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**United Nations Development Programme**

**Country: Belize**

**PROJECT DOCUMENT**

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| **Project Title: Capacity-building for the strategic planning and management of natural resources in Belize** |
| **UNDAF Outcome 6:** By 2017, public policies and development processes are mainstreamed with cross –cutting environmental, disaster risk reduction and climate change dimensions.  **UNDP Strategic Plan Environment and Sustainable Development Primary Outcome:** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded  **UNDP Strategic Plan Secondary Outcome:** Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change. |
| **Expected CP Outcome 6:** Public policies and institutional capacities are strengthened and capacitated to manage Belize’s natural resource base in a sustainable manner, and for a more effective and multi-sectoral preparedness and response to natural disasters and climate-induced events.  **Expected CPAP Outputs:** National compliance with multilateral environmental agreements strengthened.  Strengthened policy framework and institutional arrangements for integrated water and land resource management. Improved human and technical capacities for coordination, communication and networking within the context of comprehensive disaster/risk management. Climate risk reduction efforts integrated in key sector plans and in national recovery efforts |
| **Executing Entity/Implementing Partner:** Ministry of Forestry, Fisheries and Sustainable Development  **Implementing Entity/Responsible Partners:** Ministry of Forestry, Fisheries and Sustainable Development, United Nations Development Programme |

**Brief Description:** This project builds upon the commitment of the Government to pursue sustainable development as indicated by the recently established Ministry of Forestry, Fisheries and Sustainable Development. The barriers to good environmental governance for the global environment are fundamentally an issue of accessing good knowledge and having a good system by which to make best use of this knowledge. GEF funds will be used to train government staff through directed workshops on how to collect and manage data and information relevant to planning best practices for global environmental governance in the three Rio Convention focal areas. The project’s strategy emphasizes a long-term approach to institutionalizing capacities to meet MEA obligations through a set of learning-by-doing activities that lay the foundation for effective decision-making and policy-making regarding global environmental benefits. Specifically, the project will be implemented through three linked components, namely, the strengthening of an integrated environmental monitoring and evaluation system, the integration of natural resource valuation into the Environmental Impact Assessment process, and institutional and financial reforms to ensure long-term benefits to the global environment. Active participation of stakeholder representatives in the full project life cycle facilitates the strategic adaptation of project activities in keeping with project objectives. Moreover, the inclusion of non-state stakeholders contributes to the adaptive collaborative management of projectimplementation and promotes long-term sustainability of project outcomes.

Programme Period: 2014 - 2017

Atlas Award ID: 00080643

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PIMS # 4917

Start date: December 2014

End Date: November 2017

Management Arrangements: NIM

PAC Meeting Date: 3 November 2014

Total resources required US$ 1,402,000

Total allocated resources US$ 1,402,000

* UNDP US$ 75,000
* Other:
  + GEF US$ 759,000
* MFFSD (In-kind) US$ 440,000
* MFFSD (Grant) US$ 128,000

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| **Agreed by:** | | |
| **Ministry of Forestry, Fisheries and Sustainable Development** | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
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|  | [NAME]  [TITLE] | Date/Month/Year |
| **Agreed by:** | | |
| **United Nations Development Programme** | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | \_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|  | [NAME]  Resident Representative UNDP Belize | Date/Month/Year |

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**A****cronyms and Abbreviations**

|  |  |
| --- | --- |
| ACM | Adaptive Collaborative Management |
| APR | Annual Progress Report |
| BPoA | Barbados Plan of Action |
| CARICOM | Caribbean Community |
| CBD | Convention on Biological Diversity |
| CCCD | Cross-Cutting Capacity Development |
| CCDA | Central American Commission on Environment and Development |
| GEF | Global Environment Facility |
| GEF Sec | Secretariat of the Global Environment Facility |
| M&E | Monitoring and Evaluation |
| MDGs | Millennium Development Goals |
| MEAs | Multilateral Environmental Agreements |
| MFED | Ministry of Finance and Economic Development |
| MFFSD | Ministry of Forests, Fisheries, and Sustainable Development |
| MTDS | Medium-Term Development Strategy |
| NCCC | National Climate Change Committee |
| NCSA | National Capacity Self-Assessment |
| NEAC | National Environmental Appraisal Committee |
| NEMO | National Emergency Management Organization |
| NGO | Non-Governmental Organization |
| NMS | National Meteorological Service |
| NRV | Natural Resource Valuation |
| PIF | Project Identification Form |
| PIR | Project Implementation Review |
| PMU | Project Management Unit |
| UNDAF | United Nations Development Assistance Framework |
| UNDP | United Nations Development Programme |

# PART I - PROJECT

## A Project Summary

### A.1 Project Rationale, Objectives, Outcomes/Outputs, and Activities

In 2005, Belize completed its National Capacity Self-Assessment (NCSA) in which poor harmonization of sectoral policies and poor coordination; inadequately developed environmental information systems; poorly integrated land use planning; and low levels of understanding of the ecosystems approach to resource management were identified as critical constraints to effective implementation of the Rio Conventions. This project was developed as a direct response to those needs.

Since the completion of the NCSA, Belize has gone to great lengths to strengthen its environmental policy and programming. With the help of UNDP and other development partners, Belize has completed multiple plans, policies, and programmes that aim to address the country’s obligations under various multilateral environmental agreements (MEAs). Such plans include the *Horizon 2030: National Development Framework for Belize 2010-2030*, the *Medium-Term Development Strategy 2010-2013* (MTDS), the 2009-2013 *National Poverty Elimination Strategy and Action Plans,* and the *Sustainable Tourism Master Plan* among others.

Each of the above mentioned plans highlights capacity development as a priority for meeting national obligations to the Rio Convention as well as other MEAs. This project responds to this specific cross-cutting capacity development (CCCD) priority. In doing so, this project seeks to catalyze more effective participation in environmentally sound and sustainable development in a way that produces co-benefits for the global environment.

The project is strategic in that it responds to a targeted set of underlying barriers to environmental management towards the goal of meeting and sustaining global environmental outcomes. Specifically, the project will facilitate the proactive and constructive engagement of decision-makers across environmental focal areas and socio-economic sectors. This project is innovative and transformative through its adaptive collaborative management approach that is part of the design of project activities. While an integrated environmental monitoring and evaluation system is not necessary innovative, for Belize it will be innovative because of the current practice of closed systems. That is, while some data and information relevant to environmental protection, risk reduction, and development planning limit the country’s achievement of its obligations under the Rio Conventions as well as its own national development priorities.

The Ministry of Forestry, Fisheries and Sustainable Development (MFFSD) is the executing entity for this project, and the project will be developed in accordance with agreed policies and procedures between the Government of Belize and UNDP. With the support of UNDP, MFFSD will establish the necessary planning and management mechanisms and facilitate government decision-making to catalyze implementation of project activities and timely delivery of project outputs. The project was designed to be complementary to other related projects under implementation in Belize, such as the National Sustainable Development Strategy (NSDS) under preparation or those supported by the Global Environment Facility (GEF). Given these, careful attention will be given to coordinating project activities in such a way that they are mutually supportive in order to capitalize on opportunities to realize synergies and cost-effectiveness.

This project conforms to the GEF-5 Cross-Cutting Capacity Development Strategy Programme Framework CD2, which calls for countries to generate, access, and use information and knowledge. More precisely, this CCCD framework provides the vision for CCCD projects to develop capacities at the individual and organizational levels and strengthening technical skills to collect data and transform information into knowledge (sub-programme framework 2.1). In addition, the project will provide ancillary benefits under CD4 which calls for the strengthening of capacities to implement and manage global convention guidelines.

Specifically, the project will strengthen institutional and technical capacities and skills for improved implementation of the Rio Conventions. A co-benefit of the project will be the improvement of technical capacities for reporting on Rio Convention implementation. The project will also define and develop new and improved environmental management performance criteria, indicators, and standards. Through partnerships with key stakeholder organizations, the project will also help strengthen the capacities of civil society and community-based organizations, and has a high potential to contribute significantly towards improving the performance of national and local institutions.

The project is consistent with the programmatic objectives of the three GEF thematic focal areas of biodiversity, climate change and land degradation, the achievement and sustainability of which is dependent on the critical development of capacities (individual, organizational and systemic). The project is also consistent with other UNDP programming such as Belize’s UNDAF Priority 3: “Environmental and natural resource management, disaster risk reduction and climate change mainstreamed into public policies and development processes.” This project is also well-aligned with Millennium Development Goal (MDG) 7: Environmental Sustainability.

Through its successful completion, the project will have resulted in improved capacities for meeting and sustaining global environmental benefits under the Rio Conventions by means of improved national policy and decision-making. This outcome is disaggregated into three components:

Component 1: Monitoring and diagnosis of global/national environmental changes and trends

Component 2: Piloting natural resource valuation into environmental impact assessments

Component 3: Institutionalization of sustainable resource mobilization

The project’s objective is **to strengthen institutional and technical capacities for: a) improved monitoring and assessment; b) natural resource valuation and impact assessment; and c) resource mobilization.** Specifically, this will be carried out by targeting and training government staff at the local, regional and national levels on the specific interpretation of Rio Convention provisions as they apply to their respective roles and responsibilities to implement associated development policies.

The project will take an adaptive collaborative management (ACM) approach to implementation, which calls for stakeholders to take an early and proactive role in the mainstreaming exercises, as well as to help identify and solve unexpected implementation barriers and challenges. By taking an ACM approach, project activities and outputs can be more legitimately modified and adapted to maintain timely and cost-effective project performance and delivery.

### A.2 Key Indicators, Assumptions, and Risks

There are a few risks and assumptions associated with the design of this project. One potential risk is inadequate commitment by the Government and other stakeholders. Belize has many socio-economic priorities, and commitment to the global environment may decline in the face of other, short to medium-term, socio-economic challenges as has been the case in recent years. This risk is medium, in part due to the expressed commitment of the Government to broadening its sustainable development platform (e.g., in establishing the MFFSD and developing the National Sustainable Development Strategy). Moreover, the previous CCCD project was able to attain a large level of buy-in from government and non-government stakeholders, and many of these connections are already in place.

Notwithstanding the already high-level support for the project, one key output focuses on advocacy and awareness-raising, which are designed to generate and maintain high-level support. This, along with the strengthening and involvement of the Sustainable Development Unit, and the focus on developing good information, should ensure that broad commitment is sustained.

Related to commitment is the risk of being unable to maintain adequate co-financing and finances for programme continuity. The programme depends on co-financing from several sources for sustained operations after completion. The bulk of the project co-financing needs will be meet through the support of complementary activities by various national institutions. The project also seeks to develop capacities for the mobilization of resources to support the national sustainable development agenda. Project actions, as prescribed, close the gap between the required intervention and existing national budgetary support for such programmes. It should also be noted that the UNDP Belize CO and the Government of Belize are committed to continue to seek co-financing beyond the figures committed in this document. Given the budgetary and financial constraints of the project, there is a low risk that the necessary co-financing may not be forthcoming. High-level support should help mitigate this risk by facilitating access to co-financing. Also, the generation of high quality data and information should help validate the need for co-financing. Moreover, the project is designed to be efficient, and able to make impacts even if funds are low.

There is a risk of project performance that is associated with the limited absorptive capacity of the MFFSD capacities to support project implementation and programme continuity. This risk is medium because there are a number of well-qualified technical and programme staff within the MFFSD, however, recent institutional changes has disrupted the normal work flow. Although Belize has made great progress to improve capacity and inter-agency coordination, CCCD interventions are institutionally complex and require effective coordination and collaboration mechanisms. The assessment of national capacities for effective sustainable development planning indicates that capacities for sustainable development planning and implementation are fragmented. As a result, there are a few institutional barriers that will affect both the short and long-term development planning that allows effective integration of Rio Convention obligations.

This risk was a very important factor in the design of this CCCD, both in terms of the programme activities and the implementation arrangements. To temper this, the project will adopt integrated approaches and set out to strengthen institutional capacity. From a programmatic perspective, the technical assistance outputs and activities were tailored to produce realistic deliverables. From an implementation perspective, the MFFSD will be the Implementing Partner, but rely heavily on the technical departments to support the implementation of the programme activities because therein lie the technical expertise. Two other senior beneficiaries are the Ministry of Natural Resources and Agriculture, given their role as the Focal Point for the Convention to Combat Desertification and Drought, and the Ministry of Public Service, which oversees staff development for government employees.

Finally, this project design is founded on the assumption that by developing improved environmental indicators and institutionalizing natural resource valuation, planning and decision-making will be more holistic and place a higher premium on the global environment. The expected result is that the resulting policy interventions and development outcomes will demonstrate greater progress in implementing Rio Convention obligations. From a technical perspective, policy interventions would be more inclusive, legitimate, resilient and robust. The project will also pay particular attention to helping meeting gender equality objectives per the UNDP 2014-2017 Strategic Plan.

Project outcomes will be measured through a set of output, process, and performance indicators. Constructed using SMART design criteria, these indicators were developed to coincide with each major project activity. Output indicators include uniform data collection methods adopted by line agencies to strengthen the quality and validity of global environmental indicators. Process indicators include the convening of technical working groups to facilitate better inter-agency communication, coordination, and collaboration with regard to strengthening the legislative and policy framework within which to integrate natural resource valuation. Performance indicators include the learning-by-doing review of best practices and lessons learned for developing an appropriate financial tracking mechanism for more effective monitoring of resource flows from non-state actors.

## B Country Ownership

### B.1 Country Eligibility

Belize is eligible to receive technical assistance from UNDP, and is thus eligible for support under the Global Environment Facility (GEF). Belize ratified the UN Convention on Biological Diversity (CBD) on December 30, 1993, the UN Framework Convention on Climate Change (FCCC) on October 31, 1994, and the UN Convention to Combat Desertification on July 23, 1998. Additionally, Belize accepted the Cartagena Protocol on Biological Safety on May 12, 2004 to protect biodiversity from the potential risks posed by genetically modified organisms that are the product of biotechnology.

In addition to being a signatory to the Rio Conventions and its protocols, Belize has demonstrated its commitment to the global community by becoming a party to numerous other Multilateral Environmental Agreements (MEAs) and related protocols. In total Belize is party to more than 25 global and regional MEAs[[1]](#footnote-1) including:

* + Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal (acceded in 1997)
  + Vienna Convention for the Protection of the Ozone Layer (acceded in 1997)
    - Montreal Protocol (ratified in 1998)
  + Ramsar Convention on Wetlands (ratified in 1998)
  + Cartagena Convention (ratified in 1999)
    - Protocol Concerning Co-operation in Combating Oil Spills (ratified in 1999)
    - Protocol Concerning Specially Protected Areas and Wildlife (ratified in 2008)
    - Protocol Concerning Pollution from Land-Based Sources and Activities (ratified in 2008)
  + Stockholm Convention on Persistent Organic Pollutants (ratified in 2002)
  + International Convention for the Regulation of Whaling (ratified in 2003)
  + International Convention for the Conservation of Atlantic Tunas (ratified in 2005)
  + Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade (ratified in 2005)
  + Agreement to the Implementation of the Provisions of the UN Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks (ratified in 2005)
  + Convention on International Trade of Endangered Species of Wild Fauna and Flora (succession in 1986)

The GEF strategy for Cross-Cutting Capacity Development projects serves to provide resources for reducing, if not eliminating, the institutional bottlenecks and barriers to the synergistic implementation of the Rio Conventions. This particular project is in line with CCCD Programme Framework 2, which calls for countries to generate, access, and use information and knowledge. Through a learning-by-doing process, this project will target the development of capacities at the individual and organizational level, strengthening technical skills to collect data and transform information into knowledge (sub-programme framework 2.1).

This project also contributes to CCCD Programme Framework 4, which calls for the strengthening of capacities to implement and manage global convention guidelines. Accordingly, this project will help institutionalize these capacities by targeting particular institutional structures and mechanisms to develop sustainable and cost-effective environmental programs and plans that serve to meet national and global environmental priorities (sub-programme 4.3).

### B.2 Country Drivenness

This CCCD project is entirely consistent with the goals and priorities Belize has identified through various analyses and planning processes in coordination with the United Nations System and other development partners. While the country does not have a comprehensive policy and strategy to shape its sustainable development, numerous planning instruments identify sustainable development as a pillar for Belize’s future growth. Belize’s primary planning document, *Horizon 2030: National Development Framework for Belize 2010-2030*, has the principle goal of sustaining economic growth and development while raising the quality of life for the country’s citizens, however this plan also recognizes the importance of natural resources and the environment in achieving these goals (Barnett, Catzim-Sanchez, & Humes, 2010). To this end, the report explicitly emphasizes the need for environmental sustainability in the development planning processes stating that “in the context of Belize’s natural resource based economy, environmental sustainability is key to sustainability of economic development” (Barnett, Catzim-Sanchez, & Humes, 2010, p. 74). Furthermore, although *Horizon 2030* was released after the government’s *Medium-Term Development Strategy 2010-2013*, the strategic emphasis on sustainable development in the long-term strategy document is being used to inform adjustments to the MTDS (MFFSD, 2012, p. 8) . In fact, although the country has no national sustainable development strategy, many government ministries derive their sustainable development mandate from *Horizon 2030,* and the MTDS as well as other sectoral plans and some international conventions (Kinahoi-Siamomua, 2013).

1. In 2013, the Government of Belize and the UN System agreed to a new United Nations Development Assistance Framework (UNDAF) 2013-2016. The Belize UNDAF constitutes the framework of reference for the collaborative actions of the entire UN system in Belize and is anchored to the national development vision and priorities of the country (UNDAF, 2013). This framework is a response to key challenges identified in the Common Country Assessment and other national strategies such as *Horizon 2030*; the MTDS; and the *National Poverty Elimination Strategy and Action Plans*. The UNDAF ‘s Priority 3 draws on the need for environmental sustainability as identified in these plans and aims to mainstream environmental and natural resource management, disaster risk reduction, and climate change dimensions into public policies and development processes. Outcome 6 of this Priority underscores the importance of bolstering the national sustainable development agenda and its supporting framework (UNDAF, 2013). Effective coordination of MEA’s and improved capacity to plan, monitor, implement, and report on inclusive sustainable development strategies are fundamental to this sustainable development framework.

This project is also well aligned to address the emerging priorities that were identified in the *Millennium Development Goals (*MDG) *Report and Post 2015 Agenda*. One such priority acknowledges that all public agencies “gather data but there is no centralised data storage location, or official and formalised channels through which effective exchange of data and data analysis occurs at regular intervals.” (UNDP, 2013, p. 104). This project can help address the need for more efficient mechanisms to access this data in order to inform effective policy making.

In addition to the three Rio Conventions and other MEAs, Belize has adopted a number of strategic frameworks that reflect the country’s diverse environmental priorities. For example, in 1994 Belize joined the Alliance for Sustainable Development of Central America[[2]](#footnote-2) which aims to promote awareness and participation in society by incorporating environmental considerations into the formal and informal education system to develop an implementation strategy for a system of environmental-economic accounting.

1. This project also allows the country to fast track the operationalization (institutionalization) of key natural resource legislation and strategies recently adopted supporting effective land, water and natural resource (biodiversity management). These include the recently adopted National Planning Bill, which provides the policy framework allowing the institutionalization of the National Land Use Policy and Plan (developed as a response to effective land resource distribution and management), the National Integrated Water Management Act (developed to safeguard the country water resource base and those catchment areas supporting water as a resource), the National Protected Area Systems Bill (developed to consolidate Belize’s network of protected areas), and the Aquatic Living Resources Bill (developed to improve management of marine resources).

