



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

Fauna & Flora International

United Nations Development Programme

Government of Belize, Ya'axache' Conservation Trust

**Integrating Protected Areas and Landscape Management in the Golden Stream  
Watershed  
PIMS 1740**

Despite Belize's small size (22,960 km<sup>2</sup>), the country's global biodiversity significance is disproportionately high, due to the extent and relative intactness of its estimated 85 terrestrial and 2 marine ecosystems. The Government of Belize (GoB) has combined a willingness to assign protected area (PA) status to an unusually large percentage of its national territory<sup>1</sup>, with persistent difficulties in finding ways to finance active management of these same areas. In light of this situation, NGOs have played a particularly constructive role in co-management of Belize's biodiversity and Protected Areas.

Given the abundance and combined size of PAs, it is common for two or more PAs to be contiguous and/or to share portions of ecosystems/watersheds. Despite often close physical proximity and shared management rationales, Belize's PAs have traditionally been administered distinctly, by different management entities, under different regimes, and often according to different national legislation. Belize is nevertheless attempting to address this problem of fragmented management, through comprehensive review and reform of the National Protected Area System. The present project intends to play a critical and complementary role to this ongoing national process, by providing a replicable demonstration model where several of the key priorities of the reform process will be implemented and showcased. The primary objective of the proposed project is hence to develop a replicable model of how multiple protected areas working within an ecologically interconnected and interdependent biodiversity corridor area can jointly achieve conservation and sustainable development objectives, thereby catalyzing the sustainability of Belize's national protected area system.

**Proposed Starting Date:** April 2006

**Expected End Date:** December 2010

**Total Budget:** \$2,120,518 USD

**Sub- Total GEF:** \$975,000 USD

**Executing Agency:** Fauna & Flora International (FFI)

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## Acronyms

|        |  |
|--------|--|
| APR    | Annual Project Report                            |
| APAMO  | Association of Protected Areas Managers          |
| ASL    | Authorized Spending Limit                        |
| BD     | Biodiversity                                     |
| BD-1   | Biodiversity Strategic Priority 1                |
| DI     | Designated Institution                           |
| FFI    | Fauna & Flora International                      |
| GEF    | Global Environment Facility                      |
| GOB    | Government of Belize                             |
| GSW    | Golden Stream Watershed                          |
| GSWAC  | Golden Stream Watershed Advisory Committee       |
| IA     | Implementation Agency                            |
| ISS    | Implementation Support Services                  |
| NGO    | Non Governmental Organization                    |
| NPAPSP | National Protected Areas Policy and Systems Plan |
| NPAS   | National Protected Areas System                  |
| PA     | Protected Areas                                  |
| PAMO   | Protected Areas Management Organizations         |
| PCA    | Project Cooperation Agreement                    |
| PD     | Project Director                                 |
| PHMR   | Port Honduras Marine Reserve                     |
| PIR    | Project Implementation Report                    |
| PM     | Project Manager                                  |
| PMU    | Project Management Unit                          |
| PPA    | Private Protected Areas                          |
| PSC    | Project Steering Committee                       |
| QOR    | Quarterly Operations Report                      |
| SBAA   | Standard Basic Assistance Agreement              |
| TIDE   | Toledo Institute for Development & Environment   |
| TOR    | Terms of Reference                               |
| TPR    | Tripartite Review Process                        |
| UNDP   | United Nations Development Programme             |
| YCT    | Ya'axche' Conservation Trust                     |

## **SECTION I: Elaboration of the Narrative**

### **PART I: Situation Analysis**

1. The Government of Belize (GoB) has made significant efforts in recent years to establish and extend its National Protected Area System (NPAS), with an estimated 36.5% of its national territory falling under some protected areas classification. Nevertheless, although protected areas (PA) proliferate, their management has remained fragmented and confused, due to the lack of uniform legislation regulating the governance of PAs, coupled with insufficient GOB resources to effectively manage the vast areas of national landscape under protection. These problems are further compounded by the absence of coordinated management between government departments and the various non-governmental entities to whom management of many national PAs has been devolved, and who also own and manage a significant number of private protected areas in Belize. These various factors combine to facilitate ongoing ecological fragmentation and loss of interconnectivity between protected areas. If these management weaknesses are allowed to persist unaddressed, the long-term ecological and financial sustainability of Belize NPAS will be increasingly eroded.
2. Southern Belize's Toledo District, where the project demonstration site is located, contains the greatest concentration of protected areas; a result of its historical isolation from the centre of national economic and political activity, which has facilitated the conservation of Toledo's resources, if by default rather than design. Toledo's fourteen protected areas, including forest reserves, national parks, private protected areas and marine reserves, have played a vital role in maintaining interconnectivity between the district's different ecosystems, and the integrity of Belize's southern biological corridor overall. Amongst Toledo's PA complexes, the Golden Stream watershed stands out not only because its rich biodiversity remains largely undisturbed by human settlement and intervention, but also because of collaborative efforts by the GoB and NGO partners in the area. Their efforts to develop coordinated management in this context – spanning a watershed, a conservation corridor and diverse protected areas, presents a timely model of national learning, demonstration and replication.

### **PART II: Strategy**

3. Recognizing that national policy governing PA management has to date proven inadequate for ensuring sustainable and coordinated management of Belize's globally significant biodiversity resources, the GOB embarked upon a policy reform process in 2004, which is due to yield a revised National Protected Areas Act by 2006. This reform process is being carried out through a project entitled "National Protected Areas Policy and System Plan (NPAPSP)." The revised NPAS policy management framework is expected to stimulate improved management of Belize's many PAs. Priority considerations include: encouraging the consolidation of adjacent protected areas into single management units; enhancing coordination and collaboration of

management and monitoring practices; strengthening incentives for private protected areas and lands to function as interlinking parcels between key conservation areas. Through these and other reforms, the effectiveness of Belize's NPAS would be significantly enhanced.

4. The proposed initiative, developed in line with GEF strategic priority BD-1, is also closely linked to a number of priorities being elaborated in the NPAPSP. Through resources allocated under this project, the executing agency and its national partners intend to consolidate the demonstration of a model approach to PA management in situations involving several protected areas with varying protected area designation types, working in a coordinated manner within an interrelated landscape area – in this case, a watershed and its receiving water body. Specifically, the project intends to address three key barriers undermining the long-term sustainability of Belize's NPAS:
5. *That the NPAS is fragmented, not cost-effective and not financially sustainable - and will therefore greatly benefit from models showcasing the cost-effectiveness of collaborative, inter-PA management systems, predicated upon standardized management plans, shared methodologies and staff training protocols, shared biodiversity monitoring systems, evaluation mechanisms, etc.*
6. *Biodiversity within PAs is increasingly isolated as historically connecting landscapes are transformed while surrounding communities remain indifferent, or even opposed, to the PAs and their conservation goals.* Degradation of biodiversity within and between PAs is a broad-reaching problem, which must be addressed at a landscape and multi-stakeholder level for change to occur. As such, beyond producing a model of PA management, the project will facilitate collective development of a strategy for sustainable management of resources within the watershed, encompassing PA and non-PA lands alike. Significant human and financial resources will be invested towards developing and strengthening community awareness / biodiversity-friendly income generating opportunities within the broader landscape and associated communities / stakeholders of the Golden Stream watershed (GSW). By engaging communities in the management and support of integrated management vision for the GSW, and building the capacity of existing management organizations (both community based and NGO) to increase effectiveness in the management of the protected areas, it is anticipated that this barrier can be overcome.
7. *Private Protected Areas (PPAs) are isolated from the broader NPAS, with few incentives or mechanisms for their establishment or effective management for conservation.* Two of the four protected areas in the GSW are private, and their local managers are moreover the instigators of collaborative management efforts upon which the project process intends to build. Nevertheless, PPAs do not fall under any existing legislation pertaining to PAs in Belize, and their recognition by the GoB remains an ad hoc, confused process. By demonstrating PPAs' capacity to meaningfully contribute to the strengthening of Belize's NPAS on the ground, while contributing towards existing national advocacy and policy efforts to ensure the incorporation of PPAs within the NPAS system, the project will facilitate the formalization and integration of PPA and private lands in Belize, and thereby assist in overcoming this third barrier.
8. By addressing these barriers, the project will make a significant contribution to the ongoing process to reform Belize's protected area management system, so that it can function as an integrated, coordinated and cost-effective tool for biodiversity

conservation and sustainable use. The proposed project site, the Golden Stream Watershed (GSW), the GSW has been chosen because the protected area managers active in the area have already laid considerable groundwork in consolidating their respective efforts to conserve the globally significant ecosystems of this critical watershed, and in developing a practical model of coordinated conservation corridor management; these efforts have been independently recognized by the Mesoamerican Biological Corridor (MBC) and Belize NPAS reform process. As a result of the intervention, the GSW example will serve as a replicable example of how multiple protected areas working within an ecologically interconnected and interdependent area can jointly achieve conservation and sustainable use objectives, thereby catalyzing the sustainability of Belize's national protected area system.

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

9. Management arrangements for execution of the project have been designed to conform to UNDP GEF policies and regulations, and FFI modalities. At the same time, they are expected to allow a high degree of participation from the key GSW stakeholders, and a manageable degree of flexibility in management systems to enable modification of project activities as determined necessary by the UNDP, FFI and the PSC as a whole.

#### **Executing Agency (EA)/ Designated Institution (DI):**

10. Management modality to be used by the project is described in UNDP Policy and operations Manual, Section 6.2.4 as NGO Execution, the non-profit organization in this case being Fauna & Flora International (FFI). FFI, as the designated NGO responsible for management and administration of the project is expected to carry out project activities directly; however they may contract other entities to undertake specific activities.
11. Fauna & Flora International will establish a project management unit in country housed with their local Belizean partner organization Ya'axche Conservation Trust (YCT), with whom they will work closely in the day-to-day execution of project activities.
12. 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. The EA will also provide for training of project staff on relevant financial management procedures, and ensure proper financial monitoring and reporting, and submission of budget revisions. In terms of Monitoring and Evaluation activities, the EA will undertake project monitoring site visits, ensure the APR/PIR are fully completed and submitted in a timely manner to UNDP, and coordinate the organization of Mid-Term and Final Evaluations processes.

#### **Project Steering Committee (PSC):**

13. A Project Steering Committee<sup>1</sup> will be established to guide and oversee the execution of the project. Representation on the PSC includes the Forest Department, the Toledo Institute for Development and the Environment (TIDE), Ya'axche Conservation Trust (YCT), GEF Operational Focal Point (Ministry of National Development),

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<sup>1</sup> See Part III, TOR 4 for PSC TOR.

Ministry of Natural Resources, Local Government and the Environment (Policy unit and Legal Counsel), the Forest Department, a representative of the Maya Leaders Alliance<sup>2</sup>, and the UNDP representative.

14. The PSC will meet on a quarterly basis, with three rotating venues: the project / YCT office in the Toledo District, the project / YCT field office in the GSW, and the UNDP offices in Belmopan. The PSC will be tasked with providing general policy guidance and technical advice on implementation. The PSC will also monitor and evaluate the project and ensure project delivery based on approved work schedules and in keeping with UNDP GEF procedures and guidelines.

**Project Director (PD):**

15. In keeping with UNDP GEF procedures, Fauna & Flora International will provide a Project Director not paid by project funds (see Part III, TOR 6). The Project Director will be responsible for providing continuous supervision to the project and will make operational implementation decisions on the advice of the PSC. The Project Director will be the chief liaison with UNDP and will bear responsibility in ensuring that UNDP GEF policies are being followed. The Project Director will ensure the project fulfills FFI contractual obligations with UNDP, including meeting its targets and staying within budget.

**Project Management Unit (PMU):**

16. A Project Manager will be hired using project funds (see Part III, TOR 7). The Project Manager will head the project management unit (PMU; see Part III, TOR 2) responsible for direct project implementation including day-to-day operations guided by approved annual work plans. The project is also expected to support other administrative and technical staff ensuring efficiency in the execution of project funds and the satisfactory delivery of outcomes. The full project management unit will consist of the Project Manager, a Biodiversity Coordinator, a Finance Manager, the Education Officer and an Administrative Assistant. A team of 3 rangers and an Agroforestry Officer will support project efforts in the field.

**Consultants:**

17. Consultants are required under the project to assist in the delivery of targeted outputs. Consultants will be recruited using UNDP/GEF competitive bidding guidelines ensuring transparency and accountability in project management. The TOR of Consultants will be developed by the Project Manager, in consultation with the Project Director and PMU, during the PIP. Consultants are directed and supervised by the Project Manager in consultation with the PSC.

**Implementing Agency (IA):**

18. UNDP, through its office in Belize will serve as the implementing agency for the project. The project will utilize the recommended Direct Request Payment modality for funds disbursement for greater accountability and transparency. Standard ISS fees will be charged to the project for any services other than regular project management services to be provided by the country office; the country office will nevertheless notify and consult the PM and PSC in advance for their agreement, prior to embarking on such services. UNDP Belize will act to ensure that all implementation

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<sup>2</sup> The Maya Leaders Alliance consists of the following entities: Toledo Alcaldes' Association, Toledo Maya Women's Council, the Ke'kchi Council of Belize, the Toledo Village Councils' Association. Preference will be given to representatives from the GSW buffer communities themselves.

activities comply with UNDP Programming Manual and the UNDP/ GEF Procedures.

19. UNDP Belize will act to provide management oversight and will be responsible for project monitoring and evaluation. As is required under UNDP GEF procedures, field visits to the project will be undertaken at least once per year. UNDP Belize is also expected to provide other administrative, trouble shooting and advisory services when necessary (see Part III, TOR 5 for UNDP CO TOR). The Regional Coordination Unit in Panama will provide technical backstopping and UNDP and GEF policy advice. UNDP will also ensure that annual audits are completed and delivered to UNDP HQ, review, discuss, approve and process budget revisions, and ensure timely financial completion (no more than 12 months after operational closure). Finally, with regards to Monitoring and Evaluation procedures, UNDP will ensure annual preparation of the APR/PIR, and support Independent Mid-Term and Final Evaluations.
20. 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. (It is the standard practice to leave resources with the project management unit after project closure as a contribution to the development of national capacity, in the case of this initiative these entities include the various local project partners including YCT, TIDE, FD and the various community groups).
21. In order to accord the proper acknowledgement to GEF for providing funding, a GEF logo should appear 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. The UNDP logo should be more prominent—and separated from the GEF logo if possible, as UN visibility is important for security purposes.

