3</sup> UNDP/GEF Task Managers is a broad term that includes regional advisors, sub-regional coordinators, and GEF project specialists based in the region or in HQ.

**Table 2: Monitoring and Evaluation Work plan and corresponding Budget**

<b>Type of M&amp;E activity</b>	<b>Lead responsible party in bold</b>	<b>Budget</b>	<b>Time frame</b>
Audit	Executing Agency, UNDP Country Office, Project Team	\$2,000	Annually (2 years)
Visits to field sites	UNDP Country Office, Executing Agency	\$500	Annually (3 years)
Lessons learnt	UNDP-GEF, GEFSEC, Project Team, Executing Agency	\$2,000	Annually (3 years)
<b>TOTAL COST</b> <i>All travel by UNDP staff will be covered by UNDP</i>		<b>\$50,500</b>	

### *PART V: Legal Context*

35. This Project Document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Belize and the United Nations Development Programme, signed by the parties on 7th June 1982. The host country Implementing Agency shall, for the purpose of the Standard Basic Assistance Agreement (SBAA), refer to the government co-operating agency described in that agreement. In the case of substantial revisions of the SLM-MSP document, UNDP Representative in El Salvador/Belize is authorize to effect in writing the following types of revision, provided that he has verified the agreement thereto by the UNDP- GEF unit and assured in writing, with signatures, that the Executing Agency, project Director and PSC have no objection to the proposed changes:

- a. Revision of, or addition to any of the annexes to the SLM-MSP document;
- b. Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the SLM-MSP, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c. Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- d. Inclusion of additional annexes and attachments only as set out here in this project Document.
- e. In case of minor budgetary revisions, the following will require only the approval and signature of the UNDP Resident Representative:
- f. Compulsory annual revisions, reflecting the real expenses of the previous year, duly certified by the national counterpart, and the reprogramming of unused funds for subsequent years, based on the delivery of inputs as agreed upon in this Project Document.

Revisions that do not entail significant changes in the immediate objectives, the SLM-MSP's activities or its outputs, but that result from a redistribution of the inputs agreed upon, or are due to increase expenses caused by inflation.

The substantial or budgetary revisions will be prepared by the UNDP/PMU, in accordance with the requirements of the SLM-MSP itself.

## SECTION II: STRATEGIC RESULTS

### PART I: Logical Framework Analysis

Table 3: Objectively Verifiable Impact Indicators

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
<b>Goal</b> Ecosystem functions and integrity in productive landscapes in Belize maintained through sustainable use of land resources thus providing for long term socio-economic development.					
	Indicator	Baseline	Target		
<b>Objective of the project:</b> An enabling environment for sustainable land management enhanced through mainstreaming, capacity building and improvement in policy, legislative and institutional framework.	<ul style="list-style-type: none"> <li>NAP endorsed by cabinet</li> <li>Evidence of NAP mainstreamed into national execution plans.</li> <li>No. of best practices are demonstrated</li> </ul>	<ul style="list-style-type: none"> <li>SLM is not mainstreamed</li> <li>Inadequate coordination/ capacities among resource management entities</li> <li>Draft NAP in circulation but not endorsed by GOB</li> </ul>	<ul style="list-style-type: none"> <li>Framework for SLM in place and functioning</li> <li>Enabling legal/ policy environment for SLM exists</li> </ul>	<ul style="list-style-type: none"> <li>Cabinet Decision paper</li> <li>Evaluation reports</li> <li>Departmental execution plans</li> </ul>	<i>Continued political support for capacity building and integration of SLM into national development planning</i>

	Indicator	Baseline	Target	Sources of Verification	Risk and Assumption
<b>Outcome 1: Long term plans for SLM and Integrated Natural Resources Management developed and supported through enhanced policy, legal and institutional frameworks.</b>	<ul style="list-style-type: none"> <li>The long term plan for integrated natural resource management endorsed by relevant line ministries by mid 2009</li> <li>Specific provisions for SLM incorporated into national development plans, economic and PES</li> <li>Policies with relevance to sustainable land management are revised, harmonized and</li> </ul>	<ul style="list-style-type: none"> <li>Incorporation of SLM into macro-economic policies/ development strategies minimal.</li> <li>No clear strategy to guide system development and priorities for planning</li> </ul>	<ul style="list-style-type: none"> <li>Completed long term natural resource management plan. (2009)</li> <li>Clear provisions for SLM included in Multisectoral Development Framework, MTES and NPESAP 2006-1010.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation Reports</li> <li>Published strategic plan for integrated land management.</li> <li>Published poverty elimination strategy.</li> <li>Published long term development plan and/or medium term economic strategy.</li> </ul>	<ul style="list-style-type: none"> <li>National consensus on long term vision for Belize's developmental goal achieved.</li> <li>Completion of Vision 2025</li> <li>Key institutions are willing to collaborate on integrated SLM</li> </ul>



	clearly articulated	support		approaches	
	Indicator	Baseline	Target	Sources of Verification	Risk Assumption and
<b>Outcome 2: Tools and capacities for SLM developed within government, public and private sectors.</b>	<ul style="list-style-type: none"> <li>Legal and institutional provisions made for land management within framework of integrated natural resource management.</li> </ul>	<ul style="list-style-type: none"> <li>Existing gaps within institutional and legislative frameworks for SLM</li> </ul>	<ul style="list-style-type: none"> <li>Clearly articulated land policy</li> </ul>	<ul style="list-style-type: none"> <li>Draft SLM Strategic Plan and Land Policy document.</li> </ul>	<ul style="list-style-type: none"> <li>Commitment to formulation of 2006-2010 Poverty Elimination Strategy</li> </ul>
	<ul style="list-style-type: none"> <li>Land allocation processes incorporate planning and land management considerations at national and local levels.</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient level of planning skills and tools applied to land allocation process.</li> </ul>	<ul style="list-style-type: none"> <li>SDAs and for Community Land Use Planning replicated in at least 1 critical non-SDA.</li> </ul>	<ul style="list-style-type: none"> <li>Framework for urban planning</li> <li>Compilation Maps.</li> <li>Reports of Pilot Projects.</li> </ul>	<ul style="list-style-type: none"> <li>UNDP Project for capacity building at village council level successfully completed</li> </ul>
	<ul style="list-style-type: none"> <li>Agriculture, habitat expansion and enterprise development activities incorporate considerations for best land use practices and mitigating actions in at least 15 communities.</li> </ul>	<ul style="list-style-type: none"> <li>Land use decisions at community levels driven by immediate needs for habitat and livelihoods and do not completely incorporate considerations of suitability.</li> </ul>	<ul style="list-style-type: none"> <li>Land allocation process incorporate planning considerations such as indicative use of SDAs and baseline information such soil types and flood risk.</li> </ul>	<ul style="list-style-type: none"> <li>Lesson learnt documents developed from Pilot</li> <li>SLM into licensing processes and curriculum and information brochures.</li> </ul>	<ul style="list-style-type: none"> <li>FDIS project successfully completed.</li> </ul>
	<ul style="list-style-type: none"> <li>National Development and sector plans, NPAPSP and SLM Strategies informed by outcomes of pilot projects and resource assessments.</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate trained personnel in SLM at national, regional and local levels.</li> </ul>	<ul style="list-style-type: none"> <li>At least 600 residents of cities and towns, including municipal leaders and staff, trained in sustainable land management concepts and issues.</li> </ul>	<ul style="list-style-type: none"> <li>Development plan for VACA Reserve.</li> <li>Published information policy and management strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Agriculture remains engaged.</li> <li>Interest and involvement of community groups and private sector in collaboration on management of competing demands within reserve maintained.</li> </ul>
	<ul style="list-style-type: none"> <li>Land use management decisions benefiting from information system</li> </ul>	<ul style="list-style-type: none"> <li>Sector managers are unwilling to share planning</li> </ul>	<ul style="list-style-type: none"> <li>At least 600 members of villages receive training in land management</li> </ul>		

information

	Indicator	Baseline	Target	Sources of Verification	Risk and Assumption
<p><b>Outcome 3. Medium Term Investment Plan developed</b></p>	<ul style="list-style-type: none"> <li>▪ Medium term investment plan</li> <li>▪ Utilization of investment plan in Ministry's (GOB) budgetary exercises.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sector investment plans in SLM non-existent.</li> <li>▪ Very limited amount of national budget allocated to NRM and SLM.</li> <li>▪ Unregulated private sector investment in SLM</li> </ul>	<ul style="list-style-type: none"> <li>▪ Resource mobilization plan for INRM/SLM incorporating and building on existing provisions/modalities such as PACT along with funding proposal for institutional strengthening of lands and surveys department.</li> <li>▪ Enhanced and inter-connected land and geographic information systems, including NEGIS and LIS.</li> <li>▪ Donors committed to fund SLM activities.</li> <li>▪ Investment plans in key economic sectors (agriculture, tourism, construction, commercial) incorporate priority actions for SLM as defined in NAP</li> </ul>	<ul style="list-style-type: none"> <li>▪ Legislation for information management.</li> <li>▪ Enhanced protocols for information exchange.</li> </ul>	<ul style="list-style-type: none"> <li>▪ PACT maintains strategic plan and vision.</li> <li>▪ Interest and involvement of community groups and private sector in collaboration on management of competing demands within reserve maintained.</li> </ul>
<p><b>Outcome 4: Adaptive Management and Learning</b></p>	<ul style="list-style-type: none"> <li>▪ Project implementation consistent with schedule.</li> <li>▪ Project expenditures within budget</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Effective project finance and time-management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Performance and financial audits</li> <li>▪ Stage reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continued political support.</li> <li>▪ High staff turnover within project structure</li> </ul>

**Table 4: Output indicators/ Targets**

Outputs and Activities	Output Indicator	Activities and Sub-Activities	Responsibility	Annual Targets
<b>Outcome 1: Long term plans for SLM and Integrated Natural Resources Management developed and supported through enhanced policy, legal and institutional frameworks.</b>				
<i>Output 1.1. The policy and regulatory frameworks that support sustainable land management are reformed</i>	<ul style="list-style-type: none"> <li>• Approved regulations for land use with improved measures for enforcement and incentives for behavioural change.</li> <li>• Approved National planning Framework</li> <li>• Recommendations for land taxation approved by MNRE</li> </ul>	1.1.1 Conduct harmonization review of existing legislations for land resource allocation, utilization and management.	PMU; MNRE, MAF, NICH.	Harmonization exercise finalize be end of year 1
		1.1.2 Contribute TA and resources to the NLAC, directed at the development on a comprehensive land use policy ensuring the incorporation of provisions for land functionality in planning.	PMU; MNRE, MAF, MNDIC, NICH .	Land Use Policy completed by the end of year 1
		1.1.3 Participate in NLAC processes aimed at reforming the land taxation systems which take under consideration land attributes	PMU, NLAC, MNRE	Recommendations for land taxation completed by within year 1
		1.1.4 Support rationalization of and reforms in existing Planning Frameworks for land management through provision of TA and direct participation in the process.	PMU, MAF, MNRE, MDIC	National Planning Framework for land management completed by end year 1
<i>Output 1.2 Long term plan with medium term targets for integrated natural resource management and development</i>	<ul style="list-style-type: none"> <li>▪ Published Long Term Natural Resource Management Plan which incorporates Poverty elimination consideration.</li> <li>▪ Planning and policy documents for integration of SLM into macro-economic policies</li> </ul>	1.2.1 Drafting of NR/SLM poverty elimination strategy inputs guided by principle of equitable access to the benefits of to natural resources for rural and urban poor.	PMU, MND, MNRE	SLM poverty elimination strategy drafted by mid year 2
		1.2.2 Drafting of long term plan for Integrated Natural Resource Management.	PMU, MNRE	Plan for INRM completed and endorsed by end of year 2