#### B.2.a National Capacity Self-Assessment

Belize conducted its NCSA in 2005 in order to identify the thematic and cross-cutting capacity constraints affecting the synergistic implementation of the Rio Conventions as well as to identify key capacity building constraints. The exercise was completed by a team of national and international consultants with numerous consultations with key stakeholders. The NCSA’s primary output was the NCSA Action Plan which serves as a framework for projects and programmes dedicated to capacity building for improved implementation of the Rio Conventions. Other outputs included stocktaking reports detailing the institutional capacities needed to meet the obligations of the Rio Conventions; thematic assessment reports that prioritized capacity needs in each of the thematic areas of biodiversity, climate change and land degradation; and a report on the legal and cross-cutting issues related to Rio Convention implementation.

The NCSA highlighted the difficulties public institutions faced to fulfill the requirements and commitments of the various MEAs while still managing domestic issues (Ministry of Natural Resources, Local Government and the Environment, 2005). The document confirmed that one key barrier to successful implementation of the Rio Conventions is the complicated network of national legislation and mandates. This convoluted system is further hampered by institutional bottlenecks stemming from insufficient staff numbers and technical capabilities, equipment shortages, and inadequately assigned operational budgets (Ministry of Natural Resources, Local Government and the Environment, 2005). These deficiencies have hindered the overall implementation of the Rio Conventions. For example, the NCSA identified information gaps regarding the availability and accessibility to reliable data, and identified a need for a formalized national management system for greenhouse gas inventories (Ministry of Natural Resources, Local Government and the Environment, 2005).

The NCSA identified the main capacity constraints impeding implementation of the three conventions to be as follows:

* Poor harmonization of sectoral policies and poor coordination;
* Poorly integrated land use planning;
* Inadequately developed environmental information systems; and
* Low levels of understanding of the ecosystems approach to resource management.

Some of these barriers, despite ongoing national efforts, still exist in one form or another. Coordination and lack of integration remain an issue. These new elements and operating structures have not yet become fully operational, minimizing their effectiveness for coordination. This is in part due to an expansion of traditional mandates for coordinating natural resource management entities to coordination across environmental, social and economic systems. New frameworks for governance, once institutionalized, promise greater efficiencies and improved potential for synergies necessary to enhance environmental management, and the true integration of environmental considerations in national development planning. These frameworks set in place to support national *Horizon 2030* visioning places effective natural resource management and improved health of the environment as being integral to Belize’s continued growth and development.

#### B.2.b Sustainable Development Context

Belize is situated on the Caribbean coast of Central America south of Mexico’s Yucatan Peninsula and east of Guatemala. The total land area of the country is 22,960 km­­­2, 5% of which is distributed in over 1,000 low-lying island cays. Belize’s coast is 280 km and contains the Belize barrier reef (formerly the Belize Barrier Reef Reserve System), a UNESCO World Heritage Site and the world’s second largest barrier reef. The country is divided into six administrative districts and two physiographic regions: the mountainous central and western regions and the low-lying lands to the north and southern coastal plain (UN, 2012).

Belize has a tropical climate with pronounced wet and dry seasons and temperatures ranging from 16-33 ° C. Annual average humidity is 81%, though rainfall varies quite drastically between seasons and depending on location; average annual rainfall in the north is around 150 cm whereas the south averages 381 cm annually. In general Belize has abundant surface and ground water resources, and populations are supplied through rivers and groundwater.

Because of the country’s geographic location on the Caribbean coast’s “hurricane belt”, and due to its large portion of lowlands crossed by rivers, Belize is particularly vulnerable to hurricane damage and flooding (UN, 2012). These events not only disrupt lives and economic processes, but they are also the cause of significant resource degradation[[3]](#footnote-3) (MFFSD, 2012). Moreover, climate change is expected to exacerbate these problems by increasing the number of extreme climatic events and increasing sea level rise[[4]](#footnote-4) (Ministry of Natural Resources and the Environment, 2012; UN, 2012; UNDP, 2013, p. 104). Furthermore, as the Country Poverty Assessment (CPA) of 2009 noted, frequent natural disasters can erode community coping abilities if there is not sufficient recovery time between events (Government of Belize, 2010).

The country’s population of approximately 324,000 is split fairly equally between rural and urban communities, although many of the urban centers lie near the coast, and nearly half of the population is concentrated in coastal centers placing them at elevated risk for natural disasters and sea level rise (UNDAF, 2013; Ministry of Natural Resources and the Environment, 2012). Belize has the lowest population density in Central America (about 14 people/km2), however it also has one of the higher growth rates in the region estimated to be 2.4% annually (World Bank, 2014). A significant portion of this higher growth rate is explained by immigration from neighboring countries (Witter, 2013).

The country is a complex mix of ethnic and linguistic groupings shaped by Belize’s diverse history as well as its economic geography. This diversity is accompanied by high inequality, and the country’s GINI coefficient actually worsened between 2002 and 2009 to 42% despite relatively positive long-term growth of 4.5% between 2001 and 2008 (UNDP, 2012). Notwithstanding this real economic growth that has regularly exceeded that of neighboring countries, Belize still faces serious issues with regard to distributing national gains more equitably. The global economic crisis, which came on the heels of the 2008 food and fuel price increases starkly impacted the country’s growth and caused an increase in poverty and unemployment[[5]](#footnote-5) (World Bank, 2014; UN, 2012; Witter, 2013). According to the latest Country Poverty Assessment, the overall poverty rate actually increased from 34% to 41%, while extreme poverty increased from 11% to 16% between 2002 and 2009 (Government of Belize, 2010).

Belize’s small private enterprise economy is highly dependent on commodity exports, tourism, and increasingly on petroleum since an oilfield discovery in 2005 (UN, 2012; Government of Belize, 2010; MFFSD, 2012). In the past, agriculture was the primary sector, but since the 1990s the services sector has grown steadily and now accounts for over 60% of GDP (World Bank, 2014). Although agriculture only represents 10% of total GDP now, it still accounts for over 50% of the country’s exports (World Bank, 2014; Government of Belize, 2010). Because the majority of Belize’s revenue is highly dependent on the natural environment, the country is particularly vulnerable to external shocks such as natural disasters or the impacts of climate change. This vulnerability makes the need for sustainable management of these resources all the more important to improving the country’s resilience (UNDAF, 2013; UN, 2012; World Bank, 2014).

In terms of overall human development, Belize ranks 93 out of 187 countries with a Human Development Index of 0.699 (UNDP, 2012). In 2013, Belize moved into upper middle income status according to the World Bank (World Bank, 2014). Furthermore, Belize has made significant progress with regard to the achievement of its Millennium Development Goals (MDGs) since the Millennium Declaration in 2000, and according to the most recent MDG report the country is on track to meet the majority of its targets by 2015 (UNDP, 2013). The notable exception to this trend is MDG 1 which pertains to poverty and hunger. As discussed above the country faces serious challenges in these areas and will not meet any of the targets for these goals by 2015. Nonetheless, one area of particular promise is Belize’s progress with MDG 7 relating to environmental sustainability; the 2013 MDG report indicates that the country is on track to meet all of its MDG7 targets (UNDP, 2013, p. 73).

Belize is the only Central American country with forest cover over 60%[[6]](#footnote-6) and deforestation rates are also the lowest in the region[[7]](#footnote-7) at 0.97%. Approximately 69% of Belize remains under natural vegetation cover while about 39% of its land area is protected forest (MFFSD, 2012, p. 5). Nonetheless, terrestrial and marine ecosystems have been negatively impacted in recent years due to changes in land use and land cover largely driven by development in the tourism and agricultural sectors (UNDP, 2013; Ministry of Natural Resources, Local Government and the Environment, 2005). The regions of the country which exhibit greatest deforestation values are unsurprisingly those that are associated with large scale agricultural production (UNDP, 2013, p. 75). It is however important to note that 6.4% of deforestation occurred within protected areas, totaling approximately 3,961 acres[[8]](#footnote-8) (UNDP, 2013).

Unsustainable management practices further compound the risks the country faces from natural disasters and climate change. Activities such as unmanaged slope agriculture, unchecked land conversion, and expansion of agriculture into marginalized soils undermine the very ecosystems that support the country’s major economic sectors (agriculture, fisheries, and tourism) making the country all the more vulnerable to climactic variation (UNDAF, 2013; UNDP, 2012). One 2009 UNDP development studies paper analyzed the potential costs and impacts of climate change for Belize in 2080, and concluded them to be devastating. For example, crop yield reductions alone could account for BZ$13-18 million in lost revenue, while the tourism would suffer from reduced demand due to sea level rise, coastal erosion and loss of reef-based tourism amounting to a total reduction of BZ$48.3 million (Richardson, 2009). For this reason it is unsurprising that of World Bank’s list of the 167 countries most vulnerable to climate change, Belize is ranked 8th (UNDP, 2012).

With regard to Belize’s contributions to climate change, Belize is a non-Annex 1 country and therefore it has no requirement to set or receive quotas. Nonetheless, the country’s total emissions amount to approximately 425,000 t CO2 equivalent per year (UNDP, 2013, p. 76). In 2008, World Bank reported that per capita emissions were a negligible 1.32 t CO2. Emissions have risen with economic growth, but this is common in all countries and they are expected to level off as the country’s development trajectory plateaus (UNDP, 2013, p. 76). One important factor to note regarding greenhouse gases is that simply by avoiding deforestation, Belize has the potential to contribute to more than 1 million tons in CO2 emission reductions every year (UNDP, 2013, p. 76).

Belize has a similarly small global footprint with respect to other pollutants such as ozone depleting substances and is well positioned to completely phase out their use entirely by 2015 (UNDP, 2013). The country has taken steps in recent years to mainstream chemicals management into its development plans (UN, 2012, p. 64).

Energy is incredibly costly in Belize which impacts industrial production and the transport of agricultural commodities. Energy costs are significantly higher than those in neighboring countries, and this directly affects competitiveness. The country recently passed the Energy Policy Act in an effort to manage energy costs, improve reliability, foster more sustainable development in the sector including identifying opportunities for energy efficiency and renewable energy. At present hydroelectricity and biomass are the predominant forms of renewable energy, though assessments have shown potential for wind and solar generation as well (MFFSD, 2012)

Belize is a country of tremendous terrestrial and aquatic biodiversity. According to the Biodiversity and Environmental Resource Data System of Belize the country “hosts more than 150 species of mammals, 540 species of birds, 151 species of amphibians and reptiles, nearly 600 species of freshwater and marine fishes, untold numbers of invertebrates and 3,408 species of vascular plants.” (Biodiversity and Environmental Resource Data System of Belize, 2012). Included amongst those species are 137 species of plants and animals which are listed in the IUCN Red List of Threatened Species (2009); seven terrestrial species from this list are classified as threatened or vulnerable while 11 marine species fall into these categories. In addition to the species on the IUCN Red List, Belize has 10 additional species of national concern due to habitat loss, heavy predation and exploitation (UNDP, 2013). Since 2010, there has only been one record of species extinction in the country, the Quetzal – quetzal,[[9]](#footnote-9)and the overall progress of the country in this area of MDG7 has been ranked as good (UNDP, 2013).

1. Belize has stated its development priorities in numerous planning documents; the principle documents include *Horizon 2030,* the *2009-2013 National Poverty Elimination Strategy and Action Plans,* the *Belize Sustainable Tourism Master Plan,* and the *National Medium-Term Development Strategy.* Each of these documents has stressed the sustainable management of the country’s natural resources as being essential to Belize’s long-term growth. As a demonstration of political commitment to this idea, the Government of Belize established a specialized ministry to facilitate the elaboration and coordination of a sustainable development pathway for the country: the Ministry of Forestry, Fisheries and Sustainable Development. MFFSD was given a consolidated mandate of key natural resource management entities in the forestry, fisheries, protected areas, and environmental sectors under the broader banner of sustainable development.
2. In creating MFFSD, the Government of Belize highlights the need for inclusive and integrated planning for development and its prioritization and commitment to global environmental conventions. It also shows recognition of the urgency for responsible resource management guided by the principle of ratified MEAs including the three Rio Conventions. The coordination function of MFFSD is thought to be essential for the socialization and effective mainstreaming of the Rio Conventions within the planning processes of state and non-state entities, particularly within social and economic development partners not traditionally considered as having a natural resource management role.

MFFSD is currently in the process of elaborating a bill for the establishment of national and district councils for sustainable development. This process, supported by UNDP and UNDESA, is expected to formalize a sustainable development strategy for the country as well as MFFSD’s efforts to create an overarching integrative mechanism for natural resource management that facilitates integrated sustainable national development planning. In an effort to ensure the integration of climate change considerations into national planning processes, MFFSD is also collaborating with UNDP, the European Union, and the Caribbean Community Climate Change Center (CCCCC) in the drafting of a comprehensive national strategy for climate change. In response to national obligations as prescribed under the FCCC the MFFSD has also undertaken focused interventions aimed at enhancing national capacities (systemic, institutional and individuals) for effective climate change planning, management and monitoring.

The Government of Belize through its Ministry of Finance and Economic Development (MFED) is about to assess the performance of the MTDS 2010-2013 and begin a process to develop its new MTDS for 2014-2017, the Growth and Poverty Reduction Strategy (GPRS). The GPRS will combine elements of the MTDS as well as the National Poverty Elimination Strategy Action Plan, and it is expected that this strategy will be prepared in the context of the Horizon 2030. The GPRS process presents an excellent opportunity to pool resources and mainstream sustainable development principles into the GPRS drafting process and the resulting GPRS strategy (Kinahoi-Siamomua, 2013).

Because of tourism’s crucial role in Belize’s economy, and the vulnerability of that sector to the negative impacts of climate change and natural disasters, the Government has taken steps to minimize the negative environmental impacts and encourage a more sustainable approach to tourism. In 2012, it endorsed the *National Sustainable Tourism Master Plan (2030)* which will be carried out through public-private partnerships (Witter, 2013). The plan makes several recommendations to diversify the industry and relocate infrastructure to locations that are less susceptible to climate change related impacts (Witter, 2013; Ministry of Tourism Civil Aviation and Culture, 2011).

As a non-Annex I signatory to the Kyoto Protocol, Belize is well-positioned to benefit from financial mechanisms such as the Clean Development Mechanism and REDD which incentivize the sustainable management of forests and other natural resources to limit carbon emissions (Ministry of Natural Resources and the Environment, 2012). The country has already made steps to capitalize on these opportunities by establishing a REDD National Focal Point within the Forest Department and a Designated National Authority within MFFSD for CDM projects (MFFSD, 2012).

Another national priority is land use due to land degradation in certain watersheds near rivers and affecting water supply. One of the important capacity needs is data and information, and support to do more ground work to produce and manage land use plans. Two land zone plans have been produced and piloted in two districts through the Rural Area Development Project.

#### B.2.c Policy and Legislative Context

As part of the NCSA process, Belize conducted a situational analysis of its legislation. One key finding was that there is significant overlap and redundancy in Belize’s legislative framework. The legislation also has inherent deficiencies to address contemporary environmental issues, particularly regarding the Rio Conventions as no legislation specifically provides for any of them. Furthermore, the conventions are not internalized into the operations of most institutions through any legislative mandate which limits knowledge of them. On the other hand, some of the legislation that is could contribute to sustainable land use practices is underutilized (Ministry of Natural Resources, Local Government and the Environment, 2005).

As detailed above, the Horizon 2030, Medium Term Development Strategy, 2010 – 2013, National Poverty Elimination Strategy and Action Plan, 2009-2013, National Sustainable Tourism Master Plan (NSTMP) for Belize 2030 have all provided an important framework to shape Belize’s sustainable development. Numerous other policies have helped frame the management of natural resources over the years.

In 2006, the Belize National Biodiversity Policy was developed to create a framework for specific, measurable actions to be taken at the regional, national, and international scope to promote the conservation of biodiversity. This policy follows from the 1998 National Biodiversity Strategy and Action Plan.

In 2006, Belize formulated the National Protected Areas Policy and Systems Plan. The National Protected Areas Policy includes 23 policy statements relating to the national protected areas network, its administration and management, and the socio-economic implications with protected areas management. (Ministry of Natural Resources and the Environment, 2010). This plan represents over 90% of Belize’s 70 recognized ecosystems, and in comprises 102 different protected areas in total (UNDP, 2013; UN, 2012). Three different ministries are responsible for the administration of the National Protected Area System: MFFSD, Ministry of Natural Resources and Agriculture (MNRA), Ministry of Tourism and Culture (UNDP, 2013).

In 2007, Belize adopted a 10-year National Hazard Mitigation Plan to implement the policy, which sought to ensure a more integrated, coordinated and multi-sectoral approach to hazard mitigation. The plan also contains measures for climate change mitigation and adaptation.

In 2008, the National Integrated Water Resources Policy was finalized; the water resources sector was the only sector that mainstreamed climate change into its policy. The National Integrated Water Resources Act came into effect in 2011 to sustainably manage the country’s water resources (MFFSD, 2012). The Water Sector Adaptation Strategy and Action Plan for Belize was prepared in 2009 to manage the increasing demand for water resources in coordination with Mexico and Guatemala.

The country is also undertaking the process of developing a Climate Change Adaptation Policy and National Water Master Plan to help guide regulatory actions (MFFSD, 2012) National Land Use Policy and Planning Framework was completed in 2011 and submitted for review (MFFSD, 2012).

Belize has recently adopted a National Energy Policy Framework which identifies energy and technology as drivers of sustainable development (MFFSD, 2012; Witter, 2013). The strategic plan of the Ministry of Energy, Science, Technology and Public Utilities for the period 2012-2017 emphasizes advancements in technological services with regard to energy efficiency in order to improve competitiveness and reduce dependency. Targets have been set to increase energy efficiency to allow for the reallocation of energy consumption by public buildings to the commercial and tourism sector (Witter, 2013).

Another important and recent policy instrument under early formulation is the National Sustainable Development Strategy (NSDS), supported by the United Nations Department for Economic and Social Affairs (UNDESA). This important exercise follows the call from the United Nations Conference on Environment and Development and subsequent meetings on the follow-up, including the most recent Rio +20 Conference. The NSDS sets out to help countries develop an over-arching strategic framework for catalyzing development efforts that reflect an appropriate balance of economic, environmental, and social development objectives. UNDESA is providing technical assistance support to Belize to develop the NSDS, and this project will play an important complementary role. Further details are provided in Section E below.