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

22. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team and the UNDP Country Office (UNDP-CO) with support from UNDP/GEF. The Logical Framework Matrix provides performance and impact indicators for project implementation along with their corresponding means of verification, while the Project Brief includes a section on monitoring and evaluation, providing a basis on which the project's Monitoring and Evaluation system will be designed in the initial inception phase. Further details on project reporting and monitoring activities are provided below.

#### **MONITORING AND REPORTING**

##### Monitoring responsibilities and events:

23. A detailed schedule of project reviews meetings will be developed by the 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 progress* will be the responsibility of the Project Manager based on the project's Annual Work plan and its indicators. The Project Manager will inform the Project Director and UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.
25. *Periodic monitoring of implementation progress* will be undertaken by the UNDP-CO through 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 UNDP CO representative will also perform field-monitoring visits at least twice per year.

Project Monitoring Reporting:

26. The Project Manager 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.

*(a) Inception Report (IR)*

27. A Project Inception Report will be prepared immediately following the Inception Workshop, in month 3, as a final act of the Project Implementation Period (PIP)<sup>3</sup>. This work plan will be developed in accordance with UNDP GEF criteria for result based monitoring and evaluation. It will include a detailed First Year/Annual Work Plan divided in 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-CO 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.
28. 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.
29. When finalized the report will be circulated to project counterparts who will be given a period of one calendar month in which to respond with comments or queries. Prior to this circulation of the IR, the UNDP Country Office and UNDP-GEF's Regional Coordinating Unit will review the document.

*(b) Annual Project Report (APR) - Project Implementation Review (PIR)*

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<sup>3</sup> PIP - see Annex 3, reference 1

- 30.** The PIR-APR is joint UNDP-GEF format that fulfills the annual monitoring process mandated by both GEF and UNDP. It is a key component of UNDP's 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 project in contributing to intended outcomes through outputs and partnership work.
- 31.** 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 project has been under implementation for a year, the CO together with the project 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, the executing agency, UNDP CO and the concerned RCU.

#### *Quarterly Progress Reports*

- 32.** The PM will also prepare and submit brief, quarterly narrative reports to the Project Director (PD), who in this case will be the FFI Belize Programme Manager, and UNDP CO, outlining main updates in project progress. These quarterly reports will be used in the production of QORs and PIR for GEF.

#### *Annual / Mid-term / Final Monitoring*

- 33.** The PM will also prepare annual reports for the FFI Belize Programme Manager, UNDP CO and PSC's consideration. Annual monitoring is expected to utilize the standard tripartite revision process (TPR). The project will be subjected to two independent evaluations, mid-term and final, focusing both on the attainment of specified project outcomes and outputs, using the indicators provided in the logical framework matrix. The mid-term evaluation will be held by the end of the second year of project implementation.

#### *Technical Reports*

- 34.** 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 this Reports List will be revised and updated, and included in subsequent APRs. Technical Reports may also be prepared by external consultants and should be comprehensive, 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.

#### *Project Publications*

35. 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.

*Audit Clause*

36. FFI will provide the 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 legally recognized auditor, 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.

**TABLE 1 : MONITORING AND EVALUATION WORK PLAN AND CORRESPONDING BUDGET**

| <b>Type of M&amp;E activity</b>   | <b>Responsible Parties</b>   | <b>Budget US\$</b><br><i>Excluding project team<br/>Staff time</i> | <b>Time frame</b>  |
|---|--|--|--|
| Inception Workshop  | <ul style="list-style-type: none"> <li>▪ Project Coordinator</li> <li>▪ UNDP CO</li> <li>▪ UNDP GEF</li> </ul>   | US\$ 4,700   | Within first two months of project start up                          |
| Inception Report  | <ul style="list-style-type: none"> <li>▪ Project Team</li> <li>▪ UNDP CO</li> </ul>  | None   | Immediately following IW   |
| Measurement of Means of Verification for Project Purpose Indicators                                       | <ul style="list-style-type: none"> <li>▪ Project Coordinator will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members</li> </ul> | To be finalized in Inception Phase and Work shop.                  | Start, mid and end of project  |
| Measurement of Means of Verification for Project Progress and Performance ( measured on an annual basis ) | <ul style="list-style-type: none"> <li>▪ Oversight by Project GEF Technical Advisor and Project Coordinator</li> <li>▪ Measurements by regional field officers and local IAs</li> </ul>      | To be determined as part of the Annual Work Plan's preparation.    | Annually prior to APR/PIR and to the definition of annual work plans |
| APR and PIR   | <ul style="list-style-type: none"> <li>▪ Project Team</li> </ul>   | None   | Annually   |

| Type of M&E activity         | Responsible Parties  | Budget US\$<br><i>Excluding project team<br/>Staff time</i> | Time frame  |
|------------------------------|--|---|---|
|                              | <ul style="list-style-type: none"> <li>▪ UNDP-CO</li> <li>▪ UNDP-GEF</li> </ul>  |   |   |
| TPR and TPR report           | <ul style="list-style-type: none"> <li>▪ Government Counterparts</li> <li>▪ UNDP CO</li> <li>▪ Project team</li> <li>▪ UNDP-GEF Regional Coordinating Unit</li> </ul>                      | None  | Every year, upon receipt of APR                                   |
| Steering Committee Meetings  | <ul style="list-style-type: none"> <li>▪ Project Coordinator</li> <li>▪ UNDP CO</li> </ul>   | US\$6,000   | Following IW and conducted on a quarterly basis (rotating venues) |
| Periodic status reports      | <ul style="list-style-type: none"> <li>▪ Project team</li> </ul>   | None. Part of project teams TORs.                           | Prepared biannually, reported to PSC and CO                       |
| Technical reports            | <ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ Hired consultants as needed</li> </ul>  | 12,500  | To be determined by Project Team and UNDP-CO                      |
| Mid-term External Evaluation | <ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ UNDP- CO</li> <li>▪ UNDP-GEF Regional Coordinating Unit</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul> | US\$ 20,000   | At the mid-point of project implementation.                       |
| Final External Evaluation    | <ul style="list-style-type: none"> <li>▪ Project team,</li> <li>▪ UNDP-CO</li> <li>▪ UNDP-GEF Regional Coordinating Unit</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul> | US\$ 30,000   | At the end of project implementation                              |
| Terminal Report              | <ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ UNDP-CO</li> <li>▪ External Consultant</li> </ul>   | Part of project teams TORs                                  | At least one month before the end of the project                  |
| Lessons learned              | <ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ UNDP-GEF Regional Coordinating Unit (suggested formats for documenting best practices, etc)</li> </ul>                    | US\$ 11,000   | Yearly  |
| Audit                        | <ul style="list-style-type: none"> <li>▪ UNDP-CO</li> <li>▪ Project team</li> </ul>  | US\$ 9,000  | Yearly  |

| Type of M&E activity   | Responsible Parties   | Budget US\$<br><i>Excluding project team Staff time</i> | Time frame |
|--|---|---|------------|
| Visits to field sites (UNDP staff travel costs to be charged to IA fees)                                 | <ul style="list-style-type: none"> <li>▪ UNDP Country Office</li> <li>▪ UNDP-GEF Regional Coordinating Unit (as appropriate)</li> <li>▪ Government representatives</li> </ul> | US\$ 10,000   | Yearly     |
| TOTAL INDICATIVE COST<br><br><i>Excluding project team staff time and UNDP staff and travel expenses</i> |   | US\$103,200   |            |

**\*\*\* All Monitoring and Evaluation associated fees, with the exception of support for technical reports and steering committee meetings, have been programmed under OUTCOME 4 of the included Project Budget. Monies for technical reports are programmed under technical deliveries in OUTCOME 1 through 3 whilst the Project Steering Committee is supported through budget allocations in OUTCOME 5.**

#### **PART V: Legal Context**

- 37.** This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Belize and the United Nations Development Programme, signed by the parties on 7<sup>th</sup> 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.
- 38.** In the case of substantial revisions of the Project Document, UNDP Resident Representative in El Salvador/ Belize is authorized to effect in writing the following types of revision, provided that he/she has verified the agreement thereto by the UNDP-GEF Unit and is assured in writing, with signatures, that the Executing Agency, Project Director and PSC have no objection to the proposed changes:
- Revision of, or addition to, any of the annexes to the Project Document;
  - Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
  - 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
  - Inclusion of additional annexes and attachments only as set out here in this Project Document.

- 39.** In the case of minor budgetary revisions, the following will require only the approval and signature of the Resident UNDP Representative:
- 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 project's activities or its outputs, but that result from a redistribution of the inputs agreed upon, or are due to increased expenses caused by inflation.
- 40.** The substantial or budgetary revisions will be prepared by UNDP/PMU, in accordance with the requirements of the Project itself.
- 41.** The SBAA will be complemented by a Standard Project Cooperation Agreement to be signed between UNDP and the NGO Executing Agency, Flora and Fauna International. The PCA will serve as the basic legal agreement between UNDP and the NGO. (Annex 2-PCA Template)

## SECTION II : STRATEGIC RESULTS FRAMEWORK

### PART I: Logical Framework Analysis

**Table 1: Objectively Verifiable Impact Indicators**

| Project Strategy  | Indicators  | Baseline  | Target   | Sources of Verification  | Risks and Assumptions   |
|---|---|---|--|--|---|
| <p><b>Objective</b><br/>For the Golden Stream Watershed (GSW) to function as a replicable model of how multiple protected areas working within an ecologically interconnected and interdependent area can jointly achieve conservation and sustainable use objectives, thereby catalyzing the sustainability of</p> | <p>Overall human ecological footprint (Rees, 96) and threats level within GSW – to be measured as part of the watershed-level biodiversity monitoring programme that will be established, and which will span the 4 PAs and surrounding landscape areas</p> | <p>To be determined during year 1</p>   | <p>50% reduction from year 1 levels by end of project.</p>   | <p>GSW biodiversity monitoring system (data, synthesizing reports), social surveys<br/><br/>Aerial surveys / Satellite imagery from Yr 1 - Yr 4</p>                          | <p>That the GoB will fully develop and implement the NPAPSP process and that the FD will continue to be involved in /support the project</p>  |
|   | <p>Annual rate of forest fragmentation in GSW stemmed, and active reforestation underway</p>  | <p>Rate of fragmentation be determined during year 1; only sporadic reforestation efforts underway at present</p> | <p>50% reduction in annual rate of forest fragmentation by end of year 4, with reforestation by the PAMO agencies improving forest ecosystems in at least 50% of the GSW's landscape</p> | <p>GSW biodiversity monitoring system (data, synthesizing reports)<br/><br/>Reforestation records / reports<br/><br/>Aerial surveys / Satellite imagery from Yr 1 - Yr 4</p> | <p>That protected area managers and GSW stakeholders understand the benefits of a collaborative approach, and maintain support for the initiative until these benefits are realized</p> |

| <b>Project Strategy</b>                 | <b>Indicators</b>   | <b>Baseline</b>   | <b>Target</b>  | <b>Sources of Verification</b>                                   | <b>Risks and Assumptions</b>  |
|---|---|---|--|--|---|
| Belize's national protected area system | Populations of faunal indicator species increase, indicating improved ecosystem integrity | To be determined during year 1  | 30% increase in faunal indicator species sightings by year 4   | GSW biodiversity monitoring system (data, synthesizing reports)  | That the increase in faunal species due to improved protection is not undermined by increased levels of illegal hunting – motivated by increased game             |
|   | Alternative businesses developing on the basis of GSW's sustainable management            | Limited, uncoordinated efforts to promote alternative enterprises in the GSW, with particular emphasis on agroforestry and ecotourism | Businesses, some certified, established and coordinated across each relevant sector – agroforestry, ecotourism, forestry (timber / NTFPs), | Business surveys, reports  | That private enterprises are encouraged by the opportunities for investing in the GSW, as a result of GSW's stakeholders collaborative marketing efforts and plan |
|   | Other groups of PAs in Belize have begun to apply GSW example                             | No examples of PAs working collectively to generate socioeconomic benefits and strengthen the sustainability of the NPAS              | Beginning of replication of the GSW experience within at least 2 groups of sites elsewhere in Toledo and/or Belize.                        | Documentary evidence, references to GSW model in other PA's work | Commitment of the government and other Protected Area Managers / donors to replicate lessons elsewhere in Belize  |



| Project Strategy   | Indicators  | Baseline  | Target  | Sources of Verification  | Risks and Assumptions   |
|--|---|---|---|--|---|
| <p><b>Outcome 1: Protected area management authorities have jointly developed and are implementing a standardized and complementary set of management plans for GSW's four protected areas</b></p> | <p>Standardized, cross-referenced management plans produced for each of the GSW's terrestrial PAs</p>   | <p>None of GSW's terrestrial PAs have management plans, and minimal standardization of management practices exists.</p> | <p>All 3 implicated terrestrial PAs within the GSW will have management plans, designed to be complementary (e.g., through shared BD system and data) and mutually reinforcing, while reflecting specific realities of the PA in question</p> | <p>Management plans for GSCP, Block 127 and CFRF, reflecting collaborative management objectives</p>   | <p>Protected area managers see benefits of coordinated management in terms of enhanced biodiversity quality, and thereby maintain commitment to sustaining collaborative activities</p> |
|  | <p>Terrestrial and marine PA managers are coordinating monitoring in an integrated manner across the GSW, as shown by meeting minutes / patrol reports / shared ranger equipment and facilities</p> | <p>No systematic coordination among PA managers exists</p>  | <p>All PAs will be working jointly to secure systematic monitoring of the GSW's biodiversity</p>  | <p>Documents (meeting minutes, reports), equipment inventories<br/><br/>PHMR management plan and activities reflect coordination with terrestrial PAs<br/>Ranger field reports and biodiversity monitoring data base</p> |   |