<b>Outputs and Activities</b>	<b>Output Indicator</b>	<b>Activities and Sub-Activities</b>	<b>Responsibility</b>	<b>Annual Targets</b>
<i>elaborated..</i>		1.2.3 Drafting of summary briefs highlighting appropriate NRM/ SLM provisions for incorporation into National Development planning processes.	PMU	Summary brief prepared by end of year 2
<i>Output 1.3 Public awareness and endorsement of UNCCD National Action Plan and Medium Term objectives for SLM expanded</i>	<ul style="list-style-type: none"> <li>▪ NAP endorsed and public awareness strategy approved by Communications Officer of MNRE.</li> <li>▪ Brochures for dissemination of information on land degradation issues, guidelines for planning and development, and national action programme.</li> <li>▪ SLM modules for incorporation into primary school curriculum.</li> </ul>	1.3.1 Design and disseminate guidelines/ simplified information docket for SLM	PMU, MAF, MNRE Information Office	Activity completed by end of Quarter 5 of project implementation
		1.3.2 Design public awareness and education strategy.	PMU, MAF, MNRE Information Office	Awareness Strategy completed by end of year 1
		1.3.3 Liaise with the QUADS unit of the Ministry of Education to develop modules for the incorporation of SLM principles into primary school curriculum.	PMU, MNRE Information Office, MOE QUADS	Modules for incorporation into national primary school curriculum completed by quarter 6 of project implementation
		1.3.4 Initiate public awareness program on land degradation	PMU, MNRE Information Office	Public awareness campaign initiated in Quarter 6 of project implementation and spans remaining course of project
<b>Outcome 2: Tools and capacities for SLM developed within government, public and private sectors.</b>				
<i>Output 2.1. Information policy and strategy to support continued development of inter-connectivity among resource managers and users developed</i>	<ul style="list-style-type: none"> <li>• Approved and published information policy and protocols.</li> </ul>	2.1.1 Develop interagency protocols on information access and sharing and data standards.	PMU, LIC, CSO, MNRE, MAF	Protocols on information access completed and approved by mid year 2
		2.1.2 Draft legislation to support information dissemination in accordance with policy.	PMU, LIC, CSO	Complementing legislation supporting information dissemination completed by end of year 2

Outputs and Activities	Output Indicator	Activities and Sub-Activities	Responsibility	Annual Targets
		2.1.3 Enhanced institutional coordination arrangements allow for harmonized information sharing for land management	PMU,PCU,MAF	Support of coordination structure established through SICCM MSP, incorporating developed interagency protocols engaged during the final 6 quarters.
<p><i>Output 2.2. Enhanced capacities within the Ministry of Natural Resources and Environment and Ministry of Agriculture for strategic planning and the utilization of GIS tools in effective resource management and monitoring.</i></p>	<ul style="list-style-type: none"> <li>• Strategic plans integrating SLM principle in existence</li> <li>• 15 public officers trained in GIS applications in NRM</li> <li>• GIS ready systems inclusive of licence software found in 4 primary sector management agencies</li> <li>• 25 public officers trained in integrated land use planning, soil conservation and watershed management</li> </ul>	2.2.1 Strategic planning provided for institutional strengthening to regulatory agencies for SLM.	PMU; PCU, MNRE, MAF	Strategic Plans for at least 3 land sector management agencies completed by end of year 2.
		2.2.2 SLM programmes strengthened through training of public officers in the applications of usage of GIS in Natural Resource management and planning, maintenance of GIS data and Land Use maps.	PMU, MNRE, MAF, Galen University	15 Public officers trained in GIS during quarter 4 of implementation
		2.2.3 Provide at least one GIS ready system/ portal to the sector managers (Central Farm, Department of Environment, Forestry Department, and Department of Geology and Petroleum)	PMU, MNRE	GIS supporting portals established in 4 agencies within quarter 4 of year 1
		2.2.4 Training provided for public officers in integrated land use planning, soil conservation and watershed management through local universities natural resource management programmes.	PMU, UB, Galen University, UWI	Training of 25 public officers within quarters 9 and 10 of implementation
		2.2.5 Enhance existing LIC capacity to the respond to the needs of other land use and planning agencies.	PMU,MNRE,LIC	Advance Training for 2 LIC personnel by end of year 3

Outputs and Activities	Output Indicator	Activities and Sub-Activities	Responsibility	Annual Targets
<p><i>Output 2.3 Local stakeholders (including Private Sector, NGOs and CBOs) trained in organizational management, land use, resource monitoring and sustainable agricultural practices</i></p>	<ul style="list-style-type: none"> <li>• Town and Village council members trained and apply effective planning and land use tools in deliberations on issues related to land management and land use.</li> <li>• Members of village councils, and lots committees and rural residents actively seek to incorporate considerations of recommended land use and mitigation in their land management and land use decisions.</li> </ul>	<p>2.3.1. Provide training for integrated land use concepts and methods and land degradation assessment to village and town councils, and community groups through workshops facilitated by the National Association for Village Councils and the participation of various management agencies.</p>	<p>MNRE/DLS, MAF, MNDIC, NAVCO</p>	<p>Minimum of 200 rural residents and members of rural associations such as village councils, lots committees and water boards trained in SLM methods, including community organizational skills and land use planning, by end year 1.</p>
		<p>2.3.2 Working through extension/ field officers, community members and small farmers are trained in soil conservation techniques and slope cultivation</p>	<p>PMU,NAVCO,MAF</p>	<p>Minimum of 50 farmers trained by mid year 2 of project implementation</p>
		<p>2.3.3 Compile and promote the use of traditional knowledge and practices as viable alternatives to costly technology based soil conservation techniques.</p>	<p>PMU, MAF</p>	<p>Traditional Knowledge compilation exercise completed by mid year 2</p>
		<p>2.3.4 Private sector resource users and community leaders trained in resource monitoring based on national benchmarks and indicators developed through the detailed land degradation assessment exercise.</p>	<p>PMU, LIC Environmental Statistics Unit</p>	<p>Minimum of 50 stakeholders trained by end of quarter 9 of project implementation</p>
<p><i>Output 2.4. Pilot and demonstration projects on SLM mitigation and rehabilitation of degraded landscapes implemented.</i></p>	<ul style="list-style-type: none"> <li>• Landscape management plan for Vaca Reserve developed and being implemented</li> <li>• Pilot project demonstrating the rehabilitation of landscapes scared by sand mining carried out in the</li> </ul>	<p>2.4.1 Establish Technical Advisory group to oversee implementation of pilot and demonstration projects.</p>	<p>PMU; NCB (UNCCD); NGOs</p>	<p>TAC for pilots established within 4<sup>th</sup> Quarter of execution</p>
		<p>2.4.2 Implement 4 pilots as designed by executing authorities.</p>	<p>PMU, FCD, GPD,AD, Galen University</p>	<p>4 pilots implemented over 6 quarters (Q5-Q10) terminating by mid year 3</p>

Outputs and Activities	Output Indicator	Activities and Sub-Activities	Responsibility	Annual Targets
	<p>upper and lower regions of the Belize River Watershed.</p> <ul style="list-style-type: none"> <li>• Urban planning and mapping project executed in the twin town of San Ignacio and Santa Elena.</li> <li>• Agriculture best practices demonstration project established in the Hummingbird Region.</li> <li>• Lessons learnt from pilot and demonstration initiatives documented and promulgated.</li> <li>• Land Recovery and Rehabilitation Manual (Geology) developed and utilized in permitting process.</li> </ul>	<p>2.4.3 Design and disseminate guidelines/ simplified information docket for mitigation and best practices in SLM as demonstrated by pilots including modules for improvement in processes to facilitate transfer of knowledge. (All 4 pilots)</p>	<p>PMU, FCD, GPD, MAF, Galen University</p>	<p>Documentation of lesson learnt and proven best practices promulgated by end of 11<sup>th</sup> Quarter of project implementation.</p>
		<p>2.4.4 Develop regulations for reclamation of landfills, sand mines, quarries and abandoned lands. (Rehabilitation of scared Landscapes Pilot)</p>	<p>PMU, GPD</p>	<p>Regulations developed and approved by end of quarter 9 of project implementation.</p>
		<p>2.4.5 Develop framework for urban planning. (Urban Planning and Mapping Pilot)</p>	<p>PMU, Galen University</p>	<p>Framework for Urban Planning developed and by end of Quarter 7.</p>
		<p>2.4.6 Finalization of comprehensive plan for further development and management of VACA Reserve utilizing best practices from SDA and Community Land Use planning initiatives. (Landscape Management Pilot in Vaca Reserve)</p>	<p>PMU, FCD</p>	<p>VACA management and Development plan developed and endorsed by Forest department within year 3</p>
		<p>2.4.7 Develop/ Adopt appropriate training materials such as soil conservation, slope farming manuals ((Agriculture Best Practices Pilot in Hummingbird Region)</p>	<p>PMU, MAF</p>	<p>Training materials develop and in use by mid year 2</p>

<b>Outputs and Activities</b>	<b>Output Indicator</b>	<b>Activities and Sub-Activities</b>	<b>Responsibility</b>	<b>Annual Targets</b>
		2.4.8 Four Sector driven workshops to share lesson learnt and products developed through piloted and demonstration initiatives.	PMU, FCD, GPD,MAF, Galen University	Workshops conducted by Mid year 3



<b>Outcome 3. Medium Term Investment Plan Developed.</b>				
<i>Output 3.1. Medium Term Investment plan addressing sustainability of national SLM measures developed</i>	<ul style="list-style-type: none"> <li>Approved regulations for land use with improved measures for enforcement and incentives for behavioural change.</li> </ul>	3.1.1 Review various fiscal incentive frameworks and make recommendations as to their applicability to Belize's Medium term investment strategy.	PMU; NCB (UNCCD), MNRE, MAF.	Review report completed by mid quarter 3
		3.1.2 Review of current government and donor financing mechanisms assessing their strengths and weaknesses	PMU	Review report completed by mid quarter 3
		3.1.3 Investigate new mechanisms for sustainable financing SLM activities.	PMU, MAF, MNRE	Review report completed by mid quarter 3
		3.1.4 Host two donor and private sector fora on financing for SLM	PMU, MNRE	Fora hosted within quarter 9 and 12 of project implementation
		3.1.5 Develop a detailed SLM investment plan	PMU, MF, MND, MNRE	SLM investment plan completed and endorsed by end of year 3
		3.1.6 Resource mobilization concept papers prepared based on details derived from the investment plan.	PMU	Portfolio of 15 concept papers, guided by plan recommendations develop by end of year 3