The Belize Coastal Zone Management Authority and Institute has been mandated to advise on policy, research and activities related to the development and utilization of the coastal zone; coordinate, collaborate on and implement activities related to public awareness and regional cooperation; and develop and maintain national coral reef, coastal water quality and other technical monitoring programmes (Ministry of Natural Resources and the Environment, 2012). In 2013, the Institute launched the Belize Integrated Coastal Zone Management Plan that was prepared in collaboration with the Ministry of Forestry, Fisheries and Sustainable Development (Witter, 2013)

Sector specific plans, strategies and policies such as those listed above provide the operational direction and the framework for national sustainable development action. Other plans include:

|  |  |
| --- | --- |
| National Guidelines for Subdivision and Consolidation of Land | Agriculture Development Management and Operational Strategy |
| National Environmental Action Plan | Sustainable Chemical Management Action Plan |
| National Plan Toward Eradicating Child Malnutrition in Belize | National Integrated Planning Framework for Land Resource Development |
| Belize Rural Area Development Strategy | National Environmental Policy and Strategy |
| Land Suitability Mapping System | National Plan of Action for Children and Adolescents |
| National Health Plan and Policy | Education Sector Strategy 2011- 2016 |
| National Sustainable Development Report | National Aquaculture Zoning Plan |
| Food and Security National Policy | National Policy on Responsible Tourism |
| National Gender Policy | National Plan of Action for the Control of Land-Based Sources of Marine Pollution |

In addition to the above policies and plans, Belize has a number of legislative instruments that directly or indirectly frame national environmental management. These do not include those pieces of legislation that have indirect implications to the three Rio Conventions, including the Village Council Act, Town Council Act, City Council Act, Harbours and Merchants Shipping Act, and the Belize Tourism Act, including:

* The **Constitution of Belize**, which specifically calls for the protection of the natural environment and inter-ministerial coordination
* **Housing and Town Planning Act** (HTPA), which is the primary land use planning legislation regulating the development of land
* **Land Utilization Act** (LUA), which is responsible for the subdivision of lands, including the demarcation of watersheds and special development areas
* **Environment Protection Act**, which is the primary pollution control legislation and empowers the MNRE to set levels for pollutant emissions, discharges and deposits
* **National Lands Act**, which empowers the MNRE to approve title, grants and leases to land ownership and tenure, excluding forest reserves
* **North Ambergris Caye Development Corporation Act**, which provides for the development of the north Ambergris Caye for residential, commercial, and tourism development, as well as environmental protection
* **Coastal Zone Management Act**, which serves to promotes sustainable development of the coastal areas and associated ocean areas through the coordination of existing legislation
* **Forest Act**, which is responsible for the declaration of forest reserves for the sustainable management of forest and non-timber forest products
* **Private Forest Conservation Act**, which authorizes the harvesting of mahogany and cedar trees
* **Wildlife Protection Act**, which regulates hunting and the commerce in wildlife and associated products
* **National Parks System Act**, which authorizes the designation of national parks, nature reserves, wildlife sanctuaries, and national monuments
* **Fisheries Act**, which licenses fishermen and aquaculture development throughout Belize’s coastal and riverine waters, as well to declare any area within fishing limits and surround land as a marine reserve
* **Disaster Preparedness and Response Act**, which gives the Prime Minister the authority to designate especially vulnerable areas for the purpose of mitigation, preparedness, response, and recovery from emergencies and disasters
* **Belize Land Development Authority Act**, which is administered by the MAFC to acquire and develop land (overlaps with the HTPA and LUA)
* **Mines and Mineral Act**, which governs the dredging and extraction of all non-renewable resource except petroleum
* **Petroleum Act**, which governs the exploration and exploitation of petroleum and related products
* **Ancient Monuments and Antiquities Act**, which empowers the Minister of MNDIC to declare archaeological reserves
* **Protected Areas Conservation Trust Act**, which encourages and promotes the use, conservation and enhancement of Belize’s natural and cultural (read archaeological) resources
* **Agricultural Fires Act**, which controls the use to burn crops or ground cover
* **Toledo Development Corporation Act**, which focuses on the promotion of sustainable development in the Toledo District
* **Private Works Construction Act**, which empowers the Minister of NRE to authorize construction on the banks or shores of waterways and water bodies
* The **Banana Industry Act** establishes and empowers the Banana Control Board to acquire and develop land for the cultivation of bananas
* The **Registered Lands Act** guarantees legal interest through the registration of land. The Act does not provide for conservation easements
* **Non-governmental Organization Act**, which regulates the registration of NGOs
* The **Water Industry Act** provides the legal framework governing the supply and control of water and sewerage services
* **Solid Waste Management Authority Act**, which empowers the Minister of NRE to declare any area as a service area for the collection and disposal of solid waste (but not storage or treatment)
* The **University of Belize Act** provides education and training services for the development of Belize
* The **Maritime Areas Act** delimits the marine jurisdiction of Belize’s exclusive economic zone out to 12 nautical miles

In addition to the above, there are a number of other pieces of legislation that have indirect implications to the three Rio Conventions, including the Village Council Act, Town Council Act, City Council Act, Harbours and Merchants Shipping Act, and the Belize Tourism Act. This project thus presents significant opportunities for scaling up by replicating the use and integration of natural resource valuation into strengthening the implementation of these legislative instruments.

#### B.2.d Institutional Context

The Constitution of Belize provides for the allocation of ministerial portfolios. Nonetheless in March 2012, the governmental structure underwent major changes with the reorganization of the Ministries following the elections. According to a recent draft Private Sector Assessment Report for Belize, there is a need for more clarity in the missions and mandates of the government ministries, which is a consequence of the change of government in 2012. Lines of communications between and among institutions are unclear, with important ambiguity as to the government’s authority on a number of private sector development issues (Metzgen, 2013). Table 1 below presents a list of government ministries and their respective responsibilities related to sustainable development.

The Office of the Prime Minister is responsible for inter-ministerial coordination, while the Ministry of Foreign Affairs (MFA) has oversight of international treaties. The MFA currently oversees approximately 400 international and regional treaties and agreements, although not directly responsible for their implementation at the national level. Implementation responsibility is reserved for treaties that are assigned a Focal Point within a particular line ministry. In such cases, the MFA is informed of communication between Focal Points and the UN and its specialized agencies.

The Ministry of Forestry, Fisheries and Sustainable Development was created in March 2012 with a mandate to oversee the forestry and fisheries sectors management, climate change planning, monitoring and management, protected areas and biodiversity management, environmental resource management, and coastal zone management. The Ministry acquired these portfolios from an assortment of other ministries in order give it clear authority to advance the sustainable development agenda. Nonetheless, its broader role in the development agenda remains undefined (Kinahoi-Siamomua, 2013). Agencies under MFFSD’s supervision include the Department of the Environment*,* Forest Department, Fisheries Department, Climate Change Office, Sustainable Development Unit, Belize Coastal Zone Management Authority, and Protected Areas Conservation Trust.

Government institutions with dedicated research mandates and programmes in biodiversity management and conservation are the Belize Forest Department, Belize Fisheries Department, Coastal Zone Management Authority and Institute and the University of Belize (Ministry of Natural Resources and the Environment, 2010). Responsibilities for the implementation of CITES regulations and policies, which includes species monitoring is a shared responsibility of both the Forest and Fisheries Department of MFFSD.

Table 1: Belize's Ministries and their relevant responsibilities as of February 2014

|  |  |
| --- | --- |
| **Ministry** | **Responsibilities** |
| Office of the Prime Minister | Cabinet, Economic Development Council, information, broadcasting, press office, inter-ministerial coordination, parliamentary matters, RESTORE Belize, special projects |
| Attorney General’s Ministry | Administration of justice, contracts, legal affairs, newspapers, local and international NGOs etc. |
| Ministry of Energy, Science & Technology and Public Utilities | Electricity and energy, research and development, public utilities, science education, telecommunications, and water supply and services |
| Ministry of Education, Youth and Sports | Education (preschool to university), training, the Institute for Technical & Vocational Education and Training, UNESCO, youth development |
| Ministry of Finance and Economic Development | Budget preparation and management, taxation, treasury, international business companies, economic development planning, public sector investment programme planning, social investment fund |
| Ministry of Foreign Affairs | Responsible for bilateral and multilateral programmes, international cooperation, regional and international agencies, treaties etc. |
| Ministry of Forestry, Fisheries and Sustainable Development | Climate change, Coastal Zone Management Authority, environment, fisheries, forest, protected areas and reserves, Protected Areas Conservation Trust |
| Ministry of Health | Disease prevention and control, public health, medical services and institutions |
| Ministry of Housing and Urban Development | Central Building Authority, town planning, urban development, zoning |
| Ministry of Human Development, Social Transformation and Poverty Alleviation | Community development, community service, children and families, Conscious Youth Development Program, gender affairs, poverty alleviation, Social Safety Net |
| Ministry of Labour, Local Government, Rural Development, NEMO and Immigration | Labour matters, trade disputes, trade unions, municipalities, village councils, rural development, rural water supply, meteorology, NEMO, and National Fire Service |
| Ministry of National Security | Coast Guard Service, National Security Council, police department, private security services |
| Ministry of Natural Resources and Agriculture | Land management, land surveys, mining, National Integrated Water Resource Authority, physical planning, solid waste management, water industry (except water supply and services), agriculture, agroindustry, aquaculture, animals and birds, agriculture markets, cooperatives |
| Ministry of Public Service and Elections and Boundaries | Human resource development, public service, public service commissions, general and local elections, referenda |
| Ministry of Tourism and Culture | Belize Tourism Board, Tourism development, cultural development, archaeology, arts and culture |
| Ministry of Trade, Investment Promotion, Private Sector Development and Consumer Protection | Foreign direct investment, industrial and commercial development, international trade negotiations, commercial free zones |
| Ministry of Works and Transport | Public works, transport, ports and harbours |

The Forest Department is responsible for the management and protection of areas designated as Forest Reserves and Protected Areas while the Fisheries Department manages marine reserves though both departments have co-management agreements with local NGOs or CBOs. Because of its role in forest management, the Forest Department is an essential partner to any implementation of forestry projects related to the Clean Development Mechanism, or the equivalent in the ‘post-Kyoto’ era (Ministry of Natural Resources and the Environment, 2012). The CBD Focal Point is in the Forest Department.

The National Climate Change Office is a fairly well-organized structure that meets quarterly with private sector, CSOs and NGOs to advance its six strategic areas to guide climate change programming: a) mainstreaming; b) reducing climate change vulnerability; c) benefit sharing from natural resources; d) GHG reduction; e) resource mobilization; and f) education and public awareness. One important service of this Office is the National Climate Change Committee (NCCC). The NCCC was approved by the Cabinet in 2010 to advise on FCCC obligations and appropriate policies to address them.

The NCCC was established in 2011 as a broad-based multi-stakeholder committee to coordinate the implementation of policies and measures designed to mitigate the adverse effects of climate change as well as ways to adapt to such changes. Under the NCCC, there are three sub-committees that focus on public awareness, mitigation, and vulnerability and adaptation. Opportunities exist to establish technical working groups to cover REDD+ and the clean development mechanism. Additionally, the NCCC is expected to facilitate the mainstreaming of climate change policies in various sectors and address the gaps highlighted in the National Communication to the FCCC (MFFSD, 2012, p. 10).

The Department of the Environment (DoE) is the agency responsible for prevention and control of pollution by coordinating all activities related to the discharge of wastes into the environment. (Ministry of Natural Resources and the Environment, 2012). The National Environmental Appraisal Committee (NEAC) is serviced by the DoE, which reviews environmental impacts of proposed projects. The Sub-Committee on Investments under the Prime Minister’s Cabinet also reviews proposed projects, but largely from an economic perspective. Both the Sub-Committee on Investments and the NEAC are thus complementary review mechanisms.

The Sustainable Development Unit has yet to be formed, but will focus on data management and statistics, policy and project coordination, and monitoring and evaluation. Although the SD Unit is new, there are a number of existing mechanisms that are not operational, and it may be possible to revive them.

The Ministry of Natural Resources and Agriculture is responsible for addressing land degradation issues, managing a policy framework to guide land use changes by resolving competition for land resources. The Focal Point for CCD is located within this Ministry.

Each sector is involved in the management of natural and environmental disasters, and the National Emergency Management Organization (NEMO) has taken many steps to improve the country’s overall resilience to extreme weather events. This organization has developed and instituted the National Mitigation Policy and Plan which focuses on improving disaster preparedness training across all sectors.

The National Meteorological Service (NMS) is the principal advisor and negotiator for the government on climate change matters. NMS collects and manages climate related data, which is used for the development of early warning systems for drought. The climate is monitored year-round at multiple locations throughout the country equipped with automated and manual systems. The NMS provides daily weather reports accompanied by three- or five-day forecasts prepared by one of the media houses and then distributed nationally by the other media organizations. While the NMS has the responsibility of ensuring Belize meets its FCCC commitments, its mandate remains unlegislated (Ministry of Natural Resources and the Environment, 2012, p. 62). The NMS, as FCCC Focal Point, developed a draft National Climate Change Adaptation Policy that has been subjected to national consultation before being offered to the Cabinet for adoption (Ministry of Natural Resources and the Environment, 2012, p. 63). After the reorganization of 2012, NMS moved under control the Ministry of Labour, Local Government, Rural Development, NEMO and Immigration and Nationality.

The Ministry of Finance and Economic Development (MFED) is an important ministry with a mission to advise on, coordinate, and implement the Government’s economic and fiscal policies and programs including the generation and allocation of financial resources to provide appropriate public services and to contribute to the overall development of Belize. MFED is a key ministry, but one of their main weaknesses is monitoring and evaluating their plans.

Belize belongs to the Caribbean Community (CARICOM) and Central American sub-regions. Within CARICOM, the Prime Minister of Belize chairs the quasi-cabinet portfolio of Environment, Sustainable Development and Natural Phenomena. With the Central American System of Integration, Belize’s then Deputy Prime Minister, Minister of Natural Resources and the Environment, serves as the president of the Central American Commission on Environment and Development (CCAD). In 2004, the CCAD prepared the Regional Environmental Plan for Central America, which has six strategic components:

* Harmonization of institutional frameworks
* Municipal environmental management
* Modernization of the environmental management entities
* Economic incentives/disincentives
* Methodologies for economic valuation of natural resources
* Mechanisms for people participation and the promotion of self-regulation

CCAD has identified six priority areas for international cooperation:

* Climate change and the development of the Clean Development Mechanism
* International trade, environment and regional competitiveness
* CBD, Ramsar and CITES
* Political, financial and technical cooperation on environmental Issues
* Seek synergies among the international treaties/conventions
* The Basel Convention

Belize hosts the Caribbean Community Climate Change Centre, which coordinates the Caribbean region’s response to climate change, working on effective solutions and projects to combat the environmental impacts of climate change and global warming (Ministry of Natural Resources and the Environment, 2012). It provides climate change-related policy advice and guidelines to the Caribbean Community (CARICOM) Member States through the CARICOM Secretariat and to the UK Caribbean Overseas Territories and is archive and clearing house for regional climate change data and documentation.

The Center has contributed to the governmental and NGO efforts to plan adaptation and mitigation strategies for climate change in Belize and throughout the Caribbean. The Center has also prepared numerous reports that address vulnerabilities at the community level and for multiple sectors, as well as a regional framework that represents the long-term plans and political will of Belize and other Caribbean nations to address climate change issues. This framework outlines a plan of action for 2009-2015 and the Center is now working with a broad range of national and international stakeholders to develop a detailed implementation plan and monitoring and evaluation plan (MFFSD, 2012).

Belize is participating in the implementation of these six thematic areas at the regional level; the first two have been funded. Each area has a strong capacity building component to ensure long-term solutions to the region’s environmental challenges. This CCCD project will complement the CCAD environmental initiative and build on the previous project by strengthening national policy and programme coordination.

The 2003 National Assessment Report for the ten-year review of the implementation of the Barbados Programme of Action (BPoA) describes the achievements and the problems encountered in certain sectors in the implementation of the BPoA. The development sectors addressed in this report include coastal and marine resources, land resources and terrestrial biodiversity, energy, waste management and water resources, and tourism management. Reference is made to cross-sectoral areas in relation to capacity development, and the financing and investment needed for sustainable development. A number of the emerging issues affecting Belize’s efforts towards for sustainable development are identified. The report also describes key capacity constraints to BPoA implementation, including insufficient financial resources from the international community and technical know-how to conduct objective vulnerability studies.

Belize is an active member of the Caribbean Regional Fisheries Mechanism, a regional initiative set up to sustainably manage fishery resources in the Caribbean, in particular, straddling stocks of pelagic fish, funded by the CARICOM. In Central America it also is a member of Organization for the Fishing and Aquaculture Sector of the Central American Isthmus (OSPESCA) whose main objective is to manage and promote the development of fisheries and aquaculture in Central America.

To allow for effective management within the void of a comprehensive sustainable development framework, several multi-agency bodies have been established to foster collaboration between key stakeholders. Many of these bodies include private sector participation. The key coordination agencies include the National Human Development Advisory Committee, which is a multi-sector advisory body to the Government of Belize, established primarily to advance national efforts relating to poverty eradication; the Natural Resource and Environmental Policy Sub- Committee, established to increase the national understanding and acceptance of the linkages between natural resource and environmental protection and socio-economic development[[10]](#footnote-10); the National Protected Areas Commission established to implement the National Protected Areas System Plan and advise the government of Belize on issues concerning the national protected area system; the National Climate Change Committee (NCCC) established to advise government on issues regarding climate change; the National Fisheries Advisory Board (NFAB) established to provide guidance on fisheries commodities extraction strategies and policies; and the National Environmental Appraisal Committee (NEAC) established to review development projects in the context of the national environment (MFFSD, 2012, p. 24). NEMO is another multi-agency body, with the Secretariat being responsible for coordination and implementation. (Ministry of Natural Resources and the Environment, 2012, p. 63)

In addition to legal instruments, there is a need for mechanisms which coordinate government actions; these mechanisms include policy documents and/or strategic work plans. In addition to these policies and plans themselves, there is a need for monitoring and evaluation of these policies and plans. As reported in the Second National Communication to the FCCC, “Of the eleven agencies identified, Department of Environment, Belize Tourism Board, NEMO and Ministry of Agriculture (Agriculture and Fisheries Departments) had policies or plans for 2007 and beyond which were in various stages of the implementation. The remaining seven agencies had policies or plans that required updating.” (Ministry of Natural Resources and the Environment, 2012, p. 63).

National structures are often supported by non- state organizations and networks such as the Association of Protected Areas Management Organizations (APAMO) and the Belize Chamber of Commerce and Industry (MFFSD 2012, 24). Local NGOs play an important role in financing and managing sustainable development in the country. They are responsible for securing a considerable amount of funding and applying it directly to conservation programs and activities. The Protected Areas Conservation Trust provides funding to various conservation programs in protected areas management, research, capacity building in institutions and organizations with mandates in natural resource management, conservation, education and advocacy programs (MFFSD, 2012, p. 21).

One NGO, Programme for Belize, has been managing an area of land measuring more than 250,000 acres for 25 years. The Rio Bravo Conservation and Management Area started with 45,000 acres, and has grown to 266,000 acres through a number of grants and purchases. The Programme for Belize recently completed ten years of participation in a carbon sequestration project negotiated under the United States Initiative for Joint Implementation Programme. The Programme for Belize has committed to multiple-use management of a portion of the area for a 40-year period, and was able to benefit from financial resources provided by power generating companies in the United States. This work is on-going and the collection of new data provides additional potential for the improvement of the mechanism for carbon credits trading

There are a number of other important non-state stakeholder organizations that undertake activities to help Belize meets its obligations under the Rio Conventions. These include but are not limited to: Belize Audubon Society, Toledo Institute for Development and Environment, Citrus Research and Education Institute, Friends of Nature, Belize Institute for Environmental Law, Ya’axche Conservation Trust, Sarstoon Temash Institute for Indigenous Management, and Belize Enterprise for Sustainable Technology. In addition, there are at least 38 local NGOs and CBOs and 16 international organizations working toward common global environmental objectives, such as the co-management of protected areas. The Belize Association of Conservation Non-Government Organizations facilitates stakeholder involvement in the deliberation, cooperation, consensus-building and information exchange among non-state stakeholders in natural resources and environmental management. The co-management model between the Government and various NGOs helps encourage community support for the establishment and sustainable maintenance of protected areas (UNDP, 2013, p. 82)

There are presently more than 20 institutions in the public and private sector offering research and training opportunities in biodiversity conservation and management. Local and international NGOs as well as academic institutions support government research efforts in biodiversity and natural resource management (Ministry of Natural Resources and the Environment, 2010, p. 20).

One critical institution is the Environmental Research Institute; this institution provides the foundation for national capacity development. The institute was established in 2010 at the University of Belize to address a large gap in local capacity for research and monitoring that exists within Belize. The Institute’s primary focus is on sustainable management of natural resources and building local capacity (MFFSD, 2012).

Additionally, formal training in biodiversity conservation has been officially integrated into the curricula of primary, secondary and tertiary education institutions. Furthermore, all tertiary institutions have full courses, and two universities offer associate’s degrees in Natural Resources Management and Environmental Science (MFFSD, 2012).