| <b>Project Strategy</b>   | <b>Indicators</b>   | <b>Baseline</b>   | <b>Target</b>  | <b>Sources of Verification</b>   | <b>Risks and Assumptions</b>   |
|---|---|---|--|--|--|
|   | Self financing of PAs in the GSW has increased by the end of the project.   | PAs are not self-financed, and APAMO agencies are not capitalizing on opportunities to do collectively                        | PAMO agencies will be capitalizing on sustainable, enterprise opportunities to ensure the system's long-term financial sustainability, with self-financing increased by 25-30% per implicated PAMO | Implicated PAMO agencies' annual audits / financial reports, detailing distribution of institutional funds | That PAMO agencies acquire sufficient business skills to develop and sustain self-financing ventures over the long-term, independently |
| Output 1.1 - An agreed watershed-level strategy for PAs and timetable among PA management authorities concerning individual PA management plan development, together with co-ordination of implementation of latter | <p>A collective timetable and strategy for coordinating GSW-level management.</p> <p>Meetings of the key PAMO agencies</p> <p>Coordinated field patrols are being conducted by the 3 implicated PAMO agencies</p>   | No watershed level strategy exists to secure coordination between the GSW's respective PAs.                                   | Model, replicable system of integrated watershed-level management endorsed by 3 PA managers, enabling incipient GSW conservation corridor to be consolidated and sustained                         | Timetable, strategy, meeting reports, patrol reports (documents)   | PAMOs are able to agree upon and sustain a collective strategy throughout project period and beyond                                    |
| Output 1.2<br>Capacity of local PAMO institutions and staff to plan, implement and sustain PA plans strengthened.   | <p>Continuous training and planning sessions provided to PAMO staff on an ongoing basis throughout project, based on skills gaps and needs assessment</p> <p>Field management reports and surveys showing PAMO staff assuming responsibility for management</p> | Capacity of PAMOs to manage PAs limited due to lack of management plans, training, and infrastructure (equipment, facilities) | PAMO staff have assumed and are sustaining management of PA plans independent of GEF-funded staff / consultants' support   | <p>Mid-term and final project evaluations</p> <p>Training sessions and field reports (documents)</p>       | PAMO organizations do not suffer from high level of staff turnover undermining capacity building efforts enabled by the GEF mechanism  |

| <b>Project Strategy</b>  | <b>Indicators</b>  | <b>Baseline</b>  | <b>Target</b>   | <b>Sources of Verification</b>   | <b>Risks and Assumptions</b>  |
|--|--|--|---|--|---|
| Output 1.3 - GSCP management plan: development and implementation              | GSCP management plan produced, in accordance to the agreed GSW PA management framework and priorities<br><br>Mid-term and final evaluation of management plan's implementation       | No management plan for GSCP exists   | Management plan for GSCP finalized and being implemented in conjunction with other PAs in GSW by Year 2 of the GEF project      | GSCP management plan (document)<br><br>Mid-term and final project evaluations      | YCT is able to secure permanent exemption of PPA from national land taxes, ensuring the sustainability of the PPA                                       |
| Output 1.4 - Block 127 management plan: development and initial implementation | Block 127 management plan produced, in accordance to the agreed GSW PA management framework and priorities<br><br>Mid-term and final evaluation of management plan's implementation  | No management plan for Block 127 exists  | Management plan for Block 127 finalized and being implemented in conjunction with other PAs in GSW by Year 2 of the GEF project | Block 127 management plan (document)<br><br>Mid-term and final project evaluations | TIDE secure the means to sustain permanent field personnel in Block 127   |
| Output 1.5 - CRFR (ex-MMFR) management plan: development and implementation    | CRFR block's management plan produced, in accordance to the agreed GSW PA management framework and priorities<br><br>Mid-term and final evaluation of management plan implementation | No management plan for CRFR block exists   | Management plan for CRFR finalized and being implemented in conjunction with other PAs in GSW by Year 2 of the GEF project      | CRFR management plan (document)<br><br>Mid-term and final project evaluations      | GOB / FD continues to collaborate in the design and implementation of a new management regime for the block of the CRFR in question (formerly of MMFRS) |
| Output 1.6 - PHMR management plan: implementation                              | Revised PHMR plan reflects conscious interdependency with GSW management system, and is reflected by new collaborative activities on the ground                                      | No terrestrial interdependency or coordination of management reflected in plan or daily management of the PHMR | Revised PHMR plan (due to occur end of 2005) reflects integration with GSW management system                                    | PHMR plan<br><br>Reports of the PSC (documents)                                    | TIDE staff ensure that linkages between terrestrial and marine PAs in the GSW are created and maintained  |
| Output 1.7 – Coordinated management – e.g. with GSW Biodiversity               | Inter-PA BD monitoring system has been established and is being maintained across the GSW PA landscape   | No inter-PA BD monitoring system exists in GSW or elsewhere in Belize  | The GSW's PA managers are maintaining a systematic, model collaborative   | GSW biodiversity database  | All PAMOs prioritize equally the need to both create relevant and up-to-date database of biodiversity information in                                    |

| <b>Project Strategy</b>   | <b>Indicators</b>  | <b>Baseline</b>  | <b>Target</b>  | <b>Sources of Verification</b>   | <b>Risks and Assumptions</b>   |
|---|--|--|--|--|--|
| Monitoring system – established and sustained.  |  |  | management system in the GSW, providing an example for national replication  |  | the GSW, and share findings with one another   |
| <b>Outcome 2: Protected area management authorities, local government bodies, private sector landholders and local communities have jointly developed a strategy for sustainable development of the GSW landscape and are co-operating to sustain its implementation over the long-term</b> | The existence of a GSW management plan including business component produced as a result of collective stakeholder input by year 2, to guide decision-making with regards to management and conservation of the area | No joint strategy exists at a landscape level within the GSW or any comparative watershed within Belize as a model for collective action towards sustainable development | Joint strategy and planning achievements of GSW stakeholder association leverage sustainable business investments to the area. | GSW management plan, developed through joint consultation and participation of the stakeholders<br><br>GSWAC meeting reports | Traditional development patterns can be altered in the GSW through combined awareness, capacity building and alternatives      |
|   | Project has helped to stimulate new biodiversity-friendly investments in the tourism, agriculture and forestry sectors in particular, with 60% of total new investment in GSW by value being biodiversity-friendly   | No coordinated effort exists to actively encourage or solicit biodiversity-friendly investments in the GSW   | Local stakeholders have capacity to sustain and expand sustainable business investments beyond GEF process                     | Private sector investments surveys   | Private investors prove responsive to the GSW stakeholders' business strategies, and invest in sectors identified by the GSWAC |
| Output 2.1 - Golden Stream Watershed Advisory Committee: establishment and initial operations   | A GSW-level forum is created to promote systematic, coordinated management activities between PA managers and the broad spectrum of local stakeholders in or with an interest in the GSW                             | No systematic and sustained coordination between the GSW's stakeholders exists to guide management and development of the area based on shared interests and priorities  | The GSWAC model has the potential to function as a model for inter stakeholder management replicable elsewhere in Belize       | GSWAC meeting minutes and reports  | Project can offer locally relevant benefits to address stakeholders' interests   |

| <b>Project Strategy</b>  | <b>Indicators</b>  | <b>Baseline</b>   | <b>Target</b>   | <b>Sources of Verification</b>  | <b>Risks and Assumptions</b>   |
|--|--|---|---|---|--|
| Output 2.2 - A watershed-level management plan to direct and enhance conservation and sustainable management of the GSW over the long-term | GSW management plan including conservation and development strategies for the area produced  | No management plan or business strategy exists for the GSW or other watersheds in Toledo or in Belize as a whole to provide an example for national replication   | The watershed level plan and business strategy function to promote the sustainable development of the GSW   | GSW management plan, including business plan  | The GSW stakeholders can agree upon preferred strategies to focus upon in the development of the area  |
| Output 2.3<br>Local stakeholders' capacity for sustainable and integrated resource use and management increased                            | 75% of GSW farmers have been trained and have adopted biodiversity-friendly (e.g., non slash-and-burn) agricultural techniques<br><br>60% of commercial operators in GSW are pursuing biodiversity-friendly ventures<br><br>At least one forest-based enterprise and one ecotourism initiative have been established and secured sustainable certification by the end of the project | Minimal biodiversity-friendly industry underway in the GSW, largely limited to cultivation of organic cacao and limited ecotourism, benefiting private sector and only to a limited extent, the local communities | Biodiversity-friendly businesses are prevalent in the GSW and the norm for new enterprise formulation, with majority of stakeholders in the area actively supporting or developing such opportunities | Survey of commercial operators in the GSW<br><br>Stakeholder surveys<br><br>End-of-project business survey of economic activities of GSW<br><br>Certification documents & reports | The growth of traditional development or extractive industries (logging, large-scale plantation agriculture) expand into the GSW and undermine the resource base upon which the sustainable business alternatives depend |
| <b>Outcome 3:</b>  | Sustainability of GSW PPAs   | PPAs are not recognized   | PPAs are recognized as  | New or reformed   | Relevant policy decision-  |

| <b>Project Strategy</b>   | <b>Indicators</b>   | <b>Baseline</b>   | <b>Target</b>   | <b>Sources of Verification</b>   | <b>Risks and Assumptions</b>   |
|---|---|---|---|--|--|
| <b>Fiscal and legislative environments affecting private protected areas have been clarified and improved as a result of collaborative NPAPSP / BAPPA / GSW efforts</b> | has been enhanced through one or more specific changes in the policy environment  | by national legislation, or incorporated within the NPAS  | an integral part of Belize's NPAS, and legal criteria are developed and instituted to guide their formation and management  | legislation pertaining to the NPAS / PPAs<br><br>Policy analysis reports | makers appreciate critical role played by PPAs and private lands in consolidating national conservation efforts, and are willing to modify laws and fiscal constraints to enhance an enabling environment for PPA management |
| Output 3.1<br>Key policy makers and general public's awareness of PPAs' critical role within the NPAS increased   | BAPPA awareness campaign, including circulation of GOB-endorsed criteria for defining PPAs, resulting in increased awareness and support for BAPPA's objectives of securing recognition and integration of PPAs within Belize's NPAS. | Little national awareness of importance of PPAs in Belize; BAPPA's level of advocacy and profile minimal            | Widespread national awareness of the important role played by PPAs in sustaining the NPAS, and need to regulate their creation and formally integrate them within the national system | PPA criteria document<br><br>Surveys of public / policy makers           | BAPPA becomes more organized, proactive and effective in its lobbying efforts, as a result of additional support from the GSW project  |
| Output 3.2<br>PPAs officially recognized by and incorporated within revised legislative framework governing   | National Protected Areas Act reformed to incorporate recognition of PPAs  | PPAs not recognized within national legislation pertaining to PAs (the National Protected Area Act and System Plan) | PPAS recognized within national legislative system  | NPAS reformed legislation (document)                                     | Policymakers prove responsive to the need to incorporate PPAs within the NPAS  |

| <b>Project Strategy</b>  | <b>Indicators</b>   | <b>Baseline</b>   | <b>Target</b>  | <b>Sources of Verification</b>  | <b>Risks and Assumptions</b>   |
|--|---|---|--|---|--|
| Belize's NPAS  |   |   |  |   |  |
| Output 3.3<br>GSW develops and implements the first legal national model of conservation easements between TIDE's 127 and YCT's GSCP, raising awareness about mechanism in the process | Conservation easement legislation and at least one easement agreement signed, providing an innovative mechanism for not only binding PPAs together in a collaborative PA system, but moreover presenting a platform for integrating private lands within the GSW into the broader watershed management strategy | No conservation easements exist in Belize   | The GSW provides a model of conservation easement legislation, prompting extension of the practice to private lands and protected areas, thereby consolidating conservation corridors nationwide | Easement legislation and agreement (documents)  | TNC continues to provide legal support required to create draft legislation and support its adoption |
| <b>Outcome 4: Protected area management authorities and other stakeholders throughout Belize have benefited from, and are beginning to</b>   | Minimum of 2 interconnected PA areas in Belize with at least 2 PA managing entities are applying lessons learnt from GSW  | No concrete example of multiple, adjacent protected areas coordinating management across boundaries towards common conservation goals | At least 2 interconnected PA areas in Belize (preferably with a watershed / PPA context), consisting of at least 2 PA managing entities are applying lessons learnt from GSW                     | PA areas' reports<br><br>References to GSW experience in planning and project documents related to PAM. | Government continues to support the project  |

| Project Strategy                                      | Indicators  | Baseline   | Target  | Sources of Verification   | Risks and Assumptions   |
|---|---|--|---|---|---|
| <b>apply, lessons learned from the GSW experience</b> | The capacity of Belize's national PA system (NPAS) to address institutional barriers prohibiting the effectiveness of the system, in terms of collaboration and standardization of performance between individual PAs, and monitoring of their performance, has been significantly strengthened   | Belize's NPAS remains limited in its capacity to promote effective collaboration and standardization of the system                                       | That Belize's NPAS functions in an integrated, coordinated and cost-effective tool for biodiversity conservation and sustainable development. | Revised, adopted NPA Act, 2006<br><br>Reports on the application of the new NPAS 2006 onwards                   | Government maintains its commitment to the NPAPSP process until its completion, ensuring that coordinated management principles and objectives identified in the planning phase are applied in practice |
| Output 4.1<br>Dissemination of lessons learned        | Communication tools (publications, reports and recommendations) specifically targeting park managers, policy decision makers and the communities that have been produced through the course of the project<br><br>Examples of management lessons being adopted as a result of dissemination of publicity tools throughout Toledo / Belize / the MBC | Minimal awareness of the GSW's potential to provide model of corridor and watershed level conservation   | Widespread awareness of and interest in learning more from the GSW model demonstrated amongst Belize's PAMO community                         | Communication materials on the GSW experience, and records of dissemination strategies used to distribute them. | Other PAMO agencies in Belize are interested in learning from the GSW experience  |
| Output 4.2<br>Project Management & Evaluation         | Project evaluation reports (mid-term, final, financial, staff etc) demonstrating that the project has met its objectives, through an appropriate investment of available funds  | No GSW-wide management, development or monitoring programme or strategy exists, nor are current, incipient efforts at collaborative work being evaluated | GSW GEF project is managed effectively, is achieving its objectives as shown by the project evaluation results.                               | Project evaluation reports (mid-term, final, financial, staff etc) - documents                                  | No unforeseen disaster prevents the normal functioning of the project, and requisite evaluation of its achievements at the stipulated stages laid out in the proposal                                   |