**PART II: Indicative Outputs, Activities and quarterly workplan**

**Table 5: Quarterly Workplan**

Output	Activity	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
<i>1.1 The policy and regulatory frameworks that support sustainable land management are reformed</i>	1.1.1 Conduct harmonization review of existing legislations for land resource allocation, utilization and management	■	■										
	1.1.2 Contribute TA and resources to the NLAC, directed at the development on a comprehensive land use policy ensuring the incorporation of provisions for land functionality in planning.			■	■								
	1.1.3 Participate in NLAC processes aimed at reforming the land taxation systems which take under consideration land attributes.	■	■										
	1.1.4 Support rationalization of and reforms in existing Planning Frameworks for land management through provision of TA and direct participation in the process.			■	■								
<i>1.2 Long term plan with medium term targets for integrated natural resource management and development elaborated.</i>	1.2.1 Drafting of NR/ SLM poverty elimination strategy inputs guided by principle of removal of access barriers to natural resources for rural and urban poor.					■	■						
	1.2.2 Drafting of long term plan for INRM							■	■				
	1.2.3 Drafting of summary briefs highlighting appropriate NRM/SLM Provisions for incorporation into national development planning processes								■	■			
<i>1.3 Expanded public awareness and endorsement of the UNCCD National Action Plan and Medium term objectives for SLM expanded</i>	1.3.1 Design and disseminate guidelines/ simplified information docket for SLM				■	■							
	1.3.2 Design Public awareness and education strategy			■	■								■
	1.3.3 Liaise with the QUADS unit of the Ministry of Education to develop modules for the incorporation of SLM principles into primary school curriculum					■	■						
	1.3.4 Initiate Public Awareness program on land degradation							■	■	■	■	■	■

Output	Activity	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
<i>2.1 Information policy and strategy to support continued development of interconnectivity among resource managers and users developed</i>	2.1.1 Develop interagency protocols on information access and sharing and data standards				■	■	■						
	2.1.2 Draft legislation to support information dissemination in accordance with policy						■	■					
	2.1.3 Support institutional coordination arrangements allowing for harmonized information sharing for land management								■	■	■	■	■
<i>2.2 Enhanced capacities within the Ministry of Natural Resources and Environment and Ministry of Agriculture for strategic planning and the utilization of GIS tools in effective resource management and monitoring.</i>	2.2.1 Provide strategic planning for institutional strengthening to regulatory agencies for SLM			■			■	■					
	2.2.2 Strengthen SLM programmes through training of public officers in the applications of usage of GIS in Natural Resource management and planning, maintenance of GIS data and land Use Maps				■	■	■	■					
	2.2.3 Provide at least one GIS ready system/ portal to the sector managers (Central Farm, Department of Environment, Forestry Department, Department of Geology and Petroleum)				■	■	■	■					
	2.2.4 Provide training for public officers in integrated land use planning, soil conservation and watershed management through local universities' natural resource management programmes									■	■	■	
	2.2.5 Enhance Existing LIC capacity to respond to the needs of other land use and planning agencies								■	■	■		

Output	Activity	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
2.3 Local Stakeholders (Including private Sector, NGO's and CBO's) trained in organizational management, land use resource monitoring and sustainable agricultural practices.	2.3.1 Provide training for integrated land use concepts and methods and land degradation assessment to village and town councils, and community groups through workshops facilitated by the national association of village councils and the participation of various management agencies.		■	■	■								
	2.3.2 Working through extension field officers, community members and small farmers are trained in soil conservation techniques and slope cultivation.					■	■						
	2.3.3 Compile and promote the use of traditional knowledge and practices as viable alternatives to costly technology based soil conservation techniques.					■	■						
	2.3.4 Private sector resource users and community leaders trained in resource monitoring based on national benchmarks and indicators developed through the detailed land degradation assessment exercise.								■	■			
2.4 Pilot and demonstration projects on SLM mitigation and rehabilitation of degraded landscapes implemented	2.4.1 Establish Technical Advisory group to oversee implementation of pilot and demonstration projects.				■								
	2.4.2 Implement 4 pilots as designed by executing agencies.					■	■	■	■	■	■	■	■
	Urban planning and Mapping Project					■	■	■	■	■	■	■	■
	Rehabilitation of Scarred Landscapes					■	■	■	■	■	■	■	■
	Landscape Management in the Vaca Reserve					■	■	■	■	■	■	■	■
	Agriculture Best Practices in the Hummingbird Region					■	■	■	■	■	■	■	■
	2.4.3 Design and disseminate guidelines/ simplified information docket for mitigation and best practices in SLM as demonstrated by pilots including modules for improvement in processes to facilitate transfer of knowledge.										■	■	■
	2.4.4 Develop regulations for reclamation of landfills, sand mines, quarries and abandoned lands.								■	■	■	■	■
	2.4.5 Develop framework for urban planning.							■					

Output	Activity	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
<i>3.1 Medium Term investment plan addressing sustainability of national SLM measures developed.</i>	2.4.6 Finalization of a comprehensive plan for further development and management of the VACA reserve utilizing best practices from SDA and Community land planning initiatives.								■	■			
	2.4.7 Develop/ Adopt appropriate training materials such as soil conservation and slope farming manuals.					■	■						
	2.4.8 Four sector driven workshops to share lesson learnt and products developed through piloted and demonstration initiatives										■	■	
	3.1.1 Review various fiscal incentive frameworks and make recommendations as to their applicability to Belize’s Medium term Investment strategy									■	■	■	
	3.1.2 Review of current government and donor financing mechanisms assessing their strengths and weakness									■	■	■	
	3.1.3 Investigate new mechanisms for sustainable financing for SLM									■	■	■	
3.1.4 Host two donor and private sector forum on financing for SLM												■	
3.1.5 Develop a detail SLM investment plan											■	■	
3.1.6 Resource mobilization concept papers prepared based on details derived from the investment plan													■

**[NOTE : Outputs and activities should be verified and confirmed during Inception and yearly meetings/workshops**

### SECTION III: TOTAL BUDGET AND WORKPLAN

<b>Award ID:</b>	00043949
<b>Award Title:</b>	PIMS 3409 LD: PDF A Capacity Building for SLM
<b>Business Unit:</b>	SLV10
<b>Project Title:</b>	<b>PIMS 3409: Mainstreaming and Capacity Building for Sustainable Land Management</b>
<b>Implementing Partner (Executing Agency)</b>	Ministry of Natural: Resources, Forest Department

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)	See Budget Note:
<b>Outcome 1: Long term planning for SLM and Integrated Natural Resources management developed and supported through enhanced policy, legal and institutional frameworks.</b>	<b>Forest Department/ Ministry of Natural Resources and the Environment</b>	<b>62000</b>	<b>GEF</b>	71300	Local Consultants	15,000	22,000	2,000	<b>39,000</b>	4 short term technical consultancies
				72100	Contractual services	2,500	2,500	2500	<b>7,500</b>	Consultations and validation workshops
				74500	Miscellaneous	1,200	2,000	1,500	<b>4,700</b>	
				71600	Travel	1,000	1,500	1,500	<b>4,000</b>	Facilitation of stakeholder participation, advocacy, outreach etc.
				72400	Communication	2,000	2,000	2,250	<b>6,250</b>	Facilitation of coordination, outreach, participatory approach etc.
				74200	Audio Visual/ Print Production Cost	7,000	3,000	7,250	<b>17,250</b>	materials reproduction and distribution, media blitz, education outreach
				72500	Supplies	2,000	2,000	2,000	<b>6,000</b>	
					<b>sub-total GEF</b>	<b>30,700</b>	<b>35,000</b>	<b>19,000</b>	<b>84,700</b>	
			<b>UNDP</b>							
		71400	Contractual Services- Individuals	7,000	6,000	0	<b>13,000</b>	Participation/ Support of NLAC		
			<b>Sub-total UNDP</b>	<b>7,000</b>	<b>6,000</b>	<b>0</b>	<b>13,000</b>			
			<b>Total Outcome 1</b>	<b>37,700</b>	<b>41,000</b>	<b>19,000</b>	<b>97,700</b>			

<b>Outcome 2: Tools and capacities for SLM developed within government, public and private sectors.</b>	<b>Forest Department/ Ministry of Natural Resources and the Environment (Department of Agriculture, Department of Mines, FDC, Galen University)</b>	<b>62000</b>	<b>GEF</b>	71200	International Consultants	12,500	0	0	<b>12,500</b>	Consultancy: interagency protocols for information sharing
				71300	Local Consultants	0	22,300	5,000	<b>27,300</b>	Consultancies: Interagency protocols, strategic planning, integrated land use concepts, traditional knowledge
				72100	Contractual services	12,000	21,000	17,000	<b>50,000</b>	Consultation workshops, training
				72100	Contractual services	0	68,000	55,000	<b>123,000</b>	4 pilot projects
				72400	Communications	1,500	2,000	2000	<b>5,500</b>	Coordination agriculture field outreach programme
				72800	IT Equipment	10,000	0	0	<b>10,000</b>	4 GIS capable computers.
				71600	Travel	2,500	2,000	2,000	<b>6,500</b>	Agriculture outreach
				72500	Supplies	5,000	2,500	2,500	<b>10,000</b>	Materials for outreach
				74200	Audio Visual/ Print Production Cost	4,000	8,500	5,500	<b>18 ,000</b>	Lessons learnt, training modules, compilation of best practices based on traditional knowledge
				<b>sub-total GEF</b>		<b>47,500</b>	<b>126,300</b>	<b>89,000</b>	<b>262,800</b>	
			<b>UNDP</b>	72600	Grants to Institutions	41,200	0	0	<b>41,200</b>	Governance Improvement at a Local Level Project
				<b>Sub-total UNDP</b>		<b>41,200</b>	<b>0</b>	<b>0</b>	<b>41,200</b>	
				<b>Total Outcome 2</b>		<b>88,700</b>	<b>126,300</b>	<b>89,000</b>	<b>304,000</b>	

<b>Outcome 3. Medium Term Investment Plan developed</b>	<b>Forest Department/ Policy &amp; Coordination Unit/ MNRE</b>	62000	GEF	71200	International Consultant	0	0	15,000	<b>15,000</b>	Consultancy investment plan
				72100	Contractual Services	0	0	3,000	<b>3,000</b>	2 donor forums
				71300	Local Consultant	0	0	10,500	<b>10,500</b>	Consultancy mechanism for sustainable finance
				71600	Travel	0	0	2,000	<b>2,000</b>	Support plan development
				72500	Supplies	0	0	1,500	<b>1,500</b>	Support plan development
				74500	Miscellaneous	0	0	1,000	<b>1,000</b>	Support plan development
				<b>sub-total GEF</b>		0	0	33,000	<b>33,000</b>	
<b>Total Outcome 3</b>		<b>0</b>	<b>0</b>	<b>33,000</b>	<b>33,000</b>					
<b>Outcome 4: Adaptive Management and Learning.</b> (as per the logframe and M&E Plan and Budget)		<b>62000</b>	<b>GEF</b>	71200	International Consultants	0	0	20,000	<b>20,000</b>	Final Evaluation
				71300	Local Consultants	1,000	16,000	1,000	<b>18,000</b>	Mid term evaluation, annual surveys
				74200	Audiovisual Print Production Cost	1,000	1,000	1,000	<b>3,000</b>	Promulgation of audits/ evaluations
				74100	Professional services	2,000	2,000	2,000	<b>6,000</b>	Performance audits
				71600	Travel	500	500	500	<b>1,500</b>	Support travel of PEG on routine project monitoring
				74500	Miscellaneous	500	500	500	<b>1,500</b>	Support TPR process
				<b>sub-total GEF</b>		<b>5,000</b>	<b>20,000</b>	<b>25,000</b>	<b>50,000</b>	
<b>Total Outcome 4</b>		<b>5,000</b>	<b>20,000</b>	<b>25,000</b>	<b>50,000</b>					
<b>PROJECT MANAGEMENT UNIT</b>  (This is not a to appear as an Outcome in the Logframe)	<b>Forest Department</b>	<b>62000</b>	<b>GEF</b>	71300	Local Consultants	14,000	18,000	18,000	<b>50,000</b>	Project Manager
				<b>sub-total GEF</b>		<b>14,000</b>	<b>18,000</b>	<b>18,000</b>	<b>50,000</b>	
				<b>Total Management</b>	<b>14,000</b>	<b>18,000</b>	<b>18,000</b>	<b>50,000</b>		
				<b>PROJECT TOTAL GEF</b>	<b>97,200</b>	<b>199,300</b>	<b>184,000</b>	<b>480,500</b>		
				<b>PROJECT TOTAL UNDP</b>	<b>48,200</b>	<b>6,000</b>	<b>0</b>	<b>54,200</b>		