Global Climate Change Alliance was initiated by the European Commission to address climate change issues in Belize and improve the country’s coordination in handling them. The project aimed to strengthen institutional capacities by establishing a Climate Change Office within the Ministry of Natural Resources and the Environment *(now in MFFSD)* (MFFSD, 2012, p. 11).

Other sustainable-use initiatives include the preservation of traditional use of biodiversity resources through efforts such as the work on-going at IxChel and through CBOs focusing on indigenous and ethnic peoples, such as promoted by the Belize Indigenous Training Institute (BITI). Efforts have been underway to involve communities in the rehabilitation of degraded areas through promotion of riparian forest rehabilitation through such organizations as the Society for the Promotion of Eco-cultural Tourism and the Environment. Cooperation between the Government and the private sector for the development of sustainable use methods for biodiversity resources includes promotion of organic citrus and cocoa production, aquaculture of native fish and crustaceans, and issuance of long-term forest licenses

Belize is rich in traditional knowledge and multiple initiatives are in place to identify, record, and maintain this important knowledge base. The Government’s National Institute of Culture and History is the public institution responsible for overseeing traditional and indigenous history, practices, and knowledge. IxChel is an NGO that has been instrumental in recording and preserving traditional sustainable-use practices and identification of species and application of different medicinal plants within Belize. Several CBOs have also formed to promote indigenous rights and traditions and maintain cultural identity. Such organizations include the Sarstoon and Temash Institute for Indigenous Management, the Toledo Maya Culture Council, the Toledo Maya Women’s Council, the Ke’Kchi’ Council of Belize, and the Belize Indigenous Training Institute.

There has been much confusion amongst the ministries with regard to their missions and mandates since the government restructuring in 2012. Nearly two full years after the restructuring, many of the ministries have not even updated or created an internet presence through websites. Moreover, coordination and communication between different agencies is limited.

Weak enforcement of conservation legislation coupled with inadequate support for analysis of public policy to better recognize the value of the protected area systems and the Rio Conventions more broadly to national economic development is a regular problem with government operations. The limited capacity to build consensus among and within communities that are in close proximity to protected areas around a more positive perception of protected areas further limits effective management of and frustrates access to the benefits of protected areas” (UNDP, 2013, p. 82). Transboundary incursions and illegal access that are beyond the scope of the domestic protected areas co-management agencies to deal with only further strains the limited capacity and resources within the Government to sustainably enforce protection regulations.

Economic planning and coordination for Belize has been a traditional function of the MFED. The planning and coordination of sustainable development on the other hand, has been through the different activities undertaken by the different agencies responsible for the various dimensions of sustainable development. As a consequence, there has been insufficient synergy, communication and coordination between the different ministries, agencies and departments that deal with sustainable development. (Kinahoi-Siamomua, 2013, p. 8).

Due to the fragmentation of the strategies, and the multiplicity of mechanisms/committees to oversee the implementation of these SD strategies/policies, there has been a general lack of coherence and of regular reviews and updates to form a basis for integrative planning, monitoring and evaluation of progress of sustainable development (Kinahoi-Siamomua, 2013, p. 10).

The responsibility for coordinating sustainable development does not rest with one coordinating institution/ministry/mechanism but is with more than one ministry and agency responsible for the different facets of sustainable development. There are a number of existing mechanisms (committees, councils) to coordinate the various initiatives on SD, however most were reported to be weak and officials experience a certain degree of fatigue which undermines effective coordination and hinders implementation of SD (Kinahoi-Siamomua, 2013, p. 10).

#### B.2.e Barriers to Achieving Global Environmental Objectives

The main barriers identified during the NCSA process were:

*Systemic*

Despite initial attempts to establish a national sustainable development framework, the country continues to act without the benefit of a comprehensive policy and strategy to guide its development (MFFSD, 2012, p. 24). This has led to inefficient and ineffective institutional arrangements for environmental governance. In the absence of a national strategy, individual institutions have created sector specific policies that incorporate elements of sustainability, but these creates redundancies and confusion over legal mandates (MFFSD, 2012). The country needs a long-term framework for sustainable development that promotes coordinated institutional and human resources capacity building.

There is lack of information and limited understanding among political leaders and the general public about the importance of the protected area system, the Rio Conventions more broadly, and sustainable development in general, to national development priorities (UNDP, 2013, p. 87; MFFSD, 2012; Kinahoi-Siamomua, 2013). For example, a number of the Chief Executive Officers (CEOs) in key ministries do not understand why there is a need for a ministry of sustainable development. As a consequence of this train of thought, ecosystem services are not adequately valued which in turn creates new barriers. Given the strong institutional resistance to change, the SD Unit needs to have a very clear and legitimate mandate and terms of references.

The global financial crisis has prompted budgetary stress that has led public finances to be redirected away from natural resource management and towards social sector stabilization. There is concern that long-term sustainability will be sacrificed for near-term recovery gains (MFFSD, 2012, p. 23). In the Fourth National Communication to the CBD, it was expressed that protected area managers are often forced to weigh environmental conservation benefits against those of development (Ministry of Natural Resources and the Environment, 2010). Greater political and public support must be garnered.

*Institutional*

Funding is a recurring challenge for government agencies. Resource constraints at multiple levels are direct barriers to the effective management of natural resources; this includes monitoring and evaluating programmes, projects and processes as well as enforcing existing conservation legislation and regulations (UNDP, 2013, p. 87; Kinahoi-Siamomua, 2013). The Fourth Communication to the CBD stated that there has been failure to fully manage protected areas due to constraints such as staff size and training, inadequate transportation and equipment (MFFSD, 2012). Capital shortages and insufficient access to financing also pose challenges.

The transition of government caused a loss of institutional memory. Furthermore, fragmentation of policies, mandates and responsibilities for sustainable development combined with poor inter-sectoral and inter-agency coordination and communication prevents efficient and effective implementation of the Rio Conventions. Additionally, it has been noted that weak links to the budgeting process and development plans and policies have limited previous efforts to institutionalize sustainable development strategies (Kinahoi-Siamomua, 2013).

*Individual*

Capacity building is limited to opportunities through projects and yet the capacity constraints that are most pressing are in various areas of operations with regards to implementation, monitoring and evaluation (Kinahoi-Siamomua, 2013). There is insufficient training available to Government staff on technical matters as they relate to the Rio Conventions and how the conventions may create net benefits for the country and its citizens.

## C. Programme and Policy Conformity

### C.1 GEF Programme Designation and Conformity

This project conforms to the GEF-5 Cross-Cutting Capacity Development Strategy Programme Framework CD2, which calls for countries to generate, access, and use information and knowledge. More precisely, this CCCD framework provides the vision for CCCD projects to develop capacities at the individual and organizational levels and strengthening technical skills to collect data and transform information into knowledge (sub-programme framework 2.1).

This project also provides benefits under CCCD Programme Framework CD-4, which calls for the strengthening of capacities to implement and manage global convention guidelines. This project will target specific institutional structures related to the critical financial, fiscal, and/or economic aspects of meeting Rio Convention obligations in order to develop sustainable and cost-effective environmental programs and plans that serve to meet national and global environmental priorities (sub-programme 4.3).

This project will undertake a set of targeted activities to strengthen monitoring and assessment capacities through existing information systems. Specifically, the project will identify and integrate new and improved indicators to assess global and national environmental trends, and strengthen institutional coordination and collaboration for the accessing of data and information. These indicators will include natural resource valuation. Training will also be provided to help planners and decision-makers better understand this data and information and how it might be incorporated into national planning and development while meeting MEA obligations. The project will take a learning-by-doing approach to the application of new and improved indicators, with a pilot project to test the use of natural resource valuation through a selected high-value development project. The pilot approach serves to reinforce the capacities learned as well as to demonstrate the value of the overall CCCD project, as well as to learn lessons for its replication to other development plans.

GEF Cross-Cutting Capacity Development is a programme that does not lend itself readily to programme indicators, such as reduction of greenhouse gas emissions over a baseline average for the years 1990 to 1995, or percentage increase of protected areas containing endangered endemic species. Instead, CCCD projects are measured by output, process, and performance indicators that are proxies to the framework indicators of improved capacities for the global environment. To this end, CCCD projects look to strengthen cross-cutting capacities in the five major areas of stakeholder engagement, information and knowledge, policy and legislation development, management and implementation, and monitoring and evaluation.

This project will implement capacity development activities through an adaptive collaborative management (ACM) approach to engage stakeholders as collaborators in the design and implementation of project activities that take into account unintended consequences arising from policy interventions.

The project is also consistent with the programmatic objectives of the three GEF thematic focal areas of biodiversity, climate change and land degradation, the achievement and sustainability of which is dependent on the critical development of capacities (individual, organizational and systemic). Through the successful implementation of this project Belize will have improved capacity for a national environmental management framework that addresses Rio Convention obligations as well as those of other MEAs. Table 2 summarizes the project's conformity with the 11 operational principles of capacity development identified in the GEF Strategic Approach to Capacity Building.

Table 2: Conformity with GEF capacity development operational principles

|  |  |
| --- | --- |
| **Capacity Development Operational Principle** | **Project Conformity** |
| **Ensure national ownership and leadership** | *In 2012, the Government of Belize established the MFFSD giving it the responsibility for the countries various MEAs including the Rio Conventions. This project will serve as an important tool for improving the screening and assessment of development policies, programmes, plans and projects on national priority with regard to the global environment.* |
| **Ensure multi-stakeholder consultations and decision-making** | *The design and implementation of the project required multi-stakeholder consultations given that the project seeks to strengthen an integrated environmental monitoring system, which will necessitate partnerships throughout the country. Project implementation will require Memoranda of Agreement to ensure multi-stakeholder participation and collaboration.* |
| **Base capacity building efforts in self-needs assessment** | *This project is in response to Belize’s NCSA, which identified the lack of monitoring and the capacity to manage data and information to inform the national reporting process to the Rio Convention secretariats. The many and diverse stakeholders at the project validation workshop reaffirmed the project objective and strategy as meeting a top priority need.* |
| **Adopt a holistic approach to capacity building** | *This project takes a holistic approach by involving as many stakeholders as possible, particularly those involved in environmental monitoring and national developmental policies and planning. Only through this holistic approach can cost-effectiveness and synergies be created. These stakeholders will also participate in the training and learning-by-doing exercises to see the value of taking a holistic approach to natural resource management, i.e., by sharing comparative advantages and expertise.* |
| **Integrate capacity building in wider sustainable development efforts** | *The project’s training and learning-by-doing will be directly targeted to establishing a monitoring system to measure and diagnose the environmental challenges facing the country, as well as capacities to screen and assess (“sustainable”) development policies, programmes, plans and project from a Rio Convention lens, using the Rio Convention-coded indicators. The learning-by-doing exercise will select a high-value development project to both test the integrity and performance of the natural resource valuation tools to be employed in the EIA/SEA process, as well as to demonstrate its value to stakeholders.* |
| **Promote partnerships** | *By its very nature, this project requires collaboration and coordination among relevant government agencies to integrate their respect data gathering methods, as well as to agree on sharing protocols. The comparative expertise among the diverse stakeholders will be demonstrated through the learning-by-doing application of the monitoring system, which will seek to foster stronger partnerships, both between government departments as well as with non-state organizations, including NGOs, academia and civil society.* |
| **Accommodate the dynamic nature of capacity building** | *The project will take an adaptive collaborative management approach to its implementation, and to that extent will call upon the project steering committee to meet every three months at minimum. These meetings will be immediately preceded by project stakeholder review meetings to review project progress and report on recommended modification to project execution. The project objective will not change, neither will the outputs, but the activities necessary to deliver the agreed outputs may be modified to take into account unforeseen events. This will impact the nature of capacity building, and positively should be used to seize opportunities for creating synergies with other related capacity building activities. They adaptive collaborative management will not be used to reduce significantly reduce targets or milestones.* |
| **Adopt a learning-by-doing approach** | *The core of the project's capacity development activities is via a learning-by-doing approach. Government representatives and other stakeholders will be involved in developing and institutionalizing the monitoring and evaluation system and the natural resource valuation tools. The learning-by-doing exercises will be applied to a high-value development project to facilitate both critical thinking as well as to demonstrate the value of partnerships.* |
| **Combine programmatic and project-based approaches** | *By design, the learning-by-doing use of the integrated monitoring and evaluation system to screen and assess environmental impacts is structured as a project since this allows the exercise to be manageable, measurable, and time-bounded. The institutionalization of natural resource valuation tools in the development process through Component 2 specifically seeks to programme the use of these tools into national planning and policy-making.* |
| **Combine process as well as product-based approaches** | *The transformative value of this project is indeed through the integration of its process with the products to be delivered. Whereas the product of this project is strengthened capacity for improving decisions for the global environment, which is manifest by both the environmental monitoring and evaluation system and its associated training, it is the process of active stakeholder engagement that will demonstrate the value of breaking down traditional barriers to data and information exchange. The adaptive collaborative management and learning-by-doing approaches are both reflective of the integration of process and product-based approaches to capacity development.* |
| **Promote regional approaches** | *The regional character of the integrated monitoring and evaluation system is to be seen through the contribution of data and information that is local, traditional, and/or indigenous in nature. Therefore, regional stakeholders may be critical stakeholders in the project design. Certainly, the high-value pilot project that will test the natural resource valuation tools to be developed under Component 2 may have a regional character, which will warrant testing regionally-sourced data and information. For this reason, stakeholder participation will need to engage regional stakeholders in order to ensure legitimacy.* |

#### C.1.a Guidance from the Rio Conventions

This project responds to guidance from the three Rio Conventions to better manage information and to create and use knowledge for improved decision-making for the global environment. While the focus of the project is on strengthening these cross-cutting capacities, the project will also be strengthening other cross-cutting capacities in stakeholder engagement (e.g., strengthening collaboration among stakeholders to share information and collaboratively engage in knowledge creation); organizational capacities (e.g., strengthening the environmental monitoring and assessment processes, with particular emphasis on the global environment); and environmental governance (i.e., facilitating the adoption of targeted legislative, regulatory, and institutional reforms for financially sustainable good environmental management practices, with particular emphasis on the global environment).

Table 3: Capacity development requirements of the Rio Conventions

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Type of Capacity** | **Convention Requirements** | **FCCC** | **CBD** | **CCD** |
| ***Stakeholder Engagement*** | Capacities of relevant individuals and organizations (resource users, owners, consumers, community and political leaders, private and public sector managers and specialists) to engage proactively and constructively with one another to manage a global environmental issue. | Article 4  Article 6 | Article 10  Article 13 | Article 5  Article 9  Article 10  Article 19 |
| ***Organizational Capacities*** | Capacities of individuals and organizations to plan and develop effective environmental policy and legislation, related strategies, and plans based on informed decision-making processes for global environmental management. | Article 4  Article 6 | Article 8  Article 9  Article 16  Article 17 | Article 4  Article 5  Article 13  Article 17  Article 18  Article 19 |
| ***Environmental Governance*** | Capacities of individuals and organizations to enact environmental policies or regulatory decisions, as well as plan and execute relevant sustainable global environmental management actions and solutions. | Article 4 | Article 6  Article 14  Article 19  Article 22 | Article 4  Article 5  Article 8  Article 9  Article 10 |
| ***Information Management and Knowledge*** | Capacities of individuals and organizations to research, acquire, communicate, educate and make use of pertinent information to be able to diagnose and understand global environmental problems and potential solutions. | Article 4  Article 5 | Article 12  Article 14  Article 17  Article 26 | Article 9  Article 10  Article 16 |
| ***Monitoring and Evaluation*** | Capacities in individuals and organizations to effectively monitor and evaluate project and/or programme achievements against expected results and to provide feedback for learning, adaptive management and suggesting adjustments to the course of action if necessary to conserve and preserve the global environment. | Article 6 | Article 7 |  |

### C.2 Project Design: GEF Alternative

#### C.2.a Project Alternative

The incremental approach to this project lies in building upon the commitment of the Government to strengthen its institutional and organizational capacities for natural resource management. As outlined in Section B.2.e, the barriers to good environmental governance for the global environment is fundamentally an issue of accessing good knowledge and having a good system by which to make best use of this knowledge. Over the past 20 years, the Government of Belize has set in place a number of important national policies and institutional structures and mechanisms for effective natural resource management. However, full compliance and advancement of the national agenda is impeded by inadequate institutional capacities for environmental protection and poor coordination. This is exacerbated by the poorly defined institutional structures and mandates relating to the collection, management, and sharing of data and information relevant to environmental protection, risk reduction, and development planning.

The sustainable development baseline of the project lies in the Government’s recent restructuring to consolidate the mandates for natural resource management within the MFFSD. Building on this, the GEF increment will be used to strengthen the framework within which the Government monitors and evaluates environmental data, information, and trends that are directly relevant to the three Rio Conventions. In this way, the preparation of planning frameworks can be better informed of global environmental trends. GEF funds will be used to train government staff through directed workshops on how to collect and manage data and information relevant to planning best practices for global environmental governance in the three Rio Convention focal areas. The learning-by-doing exercises will be used to take the training one step further to train people to think critically about the practical testing and application of data and information to create knowledge. Whereas the GEF focal area projects currently under operation focus on the development, testing and application of focal area best practices, the CCCD project is targeted to institutionalizing the underlying set of capacities to carry out this work.

As a part of the baseline, the Government of Belize, through the Ministry of Forestry, Fisheries and Sustainable Development, would continue the execution of existing programmes for effective resource management such as those conducted under the Departments of Forestry, Fisheries and Environment and the Climate Change, Biodiversity/ Protected Areas and Coastal Zone Units. However, the Government would remain challenged in its attempts to truly mainstream the Rio Conventions within its development agenda, primarily due to limited technical capacities to address, finance, and manage environmental and natural resource issues, and to mainstream environmental sustainability into development policies, plans and decision-making processes.

In the absence of the present proposed project, the required strengthening of the coordination and planning framework for sustainable development would not likely be realized in as timely a manner as is necessary to maintain momentum gained through the act of establishing the specialist ministry for sustainable development. This poses the risk of missed opportunities for systematic and institutional changes facilitating effective coordination, mainstreaming, and monitoring of multilateral environmental agreements and national development priorities. Moreover, in light of recent national economic hardships and the on-going global financial crisis, long-term investments into the sustainable development process have been foregone in favor of investment into immediate social relief programmes. With this altered national landscape, there is a pressing need for immediate action to enhance the adaptive capacities of natural resource managers and planners for informed national investment and development decision-making.

This project is strategic and transformative through its adaptive collaborative management approach that is part of the design of project activities. While an integrated environmental monitoring and evaluation system is not necessary innovative, for Belize it will be innovative because of the current practice of closed systems. That is, data and information exists, but within institutions with institutionalized barriers against sharing. As a result, there is significant overlap in data and information management, and because of the mandates of each agency, they tend to manage data and information that they need to meet their mission objectives.

Strategically, the project includes activities that will call upon all stakeholder organizations to meet and negotiate sharing protocols, based on the data and information that each needs. Memoranda of Agreements would be signed to facilitate this sharing, which would then be institutionalized through appropriate bills for legislative and/or institutional reforms that would be submitted to Parliament. If successful, this project could lead to a transformative approach to collaboration in Belize. Through the project and specifically the monitoring and evaluation system, this project could demonstrate a good practice of environmental governance.