**Table 2: Indicative Outputs, Activities and Quarterly Work Plan**

| Outputs   | Activities  | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 | Q10 | Q11 | Q12 | Q13 | Q14 | Q15 | Q16 |
|---|---|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|
| <b>Outcome 1: Protected area management authorities, with the support and participation of the buffer area stakeholders, have jointly developed and are implementing a standardized and complementary set of management plans for the Golden Stream Watershed (GSW)'s four protected areas.</b> |   |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
| <b>1.1 An agreed watershed level strategy for PA's, and timetable among PA management authorities concerning individual PA management plan development determined, together with coordination of implementation of latter.</b>  | 1.1.1 Hire core staff   |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 1.1.2 Convene meetings of GSW PSC and key PAMO staff, to develop collective timetable and strategy for coordinating GSW-level management                |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 1.1.3 Hire consultants for development of PA management plans and PAMO staff capacity to manage them  |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
| <b>1.2 Capacity of local PAMO institutions and staff to plan, implement and sustain strengthened PA plans</b>   | 1.2.1 Conduct capacity needs assessment   |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 1.2.2 Develop training schedule   |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 1.2.3 Carry out training of project and PAMO staff in management systems design, participatory management and planning processes, based on schedule     |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
| <b>1.3 GSCP management plan developed and implemented</b>   | 1.3.1 Hire consultants to conduct baseline biodiversity research and mapping of zones, in collaboration with management plan consultants hired in 1.1.3 |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 1.3.2 Train staff to implement management plan  |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 1.3.3 Support implementation of management plan   |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
| <b>1.4 Block 127 management plan development and implementation</b>   | 1.4.1 Hire consultants to conduct baseline biodiversity research and mapping of zones, in collaboration with management plan consultants hired in 1.1.3 |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 1.4.2 Train staff to implement management plan  |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 1.4.3 Support implementation of management plan   |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |

| Outputs   | Activities  | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 | Q10 | Q11 | Q12 | Q13 | Q14 | Q15 | Q16 |
|---|---|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|
| <b>1.5 CRFR management plan developed and implemented</b>                           | 1.5.1 Hire consultants to conduct baseline biodiversity research and mapping of zones, in collaboration with management plan consultants hired in 1.1.3   |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 1.5.3 Train staff to implement management plan  |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 1.5.4 Support implementation of management plan   |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
| <b>1.6 PHMR management plan implemented</b>   | 1.6.1 Review existing management plan   |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 1.6.2 Support implementation of plan and revision to reflect GSW objectives.  |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
| <b>1.7 Coordinated management among management units established and maintained</b> | 1.7.1 Develop joint patrol schedules communication systems, and field stations for the GSW, supported by the GSW field team and PAMO staff. Develop joint indicators for evaluation of management system. |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 1.7.2 Produce GSW rangers manuals   |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 1.7.3 Establish field transects throughout GSW  |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 1.7.4 Establish biodiversity monitoring systems and protocols, and shared data base system for information collected  |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 1.7.5 Coordinate implementation of management plans through quarterly meetings of technical staff, PSC, and through monthly ranger patrol schedules / meetings  |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 1.7.6 Evaluate system on a biannual basis.  |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |

| Outputs   | Activities  | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 | Q10 | Q11 | Q12 | Q13 | Q14 | Q15 | Q16 |
|---|---|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|
| <b>Outcome 2: Protected area management authorities, local government bodies, private sector landholders and local communities have jointly developed a strategy for sustainable development of the GSW landscape and are co-operating to sustain its implementation over the long term</b> |   |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
| <b>Output 2.1 Golden Stream Watershed Advisory Committee: establishment and initial operations</b>  | 2.1.1 Invite key GSW stakeholders to workshop to outline objectives / activities of project, and as forum from which advisory committee / reps can be selected            |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 2.1.2 Meeting schedule for advisory committee devised   |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 2.1.3 Committee participants given training in participatory management and development strategies  |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
| <b>Output 2.2 A watershed level management plan to direct and enhance conservation and sustainable management of the GSW over the long term</b>   | 2.2.1 Hire consultant for development of GSW management plan  |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 2.2.2 Consultant holds meetings with GSW stakeholders to define management objectives and criteria for GSW plan, and to direct associated research                        |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 2.2.3 Hire consultant for elaboration of GSW business plan  |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 2.2.4 Business consultant works with GSW stakeholders to define management objectives and criteria for GSW plan, and to direct associated research                        |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 2.2.5 PSC / PMU with business consultant's advice define criteria for providing loans/ grants and general resources to support sustainable enterprises identified in plan |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 2.2.6 PSC in collaboration with PMU and advisory committee determines application of enterprise-related funds   |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 2.2.7 Produce materials and organize events designed to attract investor interest in the GSW  |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |

| Outputs   | Activities  | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 | Q10 | Q11 | Q12 | Q13 | Q14 | Q15 | Q16 |
|---|---|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|
|   | 2.2.8 Secure/ apply co financing towards alternative investments and evaluate their growth / viability on a biannual basis, using criteria developed by the business consultant             |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
| <b>Output 2.3 Local stakeholders' capacity for sustainable and integrated resource use and management increased</b> | 2.3.1 Utilizing previously developed approaches, build local stakeholders' capacity to manage and develop sustainable enterprises through mentoring, micro-investment and marketing support |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 2.3.2 Coordinate subsequent investor interest and sustainable business development through the GSWAC meetings, investor forums, marketing materials, marketing expos etc.                   |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |

**Outcome 3: Fiscal and legislative environments affecting private protected areas have been clarified and improved as a result of collaborative NPAPSP / BAPPA / GSW effort t**

|   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| <b>Output 3.1 Key policy makers and general public's awareness of PPAs' critical role within the NPAS increased</b> | 3.1.1 PMU / FFI/YCT TEAM staff / agencies formally offer their technical support to BAPPA to develop a collaborative lobbying and publicity strategy                                       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   | 3.1.2 Develop materials necessary for effective lobbying campaign (including legal / policy drafts, publicity materials)   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   | 3.1.3 Secure legal and technical support to develop an appropriate legislative model to showcase conservation easements within the Belizean context, likely involving YCT and TIDE's PPAs. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   | 3.1.4 Convene meetings with policy makers as part of advocacy for PPA recognition  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   | 3.1.5 Lobby for incorporation of suggested conservation easement model and PPA legislation   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

| Outputs   | Activities   | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 | Q10 | Q11 | Q12 | Q13 | Q14 | Q15 | Q16 |
|---|--|----|----|----|----|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|
|   | 3.1.6 Design and implement awareness campaign aimed at educating private landowners and regulating authorities about new opportunities |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
| <b>Outcome 4: Protected Area Management authorities and other stakeholders throughout Belize have benefited from and are beginning to apply lessons learned from the GSW experience</b> |  |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
| <b>Output 4.1<br/>Dissemination of lessons learned</b>  | 4.1.1 Materials detailing GSW collaborative, coordinated management experience produced and promulgated                                |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 4.1.2 Various meetings and exchanges organized to alert PA partners of GSW experience  |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 4.1.3 Capacity building training in relevant management, marketing and conflict resolution areas.                                      |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   | 4.1.4 Project immersion experience offered to 2 protected area management organization   |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |
|   |  |    |    |    |    |    |    |    |    |    |     |     |     |     |     |     |     |

**SECTION III : Total Budget and Workplan**

**TOTAL PROJECT BUDGET**

**AWARD ID:** 00041811

**AWARD TITLE:** PIMS 1740 BD MSP: Integrating Protected Area and Landscape Management in the Golden Stream Watershed

**PROJECT ID:** 00047831

**PROJECT TITLE:** PIMS 1740 BD MSP: Integrating PA and Landscape Management in the GSW

**EXECUTING AGENCY:** Fauna & Flora International

| GEF Activity   | Outcome/Atlas | Responsible Party (Implementing Agent) | Source of Funds | Atlas Budgetary Account Code | ERP/ATLAS Budget Description/Input             | Amount (USD) Year 1 | Amount (USD) Year 2 | Amount (USD) Year 3 | Amount (USD) Year 4 | Total (USD) |
|--|---------------|--|-----------------|------------------------------|--|---------------------|---------------------|---------------------|---------------------|-------------|
| Outcome 1: Protected area management authorities, with the support and participation of the buffer area stakeholders, have jointly developed and are implementing a standardized and complementary set of management plans for the Golden Stream Watershed (GSW)'s four protected areas. |               | FFI, Ya'axche Conservation Trust,      | 62000           | 71300                        | Local Consultant-Short Term-Technical          | 47,300              | 0                   | 0                   | 0                   | 47,300      |
|  |               |  |                 | 71400                        | Contractual Services-Individuals               | 16,500              | 19,800              | 19,800              | 19,800              | 75,900      |
|  |               |  |                 | 71200                        | International Consultant-Short Term- Technical | 13,200              | 3,300               | 3,300               | 0                   | 19,800      |
|  |               |  |                 | 72100                        | Contractual Services-Company                   | 8,250               | 7,150               | 4,400               | 4,950               | 24,750      |
|  |               |  |                 | 73200                        | Premises Alteration                            | 13,750              | 0                   | 0                   | 0                   | 13,750      |
|  |               |  |                 | 72400                        | Communication & Audio Visual Equipment         | 9,405               | 0                   | 0                   | 0                   | 9,405       |
|  |               |  |                 |                              |  |                     |                     |                     |                     |             |

|   |  |              |       |                                      |                |               |               |               |                |
|---|--|--------------|-------|--------------------------------------|----------------|---------------|---------------|---------------|----------------|
|   |  |              | 74500 | Miscellaneous                        | 5,500          | 2,200         | 2,750         | 2,750         | 13,200         |
|   |  |              | 74200 | Audio Visual & Print production Cost | 880            | 0             | 0             | 0             | 880            |
|   |  |              | 71600 | Travel                               | 3,025          | 3,300         | 3,300         | 3,300         | 12,925         |
|   |  |              | 72300 | Materials & Goods                    | 1,980          | 1,980         | 1,980         | 1,980         | 7,920          |
| <b>SUBTOTAL-OUTCOME1</b>  |  |              |       |                                      | <b>119,790</b> | <b>37,730</b> | <b>35,530</b> | <b>32,780</b> | <b>225,830</b> |
| <b>Outcome 2: Protected area management authorities, local government bodies, private sector landholders and local communities have jointly developed a strategy for sustainable development of the GSW landscape and are co-operating to sustain its implementation over the long term</b> | <b>FFI, Ya'axche Conservation Trust,</b> | <b>62000</b> | 71200 | International Consultant-Short Term  | 2,750          | 46,750        | 0             | 0             | 49,500         |
|   |  |              | 71300 | Local Consultant-Short Term          | 0              | 5,500         | 8,250         | 8,250         | 22,000         |
|   |  |              | 72600 | Grants                               | 2,750          | 8,250         | 5,500         | 2,750         | 19,250         |
|   |  |              | 72100 | Contractual Services-Companies       | 7,150          | 8,800         | 8,690         | 7,590         | 32,230         |
|   |  |              | 71400 | Contractual Services-Individuals     | 6,600          | 7,820         | 7,820         | 7,820         | 30,060         |
|   |  |              | 72200 | Equipment and Furniture              | 9,130          | 0             | 0             | 0             | 9,130          |
|   |  |              | 74500 | Miscellaneous                        | 1,650          | 2,640         | 3,080         | 2,750         | 10,120         |
|   |  |              | 74200 | Audio Visual & Print Production Cost | 3,190          | 2,860         | 3,190         | 2,310         | 11,550         |
|   |  |              | 71600 | Travel                               | 2,200          | 2,200         | 0             | 1,100         | 5,500          |
| <b>SUBTOTAL-OUTCOME2</b>  |  |              |       |                                      | <b>35,420</b>  | <b>84,820</b> | <b>36,530</b> | <b>32,570</b> | <b>189,340</b> |

|  |   |       |       |                                      |        |        |        |        |         |
|--|---|-------|-------|--------------------------------------|--------|--------|--------|--------|---------|
| Outcome 3: Fiscal and legislative environments affecting private protected areas have been clarified and improved as a result of collaborative NPAPSP / BAPPA / GSW effort       | FFI, Ya'axche Conservation Trust, BAPPA | 62000 | 74200 | Audio Visual & Print production Cost | 0      | 0      | 1,540  | 1,870  | 3,410   |
|  |   |       | 71600 | Travel                               | 7,403  | 5,720  | 4,180  | 3,355  | 20,658  |
|  |   |       | 74500 | Miscellaneous                        | 660    | 660    | 660    | 660    | 2,640   |
|  |   |       | 71300 | Local Consultant                     | 0      | 0      | 0      | 7,975  | 7,975   |
| SUBTOTAL-OUTCOME3  |   |       |       |                                      | 8,063  | 6,380  | 6,380  | 13,860 | 34,683  |
| Outcome 4: Protected Area Management authorities and other stakeholders throughout Belize have benefited from and are beginning to apply lessons learned from the GSW experience | FFI, Ya'axche Conservation Trust        | 62000 | 74200 | Audio visual & Print Production Cost | 0      | 0      | 220    | 880    | 1,100   |
|  |   |       | 74500 | Miscellaneous                        | 0      | 0      | 0      | 2,200  | 2,200   |
|  |   |       | 71600 | Travel                               | 4,950  | 2,750  | 5,801  | 5,500  | 19,001  |
|  |   |       | 72500 | Supplies                             | 0      | 0      | 1,085  | 1,085  | 2,170   |
|  |   |       | 74100 | Professional Services                | 2,200  | 24,200 | 2,200  | 36,300 | 64,900  |
| 72100  | Contractual Services-Companies          | 2,750 | 0     | 0                                    | 0      | 2,750  |        |        |         |
| SUBTOTAL-OUTCOME4  |   |       |       |                                      | 9,900  | 26,950 | 9306   | 45,965 | 92,121  |
| Outcome 5: Institutional Capacity of EA and local collaborating NGO's strengthened and supported   | FFI, Ya'axche Conservation Trust, PMU   | 62000 | 71400 | Contractual Services – Individuals   | 61,050 | 69,960 | 69,960 | 69,960 | 270,930 |
|  |   |       | 72200 | Equipment & Furniture                | 47,190 | 0      | 0      | 0      | 47,190  |
|  |   |       | 72800 | Information Technology Equipment     | 4,466  | 0      | 0      | 0      | 4,466   |