				<b>PROJECT TOTAL (UNDP/GEF)</b>	<b>145,400</b>	<b>205,300</b>	<b>184,000</b>	<b>534,700</b>	
				<b>PDF-A GEF</b>				<b>19,500</b>	
				<b>PDF-A-UNDP</b>				<b>2,500</b>	
				<b>TOTAL PDF-A (UNDP/GEF)</b>				<b>22,000</b>	
<b>PROJECT+PDF-A (UNDP/GEF)</b>								<b>556,700</b>	

**Table 6: Summary of Funds**

<b>Summary of Funds</b>	<b>PDF-A (USD)</b>	<b>Year 1 (USD)</b>	<b>Year 2 (USD)</b>	<b>Year 3 (USD)</b>	<b>Total (USD)</b>
<b>GEF</b>	<b>19,500</b>	<b>97,200</b>	<b>199,300</b>	<b>184,000</b>	<b>500,000</b>
<b>UNDP</b>	<b>2,500</b>	<b>48,200</b>	<b>6,000</b>	<b>-</b>	<b>56,700</b>
<b>GM</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,000</b>
<b>PACT</b>	<b>-</b>	<b>-</b>	<b>130,000</b>	<b>130,000</b>	<b>260,000</b>
<b>Private Sector</b>	<b>-</b>	<b>-</b>	<b>25,600</b>	<b>-</b>	<b>25,600</b>
<b>Government of Belize</b>	<b>-</b>	<b>138,490</b>	<b>96,098</b>	<b>70,840</b>	<b>305,428</b>
<b>TOTAL PROJECT</b>	<b>27,000</b>	<b>283,890</b>	<b>456,998</b>	<b>384,840</b>	<b>1,152,728</b>

***Table 7: Summary Budget (GEF Resources)***

<b>PIMS Number:</b> 3409						
<b>PROJECT TITLE:</b> Mainstreaming and Capacity Building for Sustainable Land Management						
<b>GEF Outcome/ ATLAS Activity</b>	<b>Responsible Party</b>	<b>Source of Funds</b>	<b>Amount US \$ (Year 1)</b>	<b>Amount US \$ (Year 2)</b>	<b>Amount US \$ (Year 3)</b>	<b>Amount US \$ Total</b>
<b>Outcome 1:</b> Long term plan for SLM and Integrated natural Resources management developed and supported through enhanced policy, legal and institutional framework.	PMU, MNRE, MAF, MNDIC, NICH, QUADS	GEF	\$30,700.	\$35,000	\$19,000	<b>\$84,700</b>
<b>Outcome 2:</b> Tools and capacities for SLM developed within government, public and private sectors.	PMU, PCU, MAF, MNRE, LIC, GPD, Galen University	GEF	\$47,500	\$126,300	\$89,000	<b>\$262,800</b>
<b>Outcome 3:</b> Medium Term Investment Plan developed.	PMU, MNRE, MAF	GEF	-	-	\$33,000	<b>\$33,000</b>
<b>Outcome 4:</b> Adaptive management and Learning + Project Management (Inclusive of M&E)	PMU, MNRE, UNDP	GEF	\$19,000	\$38,000	\$43,000	<b>\$100,000</b>
<b>TOTALS</b>			<b>\$97,200</b>	<b>\$199,300</b>	<b>\$184,000</b>	<b>\$480,500</b>
		<b>PDF-A</b>				<b>\$19,500</b>
<b>Total GEF</b>			<b>\$97,200</b>	<b>\$199,300</b>	<b>\$184,000</b>	<b>\$500,000</b>
<b>Total Other</b>			<b>\$186,690</b>	<b>\$257,698</b>	<b>\$200,840</b>	<b>645,228</b>
		<b>PDF-A</b>				<b>\$7,500</b>
<b>Total Project</b>			<b>\$283,890</b>	<b>\$456,998</b>	<b>\$384,840</b>	<b>\$1,152,728</b>

**Table 8: Actual PDF/MSP co-financing**

OUTCOMES	ALLOCATIONS		
	GEF	GOV In-Kind and GOV Executed initiatives	OTHER
<b>Outcome 1: Long term plans for SLM and Integrated Natural Resources Management developed and supported through enhanced policy, legal and institutional frameworks.</b>		\$26,608 (FAO Forestry Project) \$74,000 (IDB Land Project)	13,000 (UNDP Cash/ In-kind)
<b>Outcome 2: Tools and capacities for SLM developed within government, public and private sectors.</b>		\$147,470	41,200 (UNDP) 260,000 (PACT) 10,600 (BEL) 15,000 (Mining Operators In-Kind)
<b>Outcome 3. Medium Term Investment Plan Developed.</b>		\$6,350	-
<b>Outcome 4: Adaptive Management and Learning/ Project Management</b>		\$51,000	
<b>PDF- A</b>		0	2,500 (UNDP) 5,000 (GM)
<b>TOTALS</b>	<b>\$500,000.00</b>	<b>\$305,428</b>	<b>56,700 (UNDP) 260,000 (PACT) 10,600 (BEL) 15,000 (Mining Operators) 5,000 (GM)</b>

**Table 9: Summary Co-financing Breakdown**

Component	GEF	Co-finance		Total
		Govt Co-finance	Other Co-finance	
Enhanced policy, legal and institutional frameworks	84,700	100,608	13,000	198,308
Tools and capacities for SLM	262,800	147,470	326,800	737,070
Medium Term Investment Plan	33,000	6,350	0	39,350
Project Management	50,000	51,000	0	101,000
Monitoring and Evaluation	50,000	0	0	50,000
<b>PDF-A</b>	<b>19,500</b>		<b>7,500</b>	<b>27,000</b>
<b>TOTAL MSP</b>	<b>500,000</b>	<b>305,428</b>	<b>347,300</b>	<b>1,152,728</b>

**Table 10: Detailed Description of Estimated Co-financing Sources**

Co-financing Sources				
Name of Co-financier (source)	Classification*	Type*	Amount (US\$)	Status*
GOB	Government	In-Kind/Cash	305,428	Committed
UNDP	multilateral	In-kind/Cash	56,700	Committed
GM	multilateral	Cash	5,000	Committed
PACT	NGO/ Quasi-Governmental	Cash	260,000	Committed
Private Sector	NGO/Private Sector	Cash	25,600	Committed
<b>Sub-Total Co-financing</b>			<b>652,728</b>	

**Table 11: Project Management Budget**

Component	Estimated consultant weeks	GEF(\$)	Other sources (\$)	Project total (\$)
Local consultants	156	50,000	36,000	86,000
International consultants	0	0	0	0
Office facilities, equipment, vehicles and communications		0	15,000	15,000
Travel		0	0	0
Miscellaneous		0	0	0
<b>Total</b>		<b>50,000</b>	<b>51,000</b>	<b>101,000</b>

**Table 12: Consultants working for technical assistance components**

Component	Estimated consultant weeks	GEF(\$)	Other sources (\$)	Project total (\$)
Local consultants	290	94,800	70,358	165,158
International consultants (Inclusive of mission cost)	25	47,500	0	47,500
<b>Total</b>	<b>315</b>	<b>\$142,300</b>	<b>\$70,358</b>	<b>\$212,658</b>

## **SECTION IV: ADDITIONAL INFORMATION**

### **PART I:**

#### **1. Approved MSP proposal**

Approved MSP attached to Submitted PRODOC (Electronic file attachment 1).

2. Other agreements



***Ministry of Natural Resources and the Environment***

***Belmopan, Belize, C.A.***

***Tel: (501) 822-2711, (501) 822-2249 Fax: (501) 822-2333***

***E-Mail: [ceo@mnrei.gov.bz](mailto:ceo@mnrei.gov.bz)***

**Ref: PS/MNR/168/07(6)**

12<sup>th</sup> September 2007

Mr Yannick Glemarec  
Executive Director  
UNDP-GEF  
c/o UNDP Belize  
Belmopan, Belize

**RE: Letter of Endorsement of the Project Mainstreaming and Capacity Building for Sustainable Land Management (PIMS 3409 – Atlas Project ID 43949)**

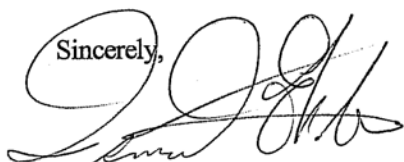
Dear Mr Glemarec:

In my capacity as GEF Operational Focal Point for Belize and on behalf of the Ministry of Natural Resources and the Environment, I confirm that the above project proposal (a) is in accordance with the government's national priorities and the commitments made by Belize under the UNCCD and (b) has been discussed with relevant stakeholders, including the global environmental convention focal points, in accordance with GEF's policy on public involvement.

It is recognized that the Government of Belize participated fully in the project's formulation and has committed to lend its full support to its implementation.

Ref: PS/MNR/168/07(6)  
12<sup>th</sup> September 2007

I understand that the total GEF financing being requested for this project is **US\$500,000** inclusive of project preparation grant (PPG).