#### C.2.b Project Goal and Objective

The goal of this project is for Belize to meet and sustain Rio Convention obligations through a more holistic and cost-effective approach of environmental and natural resource management for shared national development and global environmental priorities. A contribution to this goal, the objective of this project is **to strengthen institutional and technical capacities for improved monitoring and assessment, natural resource valuation and impact assessment, and resource mobilization**. These will be undertaken through three coordinated project components on: a) targeted technical capacities for improved monitoring and assessment of environmental impacts and trends; b) piloting natural resource valuation into environmental impact assessments; and c) institutionalization of sustainable resource mobilization to strengthen the sustainability of global environmental outcomes. Figure 1 provides an overview of the project’s components and Annex 2 provides the project’s logical framework that deconstructs the project objective into outputs and activities, measurable by output, process, and performance indicators.

**Component 3: Institutionalization of sustainable resource mobilization**

**Key Outputs**

3.1 Improved monitoring of resource mobilization

3.2 Resource mobilization strategy for financial sustainability of environmental outcomes

3.3 Capacity building for low carbon emission development strategies

**Component 2: Piloting natural resource valuation into environmental impact assessments**

**Key Outputs**

2.1 Natural resource valuation tools

2.2 Natural resource valuation training

2.3 Strategic Environmental Assessment implementation guidelines

2.4 Targeted reforms for EIA and SEA compliance

**Component 1: Monitoring and assessment of environmental impacts and trends**

**Key Outputs**

1.1 Environmental indicators

1.2 Uniform data collection methods

1.3 Strengthened real-time monitoring of environmental trends

1.4 Rio Conventions mainstreamed into sustainable development

1.5 Web-based environmental project database

Figure 1: Project overview

#### C.2.c Expected Outcomes

At the end of the project, activities will have resulted in a set of improved capacities to meet and sustain Rio Convention objectives. This project will have strengthened and helped institutionalize commitments under the Rio Conventions by enhancing national decision-making and development planning structures. These structures will be guided by the continued monitoring and evaluation of environmental data and trends within the national and global context, as well as by the addition of natural resource valuation tools to the environmental impact assessment and strategic environmental assessment processes.

The project will also strengthen capacities in national institutions for the strategic planning, financing, and management of Belize’s natural resources to meet Rio Convention obligations and national sustainable development objectives. To that end, the project will strengthen national capacities to identify, monitor, and diagnose environmental changes and to ensure that national development goals are delivered within a more holistic approach of environmentally sound and sustainable development. Gender mainstreaming will be highlighted as an important project feature, the purpose of which is the disaggregation of data by gender as environmental management tool, and in accordance with the UNDP 2014-2017 Strategic Plan.

#### C.2.d Project Components, Outputs, and Activities

This project will be implemented in three linked components:

Component 1: Monitoring and assessment of environmental impacts and trends

Component 2: Piloting natural resource valuation into EIAs and SEAs

Component 3: Institutionalization of sustainable resource mobilization

**Component 1: Monitoring and assessment of environmental impacts and trends**

Component 1 will strengthen the organizational and institutional capacities to monitor and assess the implementation of the Rio Conventions, as well as to their integration and alignment with national sustainable development policies, programmes, and plans. This component will help decision-makers and planners at various levels of government to use better environmental data, information, and knowledge for more positive outcomes for the global environment. The result is increased capacity in planning departments at national and sub-national levels to integrate global and local environmental needs into development planning and monitoring. This will build on existing interventions to improve the national and sub-national level planning capacity to ensure they are complemented by environmental tools. For example, improved knowledge and enabling environment is expected to provide information on environmental services and what-if-senarios related to proposed development plans and projects.

This component will ensure that stakeholders have sufficient capacity to identify data needs for planning purposes and decision-making, bridging the knowledge gap on data sourcing and accessing and using the generated information for evidence-based analysis and decision-making. With improved access to information and better interpretation, non-state stakeholders such as community-based organizations, civil society organizations, and non-governmental organizations will be better enabled to pursue their advocacy on the basis of scientifically derived information.

*Outcome 1: Planners, policy-makers, and decision-makers are more effectively achieving national and global environmental priorities*

**Output 1.1: Improved indicators for environmental monitoring and natural resource management**

This output will identify and develop a set of indicators to measure progress towards global environmental objectives, as well as indicators to assess the contribution of national development policy and programmes to meeting Rio Convention obligations. In keeping with the UNDP 2014-2017 Strategic Plan, particular attention will be given to ensure that gender and other social issues are appropriately integrated in planning and decision-making processes, with special attention to assessing the linkages between and among gender equality, sustainable development, and achievement of Rio Convention obligations. This will also include a social assessment of the enforceability of environmental legislation and regulation.

Activities will seek to reconcile global environmental indicators with the national targets used to assess the implementation of national development plans, programmes, and strategies such as the Belize Medium-Term Development Strategy and Horizon 2030. The output will be delivered through a team of specialists drawn from key technical agencies for environmental and disaster management data in the country. The expert group will have a wide knowledge base in the three Rio Conventions and support implementation by designing, directing and guiding activities.

**Activities:**

1.1.1: Carry out an in-depth institutional analysis of data needs and indicators used in environmental monitoring, natural resource management, and Rio Convention reporting. Consult with key planners and decision-makers in MFFSD, MNRA, MESTPU, MFED, as well as non-state stakeholders from academia, private sector, NGOs and civil society on data needs and indicators for monitoring environmental targets in national plans, programmes, and strategies. Conduct local and regional consultations to support this analysis. Particular attention is given to addressing gender equality objectives.

Target indicator: At least two senior level meetings are conducted with each department by month 4.

Target indicator: An in-depth institutional analysis carried out by month 5 and substantively reviewed by at least half the members of the NEAC by month 6.

Target indicator: Recommendations are presented to planners, statisticians, and other stakeholders for validation and endorsed by NEAC and the Project Board by month 8.

1.1.2: Based on the analyses and recommendations of 1.1.1, detail a comprehensive set of environmental, natural resource, and sustainable development indicators.

Target indicator: Indicators are prepared, peer reviewed, and endorsed by stakeholders (validation workshop), NEAC, and the Project Board by month 12.

Target indicator: Report is rated as high quality[[11]](#footnote-11)

**Output 1.2: Uniform data collection methods**

This output will provide the necessary technical assistance and build technical capacity for improved environmental data collection. The output will ensure there is adequate scientific rigor and quality assurance in data collection procedures adopted by different custodial agencies. Furthermore, the output will ensure that data gaps and information needs identified and incorporated into data collection processes so as to meet environmental management and decision-making needs of regulatory agencies. The output will also ensure some level of standardization of formats in which data is collected and presented making it easier for interpretation and use by non-scientific policy-making, planning community, and the general public.

**Activities:**

1.2.1: Form an expert sub-committee under NEAC on data collection standards and quality assurance, co-chaired by the Department of Environment, MFFSD and MNRA.

Target indicator: Expert sub-committee with at least 10 technical members including representation from DoE, Forestry, Fisheries, Finance and Economic Development, Energy, Science and Technology, Urban Development, and MHDSTP meets every four months throughout project implementation, beginning no later than month 4 of project implementation.

1.2.2: Building upon the institutional analysis of 1.1.1, assess current methodologies for collecting and analyzing data and information, with particular attention to harmonized methodologies and metrics, relevance, validity, and quality. Recommend best applicable practices to improve data and information collection and analysis.

Target indicator: Report on data and information collection methodologies drafted by month 5 and expert peer-reviewed by stakeholders, NEAC, and the Project Board by month 8.

Target indicator: Report is rated as high quality[[12]](#footnote-12)

Target indicator: Report is finalized for endorsement by NEAC and Project Board by month 12.

1.2.3: Carry out learning-by-doing workshops to implement recommendations for improved data and information collection and analysis per activities 1.1.2 and 1.2.2. In particular, the exercises under this activity will be to learn how to design specific scenarios and models. Participants in the learning-by-doing workshops will be staff members at the appropriate level of the following departments: Climate Change, Coastal Zone Management, Forestry, Fisheries, Protected Areas, Energy, Science and Technology, Natural Resources, Agriculture, Environment, and Sustainable Development.

Target indicator: Learning-by-doing workshops will be carried out for each of the three (3) Rio Convention data and information needs, with representation by at least 20 unique participants at each workshop. Workshops will begin no earlier than month 13 and be completed no later than month 17.

Target indicator: A workshop that integrates and reconciles learning-by-doing exercises on data and information collection and analysis will be carried out to facilitate cross-fertilization among the three Rio Conventions, convened within one (1) month after all three Rio Convention workshops have been convened.

**Output 1.3: Strengthened real-time monitoring of environmental trends**

Under this output, a set of activities will be directed towards the strengthening of existing monitoring system that allows for real-time collection and analysis of key environment and natural indicators (e.g., forest cover, fires, coral reef cover, and coral bleaching). This output will be undertaken through a series of learning-by-doing workshops and exercises on the improved monitoring system.

**Activities:**

1.3.1: Building upon the analyses and recommendations of 1.1.2 and 1.2.2, strengthen the technological and technical capacities to create data and information needed for real-time monitoring; this would include the development of data-sharing protocols.

Target indicator: Hardware and software needed to update and network key data and information management/monitoring systems are identified and approved by NEAC and the Project Board by month 12. Hardware and software are procured and installed by month 15.

Target indicator: Trainings provided on the use of improved data and information management and monitoring systems provided to at least 75 unique participants by month 18. Participation should be gender balanced, with appropriate regional representation.

Target indicator: Gather feedback evaluations after workshops on module effectiveness and participants’ recommendations for strengthening training programme and modules with a 90% response rate. Analyze results by month 31.

1.3.2: Building on lessons learned from the trainings of 1.2.3 and 1.3.1, update and prepare, as appropriate, a set of training manuals and/or guidelines. This activity serves to strengthen the long-term availability of technical capacities for real-time monitoring and analysis of global environmental trends and sustainable development.

*Target indicator: Training manuals and/or guidelines updated/drafted by month 20, peer reviewed and endorsed by NEAC and the Project Board by month 22.*

Target indicator: The training manuals and guidelines are rated as high quality[[13]](#footnote-13)

**Output 1.4: Rio Convention criteria and indicators are integrated into sustainable development planning frameworks**

Building on the technical information and capacities developed through the learning-by-doing workshops of activities 1.2.3 and 1.3.1, this output will focus on creating knowledge for integrating global environmental obligations and priorities into national sustainable development strategies and plans. Specifically, this knowledge will be imparted through learning-by-doing workshops wherein participants use new and improved data and information to help formulate a new National Sustainable Development Strategy and improve the environmental soundness of complementary sectoral development plans.

**Activities:**

1.4.1: Learning-by-doing workshops to integrate new and improved global environmental indicators into the National Sustainable Development Strategy. This activity will be carried out after activity 2.3.4, which will use the NSDS in learning-by-doing workshops to apply tools for conducting Strategic Environmental Assessments. The learning-by-doing workshops will call upon national staffs from environment and natural resource departments benefitting from the trainings of 1.2.3 and 1.3.1 to work with their counterparts in Belize’s development departments, such as Finance, Economic Development, and Urban Planning, among others as appropriate.

Target indicator: NSDS roadmap and accompanying indicators are drafted within three months of the learning-by-doing workshops of activity 1.2.3 (by month 20). Draft NSDS roadmap is peer-reviewed and rated as high quality, and finalized by month 24. Workshops are attended by at least 50 relevant participants.

Target indicator: NSDS roadmap is approved by Cabinet by month 33.

1.4.2: This activity focuses on integrate global environmental priorities into NSDS and targeted sectoral development plans. Learning-by-doing workshops similar to those of 1.4.1 will be organized and convened. This exercise will demonstrate how sectoral development plans can be better operationalized to reflect global environmental and sustainable indicators

Target indicator: Based on consultations with other ministries, two (2) sectoral development plans will be selected during the preparation of the NSDS for integrating Rio Convention criteria and indicators by month 24.

Target indicator: Conduct a series of workshops with relevant national staffs and non-state stakeholders to update the selected sectoral development plans per new and updated data and information on global environmental indicators. Drafts will be prepared and peer-reviewed by month 29, validated by month 30 and finalized by month 32. Workshops are attended by at least 50 relevant participants

Target indicator: Updated sectoral development plans approved by Cabinet by month 33

**Output 1.5: Web-based environmental project database**

Building on data and information management and monitoring capacities developed under Output 1.3, this output will establish a web-based data and information clearinghouse through networking existing information systems related to the global environment. The output will review regulatory procedures, recommend changes to the current regulatory framework. This output will be carried out by strengthening an enabling policy environment and support for data custodian agencies to network, manage, and upgrade existing databases.

**Activities:**

1.5.1: In tandem with Activity 1.3.1, improve the technological structure of existing data and information management systems to include a web-based portal.

Target indicator: Web-based portal for inputting and accessing information is structured, beta-tested, and launched by month 16.

1.5.2: Assess all regulatory mechanisms governing data sharing and recommend changes to make data more accessible across government and other institutions.

Target indicator: Assessment report on recommended improvements for regulatory framework governing data and information sharing is reviewed and endorsed by NEAC and the Project Board by month 18.

1.5.3: Convene expert working group to draft recommended regulatory and legislative texts per 1.5.2.

Target indicator: Draft regulatory and legislative texts produced by month 24, peer-reviewed and finalized by month 27, and endorsed by NEAC and Project Board by month 28, and submitted for Cabinet approval by month 31.

**Component 2: Piloting natural resource valuation into EIAs and SEAs**

Component 2 seeks to strengthen existing structures and processes for carrying out environmental impact assessment in Belize to ensure that these processes account for the impacts to global environmental benefits as fully as possible. Key to this approach will be the development and incorporation of natural resource valuation tools. The tools and capacities will strengthen the EIA process, ensuring that development projects better promote biodiversity conservation; minimize land degradation; and better mitigate and adapt to the impacts of climate change. This component complements the institutional and organizational capacities built under Component 1 that are expected to enable more effective compliance monitoring and build greater understanding of cumulative impacts. This component is also dependent on the targeted institutional and regulatory reforms that will be needed to enforce adherence to EIA recommendations.

An additional output under this component will initiate the design and testing of appropriate, country-specific SEA arrangements. This will use the National Sustainable Development Strategy as a vehicle for testing and developing SEA guidelines and tools through learning-by-doing workshops. These capacity building exercises will be linked with the activities in Component 1, which will develop a roadmap for implementing the NSDS and accompanying indicators to track achievements of the Rio Conventions and broader ­sustainable development.

*Outcome 2: Holistic planning and decision-making incorporates global environmental values into the development process*

**Output 2.1: Natural resource valuation tools**

Activities under this output will focus on the identification of a targeted set of natural resource valuation tools that will be calibrated to the three Rio Conventions. These include an economic assessment of Belize’s ecosystem functions and services, natural resource commodities as well as the opportunity cost of environmental damage arising from land degradation, among others. Through a learning-by-doing workshops government staff and other stakeholders will use natural resource valuation in formulating development plans.

**Activities:**

2.1.1: Conduct an expert review of lessons learned and best practices on natural resource valuation. A study will be commissioned to identify best practices from around the world that could be replicated in Belize. This study will be peer-reviewed by expert working groups (2.1.2) and finalized through a validation workshop.

Target indicator: Prepare draft report of lessons learned and best practices for natural resource valuation by month 6

Target indicator: Draft report peer-reviewed by expert working group and finalized by month 7

Target indicator: Final report rated as high quality[[14]](#footnote-14)

Target indicator: Key findings presented at validation workshop by month 7

2.1.2 Based on the results of 2.1.1, select a set of existing tools to value environmental goods and services for application within the context of Belize. Three expert working groups will be convened, one for each Rio Convention (Biodiversity, Land Degradation, and Climate Change), and working groups will be tasked with assessing the relevance of specific tools. Modify these, as appropriate, based on the lessons learned from piloting (2.2.3).

Target indicator: Expert working groups convened by month 3

Target indicator: Natural resource valuation tools modified for use in Belize and peer-reviewed by NEAC and the Project Board by month 7

Target indicator: Valuation tools officially endorsed by Government of Belize by month 9

Target indicator: Expert working groups meet following successful completion of training workshops (2.2.3) to revise tools based on lessons learned and best practices. Tools are revised, as appropriate, during the piloting phase in year 2, and finalized for replication post-project by month 26.

2.1.3 Integrate resource valuation tools into key decision-making processes. Conduct consultations with decision-makers and secure agreements to formally include natural resource valuation in relevant decision-making processes, in particular as part of the training requirements for staff involved in the development and review of sectoral policies, programmes, and/or projects.

Target indicator: On-going consultations with senior-level decision-makers in line ministries

Target indicator: Memorandum of Agreement to formally include natural resource valuation into decision-making processes signed by relevant parties by month 12

**Output 2.2: Training programme on natural resource valuation**

Activities under this output will review best practices and lessons learned regarding the implementation of a comprehensive natural resource valuation training programme for Department of Environment staff and other organizations under NEAC. The training programme will enable these organizations to more effectively appraise development projects and monitor their compliance with sustainable development and global environmental indicators. Training courses will also focus on the importance and use of natural resource valuation as part of the environment impact assessment process. Particular attention will be given to ensure appropriate gender balance, in keeping with UNDP’s gender equality policy.

**Activities:**

2.2.1: Building on the report under Activity 2.1.1, collate best practice and lessons learned materials for the design and implementation of a NRV training programme.

Target indicator: Report on best practices and lessons learned for implementing a training programme drafted by month 9 and finalized by month 10.

2.2.2: Based on the report from Activity 2.2.1, prepare training modules and materials for a NRV training programme that incorporates existing NRV tools and adapts them for the Belizean context.

Target indicator: NRV training modules and materials prepared for the Belizean context drafted and peer-reviewed by month 12.

Target indicator: Six (6) training courses are to be carried out, each with at least 15 unique participants, at least half of whom are government staff. Courses will begin by month 13 and be held every three months. All technical government staff that have responsibilities related to the environmental impact assessment process will have participated in training programme. A minimum of 45 government staff participate in training courses, with the average test score of all attendees no lower than 80%.

Target indicator: At the beginning of each course, test each participant’s knowledge of material to be taught. At the end of each course, test each participant’s knowledge of the material taught. Undertake a statistical analysis of the incremental learning.

2.2.3: As part of the training programme in 2.2.2, staff will undertake the learning-by-doing application of these new skills in one targeted, high-value development project that will be selected based on consultations with relevant stakeholders from government, private sector, NGOs, and civil society.

Target indicator: Convene a series of six (6) learning-by-doing workshops in conjunction with the training programme (2.2.2) to pilot the use of NRV in the EIA process for selected development project(s)

**Output 2.3: SEA implementation guidelines**

This output will undertake a set of activities to review existing guidelines and identify the best appropriate practices and lessons learned from other countries to improve the SEA process in Belize. This output will complement outputs under Component 1 by developing clear SEA guidelines in order to fully integrate environmental, social, and economic factors for more holistic implementation and monitoring of policies, programmes, and plans. These guidelines will be developed based on the good practices and lessons learned from international guidelines for SEA such as those produced by OECD/DAC as well as on the relevant experiences of other countries, e.g., Jamaica.

**Activities:**

2.3.1: Conduct expert review of SEA in conjunction with Activity 2.1.1 to identify best practices and lessons learned for modifying SEA guidelines within Belize.

Target indicator: Best practice and lessons learned report prepared by month 6 and reviewed by NEAC and Project Board by month 7

2.3.2: Convene sensitization workshops to raise stakeholder awareness of the SEA process. The workshops will also help gauge stakeholders’ views of NRV to inform the improved SEA implementation guidelines.

Target indicator: Three (3) stakeholder workshops on improving the SEA process within Belize with representation from private sector, NGOs, and civil society convened by month 12

2.3.3: Building on the analysis of 2.3.1 and the stakeholder consultations of 2.3.2, prepare a set of guidelines for improving SEA implementation within existing policy and planning structures in Belize.