|                                  |                   |  |       |   |                |                |                |                |                  |
|----------------------------------|-------------------|--|-------|---|----------------|----------------|----------------|----------------|------------------|
|                                  |                   |  | 72100 | Contractual Services-Companies            | 4,950          | 2,200          | 2,200          | 2,200          | 11,550           |
|                                  |                   |  | 72400 | Communications and Audio Visual Equipment | 7,150          | 7,150          | 7,150          | 7,150          | 28,600           |
|                                  |                   |  | 73400 | Rental and Maintenance of Equipment       | 4,730          | 3,960          | 3,960          | 3,960          | 16,610           |
|                                  |                   |  | 74500 | Miscellaneous                             | 4,400          | 4,400          | 4,400          | 4,400          | 17,600           |
|                                  |                   |  | 72500 | Supplies                                  | 2,200          | 2,200          | 2,200          | 2,200          | 8,800            |
|                                  |                   |  | 71600 | Travel                                    | 4,675          | 8,635          | 5,335          | 8,635          | 27,280           |
| <b>SUBTOTALOUTCOME5</b>          |                   |  |       |   | <b>140,811</b> | <b>98,505</b>  | <b>95,205</b>  | <b>98,505</b>  | <b>433,026</b>   |
| <b>TOTAL</b>                     |                   |  |       |   | <b>313,984</b> | <b>254,385</b> | <b>182,951</b> | <b>223,680</b> | <b>975,000</b>   |
| <b>Total by financing source</b> | <b>GEF</b>        |  |       |   |                |                |                |                | <b>975,000</b>   |
|                                  | <b>NGOs</b>       |  |       |   | <b>414,762</b> | <b>115,050</b> | <b>87,500</b>  | <b>87,500</b>  | <b>704,812</b>   |
|                                  | <b>Government</b> |  |       |   | <b>128,178</b> | <b>111,178</b> | <b>20,000</b>  | <b>20,000</b>  | <b>279,356</b>   |
|                                  | <b>Bilateral</b>  |  |       |   | <b>24,000</b>  | <b>24,000</b>  | <b>24,000</b>  | <b>24,000</b>  | <b>96,000</b>    |
|                                  | <b>Private</b>    |  |       |   | <b>10,000</b>  | <b>10,000</b>  | <b>10,000</b>  | <b>10,000</b>  | <b>40,000</b>    |
|                                  |                   |  |       |   |                |                |                |                | <b>1,120,168</b> |

**Part I:**

**Approved Proposal inclusive of national endorsement letters and Co-financing commitment letters attached as separate document.**



**GOVERNMENT OF BELIZE**

**Ministry of National Development**

*National Development*  
*Fax: (501) 822-3673*  
*Tel: (501) 822-2526/822-2527*  
*Our Ref: IA/JN/1/12/05(26)*  
*Your Ref:*

*P.O. Box 42*  
*Administration Building*  
*Belmopan*  
*Belize, Central America*

June 2, 2005

Ms. Diane Wade  
Environmental Programme Officer  
UNDP  
Belmopan City  
Belize C.A.

Dear Ms. Wade,

The GEF Operational Focal Point for Belize, through this medium, informs you of its endorsement of the project entitled "Integrated Protected Area and Landscape Management in the Golden Stream Watershed". This project falls within the Government of Belize's priority areas of Sustainable use of our Natural Resources and the provision of Alternative Livelihoods.

Sincerely,

A handwritten signature in black ink, appearing to read "Hugh O'Brien".

**Hugh O'Brien**  
**GEF Operational Focal Point**



## Global Environment Facility

1818 H Street, NW  
Washington, DC 20433 USA  
Tel: 202.473.0508  
Fax: 202.522.3240/3245  
Internet: [www.gefweb.org](http://www.gefweb.org)

October 19, 2005

Mr. Frank Pinto  
GEF Executive Coordinator  
United Nations Development Programme  
One United Nations Plaza  
304 East 45th St.  
FF Bldg., 10th floor  
New York, NY 10017

Dear Mr. Pinto:

I wish to inform you that the CEO has approved the medium-sized project proposal entitled, ***Belize: Integrating Protected Area and Landscape Management in the Golden Stream Watershed*** on October 18, 2005. The total project cost including co-financing is \$2,120,518; the GEF grant amount is \$1,000,000.

Please find attached a copy of the project tracking sheet for your records.

Sincerely,

Ramesh Ramankutty  
Head, Operations and Business Strategy

cc: A. Djoghlaif (UNEP), S. Gorman (World Bank), STAP

GEF Project Tracking System  
Medium-Sized Project Clearance/Approval

**Belize: Integrating Protected Area and Landscape Management in the Golden Stream Watershed**

| Authority           | GEF Contribution   | Total Cost         | Requested Action  | Signature             | Date       |
|---------------------|--------------------|--------------------|-------------------|-----------------------|------------|
| <b>PDF A Review</b> | <b>\$25,000</b>    | <b>\$25,000</b>    |                   |                       |            |
| Program Manager     |                    |                    | Recommendation    | Susan Tambi Matambo   |            |
| Team Leader         |                    |                    | Clearance         | Gonzalo Castro        |            |
| CEO                 |                    |                    | Approval          | Leonard Good          | 10/22/2002 |
| <b>MSP Review</b>   | <b>\$1,000,000</b> | <b>\$2,120,518</b> |                   |                       |            |
| Program Manager     |                    |                    | Recommendation    | Susan Tambi Matambo   | 09/27/05   |
| Team Leader         |                    |                    | Clearance         | Gonzalo Castro        | 9/22/05    |
| CEO                 |                    |                    | Letter to Council | CEO Letter to Council | 9/23/05    |
| <b>MSP Approval</b> | <b>\$1,000,000</b> | <b>\$2,120,518</b> |                   |                       |            |
| IA Fee              |                    |                    |                   |                       |            |
| Program Manager     |                    |                    | Recommendation    | Susan Tambi Matambo   | 10/18/05   |
| Team Leader         |                    |                    | Clearance         | Gonzalo Castro        | 10/18/05   |
| CEO                 |                    |                    | Approval          | Leonard Good          | 10/18/05   |

**MSP Documentation Checklist :**

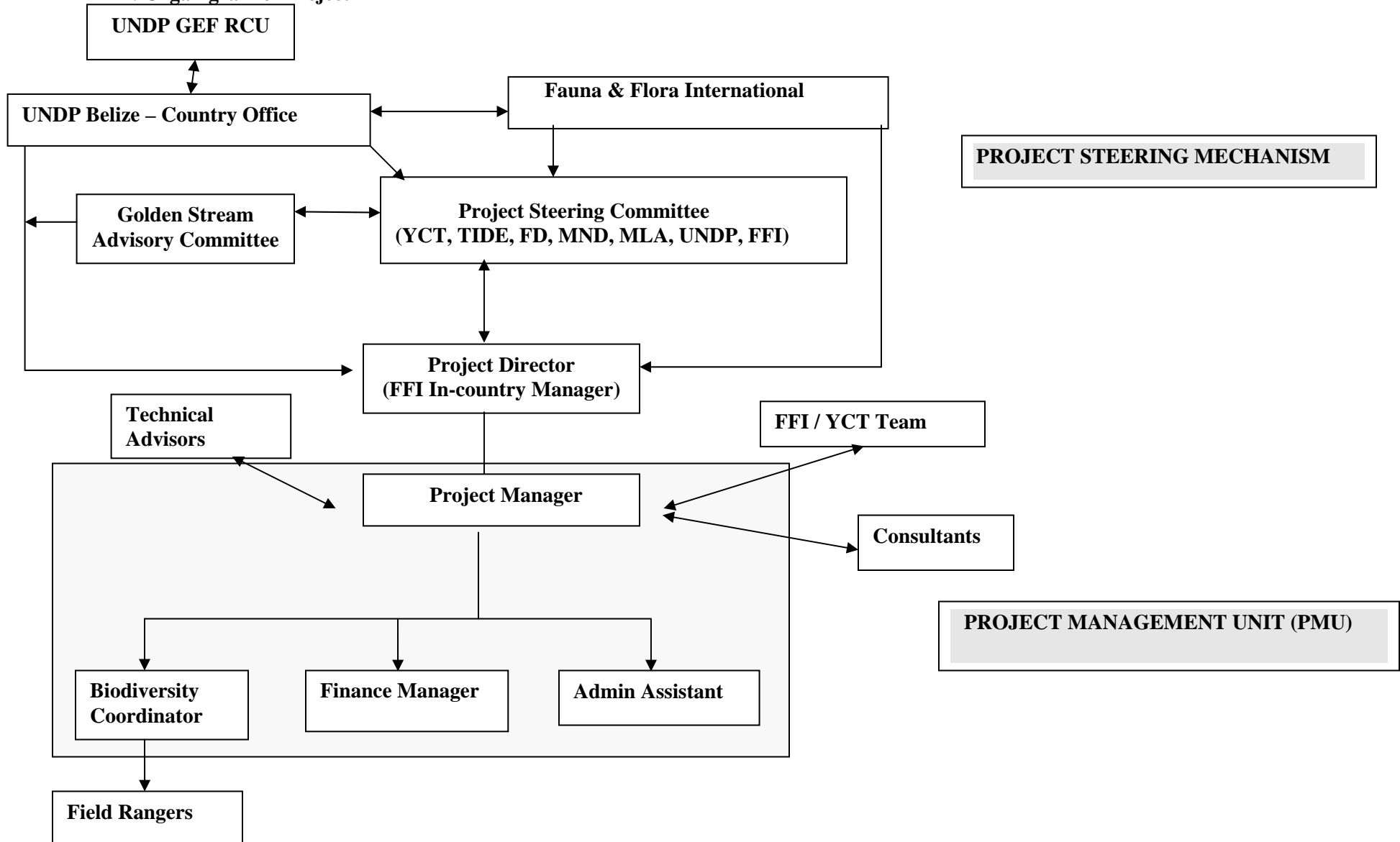
**PDF A**

- IA Cover Letter
- PDF A Project Brief (if appropriate)
- PDF A Proposal (if appropriate)
- PDF A Endorsement Letter
- GEF Project Tracking/Clearance Sheet
- Electronic File(s)

**MSP**

- IA Cover Letter
- MSP Project Brief
- Final Proposal
- GEF Focal Point Endorsement Letter
- MSP Review Sheet
- CEO Letter to Council (for the Web)
- ACEO Transmittal Letter to IA
- GEF Project Tracking/Clearance Sheet
- Electronic File(s)

**PART II: Organigram of Project**



### PART III: Terms of Reference

|                               |                                      |
|-------------------------------|--------------------------------------|
| <b>Title</b>                  | <b>Project Inception Phase (PIP)</b> |
| <b>Terms of reference ID#</b> | 1                                    |

The **Project Inception Phase (PIP)** is an opportunity for project stakeholders to become acquainted (or re-acquainted) with the project – its agreed strategy, expected outputs and outcomes, risks, etc. As such, it brings new momentum to the project following the final process of its approval. It is also an opportunity to finalize outstanding details related to implementation, to establish and train a project team and to develop and test implementation procedures.

Monthly PIP progress updates should be provided to the UNDP Country Office through meetings at the UNDP office. More regular and informal contact should be maintained through the responsible UNDP Program Officer.

The central elements of the PIP are described below, and a summary workplan explaining the timing of these elements is provided at the end of this ToR (see Table 3 PIP Schedule below).

#### I. Establishing and training the project team

The **Project Team** will consist of two main components. These are:

- (i) **The Project Management Unit (PMU):** Following receipt of GEF ASL, the project will begin recruiting the members of the **Project Management Unit (PMU)**. These will include the **Project Manager (PM)**, three additional professional staff and one support office staff and three support field staff. The Project Manager will be recruited first, by Month 2 at the latest, as (s)he will play a lead role in the finalization of ToRs and the selection of remaining staff. FFI, YCT and UNDP will constitute an **Appointment Panel** for selection of the PC and other PMU staff. All positions will be publicly advertised.<sup>4</sup> The PM will be recruited nationally and internationally and like the rest of the PMU, will be contracted by FFI, the project executing agency<sup>5</sup>. Terms of reference (ToR) for the PMU as a whole is provided below (see ToRs). Apart from the PM, the rest of the PMU will be hired by the beginning of month 3 of the project, with their detailed TORs developed in Month 2 of the project by the PD and PM.
- (ii) **The FFI/YCT Project Implementation Team (FFI/YCT team):** This team will be composed of FFI/YCT staff with direct and significant roles in project implementation. It will be led by FFI in-country representative, who will serve as **Project Director (PD)**. The project steering committee, along with the FFI/YCT team, will provide part-time support to project implementation, and will be given the proper incentives to ensure that they give due priority to achieving project objectives. Terms of reference (ToR) for the FFI/YCT team will be developed in the PIP.

Upon assuming his/her position, the PM will establish offices along with YCT in Punta Gorda. Key early tasks for the PD and PM, in co-operation as appropriate with UNDP Belize, will include:

- (i) preparing detailed PMU staff member ToRs;

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<sup>4</sup> This would most likely include advertisement in a periodical such as *The Economist*.

<sup>5</sup> Given FFI's legal obligations to contract this position, the PM would need to be a candidate they approve of, so could not be appointed by a majority vote of YCT and UNDP for, FFI against.

- (ii) selecting remaining members of the PMU and overseeing the contracting process (in consultation with remaining members of the Appointment Panel);
- (iii) establishing or re-establishing contact with the entire range of project stakeholders identified during the project development stage, and;
- (iv) ensuring that FFI/YCT team members, are identified, officially notified of their responsibilities and provided with appropriate incentives to play their part in meeting project objectives.

As Project Team members are identified and selected, each will require a period of training, particularly regarding UNDP and FFI/YCT procedures, including the PC and PD themselves (the latter will need to gain familiarity with UNDP, including UNDP-GEF, procedures). UNDP Belize will be responsible for ensuring that all necessary training and guidance are provided, including an overview of UNDP rules and procedures from UNDP Belize, as well as a briefing on GEF from the UNDP-GEF Technical Advisor. Meanwhile, FFI will also provide training to cover an introduction to their work, as well as a sharing of project-specific knowledge from existing initiatives. Such training will be completed by the end of month 3.