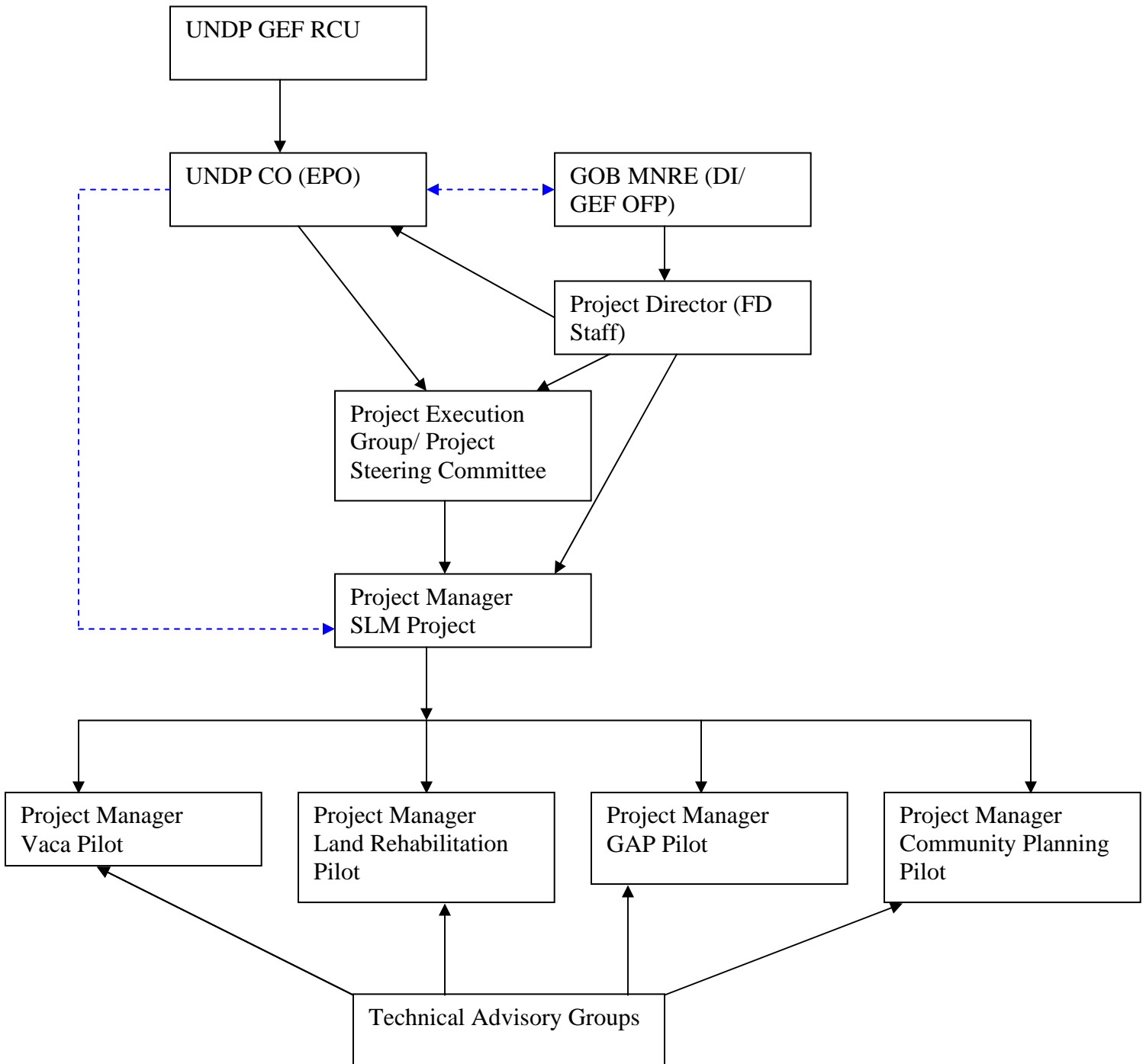
Sincerely,  


Ismael Fabro  
Chief Environmental Officer  
GEF Operational Focal Point – Belize

cc: Chief Executive Officer, Ministry of natural Resources and the Environment  
UNDP – Belize Office  
Chief Forest Officer



***PART II: Organogram of Project***



### *PART III : Terms of References for key project staff and main sub-contracts*

<b>Title</b>	<b>Project Manager</b>
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**Type of Position:** National Consultant

The MSP executing agency, with the assistance of UNDP Belize and the Government of Belize, will hire the Project Manager to carry out the duties specified below, and to provide further technical assistance as required by the project team to fulfill the objectives of the MSP project. He/she will be responsible for ensuring that the project meets its obligations to GEF and the UNDP, with particular regards to the management aspects of the project including staff supervision, stakeholder liaison, implementation of activities, and reporting. The Project Manager (PM) will head the PMU, and will be responsible for day-to-day management of project activities and the delivery of its outputs. The PM will support and be guided by the Project Execution Group (PEG)/ Project Steering Committee (PSC) and will coordinate the activities of all partners, staff and consultants as they relate to the execution of the project.

#### **Tasks**

The Project Manager is expected to:

- Prepare detailed work plan, stage plans and budget under the guidance of the PEG;
- Make recommendations for modification to the Project budget and, where relevant, submit proposals for budget revisions to the PEG and UNDP;
- Facilitate project planning and decision-making sessions.
- Organize the contracting of consultants and experts for the project, including preparing terms of reference for all technical assistance required, and to supervise their work.
- Provide technical guidance and oversight to all project activities
- Oversee the progress of the Project components conducted by the local and international experts, consultants, sub-contractors and cooperating partners;
- Coordinate and oversee the preparation of all outputs of the Project;
- Foster, establish and maintain links with other related national and international programmes and National Projects
- Organize Project Execution Group (PEG) meetings at least once every quarter as well as annual and final review meetings as required by UNDP, and act as the secretary to the PEG
- Coordinate and report the work of all stakeholders under the guidance of the PEG to GOB and UNDP
- Organize required workshops, consultations or meetings;
- Prepare PIRs/APRs and attend annual review meetings;
- Ensure that all relevant information is available in a timely fashion to the PEG about activities nationally, including private and public sector activities, which impact on the Project;
- Prepare and submit quarterly progress and financial reports to the PEG and UNDP as required;
- Assist in the development of educational, promotional and marketing materials regarding the achievements of the GEF-MSP project, and other topics relevant to the project;
- Co-ordinate and participate in monitoring and evaluation exercises to appraise project success and make recommendations for modifications to the project.
- Perform other duties related to the project in order to realize its strategic objectives.

- Ensure the project utilizes best practice and experience from similar projects.
- Ensure that all project activities are carried out on schedule and within budget to achieve the project outputs;

Outputs

1. Detailed annual operational and stage plans indicating dates for deliverables and budget.
2. List of names of potential advisors and collaborators and potential institutional links with other related national and international programmes and National Projects.
3. Quarterly reports (about 4 to 6 pages long) and financial reports on the consultant's activities, work of all stakeholders and progress of the project to be presented to the PEG and UNDP (in the format specified by UNDP) and discussed at the quarterly meetings of the PEG.
4. A final report that summarizes the work carried out by consultants and stakeholders over the period of the project as well as the status of the project outputs at the end of the project.
5. Minutes of National Project Steering Committee (PSC) meetings.
6. Yearly PIRs/APRs
7. Evaluation Plan, Risk Logs, stage reports, Reports on Lesson Learnt

All documents are to be submitted to the UNDP Country Office in MS Word and in hard copy.

Duration: 3 years

Qualifications (indicative):

- A graduate academic degree in areas relevant to the MSP project (e.g. environmental resource economics, natural resource management and conservation, environmental science, rural development, or rural sociology).
- Proven Project management experience
- Proven experience in facilitating consultative processes, preferably in the environment field
- Working knowledge of UNCCD and SLM
- Proven ability to promote cooperation between and negotiate with a range of actors, and to organize and coordinate multi-disciplinary teams
- Strong leadership and team-building skills
- Demonstrable ability to organize, facilitate and mediate technical teams to achieve stated project objectives
- Familiarity with logical frameworks, adaptive management and strategic planning.
- Strong computer skills.
- Excellent communication and writing skills.

<b>Title</b>	<b>Project Execution Group/ Project Steering Committee</b>
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### **The Executing Agency (EA)**

**The Executing Agency (EA), in addition to other duties given to it by the National Government, will:**

- Establish the Project Steering Committee (PSC)
- Appoint a National Project Director (NPD), taking into account the sustainability of national capacity activities on completion of the Project;
- Provide the necessary scientific, technical, financial and administrative support to the work of the PSC, working in close co-operation with relevant government agencies, the scientific community and the public and private sectors;
- Ensure that regular reports and requests are submitted to UNDP;
- Review all documentation deriving from the Project and any other relevant documentation to ensure that these are in accordance with National Government.

#### **I. Mandate of the Project Execution Group/ Project Steering Committee**

1. The Steering Committee should provide technical advice to the project coordinator, in particular:

- a) Evaluate, comment on and approve of the activities, deliveries and documents of the project :
- the work plan and logical framework
  - the proposed budget and detailed quarterly operational plans
  - the first draft and final version of all project deliveries
- b) Participate regularly in the meetings, consultations and validation workshops
- c) Read and comment on reports as requested by the project coordinator
- d) Participate in the inception workshop for the elaboration of *the Full Project* as resource persons
- e) Inform the project coordinator in timely manner of pertinent information which would have an impact on the project or related matters
- f) Participate in training seminars that will be offered in the framework of the project.

2. The Steering committee should further provide high level guidance to the promotion of sustainable management of land resources, in particular:

- a) Provide high level political guidance and orientation for the strategy of the national medium term investment plan for SLM
- b) Endorse the projects' documents before they are submitted to the appropriate government bodies for approval as formal government policy documents
- c) Ensure that the *Full Project* in compliance with the Convention and National Strategies for Land Degradation (UNCCD)
- d) Ensure that all measures are taken to maximize the probability that the NAP will be supported through the *Full Project* and others projects

- e) Serve as focal point within their parent organizations/ministries for the promotion of the sustainable management and protection of land resources
- f) Facilitate the work of the project (national coordinator, national and international consultants) and ensure access to archives and information held by their parent institutions.
- g) Maximize the chances of the implementation and funding of the SLM strategy at national and local level.

## **II. Meetings of the PSC**

1. The PSC will meet at least once every quarter (every 3 months). If necessary, additional meetings can be called in.
2. The meeting is called in by the project manager at least two weeks before it takes place.
3. The invitation together with an agenda has to be sent at least one week before the meetings take place.
4. The project manager assures the timely follow-up of the decisions taken during the meeting. If decisions concern the project implementation, a majority of 75% is necessary.
5. The reports of the meetings have to be prepared in chronological order by the PMU and sent within two weeks after the meeting is held to the members of the PEG/ PSC.
6. The first point of the agenda of every meeting is the revision/approval of the report of last meeting.

## **IV. Members of the PSC**

1. Apart from the member listed below, the project staff is part of the PSC. The national and international consultants can be invited to the PSC meetings.

List of members:

- Ministry of Agriculture
- Ministry of Natural Resources
  - Policy Coordination Unit
  - Forest Department
  - Department of Geology and Petroleum
- Ministry of National Development (Rural Development)
- Private Sector Companies (Belize Electric Company Limited,)
- Friends of Conservation and Development (NGO)
- National Association of Village Councils
- Association of Mayors
- UNCCD Focal Point
- UNDP Belize Country Office

2. The project manager (PM) will act as the secretary of the PSC Amendments of the Terms of References can be made if a majority of 75% of the present PSC members approve.

<b>Title</b>	<b>Final Evaluation</b>
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**Type of Position:** Consultant International

**Duration:** 15 Days

**Total Amount:** \$20,000.00 USD

## **I. INTRODUCTION**

### **UNDP/GEF Monitoring and Evaluation (M&E) policy**

The Monitoring and Evaluation (M&E) policy at the project level in UNDP/GEF has four objectives: i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and iv) to document, provide feedback on, and disseminate lessons learned. A mix of tools is used to ensure effective project M&E. These might be applied continuously throughout the lifetime of the project – e.g. periodic monitoring of indicators -, or as specific time-bound exercises such as mid-term reviews, audit reports and final evaluations.

In accordance with UNDP/GEF M&E policies and procedures, all regular and medium-sized projects supported by the GEF should undergo a final evaluation upon completion of implementation. A final evaluation of a GEF-funded project (or previous phase) is required before a concept proposal for additional funding (or subsequent phases of the same project) can be considered for inclusion in a GEF work program. However, a final evaluation is not an appraisal of the follow-up phase.

Final evaluations are intended to assess the relevance, performance and success of the project. It looks at early signs of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. It will also identify/document lessons learned and make recommendations that might improve design and implementation of other UNDP/GEF projects.