Target indicator: Guidelines drafted by month 13, peer-reviewed by expert working group, NEAC, and Project Board, validated by relevant stakeholder at a validation workshop by month 14, and finalized by month 19

2.3.4: Carry out a series of learning-by-doing workshops and associated exercises to apply SEA guidelines to the National Sustainable Development Strategy. This exercise will serve the purpose of further raising awareness and understanding of how to use SEA guidelines to strengthen policy implementation. This activity may take place during the preparation of the guidelines under 2.3.3 in order that the learning-by-doing exercises.

Target indicator: At least 50 people trained on using tools and good practices for undertaking an SEA of the NSDS by month 18

**Output 2.4: Targeted institutional and legislative reforms for EIA and SEA compliance**

This output will review and reconcile existing national sustainable development policies and regulation with particular respect to the Rio Conventions. The overall focus of this output is to develop an overarching policy framework for assessing the extent to which the existing set of sustainable development policies (e.g., *Horizon 2030)* is, and remains, consistent with Rio Convention obligations. Activities will involve broad stakeholder engagement to inform the development and approval of a new SEA policy. This output will be comprised of a set of activities to undertake an in-depth expert review of recommended institutional and legislative reforms necessary to institutionalize the use of natural resource valuation tools (Output 2.1) within the EIA and SEA process.

This output will promote inter-agency cooperation to identify and agree on the institutional and regulatory reforms needed to integrate natural resource valuation into national planning and development. Activities will facilitate the active engagement of key stakeholders to build support for the drafting of new legislative and regulatory texts to help ensure the sustainability of project outputs. However, since there is the possibility that these reforms may not be approved or instituted during the project implementation period, the project will secure a Memorandum of Agreement for inter-agency and stakeholder collaboration to use natural resource valuation.

**Activities:**

2.4.1: Convene an expert working group on policy and legislative support convened under the MFFSD and co-chaired by the Ministry of Natural Resources and Agriculture. This working group will coordinate the formulation and acceptance of the policy and regulatory recommendations under output 2.4 and other project outputs, as appropriate. Membership will include senior-level planners and decision-makers, and in particular the private sector, academic specialists, and NGO representatives.

Target indicator: Working group formed by month 3

Target indicator: Working group meets quarterly for the duration of the project

Target indicator: Working group is institutionalized with the ministry’s core business plan by month 32

2.4.2: Taking particular account of the analyses of 1.1.1 on environmental monitoring and 2.1.1 on NRV, assess the current legislative and regulatory environment regarding EIA and SEA. Validate this assessment through stakeholder consultations and the expert working group convened under activity 2.4.1.

Target indicator: At least 10 consultative meetings with senior-level decision-makers to discuss legislative and policy reforms to support EIA and SEA by month 10

Target indicator: Assessment on current legislative and regulatory environment prepared by month 12

2.4.3: Building on 2.4.2, draft SEA policy to facilitate the institutionalization of the modified SEA guidelines (Output 2.3) to more accurately assess Rio Convention obligations.

Target indicator: SEA policy drafted by month 15 peer-reviewed by expert working group, NEAC, Project Board, and other relevant stakeholders by month 17, and finalized by month 18

2.4.4: Taking into account activity 2.4.3, draft legislative text(s) for integrating natural resource valuation into national planning and development processes. This may be a separate NRV Bill, or text that is integrated into other revised legislative instruments, as appropriate. These texts will be validated by stakeholders to ensure legitimacy.

Target indicator: Legislative texts drafted and reviewed by expert working group by month 18

Target indicator: District-level workshops on legislative texts will be held in three districts by month 20.

Target indicator: Stakeholder workshop to validate draft legislative texts by month 22

Target indicator: Report on stakeholder consultations drafted by month 23, presented to expert working group, NEAC, and Project Board for incorporation into NRV legislative texts by month 23

Target indicator: Legislative texts are revised following stakeholder consultations, finalized and endorsed by Project Board, and submitted for Parliamentary approval by month 24

2.4.5 To institutionalize NRV into developmental planning, undertake a series of one-day sensitization workshops to raise awareness among mid-level and senior decision-makers and planners.

Target indicator: A series of ten (10) one-day sensitization workshops will be undertaken to raise awareness by a larger number (N>50) of mid-level and senior decision-makers and planners with first workshop no earlier than month 20 and all workshops completed by month 30

**Component 3: Institutionalization of sustainable resource mobilization**

Component 3 builds on the coordination platforms developed under the previous GEF CCCD project. The expected outcome under this component will be to strengthen financial sustainability through a few targeted outputs. These include developing an appropriate system to accessing, monitoring, and tracking financial flows across various data sources. A second output will prepare a resource mobilization strategy to secure funding for the short to medium-term delivery of Rio Convention objectives from non-traditional, non-state sources of financing. A third output will develop capacities for Belize to formulate and pilot the implementation of low carbon development strategies.

*Outcome 3: Institutional reforms and mobilized financial resources help ensure long-term term achievement of Rio Convention obligations, among other MEAs*

**Output 3.1: Improved monitoring of resource mobilization**

This output will undertake activities to establish a mechanism to track resource contributions of non-state actors and related financial indicators that reaffirm the value of Rio Convention mainstreaming while satisfying national development priorities. The tracking mechanism will be consistent with recognized international standards and contribute to the set of indicators developed under Components 1 and 2 to inform improved decision-making and development planning. Activities are designed to improve the M&E system and associated national capacities for the planning and monitoring of the MFFSD budget. This will include a review of current bugetary practices and the literature on best practices and lessons learned as well as outreach to stakeholders in the civil sector. As with other project activities, this output will be implemented through a set of learning-by-doing workshops and exercises to foster critical thinking and better reinforce the skills developed.

**Activities:**

3.1.1: Establish expert group of finance and economic experts from the government, private and non-government sectors to conduct an in-depth review of the current state of financial resource tracking in Belize. The group will also serve to champion overall resource mobilization efforts of the project.

Target indicator: Expert working group composed of at least 20 rotating members convened by month 23

Target indicator: In-depth analysis of current financial tracking mechanisms in Belize and best practices for their improvement drafted by month 25, peer-reviewed by expert finance working group, and finalized by month 26

3.1.2: Building on the analysis from Activity 3.1.1, prepare new guidelines for financial tracking mechanism to ensure transparency and accountability for the management of international and private finance flows.

Target indicator: Guidelines drafted by month 27, peer-reviewed by expert group, NEAC, and Project Board by month 28, and finalized and officially endorsed by month 30

3.1.3: Convene learning-by-doing workshops to institutionalize revised guidelines for improved tracking of financial flows.

Target indicator: Convene a series of four (4) learning-by-doing workshops to pilot the improved guidelines for financial tracking with no fewer than 25 unique stakeholders at each workshop. All workshops shall be completed by month 33

**Output 3.2: Resource mobilization strategy for the financial sustainability of global environment outcomes**

Complementing output 3.1, activities under Output 3.2 will seek to garner financial support to implement activities for the delivery of global environmental benefits. This support will come in the form of negotiated commitments to finance needed activities from a variety of sources, including government budgetary allocations and other national sources. This output will inform the development of a resource mobilization strategy and action plan to bolster the financial sustainability of project outcomes. Formulation of the resource mobilization strategy will include a number of activities that will be targeted to ensuring the sustainability of the updated EIA and SEA processes, as well as monitoring and enforcing Belize’s environmental legislation. To this end, activities will include an in-depth analysis of the financing needs, as well as an assessment of the economic impacts of enforcement, and a series of awareness-raising dialogues.

**Activities:**

3.2.1: Undertake an in-depth financial and economic analysis of the monitoring and enforcement of environmental legislation in Belize.

Target indicator: In-depth analytical report on financial and economic environment drafted by month 25, peer-reviewed by expert group, and finalized by month 26

3.2.2: Identify best practices and innovative financial and economic instruments for resource mobilization. This will take the form of a feasibility study and broad consultations on the strategic choice of instruments to advance the use of natural resource valuation in development and compliance of environmental legislation for the global environment.

Target indicator: Feasibility study on financial and economic instruments drafted by, peer-reviewed by expert group by month 28, and finalized by month 30

3.2.3: Formulate operational procedures for the allocation of resources to finance decentralized resource management that delivers global environmental benefits. These will be tested during project implementation and finalized by the end of the project into the resource mobilization strategy’s accompanying operational manual.

Target indicator: Operational procedures drafted by month 26

Target indicator: Operational procedures tested and piloted by month 30, and approved by month 31

Target indicator: By month 36, the independent final evaluation determines that project outcomes are on solid ground to raise and allocate funds

3.2.4: Taking into account the *Horizon 2030* national development framework as well as the *Medium-Term Development Strategy 2010-2013* , draft a resource mobilization strategy. This strategy will be informed by best practices and lessons learned from other similar national environmental funds, including activity 3.2.3. The resource mobilization strategy will identify good practices for raising and allocating funds to achieve global environmental targets through decentralized decision-making

Target indicator: Resource mobilization strategy is drafted by month 28, peer-reviewed by month 29, and finalized by month 32

Target indicator: Resource mobilization strategy approved by Project Board by month 32

Legislative Reforms

**Output 3.3: Training on the development of low carbon development strategies**

Under this output, a set of activities would support the learning-by-doing development of public sector capacity to reconcile sustainable development planning frameworks, in particular the National Sustainable Development Strategy with Belize’s Growth and Poverty Reduction Strategy and opportunities to pursue a green economy. This output centres around improving individual capacities to better seek and secure financing opportunities for more robust and resilient sustainable development, while at the same time catalyzing global environmental conservation. This will include engaging key stakeholders in training and sensitization workshops to improve understanding of low carbon development options available in Belize. The activities under this output will be informed and structured from the work undertaken to date under components 1 and 2, using these to bring together tools and good practices for developing practicable approaches to better understand green economy concepts, in particular low carbon development strategies. This output will broaden participation to include more people working outside of government offices, e.g., private sector, NGOs, academia and civil society, who have valuable comparative advantages and important stakes.

Guidelines and training manuals will be prepared to train key staff on the development and implementation of integrated global environmental and sustainable development strategies (which includes the Growth and Poverty Reduction Strategy). Targeted training will be provided on focal area and sectoral aspects of sustainable development in order to reinforce the validity and legitimacy of each ministry and their respective agencies and departments' actions towards congruent implementation of the policy and programme recommendations. Training will be provided across governmental units to understand how new and improved roles and responsibilities can more effectively contribute to meeting policy and programme recommendations. The project would also provide training on selected best practices and guidelines for operationalizing policy and programme recommendations.

**Activities:**

3.3.1: Undertake assessment of capacity needs for low carbon development strategies.

Target indicator: Prepare capacity needs assessment by month 26

3.3.2: Undertake a series of learning-by-doing sensitization workshops with participants from government and non-government sectors to improve understanding of critical linkages among the Rio Conventions, National Sustainable Development Strategy, the Growth and Poverty Reduction Strategy, and green economy concepts, in particular low carbon development options.

Target indicator: Convene four (4) sensitization workshops in four districts with at least 60 different participants by month 28.

3.3.3: Collate guidelines and training manuals to build capacity to implement integrated global environmental and sustainable development strategies

Target indicator: Guidelines and training materials drafted by month 30, peer-reviewed by month 32, and approved by NEAC and Project Board by month 33

### C.3 Sustainability and Replicability

#### C.3.a Sustainability

Sustainability of the project will be ensured by securing institutional reforms that will be project-based and legitimized through Memoranda of Agreement. These are intended to facilitate an agreement over the three years of project implementation on collaborative arrangements for the active engagement of partner stakeholders in the establishment of the integrated monitoring and evaluation system, in particular on the agreement of global environmental data and information that need to be systematically measured and coded. These arrangements will also facilitate the sharing of data and information at a sufficiently low transactional cost to make sharing an overall better option than working in silos. Participating in the monitoring system must also be accompanied by a clear and thorough analysis and establishment of incentives, preferably non-monetized incentives. These include accountability for quality analyses and the significant lowering of the opportunity cost of business-as-usual.

Crucial to this improved monitoring system will be the establishment of a web-based database housed within with the MFFSD. The sustainability of the project will also be strengthened by the activities directed at improving the awareness and understanding of the value effective monitoring and evaluation of the global environment. Training and learning-by-doing of government staff and other stakeholder representatives will be undertaken at sufficiently high numbers to reduce the impact of staff turnover and loss of institutional memory. In this way, the skills and knowledge that reside within individual staff of MFFSD and other stakeholder organizations remain available. The project will also embark on a structured approach to resource mobilization. This includes securing revenue from biodiversity offsets and permit fees, as well as other innovative sources that are to be determined.

#### C.3.b Replicability and Lessons Learned

As a medium-size project, this intervention has certain limitations, namely in being able to reconcile and undertake all the necessary institutional and legislative reforms identified as needed during project implementation. Instead, this project serves as catalyst of a more long-term approach to Rio Convention implementation by strengthening targeted institutional arrangements through improved trainings and learning-by-doing exercises to catalyze action for the global environment. These trainings and learning-by-doing exercises, complemented with a process of learning lessons of good or best practices, will help improve future training and learning-by-doing exercises that would be replicated on a regular basis as well as the long-term functioning of the national data and information management system,.

Over time, learning lessons and replication are going to ensure the institutional sustainability of best practices for mainstreaming and implementing the Rio Conventions within national sustainable development planning frameworks. Over time, a strong baseline of technical capacities should be built through the institutionalization of the integrated monitoring system and natural resource valuation tools.

Part of the catalytic role of the project is to demonstrate the value of this approach. Early in project implementation, an inter-ministerial working group will form in order to prepare policies and recommendations to improve coordination mechanisms between government and non-government agencies and institutions to ensure data availability and access to all key stakeholders. The ultimate goal is to ensure all government staff is adequately sensitized to the role of natural resource management and national obligations under the Rio Conventions. Through this improved training, capacity will be enhanced to develop and implement local actions that inherently deliver global environmental benefits.

The replication of project activities is further strengthened by the project implementation arrangements, which will involve numerous stakeholder representatives. This includes working with NGOs that have a strong presence in the communities and/or are actively supporting related capacity development work. Many such organizations operate in Belize, for example, raising awareness of bio diversity monitoring and climate change mitigation and adaptation opportunities. Research and academic institutions such as the University of Belize are also playing a leading role is identifying new and innovative interpretations and policy responses to improve environmental management.

If “scaling-up” is to be interpreted differently from replication and calls for increasing numbers and area, then this is not envisioned under this project. For example, the number of participants in the trainings and learning-by-doing exercises should not be increased in order to keep these at a manageable level. Instead, trainings should be repeated on an annual basis and extended to participants who live outside of Belmopan. “Scaling up” will be expected by applying the tools and good practices developed and piloted under the project for other key development policies, programmes, plans and projects. Whereas this project will apply SEA good practices to the National Sustainable Development Strategy, other priority development policies and strategies are anticipated to go through the similar SEAs.

#### C.3.c Risks and Assumptions

One potential risk is inadequate commitment by the Government and other stakeholders. Belize has many socio-economic priorities, and commitment to the global environment may decline in the face of other, short to medium-term, socio-economic challenges as has been the case in recent years. This risk is medium, in part due to the expressed commitment of the Government to broadening its sustainable development platform (e.g. in establishing the MFFSD). Moreover, the previous was able to attain a large level of buy-in from government and non-government stakeholders, and many of these connections are already in place.

Notwithstanding the already high-level support for the project, one key output focuses on advocacy and awareness-raising, which are designed to promote and generate and maintain high-level support. This, along with the strengthening and involvement of the Sustainable Development Unit, and the focus on generating good information, should ensure that broad commitment is maintained.

Related to commitment is the risk of being unable to maintain adequate co-financing and finances for programme continuity. The programme depends on co-financing from several sources for sustained operations after completion. The bulk of the project co-financing needs will be meet through the support of complementary activities by various national institutions. The project also seeks to develop capacities for the mobilization of resources to support the national sustainable development agenda. Project actions, as prescribed, close the gap between the required intervention and existing national budgetary support for such programmes. It should also be noted that the UNDP Belize CO and the Government of Belize are committed to continue to seek co-financing beyond the figures committed in this document. Given the budgetary and financial constraints of the project, there is a low risk that the necessary co-financing may not be forthcoming. High-level support should help mitigate this risk by facilitating access to co-financing. Also, the generation of high quality data should help demonstrate the need for co-financing. Moreover, the project is designed to be efficient, and able to make impacts even if funds are low.

There is a medium risk of limited institutional capacities to support project implementation and programme continuity. Although Belize has made great progress to improve capacity and inter-agency coordination, CCCD interventions are institutionally complex and require effective coordination and collaboration mechanisms. The assessment of national capacities for effective sustainable development planning indicates that capacities for sustainable development planning and implementation are fragmented. As a result there are areas of inadequacies, particularly in the context of integrating environmental management into short and long-term development planning, as well as assessing actual advances towards this end. There is a danger that government capacity will not be sufficient. To temper this, the project will adopt integrated approaches and set out to strengthen institutional capacity.

Finally, this project design is founded on the assumption that by improving existing consultation and coordination mechanisms, and promoting information sharing agreements between academia and civil society, the decisions made in relation to the global environment will become more inclusive, legitimate, resilient and robust.

### C.4 Stakeholder Involvement

1. The key project stakeholders are government ministries and their subsidiary agencies and departments that are responsible for data collection and monitoring, EIA and SEA processes, and national developmental planning as the relate to the global environment. Strategically, the project includes activities that will call upon all stakeholder organizations to meet and negotiate the development of new environmental indicators to strengthen the monitoring of environmental impacts and mainstream Rio Convention obligations within the country’s sustainable development framework. The project will also bring together stakeholders to discuss recommendations for institutional and legislative reforms to sustain project outcomes as well as build capacities of state and non-state stakeholders to more effectively manage the natural resource base. This includes technical capacities to produce reliable and actionable data for decision-makers involved in the EIA and SEA processes. In addition to the integration of natural resource valuation and training on its use, the project will help institutionalize these newly developed capacities by demonstrating their value and financial sustainability to stakeholders.
2. All activities will be structured as learn-by-doing exercises. In addition to governmental stakeholders, there are non-governmental stakeholders from academia, the private sector, and CSOs. During the establishment of technical working groups on the three Rio Conventions, these non-state organizations will also be invited to share their comparative expertise, but also to undertake selected project activities. These will be determined during project implementation when setting up with the working group teams as well as when setting up the sub-contracts. The project is to be implemented by the Ministry of Forestry, Fisheries, and Sustainable Development, but in close coordination with key stakeholder groups. This is to ensure that the respective strengths of Government, international organizations and local CSO/CBOs all contribute to the project success. This is also to ensure that knowledge and skills from international organizations are transferred to local organizations and to Government.
3. This project will contribute to building capacities of a large number of stakeholder representatives in the country to make more effective decisions about environmental management, in particular to take a more holistic approach to planning and development and thus generate global environmental benefits. Stakeholders to be trained will come from various line ministries and agencies on best practices and innovative approaches to integrate Rio Conventions into planning processes. Particular attention will be given to actively engage women and young staff members in the project, largely as trainees to ensure diversity as well as to contribute to building up government’s absorptive capacity. In addition to government representatives, other stakeholder representatives will include those from NGOs, academia, civil society, local authorities, and the private sector. Importantly, development partners such as the European Commission and GIZ will be invited as observers given their involvement in similar activities in Belize. In a number of instances, project activities will be integrated with those of development partners, as appropriate, to achieve cost-effectiveness and capitalize on synergies.
4. Stakeholders will participate in various training activities, as well as learn-by-doing working groups to utilize the new environmental indicators, test improved skills for natural resource valuation, and pilot the new guidelines for monitoring of financial flows. Management of the project will emphasize collaboration and active engagement of key stakeholder representatives in targeted working groups to ensure legitimacy of results. They will receive neutral facilitation and be supported by independent expert resource persons recruited by the project. The structure of training activities and the selection of stakeholder participants will be heavily informed by the need to institutionalize capacities developed under the project. By the end of the project, increased capacities will have been imparted to a diverse cross-section of stakeholders as well as key planners and decision-makers at the central and local levels.
5. Key project stakeholders and their role in project execution:

* The Ministry of Forestry, Fisheries, and Sustainable Development. As the main executing government agency, MFFSD will play the key coordination role in the implementation of the project.
* Ministry of Natural Resources and Agriculture. MNRA is the Senior Beneficiary of the project on the basis that the project will be strengthening and integrating Rio Convention provisions into their sectoral policies, legislation, policies and plans and institutional mandates. As such, MNRA will also coordinate the implementation of the project, particularly in monitoring the progress of the project.
* Ministry of Public Services. Given this ministry’s role in the training and development of government staff, their input into the project’s capacity building activities will be essential. This Ministry will also have a place on the Project Board.