## **II. Allocating tasks, defining ToRs & contracting expert support**

The project has budgeted sub-contractors and consultants, who will work with PMU and FFI/YCT team members to implement project activities and achieve project outcomes and outputs. Substantial progress has already been made in defining and allocating these human resources amongst the various project outputs. During the PIP, the following additional steps will be taken:

- (i) Detailed consultant and sub-contract ToRs will be prepared;
- (ii) Potential Technical Assistance Service Providers (TASPs) will be identified, their capacities will be assessed and a short-list established;
- (iii) Where possible / appropriate, sub-contracts will be issued prior to the completion of the PIP.

## **III. Holding the Inception Workshop**

An **Inception Workshop** should be held at the end of Month 3 of the Inception Phase. The PD and PM will be responsible for developing the agenda for this workshop. This workshop will be an opportunity for all stakeholders to meet within a common forum. Key GSW representatives will be invited to attend, particularly those who have participated during the PDF A process. An effort will be made to recruit the majority of PMU staff prior to the Inception Workshop

The PM, with support from PMU staff, will be responsible for preparation of an **Inception Report**. A draft Inception Report should be shared with UNDP and FFI for comments. A revised draft Inception Report should then be circulated for comments to all stakeholders before being adopted. The outline of the Inception Report should be agreed upon early on in the PIP.

## **IV Convening of the Project Steering Committee**

The first meeting of the **Project Steering Committee (PSC)** should take place immediately following the Inception Workshop. The meeting is expected to adopt the contents of the Inception Report and address any remaining institutional issues which may be standing in the way of full project implementation. This will also be an opportunity to clarify UNDP's role in annual workplan reviews, measurement of progress indicators and impact indicators, and annual work planning exercises.

### **Table 3: Project Implementation Phase Schedule**



| Activity Areas  | Activity  | Responsibility          | Month 1 | Month 2 | Month 3 |
|---|---|-------------------------|---------|---------|---------|
| 1. Establishing and training the Project Team                   | 1.1 Advertise and fill Project Manager (PM) position  | PD                      | X       |         |         |
|   | 1.2 Advertise and fill remaining PMU staff positions  | PD/PM                   |         | X       |         |
|   | 1.3 Install PMU staff in FFI/YCT headquarters, with necessary office equipment, etc.  | PD/PM                   |         | x       |         |
|   | 1.4 Complete designation of FFI/YCT Project Implementation Team (FFI/YCT TEAM ) Members   | PD / FFI-YCT team / PMU |         | x       |         |
|   | 1.5 Project Team members receive training in GEF and/or FFI procedures, as appropriate  | PD/PM/PCU/ FFI-YCT team |         | X       |         |
| 2. Allocating tasks, defining ToRs & contracting expert support | 2.1 Detailed staff and consultant TORs prepared, and roles of PMU / FFI/YCT TEAM defined  | PD/PM                   |         | X       | X       |
|   | 2.2 TAsPs identified and shortlisted  | PM / UNDP Bze           |         | x       |         |
|   | 2.3 Sub-contracts issued as feasible  | PD/PM/UND P Bze         |         |         | X       |
| 3. Holding the inception workshop                               | 3.1 PD/PM draft agenda, send out agenda and invitations to key GSW stakeholders   | PD/PM                   |         | X       |         |
|   | 3.2 Inception workshop is held  | PD/PM                   |         |         | X       |
|   | 3.3 PM produces workshop report, circulates to relevant stakeholders  | PM                      |         |         | X       |
|   | 3.4 Inception report is adopted with input from stakeholders incorporated, by PSC   | PM/PSC                  |         |         | X       |
| 4. Establishing the Project Steering Committee                  | 4.1 Initial meeting of PSC held, organized by PD and UNDP Country office, at project site, for purposes of initial project orientation. | PD/UNDP Bze             | X       |         |         |
|   | 4.2 PSC participate in the inception workshop   | PD/PM                   |         |         | X       |

4.3 PSC meet after the inception workshop, to provide a more informed commentary and input on the implementation process and other project matters.

PM

X

|                               |                                      |
|-------------------------------|--------------------------------------|
| <b>Title</b>                  | <b>Project Management Unit (PMU)</b> |
| <b>Terms of reference ID#</b> | 2                                    |

The Project Co-ordination Unit (PMU) will be housed within the offices of FFI's primary in-country partner, the Ya'axche Conservation Trust, with a primary base in its office in Punta Gorda Town, and secondary office at its field station in the GSCP. FFI/YCT will designate staff to work closely with the PMU in general and on specific activities (the FFI/YCT Project Implementation Team (FFI/YCT team) to be agreed during the Project Inception Phase (PIP).

The PMU will ensure that project implementation proceeds smoothly through well-written workplans, Terms of Reference and carefully designed administrative arrangements that meet UNDP's requirements. PMU professional staff will include: (i) a nationally recruited Project Manager (PM), (ii) and a Biodiversity Coordinator a Finance Manager, an Education Officer and Administrative Assistant, This team will be supported by an Agroforestry Officer and a team of field rangers. Terms of reference for individual PMU staff will be finalized by the PC during the Inception Phase.

While PMU staff will each have his/her individual responsibilities, as outlined in TORs, it is useful to highlight the responsibilities of the PMU as a whole. These are:

- to achieve the project outcomes and objective;
- to manage day-to-day implementation of the project, coordinating project activities in accordance with the agreed workplan and the rules and procedures of UNDP/GEF and based on the general guidance provided by the Project Steering Committee (PSC);
- To ensure clear financial management including financial monitoring and reporting
- To ensure robust monitoring of project performance and impact, based on well defined indicators
- to provide overall project co-ordination, while acting as an independent and unbiased guarantor of co-operation and information exchange;
- to provide technical input as appropriate into the outcomes;
- to coordinate with the project stakeholders and national programmes of relevance to the project;
- to convene quarterly Project Implementation Meetings (PIMs) of key staff / UNDP CO office in order to review progress in implementing project workplans;
- to ensure, together with UNDP, that specified tasks are outsourced to suitable sub-contracted Technical Assistance Service Providers and national and international consultants through competitive bidding processes. PMU responsibilities in this regard include development of bidding documents and terms of reference<sup>6</sup>;
- to organize project-level meetings and workshops, e.g., inception workshop, Project Steering Committee (PSC) meetings, etc.;
- to work closely with UNDP offices in the region in organising and providing technical and logistic support and coordination to all missions and assignments by international and national consultants;
- to prepare overall project reporting in a timely manner and undertake relevant consultations with UNDP CO, including QORs, PIRs/APR

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<sup>6</sup> ToR # 4 below describes the role of the Project Steering Committee in this process.

|                               |   |
|-------------------------------|---|
| <b>Title</b>                  | <b>In-country FFI/YCT Team (FFI/YCT team)</b> |
| <b>Terms of reference ID#</b> | 3   |

**The in-country project implementation team (FFI/YCT team)** will be composed primarily of YCT staff with direct and significant roles in project execution. It will be advised by the FFI In-country representative, who will serve as **Project Director (PD)**, and managed directly by the YCT Project Coordinator.

In addition to the PD, the FFI/YCT team is likely to include:

- The YCT Project Coordinator
- The YCT/GSCP Field Supervisor
- The YCT/GSCP Field Rangers (7)
- The YCT Peace Corps Volunteer
- FFI/YCT team YCT Agroforestry Assistants (2)

The PMU and the FFI/YCT team will work closely in the development of annual goals and achievement of project objectives. Close collaboration between the project units is an essential means of ensuring the sustainability of project processes beyond the GEF intervention period. As such, since the objective is for functions and responsibilities of the PMU to eventually be absorbed by the FFI/YCT staff team, coordination between the PMU and FFI/YCT team is extremely necessary, and FFI/YCT team staff will participate in the quarterly PIMs to be convened by the PMU.

|                               |   |
|-------------------------------|---|
| <b>Title</b>                  | <b>Project Steering Committee (PSC)</b> |
| <b>Terms of reference ID#</b> | 4                                       |

As indicated in the management arrangements described in the Project Document, a Project Steering Committee will be established to oversee the implementation of the GSW Project and will be tasked with ensuring that activities and outputs are in line with the approved proposal document. The Project Steering Committee will meet during the PIP phase in order to clarify implementation arrangements, including the specific reporting and execution responsibilities and requirements, and to designate a Chairperson. Subsequently, the Committee will meet at least once per quarter, consistent with the UNDP reporting (calendar) quarter, and may call ad hoc meetings as become necessary. Project steering committee meetings will be held on a rotational basis, between the PMU's key offices – either in Punta Gorda, or in the project site (GSW) at the YCT Field Centre – and UNDP Belize offices in Belmopan, and will be convened by the PM after the PIP is completed. The PM acts as the secretary to the PSC.

**Proposed Composition:**

- Ministry of Natural Resources, Local Government and The Environment- Forest Department
- Ministry of National Development- GEF Focal Point
- Fauna & Flora International
- Ya'axche Conservation Trust
- Toledo Institute for Development and Environment
- Representative of Maya Leaders' Alliance, preferably from GSW village leadership
- UNDP- Belize

**Meeting Schedule:** Quarterly

**Responsibilities:**

The Project Steering Committee will:

- provide general policy guidance and technical advice on implementation
- review progress of the implementation of project activities and participate in annual project reviews
- Review project workplan and budget as appropriate
- ensure consistency of activities with the project proposal and work plan as well as ensure timely and effective implementation of project activities
- ensure that procurement of good and services are consonant with relevant procedures and guidelines
- approve work plans as well as quarterly and annual narrative reports
- make recommendations to the PMU for modifications to the project, to the work and to the implementation arrangements including work plans as the project evolves, provided these are consistent with project objectives
- approve all revisions in project document inclusive of financial revisions
- make recommendations to the relevant authorities on policy matters which are likely to have an impact on project results
- assist in facilitating collaboration among the relevant non committee stakeholders
- review and approve terms of reference for consultants

Although the PSC will have decision-making power as well as advisory functions, it will not have the authority to alter the project goal or outcomes. However, the PSC may facilitate the altering of specific project outputs, activities and/or implementation arrangements, including arrangements for sub-contracts (ensuring due process is followed), in cases where there is clear and consistent evidence against project output indicators (based on progress reports and adaptive management outputs) that the project activities are failing to deliver project outputs, or the sub-contracts are failing to meet their obligations under their Terms of Reference.

In addition to participating in the Annual PSC Meetings, each PSC member will have the following year-round responsibilities with respect to the project:

- to champion the progress of project activities within the PSC member's institution / government department;
- to provide strategic direction on the workplan;
- to support the cross-sectoral approach of the project by creating mechanisms for interaction with NGOs and other stakeholders;
- to continue to seek additional funding to support the outputs and activities of the project beyond the lifespan of GEF funding, and;
- to disseminate lessons learned and encourage replication of best practices among the PSC member's institution/government department and relevant constituents.

|                               |                            |
|-------------------------------|----------------------------|
| <b>Title</b>                  | <b>UNDP Country Office</b> |
| <b>Terms of reference ID#</b> | 5                          |

Under its agreement with the Global Environment Facility, UNDP (and Executing Agency/ies) provide a core set of services for each UNDP/GEF project. The following ToR describes these services, which are to be carried out in accordance with UNDP's and the executing agency's operational policies and procedures. This includes UNDP applying its standard due diligence requirements related to financial, economic, legal, environmental, social, and technical aspects.

#### **PROJECT APPROVAL AND START-UP**

- Prepare legal and other documentation for approval by IA approval authority.
- Assist project proponent to establish project management structure in country.
- Assist project management agency to draft TORs and select experts for implementation.
- Facilitate project management agency with project startup workshop.

Outputs:

⇒ Project Document for Signature by Country.

#### **IMPLEMENTATION SUPERVISION/MANAGEMENT OVERSIGHT**

##### Day-to-day implementation support

##### *Recruitment of Consultants (International and National)*

- Assist in conducting search for suitable candidates (advertisement, website, rosters)
- Assist in preparing TORs and be involved in interviewing candidates
- Authorize salary/consultancy fee/missions
- Assist in supervising consultant's work, review and approve outputs

##### **Sub-Contracts**

- Assist in identifying suitable subcontractors (advertisement, website, rosters)
- Assist in preparing/finalizing TORs and evaluating bids
- Assist in issuing contracts (when necessary)
- Assist in supervising sub-contractors' work, ensuring inputs as per contract TORs
- Ensure payments are made accordingly and that milestones are met
- Provide critical review of sub-contractors performance

##### **Project Co-ordination/cross-project learning**

- Quarterly meetings with project implementing agency to ensure smooth project implementation
- Participate in Steering Committee meeting to ensure smooth project implementation
- Participate in Technical Committee meeting to ensure smooth project implementation
- Maintain clear communications and take necessary interventions to ensure co-ordination between different co-financiers in implementing and completing project activities
- Facilitate cross-sectoral work of the project by lending UNDP's support to these activities and this goal
- Encourage and enable cross-project learning among the project and UNDP's other projects
- Lend UNDP's support to and take part in project round tables and workshops

- Maintain contacts with other environmental and development projects supported by various donors and cultivate cooperative ties with this project
- Strengthen project's relationships with the private sector by lending UNDP's support, prestige to project efforts in this regard

### **Training/Workshop**

- Make appropriate arrangements for the logistical and technical support of the training and workshop activities

### **Awareness**

- Disseminate relevant information to host/other countries in the region through UNDP COs
- Share project best practices with other UNDP offices with interest in project portfolio
- Share training materials from training workshops for other similar workshops organized by the UNDP CO
- Create links between this project and other GEF projects, and linking up national and international scientific communities that are addressing similar issues
- Work with media and journalists to publicize project activities.

### *Equipment/Office premises:*

- Review & approve specifications
- Identify suppliers of goods and services
- Assist in evaluating contract and awarding contract (when necessary)
- Undertake Customs clearance
- Assist with procurement of services (furniture in setting-up office, telephone etc.)
- Authorize budgets for rent and payment.

### Project implementation supervision

- Participate in PSC meetings
- Organize at least one supervision mission per year, including briefing operational focal points on project progress.
- Provide technical guidance, as necessary, for project implementation.
- Field Visits: Ensure visits to the project at its site at least once a year; prepare and circulate reports no later than two weeks after the end of the visit.
- Provide technical backstopping when needed and play an ongoing trouble shooting role
- Ensure any project document revisions are done properly and in-line with GEF requirements by consulting UNDP-GEF colleagues.
- Review, edit, respond to project reports
- Conduct policy negotiations when required.