## **II. OBJECTIVES OF THE EVALUATION**

The objective of the evaluation is to fully review and assess the results achieved by the project during the period of implementation, as well as the impacts and sustainability of these. The Evaluation has been initiated in accordance with UNDP/GEF M&E policies and procedures and will be jointly financed through the project resources, UNDP/Belize. Specifically, the evaluation should include the following aspects:

- To evaluate the attainment of project objectives and outcomes as documented in the Project's Logical Framework Matrix
- To evaluate project achievements according to GEF Project Review Criteria including Implementation approach, Country Ownership/Drivenness, Stakeholder Participation/Public Involvement, Sustainability, Replication approach, Financial planning, Cost-effectiveness, Monitoring and Evaluation (see Annex 1 for terminology)

- Assess strengths and weaknesses in implementation, which might have affected the project's success
- Document lessons learned and best practices from the experience of the project and where these can be disseminated and replicated, both to other GEF projects, as well as with national authorities in follow-up to the project

### **III. PRODUCTS EXPECTED FROM THE EVALUATION**

The project evaluation team will produce two specific products. A) a draft written report which will be sent to the UNDP/Belize ARR within two weeks of completion of the in-country part of the mission for distribution and comments among UNDP and the Government of Belize, and a final written report which will again be circulated to the relevant stakeholders. The final report should be submitted within two weeks of receiving the comments on the draft report. Comments to the draft report should concentrate on possible factual errors in terms of data, rather than questioning the impressions of the evaluator. If there are discrepancies between the impressions and findings of the evaluation team and the involved parties these should be explained in annex attached to the final report. Both reports should be provided in hard copy and on diskette in MS Word to the UNDP Assistant Representative Belize for distribution and B) a verbal presentation of evaluation findings at the end of the assignment in Belize, given to the UNDP Resident Representative in Belize or his representative and other relevant partner agencies.

The consultant will be responsible for the preparation of the final report with inputs from the national consultant and other members of the evaluation team. The level of inputs by individual team members will be dependent on specific agreements made during the review period in Belize. The evaluation report would summarize the findings, assessment of performance, lessons learned, recommendations and the description of best practices following the outline presented below and including the scope and specific issues provided in Annex 1.

1. Executive summary
2. Introduction
3. The project(s) and its development context
4. Findings and Conclusions  
Project formulation  
Implementation  
Results
5. Recommendations
6. Lessons learned
7. Annexes

### **IV. METHODOLOGY OF THE EVALUATION**

The evaluation will start with a desk review of all the relevant documentation and reports on project activities for the duration of the project period. A list of documentation will be provided by UNDP-Belize. The documentation will be provided to the evaluators in advance of the mission to Belize.

Upon arrival of the international consultant to Belize, the evaluation team will receive a Briefing by UNDP/Belize and by the project manager. This will be followed by a series of interviews and



meetings with key individuals within the project and government, and with participating agencies, NGOs and private sector organizations. The list of key individuals is to be prepared by the Project prior to arrival of the International Consultant. Field visits will also be conducted as necessary to key project sites or areas in consultation with the project manager, UNDP, GoB and the Evaluation Team.

The consultants will do a home-based follow up for completion of the draft evaluation report for circulation and review, and the incorporation of comments for the final evaluation report.

At the end of the mission in Belize, after the submission of the final evaluation report, the evaluator will provide a verbal version of their findings as explained in section III.

## V. IMPLEMENTATION ARRANGEMENTS/SCHEDULE

UNDP/Belize will be the main operational point for this evaluation. The office will liaise with the project team in the MNRE to set up stakeholder interviews, arrange the field visits, coordinate the hiring of the consultants, ensure the timely payment of fees, travel, and per diems. The National Consultant will arrange the meetings, plan the field visits, and gather the necessary documentation.

The estimated number of days for the evaluation is 15 p/days days for the international consultants, and 11 p/days for the national consultant (excluding the period where the draft report is circulated for comments). The time allocation is expected to be as follows:

- Desk Review prior to in-country mission: **2 working days** for **international consultant** (including travel time to and from Belize), and **1 working days** for **national consultant**
- Arrangement of meetings and field visits: **1 working day** for **national consultant**
- Internal Briefings and meetings with stakeholders in Belmopan and Belize City: **4 working days** for both consultants
- Field trips, stakeholder interviews in the field: **2 working days** for both consultants.
- Validation of preliminary findings with UNDP Country Office and GOB stakeholders: **1 working day** for both consultants
- Preparation of draft final report: **3 working days** for **international consultants**, **1 working day** for **national consultant**
- Preparation of final report & presentation: **3 working days** for the **international consultants (Team leader to spearhead activities)**

An indicative schedule is provided in the table below; the evaluation team will provide a more precise itinerary before the evaluation exercise commences.

Schedule

Task/Days	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Arrange meetings & field visits	*																	
Desktop review		*	*	**														

		*																
Interviews and meetings				*	*	*	*											
Field visits & interviews								*	*									
Validate preliminary findings									*	*	*							
Prepare draft report & circulate									*	*	**							
Prepare and submit final report												*	*	*				

\* National Consultant

\*\* International Consultant

## VI. SCOPE OF THE EVALUATION- SPECIFIC ISSUES TO BE ADDRESSED.

This section describes the categories that the evaluation will look into in line with the evaluation report outline included in section III. It also highlights specific issues to be addressed under each broad category. Annex I provides more detailed guidance on terminology and the GEF Project review Criteria should be an integral part of this TORs.

### 1. Executive summary

- Brief description of project
- Context and purpose of the evaluation
- Main conclusions, recommendations and lessons learned

### 2. Introduction

- Purpose of the evaluation
- Key issues addressed
- Methodology of the evaluation
- Structure of the evaluation

### 3. The project(s) and its development context

- Project start and its duration
- Problems that the project seek to address
- Immediate and development objectives of the project
- Special Issues: While likely to be covered as part of the comprehensive evaluation, the following issues have been identified for special attention:
  - 1) Institutional governance for project implementation
  - 2) Financial sustainability

- 3) Capacity building of the monitoring, research and data management components
  - 4) Policy formulation and impact
  - 5) Stakeholder participation and ownership
  - 6) Public awareness and image
  - 7) Linkages made by the project to issues of sustainable livelihoods
  - 8) Regional ICZM linkages or collaboration achieved
  - 9) Level and quality of support and advisory service provided by UNDP and by GEF
  - 10) Level of improvement and effectiveness of management of the marine protected areas affected by the project
- Main stakeholders
  - Results expected

#### 4. Findings and Conclusions

In addition to a descriptive assessment, all criteria marked with (R) should be rated using the following divisions: Highly Satisfactory, Satisfactory, Marginally Satisfactory, and Unsatisfactory

##### 4.1 Project Formulation

- Conceptualization/Design (R). This should assess the approach used in design and an appreciation of the appropriateness of problem conceptualization and whether the selected intervention strategy addressed the root causes and principal threats in the project area. It should also include an assessment of the logical framework and whether the different project components and activities proposed to achieve the objective were appropriate, viable and responded to contextual institutional, legal and regulatory settings of the project. It should also assess the indicators defined for guiding implementation and measurement of achievement and whether lessons from other relevant projects (e.g., same focal area) were incorporated into project design.
- Country-ownership/Driveness. Assess the extent to which the project idea/conceptualization had its origin within national, sectoral and development plans and focuses on national environment and development interests.
- Stakeholder participation (R) Assess information dissemination, consultation, and “stakeholder” participation in design stages.
- Replication approach. Determine the ways in which lessons and experiences coming out of the project were/are to be replicated or scaled up in the design and implementation of other projects (this also related to actual practices undertaken during implementation).
- Other aspects to assess in the review of Project formulation approaches would be UNDP comparative advantage as IA for this project; the consideration of linkages between projects and other interventions within the sector and the definition of clear and appropriate management arrangements at the design stage.

##### 4.2. Project Implementation

- Implementation Approach (R). This should include assessments of the following aspects:

- (i) The use of the logical framework as a management tool during implementation and any changes made to this as a response to changing conditions and/or feedback from M and E activities if required.
  - (ii) Other elements that indicate adaptive management such as comprehensive and realistic work plans routinely developed that reflect adaptive management and/or; changes in management arrangements to enhance implementation.
  - (iii) The project's use/establishment of electronic information technologies to support implementation, participation and monitoring, as well as other project activities.
  - (iv) The general operational relationships between the institutions involved and others and how these relationships have contributed to effective implementation and achievement of project objectives.
  - (v) Technical capacities associated with the project and their role in project development, management and achievements.
- Monitoring and evaluation (R). Including an assessment as to whether there has been adequate periodic oversight of activities during implementation to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan; whether formal evaluations have been held and whether action has been taken on the results of this monitoring oversight and evaluation reports.
  - Stakeholder participation (R). This should include assessments of the mechanisms for information dissemination in project implementation and the extent of stakeholder participation in management, emphasizing the following:
    - (i) The production and dissemination of information generated by the project.
    - (ii) Local resource users and NGOs participation in project implementation and decision making and an analysis of the strengths and weaknesses of the approach adopted by the project in this arena.
    - (iii) The establishment of partnerships and collaborative relationships developed by the project with local, national and international entities and the effects they have had on project implementation.
    - (iv) Involvement of governmental institutions in project implementation, the extent of governmental support of the project.
  - Financial Planning: Including an assessment of:
    - (i) The actual project cost by objectives, outputs, activities
    - (ii) The cost-effectiveness of achievements
    - (iii) Financial management (including disbursement issues)

(iv) Co-financing 4

- Sustainability. Extent to which the benefits of the project will continue, within or outside the project domain, after it has come to an end. Relevant factors include for example: development of a sustainability strategy, establishment of financial and economic instruments and mechanisms, mainstreaming project objectives into the economy or community production activities.
- Execution and implementation modalities. This should consider the effectiveness of the UNDP counterpart and Project Co-ordination Unit participation in selection, recruitment, assignment of experts, consultants and national counterpart staff members and in the definition of tasks and responsibilities; quantity, quality and timeliness of inputs for the project with respect to execution responsibilities, enactment of necessary legislation and budgetary provisions and extent to which these may have affected implementation and sustainability of the Project; quality and timeliness of inputs by UNDP and GoC and other parties responsible for providing inputs to the project, and the extent to which this may have affected the smooth implementation of the project.

### 4.3. Results

- Attainment of Outcomes/ Achievement of objectives (R): Including a description and rating of the extent to which the project's objectives (environmental and developmental ) were achieved using Highly Satisfactory, Satisfactory, Marginally Satisfactory, and Unsatisfactory ratings. If the project did not establish a baseline (initial conditions), the evaluators should seek to determine it through the use of special methodologies so that achievements, results and impacts can be properly established.

This section should also include reviews of the following:

- Sustainability: Including an appreciation of the extent to which benefits continue, within or outside the project domain after GEF assistance/external assistance in this phase has come to an end.
- Contribution to upgrading skills of the national staff

### 5. Recommendations

Corrective actions for the design, implementation, monitoring and evaluation of the project  
Actions to follow up or reinforce initial benefits from the project  
Proposals for future directions underlining main objectives

### 6. Lessons learned

This should highlight the best and worst practices in addressing issues relating to relevance, performance and success.

### 7. Evaluation report Annexes

Evaluation TORs

Itinerary

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<sup>4</sup> Please see guidelines at the end of Annex 1 of these TORs for reporting of co-financing

List of persons interviewed

Summary of field visits

List of documents reviewed

Questionnaire used and summary of results

Comments by stakeholders (only in case of discrepancies with evaluation findings and conclusions).

<b>Title</b>	<b>Midterm Evaluation</b>
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**Type of Position:** Consultant National

**Duration:** 5 Weeks

Total Amount: \$15,000.00 USD

## **I. INTRODUCTION**

### **UNDP/GEF Monitoring and Evaluation (M&E) policy**

The Monitoring and Evaluation (M&E) policy at the project level in UNDP/GEF has four objectives: i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and iv) to document, provide feedback on, and disseminate lessons learned. A mix of tools is used to ensure effective project M&E. These might be applied continuously throughout the lifetime of the project – e.g. periodic monitoring of indicators -, or as specific time-bound exercises such as mid-term reviews, audit reports and final evaluations.