1. The government departments and agencies listed below will be involved in the project as and when required by the activities of the project that are in line with their mandated roles and functions:
2. The Ministry of Economic Development, the Department of Environment, the Department of Fisheries, and the Coastal Zone Department, among other government bodies. Non-state organizations like the Protected Areas Conservation Trust, the Association of Protected Areas Management Organization and the Belize Association of Private Protected Areas will also play a key role in project activities and be represented on the Project Board.
3. Stakeholders include a broad range of other institutions working on natural resources management actions, such as NGOs, civil society organizations, academia, and research institutions. Of particular importance are the non-state actors who participate in the various convention advisory committees and who are existing members of the National Environmental Appraisal Committee (NEAC) and the Non-State Stakeholder Committee (NSSC) who participate in and informs natural resources policy dialogues. This group of actors includes but is not limited to the Association of Engineers, the Belize Electricity Limited, the Association of Protected Areas Management Organizations, the Belize Association of Private protected Areas, the Belize Tourism Board, and the National Association of Village Council Organizations. The Environmental Research Institute of the University of Belize is also an important project partner as they have certain technical expertise that will contribute to preparation of analyses called for under the project. While the University is not in a position to provide co-financing at the time of project document signature, this is may change during project implementation. A very early project management activity is to convene a meeting of the NSSC to detail more specific roles and contributions of non-state actors in the various technical assistance components.
4. Non-governmental and community-based organizations identified in this document play an integral part of the sustainable development architecture of the country as they are primary partners in the management of the natural resource base. This partnership is clearly demonstrated in their significant participation in the co-management of the protected areas system as well as their direct involvement in assisting the government with technical expertise in the management of various threats to biodiversity.
5. The project will be implemented through the UNDP Country Office in Belize, in partnership with the Ministry of Forestry, Fisheries and Sustainable Development and associated departments. This project depends on the active involvement of various state actors responsible for all aspects of sustainable development and implementing obligations of multilateral environmental agreements. The Implementing Partner will be the Ministry of Forestry, Fisheries and Sustainable Development, with other ministries playing a key role as partners, including the Ministry of Natural Resources and Agriculture, which is the focal point for the Convention to Combat Desertification and Drought. Implementation stakeholders and arrangements are described in Section E below.

### C.5 Monitoring and Evaluation

Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures. The project team and the UNDP Country Office (UNDP CO) will undertake monitoring and evaluation activities, with support from UNDP/GEF, including by independent evaluators in the case of the final evaluation. The logical framework matrix in Annex 2 provides a logical structure for monitoring project performance and delivery using SMART indicators during project implementation. The output budget and the work plan in the UNDP project document provide additional information for the allocation of funds, both the GEF and co-financing, for expected project deliverables and the timing of project activities to produce these deliverables. Annex 5 provides a breakdown of the total GEF budget by outcome, project management costs, and allocated disbursements on a per year basis. A GEF tracking tool for CCCD will be used as part of monitoring and evaluation activities to assess project delivery. The work plan is provisional, and is to be reviewed during the first project board and endorsed at the project initiation workshop.

The following sections outline the principle components of monitoring and evaluation. The project’s monitoring and evaluation approach will be discussed during the project’s initiation report so as to fine-tune indicators and means of verification, as well as an explanation and full definition of project staff M&E responsibilities.

A project initiation workshop will be conducted with the full project team, National Project Director, relevant government counterparts, co-financing partners, the UNDP Country Office, with representation from the UNDP/GEF Regional Coordinating Unit as appropriate. Non-governmental stakeholders should be represented at this workshop.

A fundamental objective of this initiation workshop will be to further instill an understanding and ownership of the project’s goals and objectives among the project team, government and other stakeholder groups. The workshop also serves to finalize preparation of the project’s first annual work plan on the basis of the project’s log-frame matrix. This will include reviewing the log frame (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise, finalize the Annual Work Plan (AWP) with precise and measurable performance (process and output) indicators, and in a manner consistent with the expected outcomes for the project.

Specifically, the project initiation workshop will: (i) introduce project staff to the UNDP/GEF expanded team that will support the project during its implementation, namely the CO and responsible Project Management Unit[[15]](#footnote-15) (PMU) staff; (ii) detail the roles, support services and complementary responsibilities of UNDP CO and PMU staff with respect to the project team; (iii) provide a detailed overview of UNDP/GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the combined Annual Project Reports - Project Implementation Reviews (APR/PIRs), Project Board meetings, as well as final evaluation. The initiation workshop will also provide an opportunity to inform the project team on UNDP project-related budgetary planning, budget reviews, and mandatory budget re-phasing.

The initiation workshop will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project’s decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for PMU staff and associated decision-making structures will be discussed again, as needed, in order to clarify for all, each party’s responsibilities during the project’s implementation phase.

The initiation workshop will present a schedule of M&E-related meetings and reports. The Project Manager[[16]](#footnote-16) in consultation with UNDP will develop this schedule, and will include: (i) tentative time frames for Project Board meetings, and the timing of near-term project activities, such as the in-depth review of literature on natural resource valuation; and (ii) project-related monitoring and evaluation activities. The provisional work plan will be approved in the first meeting of the Project Board.

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 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.

The Project Manager will fine-tune outcome and performance indicators in consultation with the full project team at the initiation workshop, with support from UNDP CO and assisted by the UNDP/GEF. Specific targets for the first year implementation performance indicators, together with their means of verification, will be developed at the initiation workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the Project Team, and agreed with the MFFSD as the Implementing Partner, among other key project partners sitting on the Project Board that include MNRA and the Ministry of Public Services.

Periodic monitoring of implementation progress will be undertaken by the UNDP CO through the provision of quarterly reports from the Project Manager. Furthermore, specific meetings may be scheduled between the PMU, the UNDP CO and other pertinent stakeholders as deemed appropriate and relevant (particularly the Project Board members). Such meetings 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.

Annual Monitoring will occur through the Annual Project Board meeting. This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to Project Board meetings at least twice per year. The first such meeting will be held within the first twelve months following the initiation workshop. For each year-end meeting of the Project Board, the Project Manager will prepare harmonized Annual Project Report / Project Implementation Reviews (APR/PIR) and submit it to UNDP CO, the UNDP/GEF Regional Coordination Unit, and all Project Board members at least two weeks prior to the meeting for review and comments.

The APR/PIR will be used as one of the basic documents for discussions in the Project Board year-end meeting. The Project Manager will present the APR/PIR to the Project Board members, highlighting policy issues and recommendations for the decision of the Committee participants. The Project Manager will also inform the participants of any agreement(s) reached by stakeholders during the APR/PIR preparation, on how to resolve operational issues. Separate reviews of each project output may also be conducted, as necessary. Details regarding the requirements and conduct of the APR and Project Board meetings are contained with the M&E Information Kit available through UNDP/GEF.

The terminal review meeting is held by the Project Board, with invitation to other relevant Government and municipal stakeholders as necessary, in the last month of project operations. The Project Manager is responsible for preparing the terminal review report and submitting it to UNDP COs, the UNDP/GEF Regional Coordinating Unit, and all participants of the terminal review meeting. The terminal review report will be drafted at least one month in advance of the terminal review meeting, in order to allow for timely review and to serve as the basis for discussion. The terminal review report considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its stated objectives and contributed to the broader environmental objective. The report also decides whether any actions remain necessary, particularly in relation to the sustainability of project outputs and outcomes, and acts as a vehicle through that lessons learned can be captured to feed into other projects under implementation or formulation. The terminal review meeting should refer to the independent final evaluation report, conclusions and recommendations as appropriate.

The UNDP CO, in consultation with the UNDP/GEF Regional Coordinator and members of the Project Board, has the authority to suspend disbursement if project performance benchmarks are not met as per delivery rates, and qualitative assessments of achievements of outputs.

A project initiation report will be prepared immediately following the initiation workshop. This report will include a detailed First Year Work Plan divided in quarterly time-frames as well as detailed activities and performance indicators that will guide project implementation (over the course of the first year). This Work Plan will include the proposed dates for any visits and/or support missions from the UNDP CO, the UNDP/GEF Regional Coordinating Unit, or consultants, as well as time-frames for meetings of the project decision-making structures (e.g., Project Board). The report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months’ time-frame.

The initiation 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 affect project implementation, including any unforeseen or newly arisen constraints. When finalized, the report will be circulated to project counterparts who will be given a period of one calendar month in that to respond with comments or queries.

The combined Annual Progress Report (APR) and Project Implementation Review (PIR) is a UNDP requirement and part of UNDP’s Country Office central oversight, monitoring and project management. As a self-assessment report by project management to the Country Office, the APR/PIR is a key input to the year-end Project Board meetings. The PIR is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons from on-going projects. These two reporting requirements are very similar in input, purpose and timing and they have now been amalgamated into a single APR/PIR Report.

An APR/PIR is to be prepared on an annual basis by June, but should be completed well before this deadline (at least one month) in order to be considered at the Project Board meeting. The purpose of the APR/PIR is 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. The APR/PIR is discussed by the Project Board, so that the resultant report represents a document that has been agreed upon by all of the key stakeholders.

A standard format/template for the APR/PIR is provided by UNDP-GEF. This includes , but is not limited to, reporting on the following:

* Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
* Project outputs delivered per project outcome (annual).
* Lesson learned/good practice.
* AWP and other expenditure reports
* Risk and adaptive management
* ATLAS QPR
* Portfolio level indicators (i.e. GEF focal area tracking tools) are used by most focal areas on an annual basis as well.

UNDP will analyze the individual APR/PIRs by focal area, theme and region for common issues/results and lessons. The APR/PIRs are also valuable for the independent evaluators who can utilize them to identify any changes in the project’s structure, indicators, work plan, among others, and view a past history of delivery and assessment.

Quarterly Progress Reports are short reports outlining the main updates in project performance, and are to be provided quarterly to the UNDP Country Office. UNDP CO will provide guidelines for the preparation of these reports, which will be shared with the UNDP/GEF Regional Coordinating Unit.

During the last three months of the project, the PMU will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the project, lessons learned, the extent to which objectives have been met, structures and mechanisms implemented, capacities developed, among others. Together with the independent final evaluation, the project terminal report is one of two definitive statements of the project’s activities during its lifetime. The project terminal report will also recommend further steps, if necessary, in order to ensure sustainability and replicability of the project outcomes and outputs.

An independent final evaluation will take place three months prior to the terminal tripartite review meeting, and will focus on: a) the cost-effectiveness, efficiency and timeliness of project implementation and performance; b) highlight issues requiring decisions and actions; and c) present initial lessons learned about project design, implementation and management. Findings of this evaluation will be incorporated as lessons learned, and recommendations for improvement addressed to ensure the institutional sustainability of project outputs, particular for the replication of project activities. The final evaluation will also look at project outcomes and their sustainability. The final evaluation should also provide recommendations for follow-up activities, as appropriate.

The terms of reference for the final evaluation will be prepared by the UNDP CO based on guidance from the UNDP/GEF Regional Coordinating Unit, in consultation with the MFFSD. The evaluation will be carried out by an independent evaluation specialist that will be recruited internationally. He/she will be supported by a national recruited national evaluation specialist.

1. *Learning and knowledge sharing*: Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums at the national, regional and global levels. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Finally, there will be a two-way flow of information between this project and other projects of a similar focus.
2. *Communications and visibility requirements*: Full compliance is required with UNDP’s Branding Guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The GEF logo can be accessed at: <http://www.thegef.org/gef/GEF_logo>. The UNDP logo can be accessed at <http://intra.undp.org/coa/branding.shtml>.
3. Full compliance is also required with the GEF’s Communication and Visibility Guidelines (the “GEF Guidelines”). The GEF Guidelines can be accessed at:

<http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf>. Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items. Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

1. The Audit on project will follow UNDP Financial Regulations and Rules and applicable Audit policies. The Project Manager will provide the UNDP Resident Representative with certified periodic financial statements and an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in UNDP’s Programming and Finance manuals. The audit will be conducted by the legally recognized auditor of UNDP Belize.

**Table: Monitoring Work Plan and Budget**

| **Type of M&E activity** | **Responsible Parties** | **Budget US$**  *Excluding project team staff time* | **Time frame** |
| --- | --- | --- | --- |
| Inception Workshop and Report | * Project Coordinator * UNDP CO, UNDP GEF | Indicative cost: 5,000 | Within first two months of project start up |
| Measurement of Means of Verification of project results. | * UNDP GEF RTA/Project Coordinator will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members. | To be finalized in Inception Phase and Workshop. | Start, mid and end of project (during evaluation cycle) and annually when required. |
| Measurement of Means of Verification for Project Progress on *output and implementation* | * Oversight by Project Coordinator * Project team | To be determined as part of the Annual Work Plan's preparation. | Annually prior to ARR/PIR and to the definition of annual work plans |
| ARR/PIR | * Project Coordinator and team * UNDP CO * UNDP RTA * UNDP EEG | None | Annually |
| Periodic status/ progress reports | * Project Coordinator and team | None | Quarterly |
| Mid-term Review (*if needed*) | * Project Coordinator and team * UNDP CO * UNDP RCU * External Consultants (i.e. evaluation team) | Not Required for MSP project but can be undertaken if it is deemed necessary by the Project Board | At the mid-point of project implementation. |
| Final Evaluation | * Project Coordinator and team, * UNDP CO * UNDP RCU * External Consultants (i.e., evaluation team) | Indicative cost: $20,000 | At least three months before the end of project implementation |
| Project Terminal Report | * Project Coordinator and team * UNDP CO * Local consultant | 0 | At least three months before the end of the project |
| Audit | * UNDP CO * Project Coordinator and team | Indicative cost per year: $3,000 | Yearly |
| Visits to field sites | * UNDP CO * UNDP RCU (as appropriate) * Government representatives | For GEF supported projects, paid from IA fees and operational budget | Yearly |
| **TOTAL indicative COST**  Excluding project team staff time and UNDP staff and travel expenses | | US$ 34,000  (+/- 5% of GEF budget) |  |

## D. Financing

### D.1 Financing Plan

The financing of this project will be provided by the GEF, with co-financing from the Government of Belize and UNDP. The allocation of these sources of finances is structured by three main project components, as described in section C.2.d above. Table 4 below details this allocation.

Table 4: Project costs (US$)

| **Total Project Budget by Component** | **GEF ($)** | **Co-Financing ($)** | **Project Total ($)** |
| --- | --- | --- | --- |
| Component 1: Strengthened Data and Information Management System | 254,000 | 171,000 | 425,000 |
| Component 2: Piloting natural resource valuation into EIAs and SEAs | 313,000 | 275,000 | 588,000 |
| Component 3: Institutionalization of sustainable resource mobilization | 123,000 | 73,000 | 196,000 |
| Project Management | 69,000 | 124,000 | 193,000 |
| Total project costs | **759,000** | **643,000** | **1,402,000** |

Table 5: Estimated project management budget/cost (estimated cost for the entire project)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Project Management** | **Estimated Staff weeks** | **GEF ($)** | **Co-Financing UNDP ($)** | **Co-Financing Gov't ($)** | **Project Total ($)** |
| Locally recruited personnel: Project Coordinator | 75 | 0 | 0 | 45,000 | 45,000 |
| Locally recruited personnel: Project Assistant | 90 | 0 | 0 | 36,000 | 36,000 |
| Locally recruited personnel: Evaluation Specialist |  | 10,000 | 0 | 0 | 10,000 |
| Internationally recruited personnel: Evaluation Specialist | 3 | 15,000 | 0 | 0 | 15,000 |
| Office facilities and communications |  | 10,000 | 8,000 | 33,000 | 51,000 |
| Travel |  | 15,000 | 2,000 | 0 | 17,000 |
| Professional Services (Audit) |  | 9,000 | 0 | 0 | 9,000 |
| UNDP cost recovery charges - Bills |  | 10,000 | 0 | 0 | 10,000 |
| Total project management cost |  | **69,000** | **10,000** | **114,000** | **193,000** |

\* Local and international consultants in this table are those who are hired for functions related to the management of project. Please see Table 6 below for consultants providing technical assistance for special services.

An internationally recruited consultant will be contracted to undertake the independent final evaluation towards the end of the project. The travel budget includes the costs of DSA, terminal expenses and return airfare for the international consultant. The travel budget also includes financing to cover the cost of local consultant travel to the regions where they will be facilitating the negotiations and drafting of sectoral policy, programmes, plans, or legislation.

Table 6: Consultants for technical assistance components (estimated for entire project)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Local Consultants** | **Estimated Staff weeks** | **GEF ($)** | **Co-Financing ($)** | **Project Total ($)** |
| Public Administration Specialist | 78 | 97,000 | 0 | 97,000 |
| CBD Specialist | 46 | 58,000 | 0 | 58,000 |
| CCD Specialist | 46 | 58,000 | 0 | 58,000 |
| FCCC Specialist | 46 | 58,000 | 0 | 58,000 |
| Environmental Sociologist | 22 | 28,000 | 0 | 28,000 |
| Environmental Education Specialist | 26 | 32,000 | 0 | 32,000 |
| International Environmental Policy Specialist | 58 | 73,000 | 0 | 73,000 |
| International Environmental Actuary Specialist | 44 | 55,000 | 0 | 55,000 |
| Sub-total |  | **459,000** | **0** | **459,000** |
| **International Technical Specialist** | 8 | 20,000 |  | 20,000 |
| **Total** |  | **479,000** | **0** | **479,000** |

In keeping GEF and UNDP policies, this project will be nationally executed by the Government (MFFSD) under the National Implementation Modality. The Government will be responsible for all aspects of project leadership and implementation. This includes, but is not limited to: assigns an appropriate staff members as the National Project Director, heads and manages the Steering Committee/Project Board, considers and approves key milestones within its jurisdiction such as annual work plans and budgets, prepares management responses to mid-term and final evaluations, and participates in monitoring exercises as further described in Section E.2 below. At the same time, under the National Implementation Modality, UNDP can render direct project services on request of Governments. The Government of Belize has requested UNDP to provide a few execution services (including procurement and recruitment), and these will be charged to the Project Budget.

### D.2 Cost-Effectiveness

1. The cost-effectiveness of this project lies largely in the project strategy, namely by building upon a significant baseline of commitment by the Government of Belize to pursue sustainable development and participate in training and learn-by-doing exercises to improve monitoring and enforcement of their environmental legislation, and enable more accurate valuation and representation of the global environment in developmental planning. This cost-effectiveness is indicated by the government’s significant co-financing to project activities in the order of US$ 643,000. This co-financing is significant and represents the commitment of the Government to improve national planning and decision-making regarding the global environment. This contribution is an estimate of the cost to assign staff (decision-makers and planners) time away from their regular work to actively participate in project activities as well as the cost of convening workshops, dialogues, meetings, office space and administrative support for the Project Management Unit. Although in-kind, this contribution translates into real cash since it is the cost of the staff’s salaries, meeting services, and office space.