### Financial Management and Accountability

- Make direct payments and ensure flow of funds for project activities;
- Pay advances to the Executing Agency and review financial reports.
- Train PMU/FFI/YCT team staff on financial disbursement and reporting procedures.
- Oversee financial monitoring, record keeping, and reporting.
- Make budget revisions in cooperation with Executing Agency:



- ❖ 1<sup>st</sup>. revision within two months of the signing of the project document to reflect the actual starting date and to enable the preparation of a realistic plan for the provision of inputs for the first full year.
- ❖ Annual revision approved by 10 June of each year to reflect the final expenditures for the preceding year and to enable the preparation of a realistic plan for the provision of inputs for the current year.
- Ensure annual audits are completed and the audited financial statements together with the audit report reach UNDP headquarters (Office of Audit and Performance Review) no later than 30th April.
- Continue ongoing fundraising efforts for the project's LTFM.

## **Reporting, Monitoring, Evaluation**

### **Technical Reporting**

- Prepare annual project implementation reports for submission to GEF.
- Monitor the implementation of the workplan and timetable
- Ensure progress reports are prepared and submitted timely
- Ensure Annual Programme Report (APR) are prepared and submitted to UNDP CO
- Ensure their annual preparation of APRs & their completion two weeks before due date, and submission to UNDP-GEF.
- Prepare and participate in Project Implementation Reviews (PIR) and ensure their preparation submission by the due date.

### **Monitoring and Evaluation**

- Review the PIR/QOR prepared by the PMU, and through a process of consultation prepare a first draft for submission to the RCU
- Undertake project monitoring/site visits.
- Ensure the development of clear guidelines for assessing project progress and impact, for improving monitoring, and for identifying lessons learned and including them in the following years' workplans
- Undertake mid-term review, including possible project restructuring. Send copy to RCU.
- Prepare and finalize TOR for evaluation (mid-term and final evaluation)
- Make appropriate logistical and technical arrangements for the evaluation team and mission.

### **Completion**

- Prepare Project Completion Report and facilitate Terminal Evaluation, and submit the report to RCU.
- Operational completion activities. Determine when the project is operationally complete and advising all interested parties accordingly.
- Prepare project closing documents
- Ensure projects are financially completed no more than 12 months after operational completion by ensuring the final budget revision is promptly prepared and approved.

|                               |                         |
|-------------------------------|-------------------------|
| <b>Title</b>                  | <b>Project Director</b> |
| <b>Terms of reference ID#</b> | 6                       |

**The Project Director** will have the following main responsibilities:

- Approve terms of references, selection of project staff and reports produced by the PCU and the key experts/contractors;
- Approve project work plans, budget revisions and if necessary project revisions;
- Chair the project PSC;
- Be responsible for coordination of project activities with other involved governmental and non-governmental organizations
- Ensure that national legislation, rules and procedures are fully met in the course of the project implementation;
- Approve/certify project monitoring reports (PIRs/APRs), audit reports and evaluation reports;
- Facilitate liaison and cooperation with Government authorities in the course of the project implementation;
- Liaise with UNDP and project partners as required, on a regular basis, to build an effective partnership for the successful delivery of expected project outcomes, and;
- Ensure that there is a clear and unambiguous decision-making process for project implementation so that project activities are planned well in advance and necessary resources are available.
- Ensure that UNDP GEF monitoring and evaluation requirements are fully complied with and met

|                               |                        |
|-------------------------------|------------------------|
| <b>Title</b>                  | <b>Project Manager</b> |
| <b>Terms of reference ID#</b> | 7                      |

The MSP executing agency, Fauna & Flora International, with the assistance of UNDP Belize and YCT, 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 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 and budget under the guidance of the PSC;
- Make recommendations for modification to the Project budget and, where relevant, submit proposals for budget revisions to the PSC, NEPA 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 National Project Steering Committee (PSC) 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 PSC
- Coordinate and report the work of all stakeholders under the guidance of the PSC 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 PSC about activities nationally, including private and public sector activities, which impact on the Project;
- Prepare and submit quarterly progress and financial reports to the PSC and UNDP as required;
- Assist in the development of educational, promotional and marketing materials regarding the GSW, its biodiversity resources, and stakeholder communities, 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 realise 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 work plan 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 PSC and UNDP (in the format specified by UNDP) and discussed at the quarterly meetings of the Project Steering Committee.
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

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

**Duration:** 4 years

**Qualifications** (indicative):

- A graduate academic degree in areas relevant to the GSW project (e.g. environmental resource economics, natural resource management and conservation, environmental science, rural development, or rural sociology).
- Minimum 5 years experience in environmental management and rural development projects involving community participation, with at least 2 years management experience.
- Three years experience facilitating consultative processes, preferably in the environment field
- Working knowledge of protected areas management and planning
- 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 organise, facilitate and mediate technical teams to achieve stated project objectives
- Familiarity with logical frameworks and strategic planning.
- Strong computer skills.
- Excellent communication and writing skills.
- Previous experience in working with communities in the Toledo District and knowledge of their social organization, decision-making, conflict resolution and communication practices would be an asset. Strong cultural sensitivity towards the indigenous communities of the Golden Stream watershed area would be advantageous.

**PROJECT COOPERATION AGREEMENT**  
**between**  
**THE UNITED NATIONS DEVELOPMENT PROGRAMME**  
**and**  
**FAUNA AND FLORA INTERNATIONAL**

Whereas the **United Nations Development Programme** (hereinafter referred to as "UNDP") and **Fauna and Flora International** (hereinafter referred to as "FFI") have, on the basis of their respective mandates, a common aim in the furtherance of sustainable human development;

Whereas UNDP has been entrusted by its donors with certain resources that can be allocated for programmes and projects, and is accountable to its donors and to its Executive Board for the proper management of these funds and can, in accordance with the UNDP Financial Regulations and Rules, make available such resources for cooperation in the form of a Project;

Whereas FFI whose status being in accordance with national regulations, is committed to the principles of participatory sustainable human development and development cooperation, has demonstrated the capacity needed for the activities involved, in accordance with the UNDP requirements for management; is apolitical and not profit-making;

Whereas FFI and UNDP agree that activities shall be undertaken without discrimination, direct or indirect, because of race, ethnicity, religion or creed, status of nationality or political belief, gender, disability, or any other circumstances;

Now, therefore, on the basis of mutual trust and in the spirit of friendly cooperation, FFI and UNDP have entered into the present Agreement.

**Article I. Definitions**

For the purpose of the present Agreement, the following definitions shall apply:

- (a) "Parties" shall mean Fauna and Flora International and the United Nations Development Programme;
- (b) "UNDP" shall mean the United Nations Development Programme, a subsidiary organ of the United Nations, established by the General Assembly of the United Nations;

- (c) FFI shall mean a non-governmental organization that was established in and incorporated under the laws of the United Kingdom, with the purpose of conserving threatened species and ecosystems worldwide, choosing solutions that are sustainable, are based on sound science, and take account of human needs.
- (d) "The Agreement" or "the present Agreement" shall mean the present Project Cooperation Agreement, the Project Document, which incorporates the Project Objectives and Activities, Project Work Plan, Project Inputs being provided by the grant, and Project Budget, and all other documents agreed upon between the Parties to be integral parts of the present Agreement;
- (e) "Project" shall mean activities as described in the Project Document
- (f) "Government" shall mean the Government of Belize, Ministry of Natural Resources, Local Government and the Environment;
- (g) "UNDP resident representative" shall mean the UNDP official in charge of the UNDP office in the country, or the person acting on his/her behalf;
- (h) "Project Director" shall mean the person appointed by FFI, in consultation with UNDP and with the approval of the Government coordination authority, who acts as the overall coordinator of the project and assumes the primary responsibility for all aspects of it;
- (i) "Expenditure" shall mean the sum of disbursements made and valid outstanding obligations incurred in respect of goods and services rendered;
- (j) "To advance" shall mean a transfer of assets, including a payment of cash or a transfer of supplies, the accounting of which must be rendered by FFI at a later date, as herein agreed upon between the Parties;
- (k) "Income" shall mean the interest on the Project funds and all revenue derived from the use or sale of capital equipment, and from items purchased with funds provided by UNDP or from revenues generated from Project outputs;
- (l) "*Force majeure*" shall mean acts of nature, invasion or other acts of a similar nature or force;
- (m) "Project Work Plan" shall mean a schedule of activities, with corresponding time frames and responsibilities, that is based upon the Project Document, deemed necessary to achieve Project results, prepared at the time of approval of the Project, and revised annually;
- (n) "Resources" shall mean funds, equipment, supplies and any other thing of value.

## **Article II. Objective and Scope of the Present Agreement**

1. The present Agreement sets forth the general terms and conditions of the cooperation between the Parties in all aspects of achieving the Project Objectives, as set out in the Project Document.
2. The Parties agree to join efforts and to maintain close working relationships, in order to achieve the Objectives of the Project.

## **Article III. Duration of Agreement**

1. The term of the present Agreement shall commence “upon signature” and will terminate on 31<sup>st</sup> December, 2010, the estimated termination date for the Program. Those provisions of the Agreement that are necessary to permit an orderly settlement of accounts between the parties shall survive the Agreement’s termination. The Project shall commence and be completed in accordance with the time frame or schedule set out in the Project Document.
2. Should it become evident to either Party during the implementation of the Project that an extension beyond the expiration date set out in paragraph 1, above, of the present Article, will be necessary to achieve the Objectives of the Project, that Party shall, without delay, inform the other Party, with a view to entering into consultations to agree on a new termination date. Upon agreement on a termination date, the Parties shall conclude an amendment to this effect, in accordance with Article XVII, below.

## **Article IV. General Responsibilities of the Parties**

1. The Parties agree to carry out their respective responsibilities in accordance with the provisions of the present Agreement, and to undertake the Project in accordance with UNDP policies and procedures as set out in the UNDP Programming Manual, which forms an integral part of the present Agreement.
2. Each Party shall determine and communicate to the other Party the person (or unit) having the ultimate authority and responsibility for the Project on its behalf. The Project Director shall be appointed by FFI, in consultation with UNDP and with the approval of the government coordinating authority.
3. The Parties shall keep each other informed of all activities pertaining to the Project and shall consult once every three months or as circumstances arise that may have a bearing on the status of either Party in the country or that may affect the achievement of the Objectives of the Project, with a view to reviewing the Project Work Plan and Budget.

4. The Parties shall cooperate with each other in obtaining any licenses and permits required by national laws, where appropriate and necessary for the achievement of the Objectives of the Project. The parties shall also cooperate in the preparation of any reports, statements or disclosures, which are required by the donor or national law.

5. FFI may use the name and emblem of the United Nations or UNDP only in direct connection with the Project, and subject to prior written consent of the UNDP Resident Representative or Country Director of Belize.

6. The activities under the present Agreement are in support of the efforts of the Government of Belize, and therefore FFI will communicate with representatives of the Government, as necessary. Project Director will be responsible for the day-to-day contacts with the relevant national authorities and UNDP in operational matters during the implementation of the project. The UNDP Resident Representative or the Country Director will act as the principal channel for communicating with the Government coordinating authority regarding the activities under the Project Cooperation Agreement unless otherwise agreed with the Parties and the Government.

7. The UNDP Resident Representative *or*, “Country Director” will facilitate access to information, advisory services, technical and professional support available to UNDP and will assist FFI to access the advisory services of other United Nations organizations, whenever necessary.

8. The Parties shall cooperate in any public relations or publicity exercises, when the UNDP Resident Representative or “Country Director” deems these appropriate or useful.

9. FFI warrants that no official of UNDP or the United Nations has received or will be offered by FFI any direct or indirect benefit arising from this Agreement or the award thereof. FFI agrees that breach of this provision is a breach of an essential term of this Agreement.

#### **Article V. Personnel Requirements**

1. FFI shall be fully responsible for all services performed by its personnel, agents, employees, or contractors (hereinafter referred to as "Personnel").

2. FFI Personnel shall not be considered in any respect as being the employees or agents of UNDP. FFI shall ensure that all relevant national labour laws are observed.

3. UNDP does not accept any liability for claims arising out of the activities performed under the present Agreement, or any claims for death, bodily injury, disability, damage to property or other hazards that may be suffered by FFI Personnel as a result of their work pertaining to the project. It is understood that adequate medical and life insurance for FFI personnel, as well as insurance coverage for service-incurred illness, injury, disability or death, is the responsibility of FFI.



4. FFI shall ensure that its Personnel meet the highest standards of qualification and technical and professional competence necessary for the achievement of the Objectives of the Project, and that decisions on employment related to the Project shall be free of discrimination on the basis of race, religion or creed, ethnicity or national origin, gender, disability, or other similar factors. FFI shall ensure that all Personnel are free from any conflicts of interest relative to the Project Activities.

#### **Article VI. Terms and Obligations of Personnel**

1. FFI undertakes to be bound by the terms and obligations specified below, and shall accordingly ensure that the Personnel performing project-related activities under the present Agreement comply with these obligations:

(a) The Personnel shall be under the direct charge of FFI, which will function under the general guidance of UNDP and the Government;

(b) Further to subparagraph (a) above, the personnel shall not seek nor accept instructions regarding the activities under the present Agreement from any Government other than the Government of *Belize* or other authority external to UNDP;

(c) They shall refrain from any conduct that would adversely reflect on the United Nations and shall not engage in any activity that is incompatible with the aims and objectives of the United Nations or the mandate of UNDP;

(d) Subject to the requirements outlined in the document “UNDP public information disclosure policy”, information that is considered confidential shall not be used without the authorization of UNDP. In any event, such information shall not be used for individual profit. The Project Director may communicate with the media regarding the methods and scientific procedures used by FFI; however, UNDP clearance is required for the use of the name UNDP in conjunction with Project Activities in accordance with Article IV, paragraph 5, above. This obligation shall not lapse upon termination of the present Agreement unless otherwise agreed between the Parties.

#### **Article VII. Supplies, Vehicles and Procurement**

1. UNDP shall contribute to the Project the resources indicated in the Project Work Plan and Budget. FFI, in consultation with UNDP, will develop the specifications and/or Terms of Reference for the goods and services identified. After review and approval of the specifications and Terms of Reference, FFI shall carry out the procurement of the requested resources in accordance with UNDP regulations and rules. All payments will be made directly by UNDP to the vendor or service provider selected through UNDP’s procedures in accordance with the respective contracts.