### **Evaluation audience and the Objectives of the Mid Term Evaluation**

This evaluation is to be undertaken taking into consideration the GEF Monitoring and Evaluation Policy

(<http://thegef.org/MonitoringandEvaluation/MEPoliciesProcedures/mepoliciesprocedures.html>)

and the UNDP/GEF Monitoring and Evaluation Policy

(<http://www.undp.org/gef/05/monitoring/policies.html>).

This Mid Term Evaluation is initiated by the UNDP Belize as the Implementation Agency for The project and it aims to provide managers (at the MNRE, UNDP Belize Country Office and UNDP/GEF levels) with strategy and policy options for more effectively and efficiently achieving the project's outcomes and for replicating the results. It also provides the basis for learning and accountability for managers and stakeholders.

The objective of this Mid-Term Evaluation is to measure the effectiveness and efficiency of project activities in relation to the stated objective so far, and to produce possible recommendations on how to improve the management of the project until its completion in 2010. The report will play a critical role in the future implementation of the project by providing advice on:

- i. how to strengthen the adaptive management and monitoring function of the project;
- ii. how to ensure accountability for the achievement of the GEF objective;
- iii. how to enhance organizational and development learning;
- iv. how to enable informed decision – making.

The report will have to provide to the GEF Secretariat complete and convincing evidence to support its findings/ratings. The consultant should prepare specific ratings on seven aspects of the project, as described in the 'Reporting' section of this Terms of Reference. Particular emphasis should be put on the current project results and the possibility of achieving all objectives in the established timeframe, taking into consideration the speed, at which the project is proceeding.

The evaluation should assess:

#### **1. Project concept and design**

The evaluators will assess the project concept and design. S/he should review the problem

addressed by the project and the project strategy, encompassing an assessment of the appropriateness of the objectives, planned outputs, activities and inputs as compared to cost effective alternatives. The executing modality and managerial arrangements should also be judged. The evaluator will assess the achievement of indicators and review the work plan, planned duration and budget of the project.

## **2. Implementation**

The evaluation will assess the implementation of the project in terms of quality and timeliness of inputs and efficiency and effectiveness of activities carried out. Also, the effectiveness of management as well as the quality and timeliness of monitoring and backstopping by all parties to the project should be evaluated. In particular, the evaluation is to assess the Project team's use of adaptive management in project implementation.

## **3. Project outputs, outcomes and impact**

The evaluation will assess the outputs, outcomes and impact achieved by the project as well as the likely sustainability of project results. This should encompass an assessment of the achievement of the outcomes and the contribution to attaining the overall objective of the project. The evaluation should also assess the extent to which the implementation of the project has been inclusive of relevant stakeholders and to which it has been able to create collaboration between different partners. The evaluation will also examine if the project has had significant unexpected effects, whether of beneficial or detrimental character.

## **II. SCOPE OF ASSESSMENT**

The Mid-Term Evaluation will also cover the following aspects:

### **1. Progress towards Results**

Changes in development conditions. The following questions should be addressed, with a focus on the perception of change among stakeholders:

- i. Have there been changes in local stakeholder behavior (i.e. threats...) that have contributed to improved conservation/ land management? If not, why not?
- ii. Is there distinct improvement in resource management information turnover and use in decision making among INRM stakeholders?
- iii. Has awareness on SLM and subsequent public participation in SLM monitoring and management increased as a result of the project?
- iv. Is there adequate territorial planning in place, or in progress, ensuring INRM?

**Measurement of change:** Progress towards results should be based on a comparison of indicators before and after (so far) the project intervention. Progress can also be assessed by comparing conditions in the project site to conditions in similar unmanaged sites.

**Project strategy:** how and why outcomes (listed as outputs in the project document) and strategies contribute to the achievement of the expected results. Examine their relevance and whether they provide the most effective route towards results.

**Sustainability:** Extent to which the benefits of the project will continue, within or outside the project domain, after it has come to an end. Relevant factors include for example: development of a sustainability strategy, establishment of financial and economic instruments and mechanisms, mainstreaming project objectives into the local economy, etc.

## **2. Project's Adaptive Management Framework**

### **(a) Monitoring Systems**

- i. Assess the monitoring tools currently being used:
  - Do they provide the necessary information?



- Do they involve key partners?
- Are they efficient?
- Are additional tools required?
- ii. Reconstruct baseline data if necessary. Reconstruction should follow participatory processes and could be achieved in conjunction with a learning exercise<sup>2</sup>; 1 See p.67 of UNDP's "Handbook on Monitoring and Evaluation for Results", available at <http://www.undp.org/gef/05/monitoring/policies.html>
- iii. Ensure the monitoring system, including performance indicators, at least meets GEF minimum requirements. Apply SMART indicators as necessary;
- iv. Apply the GEF Tracking Tool and provide a description of comparison with initial application of the tool.

**(b) Risk Management**

- i. Validate whether the risks identified in the project document and PIRs are the most important and whether the risk ratings applied are appropriate. If not, explain why. Describe any additional risks identified and suggest risk ratings and possible risk management strategies to be adopted;
- ii. Assess the project's risk identification and management systems:
  - Is the UNDP/GEF Risk Management System appropriately applied?
  - How can the UNDP/GEF Risk Management System be used to strengthen project management?

**(c) Work Planning**

- i. Assess the use of the logical framework as a management tool during implementation and any changes made to it
  - Ensure the logical framework meets UNDP/GEF requirements in terms of format and content
  - What impact did the retro-fitting of impact indicators have on project management?
- ii. Assess the use of routinely updated workplans;
- iii. Assess the use of electronic information technologies to support implementation, participation and monitoring, as well as other project activities;
- iv. Are work planning processes result-based<sup>5</sup>? If not, suggest ways to re-orientate work planning;
- v. Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions. Any irregularities must be noted.

**(d) Reporting**

- i. Assess how adaptive management changes have been reported by the project management;
- ii. Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

**3. Underlying Factors**

- i. Assess the underlying factors beyond the project's immediate control that influence outcomes and results. Consider the appropriateness and effectiveness of the project's management strategies for these factors;
- ii. Re-test the assumptions made by the project management and identify new assumptions that should be made;
- iii. Assess the effect of any incorrect assumptions made by the project. See Annex C of "Participatory Monitoring and Evaluation: approaches to sustainability", available at <http://www.undp.org/gef/05/monitoring/policies.html> See section 3.2 of the GEF's "Monitoring and Evaluation Policies and Procedures", available at <http://www.undp.org/gef/05/monitoring/policies.html>

#### **4. UNDP Contribution**

- i. Assess the role of UNDP against the requirements set out in the UNDP Handbook on Monitoring and Evaluating for Results. Consider:
  - Field visits
  - Steering Committee/TOR follow-up and analysis
  - PIR preparation and follow-up
  - GEF guidance
- ii. Consider the new UNDP requirements outlined in the UNDP User Guide, especially the Project Assurance role, and ensure they are incorporated into the project's adaptive management framework;
- iii. Assess the contribution to the project from UNDP "soft" assistance (i.e. policy advice & dialogue, advocacy, and coordination). Suggest measures to strengthen UNDP's soft assistance to the project management.

#### **5. Partnership Strategy**

- i. Assess how partners are involved in the project's adaptive management framework:
  - Involving partners and stakeholders in the selection of indicators and other measures of performance
  - Using already existing data and statistics
  - Analyzing progress towards results and determining project strategies.
- ii. Identify opportunities for stronger substantive partnerships;
- iii. Assess how local stakeholders participate in project management and decision-making;
- iv. Include an analysis of the strengths and weaknesses of the approach adopted by the project and suggestions for improvement if necessary;
- v. Consider the dissemination of project information to partners and stakeholders and if necessary suggest more appropriate mechanisms.

#### **Products expected from the evaluation**

The key product expected from this mid-term evaluation is a comprehensive analytical report in English that should, at least, include the following contents:

##### ***1. Executive summary***

- Brief description of the project
- Context and purpose of the evaluation
- Main conclusions, recommendations and lessons learned

##### ***2. Introduction***

- Project background
- Purpose of the evaluation
- Key issues addressed
- The outputs of the evaluation and how will they be used
- Methodology of the evaluation
- Structure of the evaluation

##### ***3. The Project and its development context***

- Project start and its duration
- Implementation status
- Problems that the project seek to address
- Immediate and development objectives of the project
- Main stakeholders

- Results expected

4. *An analysis of the situation with regard to the outcomes, the outputs and the partnership strategy;*

5. *Key findings (including best practice and lessons learned, assessment of performance)*

- i. *Project formulation*
  - Implementation approach
  - Country ownership/Driveness
  - Stakeholder participation
  - Replication approach
  - Cost-effectiveness
  - UNDP comparative advantage
  - Linkages between project and other interventions within the sector
  - Management arrangements
- ii. *Implementation*
  - Financial planning
  - Monitoring and evaluation
  - Execution and implementation modalities
  - Management by the UNDP country office
  - Coordination and operation issues
  - Identification and management of risks (adaptive management)
- iii. *Results*
  - Attainment of objective
  - Prospects of sustainability
- iv. *Conclusions and recommendations*
- v. *Corrective actions for the design, implementation, monitoring and evaluation of the project*
- vi. *Actions to strengthen or reinforce benefits from the project\*
- vii. *Proposals for future directions underlining main objectives*
- viii. *Suggestions for strengthening ownership, management of potential risks*
- ix. *Lessons learned/ Good practices and lessons learned in addressing issues relating to effectiveness, efficiency and relevance.*

Annexes: TOR, itinerary, field visits, people interviewed, documents reviewed, etc.

The length of the mid-term evaluation report shall not exceed 30 pages in total (not including annexes).

The evaluators must be independent from both the policy-making process and the delivery and management of assistance. Therefore applications will not be considered from evaluators who have had any direct involvement with the design or implementation of the project. This may apply equally to evaluators who are associated with organizations, universities or entities that are, or have been, involved in the INRM policy-making process and/or delivery of the project. Any previous association with the project, the MNRE Administration, the FD Administration, UNDP Belize or other partners/stakeholders must be disclosed in the application. This applies equally to firms submitting proposals as it does to individual evaluators. If selected, failure to make the above disclosures will be considered just grounds for immediate contract termination, without recompense. In such circumstances, all notes, reports and other documentation produced by the evaluator will be retained by UNDP.

If individual evaluators are selected, UNDP will appoint one Team Leader. The Team Leader will have overall responsibility for the delivery and quality of the evaluation products. Team roles and responsibilities will be reflected in the individual contracts. If a proposal is accepted from a consulting firm, the firm will be held responsible for the delivery and quality of the evaluation products and therefore has responsibility for team management arrangements.

### **Implementation Arrangements**

The principal responsibility for managing this evaluation lies with UNDP Belize. UNDP Belize will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. UNDP Belize and FD Administration will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

<b>Title</b>	<b>Land Use Policy</b>
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**Type of Position:** Consultant National

Duration: **5 Weeks**

Total Amount: \$15,000.00 USD

### **Objective**

A National Land Policy be formulated to articulate GOB position and strategy for the transparent and accountable allocation and distribution of land, a natural resource, and the use and development of land according to its capacity and capability to inform sectoral policies dealing with land use (forest, agriculture, human settlements, tourism etc.)The Policy will serve to ultimately guide the preparation of perspective plan for optimum utilization of land resources and facilitating a holistic approach to development by integrating Land Use Planning into Development Planning, the main guiding principles being:

- Land being fundamental to livelihoods must be preserved and protected for future generations;
- Access to land should be unrestricted;
- Land resources should be used efficiently through the facilitation of a transparent land market;
- Land ownership and user rights should be distributed fairly to promote social justice and harmony;
- Local communities should have a say in the settlement of land disputes

### **Activities**

#### ***1. Identification and characterization of priority and critical land issues:***

- i. *Historical context of land tenure in the country.* What have been the main modalities of accessing land, securing rights and land administration systems (including the roles of central and local government institutions, traditional authorities and the devolution of responsibilities to local land boards or other bodies). The overall significance and extent of formal land rights, and of land registration and titling should be identified.
- ii. *Impact of past policies and programs:* To what extent have past policies and programs affected land use? Is land currently used productively in agriculture and other sectors (e.g. for investment, credit, and taxation by local governments? How are disputes over land titling, boundary demarcation, and the clarification of rights resolved? Specific land conflicts, and problematic areas such as the peri-urban fringe, should be identified and characterized. Attention should be paid to trends and changes in patterns of access to land, the development of land markets, changes in land values, terms and conditions for accessing land, and their impacts on different groups, identifying winners and losers where they exist.
- iii. *Key issues for the future:* Includes the identification and characterization of priority land issues, highlighting their potential impact on the poor, relating them to other development problems, and identifying the positions of the main stakeholder groups on how to address these issues most effectively. The importance of access to land and natural resources for the poor and for specific vulnerable groups will be discussed.

- iv. *Key programs affecting land policy and use:* Main government policies affecting land directly or indirectly will be identified from various sources. The government's vision (insofar as it exists) of the role of land access and land tenure in the overall development process will be discussed. Emphasis will be placed on the internal consistency of this strategy and the extent to which it addresses the key problems perceived by the population or identified earlier.

**2. Analyze the extent to which these issues have been incorporated into the NPESP and other aspects of the national development strategy, together with the factors that have helped or hindered the process:**

- i. *Overall land policy:* Are there any specific national policy processes or plans such as National Strategies for Sustainable Development, decentralization programs, or overall economic or sectoral plans in which land issues are being, or should be, integrated? How do these relate to the PRSP(s)? To what extent and in what ways have land issues been incorporated into the diagnosis of poverty and the proposals to address it?
- ii. *Link to other government policies:* The degree of coordination between the proposed actions should also be reviewed so as to ascertain whether they constitute a coherent set of policy measures and programs designed to tackle specific problems or whether they simply constitute a series of isolated interventions. Are there specific complementary measures required to enable land policy to have positive impacts for the poor, and are improved land policies and institutions required to enable other policies and programs to be effective? What are the responsibilities of land sector agencies vis-à-vis other government agencies, and are adequate arrangements for cross-sectoral coordination being put in place?
- iii. *Support by donors:* The degree of coordination between and support from the donor community to the process should be reviewed as well as the degree of clarity between the different roles to be assumed by the various stakeholders in government, civil society and donors.
- iv. *"Ownership" and support by civil society:* Does genuine consultation take place with different stakeholders (civil society, different land holding and land using groups, local government, the donor community), and do proposed policy measures and strategies reflect stakeholder views and interests?

**3. Identify specific steps that could be taken to improve this process:**

- i. *Key areas for action:* On the basis of the preceding analysis, the Consultant should identify the main priority areas for future action and elaborate recommendations as to possible next steps (in terms of actual projects, legal and institutional reforms, studies, etc.) to integrate land issues into the development and implementation of the NPESP. Recommendations should be elaborated for a feasible timeframe that takes into account sequencing issues.
- ii. *Implementation issues:* How are land policy and any land -related programs under the NPESP to be implemented? By which institutions and with what resources? What role do donors play and how could their roles be improved? How can coordination, the involvement of civil society groups, local government and other stakeholders be strengthened ?
- iii. *Areas for research:* What capacity exists in country to research, understand and document land policy issues and their relevance to poverty elimination, enable

stakeholder debate, share experience, monitor progress and review program targets and methods? How could capacity be improved?

4. Drafting of Integrated Land Use Policy for Belize which addresses the growing demand for land and its optimum utilization and provides general standards for land development and requirements for national and local planning taking into consideration Land Administration Modernization, Land Information Management, and National Land Issues and Policy Guidelines.

**Qualifications:**

- Master's degree in environmental studies, development studies, conservation sciences or relevant fields, or at least 5 years practical experience in relevant fields in Belize
- Strong theoretical background on sustainable land management
- Relevant experience in policy analysis and development
- An intimate knowledge of land management issues in Belize; stakeholders' roles and functions, constraints and potential, as well as the supporting policy and legal framework

<b>Title</b>	<b>Policy Review</b>
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**Type of Position:** Consultant National

**Duration:** 2 Weeks

**Total Amount:** \$4,000.00 USD

**Background:**

Belize’s natural resources sector is governed through the of a myriad of legislation and policies. The consultancy is intended to provide support to an ongoing process of harmonization of natural resources management legislation. NCSA supported studies have found overlapping and duplication of several pieces of legislation which contributes to ambiguity in roles and responsibilities for managing and regulating the use and development of lands. There is also an underutilization of key legislation which can contribute to sustainable land use practices.

**Objective:**

The overall task of the consultant will be to provide specialist technical support to the Ministry of Natural Resources and the Environment in assessing and making recommendations for amendments of appropriate policies and strategies for sustainable land management. In addition, the consultant will provide technical support to the NLAC in the implementation of their mandate in policy development.

- To review existing legislation, institutional and policy frameworks, and
- overlaps in legislation and institutional mandates related to all three
- thematic areas;
- Assess ways of harmonizing laws and regulations to provide a more efficient legal and policy framework, and of the financial issues/challenges relevant to such efforts;
- Make recommendations as to the harmonization of various legal instruments

**Qualifications:**

- Master’s degree in environmental studies, development studies, conservation sciences or relevant fields, or at least 5 years practical experience in relevant fields in Belize
- Strong theoretical background on sustainable land management
- Relevant experience in policy analysis and development
- An intimate knowledge of land management issues in Belize; stakeholders’ roles and functions, constraints and potential, as well as the supporting policy and legal framework



<b>Title</b>	<b>Plan for Integrated Natural Resources Management</b>
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**Type of Position:** Consultant National

Duration: **8 Weeks**

Total Amount: \$20,000.00 USD

**Background:**

The Ministry of Natural Resources and the Environment mandate includes the development of plans that consolidate management direction for any number of resource values with consideration for both economic interests and environmental stewardship. Economic development is assisted by focused land use planning that can increase economic opportunities, increase certainty of access to Crown resources and provide a sustainability framework that can be used as a basis for decision making. In view of this it is the intention of the MNRE to develop a plan for INRM which streamlines and incorporates sustainable development principles in Belize’s national development strategy. INRM is an emerging concept, understood as “the responsible and broad-based management of the land, water, forest, and biological resources base (including genes) needed to sustain development, productivity and avert degradation of potential productivity”

**Objective:**

To strategically reposition the MNRE to promote economic growth whilst maintaining and enhancing the quality of the environment and striving for a more sustainable pattern of development.

**Main Activities**

- Conduct a rapid assessment survey and reassessment of major natural resources bases including but not limited to minerals, forest, soil, surface and groundwater, and coastal zone resources, flora and fauna by using modern and appropriate technology compiling information in a national resource inventory.
- Carry out resource mapping exercise in the preparation of a GIS database that displays land uses and land use policies.
- Conduct Public workshops in order to inform, solicit input, and build support for INRMP
- Establish resource management objectives that create conditions that support utilization/ management of these resources incorporating the principles of sustainability and stewardship.
- Draft INRMP

**Qualifications:**

- Minimum of a Master’s degree in environmental studies, development studies, conservation sciences or relevant fields, or at least 5 years practical experience in relevant fields in Belize

- Strong background on sustainable land management / development planning
- Relevant experience in estate planning, development of national planning frameworks and strategies
- An intimate knowledge of land management issues in Belize; stakeholders' roles and functions, constraints and potential, as well as the supporting policy and legal framework

<b>Title</b>	<b>Development of Guidelines for Environmental Mainstreaming into the Poverty Reduction Strategy and other National Planning Instruments</b>
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**Type of Position:** Consultant National

**Duration:** 8 Weeks

**Total Amount:**

**Background:**

UNDP is supporting the Government of Belize’s efforts to mainstream environmental sustainability into its Economic Development and Poverty Reduction Strategies. The mainstreaming environment into national development processes allows for the poor to meet their daily needs as they are highly dependent on ecosystem services, which are generated by environmental resources. The impacts of poverty in the country and its economic development are affected by the state of the environment and increased pressure on resources, such as land and water, will result in ecosystem degradation over time, the reduction of incomes and broader elements of wellbeing for the poor and the productivity of the natural resources base on which the national economy is so dependent.

**Objective:**

The development of guidelines for mainstreaming environment into the national planning will assist the MND Team in supporting the preparation of medium and long term national development strategies in line with the principles of sustainable development.

**Scope of Work:**

The consultancy should include, but not exclusively, the below assignments:

- Determine contribution of environment to national economic development
- Determination of national poverty and environmental linkages
- Identify gaps: national, sector and district level, weaknesses, strengths and opportunities within national planning process
- Identify key issues to be incorporated in the overall guidelines
- Determine working arrangements that will contribute to the national planning process, such as thematic working groups, stakeholder meetings, donor coordination mechanisms, working paper preparation, liaison with the drafting team – helping the environment ministries to engage effectively with the finance or planning ministry and with key sector ministries.
- Suggest budget allocations between sectors
- Utilizing UNDP’s, “Guidance note on the Mainstreaming of the Environment into National Development Planning”, prepare a set of guidelines for mainstreaming environment in National Development Strategies

**Qualifications:**

- Master in Policy Planning, Development Economics, Social Sciences, or similar.
- 2-5 yrs relevant working experience.
- Familiarity with national planning processes and cycles
- Familiarity with Environmental mainstreaming

Consultant should have experience in some of the following fields:

- Environmental policy planning
- Poverty and Environment links
- Natural Resources management
- Experience from the region

## SIGNATURE PAGE

Country: Belize

UNDAF Outcome(s)/Indicator(s):

**UNDAF Outcome 3:** By 2011, national frameworks and capacities are in place enhancing the ability to adequately address adaptation to and mitigation of the impact of disasters as well as the comprehensive, equitable, sustainable and effective management of the nation's natural resources.

Expected Outcome(s)/Indicator (s):

**Country Programme Outcome 3.2:** An operationalized framework for the national integrated sustainable development strategy developed.

**Indicators:**

- a) % of National budget allocated to sustainable development
- b) % of Land area affected by degradation

Implementing partner:

Ministry of Natural Resources/ Forest Department

Programme Period: 2007- 2011  
 Programme Component: SL 3.1  
Frameworks and strategies for sustainable development  
 Project Title : **Mainstreaming and Capacity Building for Sustainable Land Management**  
 Project ID: 43949  
 Project Duration: 3 years  
 Management Arrangement: NEX

FINANCING PLAN (US\$)	
GEF PROJECT/COMPONENT	
PROJECT	
<i>Sub- total GEF</i>	<b>480,500</b>
CO-FINANCING	
GEF Agency (UNDP)	54,200
Government	305,428
PACT	260,000
Private Sector	25,600
<b>Sub-Total Co-financing:</b>	<b>645,228</b>
<b>Total Project Financing:</b>	<b>1,125,728</b>

Date: \_\_\_\_\_

Agreed by **(Government of Belize):** \_\_\_\_\_

Date: \_\_\_\_\_

Agreed by **(UNDP Belize):** \_\_\_\_\_