2. To the extent that FFI has been authorized in the Project Work Plan and Budget to directly procure any goods or services, the NGO shall ensure that, when placing orders or awarding contracts, it will safeguard the principles of highest quality, economy and efficiency, and that the placing of such orders will be based on an assessment of competitive quotations, bids, or proposals unless otherwise agreed to by UNDP.
3. Equipment, non-expendable materials, or other property furnished or financed by UNDP shall remain the property of UNDP and shall be returned to UNDP upon completion of the Project or upon termination of the present Agreement, unless otherwise agreed upon between the Parties, and in consultation with the government coordinating authority. During Project implementation and prior to such return, FFI shall be responsible for the proper custody, maintenance and care of all equipment. FFI shall, for the protection of such equipment and materials during implementation of the Project, obtain appropriate insurance in the amounts agreed upon between the Parties and incorporated in the Project Budget.
4. FFI will place on the supplies, equipment and other materials it furnishes or finances such markings as will be necessary to identify them as being provided by UNDP.
5. In cases of damage, theft or other losses of vehicles and other property made available to FFI, FFI shall provide UNDP with a comprehensive report, including police report, where appropriate, and any other evidence giving full details of the events leading to the loss of the property.
6. In its procedures for procurement of goods, services or other requirements with funds made available by UNDP as provided for in the Project Budget, FFI shall ensure that, when placing orders or awarding contracts, it will safeguard the principles of highest quality, economy and efficiency, and that the placing of such orders will be based on an assessment of competitive quotations, bids, or proposals unless otherwise agreed to by UNDP.
7. UNDP shall make every effort to assist FFI in clearing all equipment and supplies through customs at places of entry into the country where Project activities are to take place.
8. FFI shall maintain complete and accurate records of equipment, supplies and other property purchased with UNDP funds and shall take periodic physical inventories. FFI shall provide UNDP biannually with the inventory of such equipment, property and non-expendable materials and supplies, and at such time and in such form as UNDP may request.
9. Title to equipment and all other intellectual property rights deriving from activities under this Agreement and Project shall vest in UNDP, in accordance with UNDP's basic assistance agreement (SBAA) with the Government.

### **Article VIII. Financial and Operational Arrangements**

1. In accordance with the Project Budget, UNDP has allocated and will make available to FFI up to the maximum amount of *\$975,000.00 USD*. The project finances will be managed primarily through UNDP's Request for Direct Payments Modality and supplemented through the provision of smaller quarterly advances to the Project. A first installment of *\$5,000.00 USD* will be advanced to FFI within 15 working days following the assignment of the Project's Authorized Spending Limit. The second and subsequent installments will be advanced to FFI quarterly, when a financial report and other agreed-upon documentation, as referenced in Article X, below, for activities completed have been submitted to and accepted by UNDP as showing satisfactory management and use of UNDP resources.

2. FFI agrees to utilize all resources furnished or financed by UNDP in strict accordance with the Project Document. FFI shall be authorized to make variations not exceeding 20 per cent on any one line item of the Project Work Plan and Budget provided that the total Budget allocated by UNDP is not exceeded. FFI shall notify UNDP about any expected variations in the Quarterly Reports, as set forth in Article IV, paragraph 3, above, below. Any variations exceeding 20 per cent on any one- line item and any variations that involve purchases or activities that are different than what is set forth in the Project Document shall be subject to prior consultations with and approval by UNDP.

3. Unless otherwise agreed to in writing by UNDP, FFI further agrees to return within 14 working days of the termination or end of the present Agreement or the completion of the Project any remaining resources that have been furnished or financed by UNDP. Any unspent funds shall be returned within two months of the termination of the present Agreement or the completion of the Project.

4. UNDP shall not be liable for the payment of any expenses, fees, tolls or any other financial cost not outlined in the Project Work Plan or Project Budget unless UNDP has explicitly agreed in writing to do so prior to the expenditure by the PD.

#### **Article IX. Maintenance of Records**

1. FFI shall keep accurate and up-to-date records and documents in respect of all expenditures incurred with the funds made available by UNDP to ensure that all expenditures are in conformity with the provisions of the Project Work Plan and Project Budgets. For each disbursement, proper supporting documentation shall be maintained, including original invoices, bills, and receipts pertinent to the transaction. Any Income, as defined in Article I, paragraph 1(k), above, arising from the management of the Project shall be promptly disclosed to UNDP. The Income shall be reflected in a revised Project Budget and Work Plan and recorded as accrued income to UNDP unless otherwise agreed between the Parties.

2. Upon completion of the Project/or Termination of the Agreement, FFI shall maintain the records for a period of at least four years unless otherwise agreed upon between the Parties.

### **Article X. Reporting Requirements**

1. FFI shall provide UNDP with periodic reports on the progress, activities, achievements and results of the Project, as agreed between the Parties. At a minimum, FFI shall prepare an annual progress report.

2. Financial reporting will be quarterly:

- a) FFI prepares a financial report and submits it to the UNDP Country office no later than 30 days after the end of each quarter, in the working language of UNDP/ programme country as agreed with UNDP.
- b) The Purpose of the financial report is to request a quarterly advance of funds to list the disbursements incurred on the project by budgetary component on a quarterly basis and to reconcile outstanding advances and foreign exchange loss or gain during the quarter.
- c) The financial report has been designed to reflect the transactions of a project on a cash basis. For this reason, unliquidated obligations or commitments should not be reported to UNDP i.e. the reports should be prepared on a cash basis, not on an accrual basis, and thus will include only disbursements made by FFI and not commitments. However, FFI shall provide an indication when submitting reports as to the level of unliquidated obligations or commitments, for budgetary purposes;
- d) The financial report contains information that forms the basis of a periodic financial review and its timely submission is a prerequisite to the continuing funding of the project. Unless the Financial Report is received, the UNDP Resident Representative will not act upon requests for advances of funds from UNDP;
- e) Any refund received by FFI from a supplier should be reflected on the financial report as a reduction of disbursements on the component to which it relates.

3. Within two months of the completion of the Project or the termination of the present Agreement, FFI shall submit a final report on the Project activities and include a final financial report on the use of UNDP funds, as well as an inventory of supplies and equipment.

## **Article XI. Audit Requirements**

1. FFI shall submit to the UNDP Resident Representative in Belize a certified annual financial statement on the status of funds advanced by UNDP. The Project will be audited at least once during its lifetime but may be audited annually, as will be reflected in the annual audit plan prepared by UNDP Headquarters (Division of Audit and Performance Review) in consultation with the Parties to the Project. The audit shall be carried out by the auditors of FFI or by a qualified audit firm, which will produce an audit report and certify the financial statement.
2. Notwithstanding the above, UNDP shall have the right to audit or review such Project-related books and records as it may require and to have access to the books and record of FFI, as necessary.

## **Article XII. Responsibility for Claims**

1. FFI shall indemnify, hold and save harmless, and defend at its own expense, UNDP, its officials and persons performing services for UNDP, from and against all suits, claims, demands and liability of any nature and kind, including their cost and expenses, arising out of the acts or omissions of FFI or its employees or persons hired for the management of the present Agreement and the Project.
2. FFI shall be responsible for, and deal with all claims brought against it by its Personnel, employees, agents or subcontractors.

## **Article XIII. Suspension and Early Termination**

1. The Parties hereto recognize that the successful completion and accomplishment of the purposes of a technical cooperation activity are of paramount importance, and that UNDP may find it necessary to terminate the Project, or to modify the arrangements for the management of a Project, should circumstances arise that jeopardize successful completion or the accomplishment of the purposes of the Project. The provisions of the present Article shall apply to any such situation.
2. UNDP shall consult with FFI if any circumstances arise that, in the judgment of UNDP, interfere or threaten to interfere with the successful completion of the Project or the accomplishment of its purposes. FFI shall promptly inform UNDP of any such circumstances that might come to its attention. The Parties shall cooperate towards the rectification or elimination of the circumstances in question and shall exert all reasonable efforts to that end, including prompt corrective steps by FFI, where such circumstances are attributable to it or within its responsibility or control. The Parties shall also cooperate in

assessing the consequences of possible termination of the Project on the beneficiaries of the Project.

3. UNDP may at any time after occurrence of the circumstances in question, and after appropriate consultations, suspend the Project by written notice to FFI, without prejudice to the initiation or continuation of any of the measures envisaged in paragraph 2, above, of the present Article. UNDP may indicate to FFI the conditions under which it is prepared to authorize management of the Project to resume.

4. If the cause of suspension is not rectified or eliminated within fourteen (14) working days after UNDP has given notice of suspension to FFI, UNDP may, by written notice at any time thereafter during the continuation of such cause: (a) terminate the Project; or (b) terminate the management of the Project by FFI, and entrust its management to another institution. The effective date of termination under the provisions of the present paragraph shall be specified by written notice from UNDP.

5. Subject to paragraph 4, above, of the present Article, the NGO may terminate the present Agreement in cases where a condition has arisen that impedes FFI from successfully fulfilling its responsibilities under the present Agreement, by providing UNDP with written notice of its intention to terminate the present Agreement at least thirty (30) days prior to the effective date of termination if the Project has a duration of up to six months and at least sixty (60) days prior to the effective date of termination if the Project has a duration of six months or more.

6. FFI may terminate the present Agreement only under paragraph 5, above, of the present Article, after consultations have been held between FFI and UNDP, with a view to eliminating the impediment, and shall give due consideration to proposals made by UNDP in this respect.

7. Upon receipt of a notice of termination by either Party under the present Article, the Parties shall take immediate steps to terminate activities under the present Agreement, in a prompt and orderly manner, so as to minimize losses and further expenditures. FFI shall undertake no forward commitments and shall return to UNDP, within thirty (30) days, all unspent funds, supplies and other property provided by UNDP unless UNDP has agreed otherwise in writing.

8. In the event of any termination by either Party under the present Article, UNDP shall reimburse FFI only for the costs incurred to manage the project in conformity with the express terms of the present Agreement. Reimbursements to FFI under this provision, when added to amounts previously remitted to it by UNDP in respect of the Project, shall not exceed the total UNDP allocation for the Project.

9. In the event of transfer of the responsibilities of FFI for the management of a Project to another institution, FFI shall cooperate with UNDP and the other institution in the orderly transfer of such responsibilities.

#### **Article XIV. Force Majeure**

1. In the event of and as soon as possible after the occurrence of any cause constituting *Force Majeure*, as defined in Article I, paragraph (n), above, the Party affected by the *Force Majeure* shall give the other Party notice and full particulars in writing of such occurrence if the affected Party is thereby rendered unable, in whole or in part, to perform its obligations or meet its responsibilities under the present Agreement. The Parties shall consult on the appropriate action to be taken, which may include suspension of the present Agreement by UNDP, in accordance with Article XIV, paragraph 3, above, or termination of the Agreement, with either Party giving to the other at least seven days written notice of such termination.
2. In the event that the present Agreement is terminated owing to causes constituting *Force Majeure*, the provisions of Article XIV, paragraphs 8 and 9, above, shall apply.

#### **Article XV. Arbitration**

1. The Parties shall try to settle amicably through direct negotiations, any dispute, controversy or claim arising out of or relating to the present Agreement, including breach and termination of the Agreement. If these negotiations are unsuccessful, the matter shall be referred to arbitration in accordance with United Nations Commission on International Trade Law Arbitration Rules. The Parties shall be bound by the arbitration award rendered in accordance with such arbitration, as the final decision on any such dispute, controversy or claim.

#### **Article XVI. Privileges and Immunities**

1. Nothing in or relating to the present Agreement shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations and UNDP.

#### **Article XXI. Amendments**

1. The present Agreement or its Annexes may be modified or amended only by written agreement between the Parties.

**IN WITNESS WHEREOF**, the undersigned, being duly authorized thereto, have on behalf of the Parties hereto signed the present Agreement at the place and on the day below written.

For the SR:

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Place: \_\_\_\_\_

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

For UNDP:

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Place: \_\_\_\_\_

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



**SIGNATURE PAGE**

Country: **Belize**

UNDAF Outcome(s)/Indicator(s): **Not Applicable**

Expected Outcome(s)/Indicator (s): **Goal 3: Managing Energy and Environment for Sustainable Development**

**Outcome 7: Strategic Integration of Biodiversity Management in Sustainable Development and use of national Environmental Resources**

Expected output (s) Indicator (s): **Replicable model for integrated landscape management of Belize’s Biodiversity/ Natural Resources.**

Implementing partner: **Fauna & Flora International**

Other Partners: **UNDP- Belize**  
**Ya’axche Conservation Trust**

Programme Period: 2004-2006  
 Programme Component: \_\_\_\_\_  
 Project Title: **Integrating Protected Areas and Landscape Management in the Golden Stream Watershed**  
 Project ID: PIMS NO: 1740 Atlas:00047831  
 Project Duration: 2006- 2010  
 Management Arrangement: **NGO Execution**

Total budget: \$2,095,168 USD  
 Allocated resources: \$ 975,000 USD (GEF)

• **Co-financing contributions**

| Name of Co-financier (source) | Classification  | Type    | Amount (US\$)      |
|-------------------------------|-----------------|---------|--------------------|
| FFI                           | NGO             | Grant   | \$126,600          |
| PACT                          | Semi-government | Grant   | \$17,000           |
| Oak Foundation                | NGO             | Grant   | \$89,890           |
| Sea World / Busch Gardens     | NGO             | Grant   | \$15,000           |
| Peace Corps                   | Bilateral       | In-kind | \$96,000           |
| Darwin / NHM                  | NGO             | In-kind | \$28,500           |
| Ecologic                      | NGO             | In-kind | \$80,000           |
| Nando Peretti Foundation      | NGO             | Grant   | \$194,822          |
| TIDE                          | NGO             | In-kind | \$170,000          |
| FD                            | Government      | In-kind | \$80,000           |
| USFWS                         | Government      | Grant   | \$182,356          |
| BFREE                         | Private         | In-kind | \$40,000           |
| Sub-Total Co-financing        |                 |         | <b>\$1,120,168</b> |

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

\_\_\_\_\_ Date \_\_\_\_\_

**Agreed by (UNDP El Salvador/ Belize):**

\_\_\_\_\_ Date \_\_\_\_\_