.

Table 7: Project costs (%)

|  |  |  |
| --- | --- | --- |
| **Project Budget Component by Contribution Type** | **Contribution (US$)** | **Percentage (%)** |
| Component 1: GEF | 254,000 | 18.1 |
| Component 1: Co-Financing | 171,000 | 12.2 |
| Component 2: GEF | 313,000 | 22.3 |
| Component 2: Co-Financing | 275,000 | 19.6 |
| Component 3: GEF | 123,000 | 8.8 |
| Component 3: Co-Financing | 73,000 | 5.2 |
| Project Management: GEF | 69,000 | 4.9 |
| Project Management: Co-Financing | 124,000 | 8.8 |
| **Total** | 1,402,000 | **100.0\*** |

\* Takes into account rounding off errors

1. The cost-effectiveness of this project is also demonstrated in efficient allocation and management of financial resources. The recruitment of specialists under the project will be financed by the GEF contribution, reducing the transaction costs associated when contracting consultants through multiple sources of finances. Due to the limited amount of GEF funds available for project management, this project has leveraged significant co-financing from the Government and UNDP to implement this project. Notwithstanding the nature of project management activities, these serve the dual purpose of institutionalizing the technical capacities that will be developed under the project through a learn-by-doing approach. This investment also ensures continued project ownership by the government.

The effectiveness of the project is also indicated by the relative percentages attributed to project management. The US$ 69,000 represents 4.9% of the total project cost, with the non-GEF contribution being 8.8%, for a total 13.7%. The cost-effectiveness is also indicated by the assignment of the Sustainable Development Unit of the MFFSD to coordinate this project under full National Implementation Modality.

### D.3 Co-financing

The project’s co-financing is in the form of both cash and in-kind, which serves as important leveraged commitment to mainstream the Rio Conventions. As a capacity development project, activities are largely directed towards the active engagement of as many people as possible in the learning-by-doing and awareness-raising of the environmental values for socio-economic development. The in-kind co-financing is represented by the staff time of government civil servants’ participation in the many activities over the project’s three years. Notwithstanding the government’s in-kind contribution, MFFSD is also committing additional cash co-financing that will be used to supplement the GEF contribution to organize training workshops and extend the reach of the project to stakeholders outside of the capital city.

Both the in-kind and cash co-financing from the government arises because Belize is committed to the pursuit of sustainable development. Though not indicated directly as co-financing to the project, development partners include the United Nations Department of Economic and Social Affairs that are helping Belize to develop an improved strategic approach for sustainable development. This work forms an important complement to project activities through the further elaboration of sustainable development indicators and integration into monitoring and planning processes.

Table 8: Co-financing sources

|  |  |  |  |
| --- | --- | --- | --- |
| **Sources of Co-financing** | **Name of Co-financier** | **Type of Co-financing** | **Amount ($)** |
| Government | MFFSD | In-Kind | 440,000 |
| Government | MFFSD | Cash | 128,000 |
| GEF Implementing Agency | UNDP | Cash | 75,000 |
| **Total Co-financing** |  |  | 643,000 |

The Environmental Research Institute of the University of Belize, while not in a position to contribute co-financing to the project at the time of project development, they will remain an important project partner as they have certain technical expertise that will contribute to preparation of analyses called for under the project. As project activities are implemented, there is an expectation that the Institute will contribute technical expertise.

### D.4 Total GEF Budget and Work Plan

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Award ID:** | **00080643** | | | | | | | | | |
| **Project ID:** | **00090265** | | | | | | | | | |
| **Award Title:** | **Capacity-building for the strategic planning and management of natural resources in Belize** | | | | | | | | | |
| **Business Unit:** | **SLV10** | | | | | | | | | |
| **Project Title:** | **Capacity-building for the strategic planning and management of natural resources in Belize** | | | | | | | | | |
| **PIMS No:** | **4917** | | | | | | | | | |
| **Implementing Partner** | **Ministry of Forestry, Fisheries, and Sustainable Development** | | | | | | | | | |
|  |  |  |  |  |  |  |  |  |  |  |
| **GEF Outcome/Atlas Activity** | **Responsible Party/ Implementing Agent** | **Fund ID** | **Donor Name** | **Atlas Budgetary Account Code** | **ATLAS Budget Description** | **Amount Year 1 (USD)** | **Amount Year 2 (USD)** | **Amount Year 3 (USD)** | **Total (USD)** | **Budget Notes** |
| **COMPONENT 1:** | **Ministry of Forestry, Fisheries, and Sustainable Development** | **62000** | **GEF** | 71300 | Local Consultants | 34,125 | 62,761 | 11,114 | 108,000 | 1 |
| 71200 | International consultants | 23,125 | 23,775 | 6,100 | 53,000 | 2 |
| **Monitoring and assessment of environmental impacts and trends** | 72100 | Contractual services: Companies | 21,000 | 63,000 | 9,000 | 93,000 | 3 |
|  | **Sub-total GEF** | **78,250** | **149,536** | **26,214** | **254,000** |  |
| **04000** | **UNDP** | 72100 | Contractual services: Companies | 6,750 | 5,464 | 8,786 | 21,000 | 4 |
|  | **Sub-total UNDP** | **6,750** | **5,464** | **8,786** | **21,000** |  |
|  |  |  | **Total Outcome 1** | **85,000** | **155,000** | **35,000** | **275,000** |  |

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |  |  |
| **GEF Outcome/Atlas Activity** | **Responsible Party/ Implementing Agent** | **Fund ID** | **Donor Name** | **Atlas Budgetary Account Code** | **ATLAS Budget Description** | **Amount Year 1 (USD)** | **Amount Year 2 (USD)** | **Amount Year 3 (USD)** | **Total (USD)** | **Budget Notes** |
| **COMPONENT 2:** | **Ministry of Forestry, Fisheries, and Sustainable Development** | **62000** | **GEF** | 71300 | Local Consultants | 87,896 | 56,830 | 23,274 | 168,000 | 1 |
| 71200 | International consultants | 40,851 | 21,465 | 9,684 | 72,000 | 2 |
| **Piloting natural resource valuation into EIAs and SEAs** | 72100 | Contractual services: Companies | 36,000 | 34,000 | 3,000 | 73,000 | 3 |
|  | **Sub-total GEF** | **164,747** | **112,295** | **35,958** | **313,000** |  |
| **04000** | **UNDP** | 72100 | Contractual services: Companies | 10,253 | 12,705 | 8,042 | 31,000 | 4 |
|  | **Sub-total UNDP** | **10,253** | **12,705** | **8,042** | **31,000** |  |
|  |  |  | **Total Outcome 2** | **175,000** | **125,000** | **44,000** | **344,000** |  |
|  |  |  |  |  |  |  |  |  |  |  |
| **GEF Outcome/Atlas Activity** | **Responsible Party/ Implementing Agent** | **Fund ID** | **Donor Name** | **Atlas Budgetary Account Code** | **ATLAS Budget Description** | **Amount Year 1 (USD)** | **Amount Year 2 (USD)** | **Amount Year 3 (USD)** | **Total (USD)** | **Budget Notes** |
| **COMPONENT 3:** | **Ministry of Forestry, Fisheries, and Sustainable Development** | **62000** | **GEF** | 71300 | Local Consultants | 0 | 9,800 | 45,200 | 55,000 | 1 |
| 71200 | International consultants | 0 | 2,400 | 20,600 | 23,000 | 2 |
| **Institutionalization of sustainable resource mobilization** | 72100 | Contractual services: Companies | 0 | 9,000 | 36,000 | 45,000 | 3 |
|  | **Sub-total GEF** | **0** | **21,200** | **101,800** | **123,000** |  |
| **04000** | **UNDP** | 72100 | Contractual services: Companies | 0 | 3,800 | 9,200 | 13,000 | 4 |
|  | **Sub-total UNDP** | **0** | **3,800** | **9,200** | **13,000** |  |
|  |  |  | **Total Outcome 3** | **0** | **25,000** | **111,000** | **136,000** |  |

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |  |  |
| **GEF Outcome/Atlas Activity** | **Responsible Party/ Implementing Agent** | **Fund ID** | **Donor Name** | **Atlas Budgetary Account Code** | **ATLAS Budget Description** | **Amount Year 1 (USD)** | **Amount Year 2 (USD)** | **Amount Year 3 (USD)** | **Total (USD)** | **Budget Notes** |
| **Project Management** | **Ministry of Forestry, Fisheries, and Sustainable Development/**  **UNDP** | **62000** | **GEF** | 71300 | Local Consultants | 0 | 0 | 10,000 | 10,000 | 5 |
| 71200 | International consultants | 0 | 0 | 15,000 | 15,000 | 6 |
| 73100 | Rental & Maintenance - Premises | 3,500 | 3,000 | 3,500 | 10,000 | 7 |
| 71600 | Travel | 5,000 | 5,000 | 5,000 | 15,000 | 8 |
| 74100 | Professional Services | 3,000 | 3,000 | 3,000 | 9,000 | 9 |
| 74599 | UNDP cost recovery charges - Bills | 3,000 | 3,000 | 4,000 | 10,000 | 10 |
|  | **Sub-total GEF** | **14,500** | **14,000** | **40,500** | **69,000** |  |
|  |  | 73100 | Rental & Maintenance - Premises | 2,500 | 3,000 | 2,500 | 8,000 | 7 |
| **04000** | **UNDP** | 71600 | Travel | 1,000 | 1,000 | 0 | 2,000 | 8 |
|  | **Sub-total UNDP** | **3,500** | **4,000** | **2,500** | **10,000** |  |
|  |  |  | **Total Project Management** | **18,000** | **18,000** | **43,000** | **79,000** |  |
|  |  |  |  |  | **TOTAL GEF** | **257,497** | **297,031** | **204,472** | **759,000** |  |
|  |  |  |  |  | **TOTAL UNDP** | **20,503** | **25,969** | **28,528** | **75,000** |  |
|  |  |  |  |  |  |  |  |  |  |  |
| **Budget Notes** |  |  | | | | | | |  |  |
| **1** | GEF financing for four (4) local specialists for Component 1, and six (6) for Components 2 and 3. Please see Annex 5 for LC roles. | | | | | | | | |  |
| **2** | GEF financing for an international technical specialist. Please see Annex 5 for IC roles. | | | | | | | | |  |
| **3** | GEF financing for various contractual services, such as meeting expenses and publications. Please see Annex 5 for further details. | | | | | | | | | |
| **4** | UNDP will co-finance various contractual services, such as workshop organization | | | | | | | | |  |
| **5** | A locally recruited evaluation specialist will be recruited to support the international evaluation specialist for the terminal evaluation | | | | | | | | | |
| **6** | The Sustainable Development Unit will provide project assistance | | | | | | | | |  |
| **7** | GEF will co-finance the cost of office facilities and communications | | | | | | | | |  |
| **8** | GEF will finance the airfare and DSA for the terminal evaluation and as well as local travel for regional workshops | | | | | | | |  |  |
| **9** | Audit fees, yearly 3xUSD 3,000 | | | | | | | | | |
| **10** | GEF will finance UNDP cost recovery charges per Letter of Agreement (Annex 8) | | | | | | | | | |

## E. Institutional Coordination and Support

### E.1 Core Commitments and Linkages

**E.1.a** **Linkages to other activities and programmes**

The commitment of the Government of Belize to the country’s sustainable development process was exhibited in the creation of the Ministry of Forestry, Fisheries and Sustainable Development to coordinate and integrate the principles of sustainable development into national processes. The current project seeks to create a critical mass of expertise and capacities necessary to effectively manage natural resources both as a contribution to the country’s sustainable development pathway and the global environment more broadly. The investigations of the LECRDS are expected to inform the definition of the national Sustainable Development pathway being elaborated through the joint UN/GoB Partnership.

The project is grounded within ongoing processes of national sustainable development planning including the elaboration of a National Sustainable Development Strategy supported by the UNDP CO and sustainable development specialists of UNDESA. Additionally there is a need to elaborate and update national policies on climate change management, biodiversity management and sustainable land and water resource management. Through the assistance of European Union financing, the MFFSD is currently defining governance mechanisms and associated institutional structures for climate change management. Once in place, these mechanisms will contribute to project goal of effective coordination and synchronization of the FCCC related processes.

Coordination will be undertaken within the context of the new Sustainable Development Unit as well as through established structures and platforms such as the Natural Resources Environmental Policy Subcommittee, and nationally established technical advisory committees instituted to advise on specific thematic areas including biodiversity, climate change, integrated water resource management, rural development and coastal zone development. The recent amalgamation of natural resource Ministries under the MFFSD provides for easier cross-disciplinary coordination as the relevant natural resource management themes are now managed from within one superstructure.

The Sustainable Development Unit of the MFFSD will closely monitor the Ministry’s project/ programme portfolio to ensure that activities are coordinated with other capacity development initiatives wherever possible. Some existing initiatives include Belize’s Third National Communication process and the GEF-funded *Strengthening National Capacities for the Operationalization, Consolidation, and Sustainability of Belize’s Protected Areas System.*

An important linkage of this project is with the support being provided by UNDESA to MFFSD for the development of a National Sustainable Development Strategy. CCCD project activities will use the NSDS as a vehicle for learning-by-doing workshops on good practices and tools for applying SEA guidelines.

Component 2 of the project presents another opportunity for synergies with national development priorities in that it is well-aligned with a broader national initiative to update and modernize the national EIA process and those processes meant to monitor, assess and analyze development projects. In doing so, this project will help ensure that true environmental and social impacts are important considerations in the national planning and decision-making processes.

### E.2 Implementation and Execution Arrangements

1. The project will be implemented according to UNDP’s National Implementation Modality (NIM) as per NIM guidelines agreed by UNDP and the Government of Belize.

Taking an adaptive and collaborative management approach to implementation, the project will ensure that key stakeholders are involved early and throughout project implementation as partners for development. This includes their participation in the Project Board, review of project outputs such as recommendations for amendments to policies, plans, programmes and legislation, as well as participation in monitoring activities.

UNDP is the GEF Implementing Agency for this project, with the UNDP Country Office responsible for transparent practices, appropriate conduct and professional auditing. The project Implementing Agency is the Ministry of Forestry, Fisheries, and Sustainable Development (Focal Point for the CBD, FCCC and GEF) which will assign a National Project Director (NPD) and provide its staff and network of specialists as support to the Project Management Unit (as part of government co-financing).

UNDP technical assistance for Belize continues to be focused on providing support to national counterparts to achieve the Millennium Development Goals; improving country level programme coordination; and strengthening coordination and implementation capacities of line ministries and technical departments. UNDP as a development organization with normative roles has moved beyond its funding and coordination functions and takes on a more substantive role as an advocate of sustainable human development, good and sound governance. This increases the demands on UNDP's in-house professional expertise, since advocacy cannot be provided and followed-up through reliance on outsiders such as consultants. It falls outside the scope of this project to review UNDP's potential and performance in the normative roles under the third category.

UNDP continues to provide effective support to the Government of Belize through its Country Office and its extended network of resource persons from regional offices. GEF projects including the proposed initiative are managed as a part of the Country Office’s sustainable development (Energy, Environment and Disaster Risk Reduction) portfolio of the UNDP Belize Country Office. Portfolio staffing consists of a senior programme analyst and a programme associate and a programme procurement associate. The associated staffs have a combined 12 years of experience managing GEF NIM projects all of which include components aimed at building national capacities for sustainable development and effective natural resource management.

The project will be implemented through NIM modality which is the implementation modality of choice for the Government of Belize. Under this modality the Country Office will, with the Government’s approval, introduce project management specific capacities within the national framework. These capacities will be supported/augmented by internal technical capacities from within the governmental departments themselves. This approach provides for dedicated project staff (concentrating on the advancing of project objectives) as well as allows for full integration of the initiative within the plan of work of national entities/counterparts. The proposed management set up is supported very closely by the capacities of the UNDP CO as well as from those sourced within the regional bureau and the larger UNDP Network.

The basic implementation and execution framework is as follows:

**Capacity Development Activities**

**National Consultants**

**Project Management Unit**

**Technical**

**Working Groups**

**Cabinet of Ministers**

Senior Supplier - UNDP

Senior Beneficiaries:

MNRA, MED, MPS

Implementing Partner: MFFSD

**Project Board**

Figure 2: Project execution

Project Board: This Board is specifically established by the project to provide management oversight of project activities and is to be chaired by a Representative of the MFFSD. The Board will review progress and evaluation reports, and approve programmatic modifications to project execution, as appropriate and in accordance with UNDP procedures. Policy recommendations will be discussed and recommended for consideration by the Cabinet of Ministers and Parliament.

In addition to the MFFSD, government membership of the Project Board will include the Ministry of Economic Development (MED), the Ministry of Natural Resources and Agriculture, the Ministry of Public Services, the Department of Environment, the Department of Fisheries, and the Coastal Zone Department as well as representatives from the line ministries and their respective state agencies. Non-state stakeholders will also be represented on the Project Board, namely the protected Areas Conservation Trust, the Association of Protected Areas Management Organization and the Belize Association of Private Protected Areas. The Project Board will meet quarterly, in meetings hosted by the MFFSD. Meetings will be co-financed by UNDP and the MFFSD.

The MNRA, MED, and the MPS are the Senior Beneficiaries of the project on the basis that the project will be strengthening and integrating Rio Convention provisions into their sectoral policies, legislation, policies and plans and institutional mandates. UNDP will serve as the Senior Supplier, providing technical guidance and support for the cost-effective procurement and implementation of project services and activities, including project implementation oversight through regular monitoring and reporting.

National Project Director: A senior government official will be designated as the National Project Director, and will be responsible for management oversight of the project. The NPD will devote a significant part of his/her working time on the project. Duties and responsibilities of the NPD are described in Annex 6. In the fulfillment of his/her responsibilities, the NPD will be supported by the Project Board and a National Project Coordinator (NPC).

Project Management Unit: The MFFSD will establish a Project Management Unit (PMU) for the day-to-day management of project activities and subcontract specific components of the project to specialized government agencies, research institutions, as well as qualified NGOs. The PMU will be administered by a National Project Coordinator. The day-to-day functions of the NPC will be supported by a Project Associate (Financial/Administrative) that is also a staff position of the Sustainable Development Unit.

National Consultants: The project will contract a number of national specialists as consultants to support the delivery of technical products and to facilitate national capacity development processes. Annex 6 provides indicative Terms of References for desired national specialists.

Capacity Development Activities: The project will take an adaptive collaborative management approach to implementation. That is, UNDP and the MFFSD will manage project activities so that stakeholders are involved early and throughout project implementation, providing regular input regarding the performance of project activities. This will help signal unforeseen risks and contribute to the timely modification and realignment of activities within the boundaries of the project's goal and objectives.

Technical Working Groups:  A working group comprised of independent specialists, technical government agency representatives, as well as representatives from stakeholder groups will discuss and deliberate on technical products including discussions on the NSDS, guidance in the use of SEA and environmental valuation tools, among other issues.

Stakeholder Consultations: These consultations will focus on the active participation of stakeholders for the validation and legitimacy of project outputs.

GEF Visibility: Visibility of GEF financial support will be ensured by using the global GEF branding in all electronic and printed materials. The GEF logo will appear on all relevant project publications, including amongst others, project hardware and other purchases with GEF funds. Any citation in publications regarding projects funded by GEF will acknowledge the GEF.  Logos of the Implementing Agencies and the Executing Agency will also appear on all publications. Where other agencies and project partners have provided support (through co-financing) their logos may also appear on project publications. Full compliance will be made with the GEF’s Communication and Visibility Guidelines[[17]](#footnote-17).

# F. Legal Context

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Government of Belize and UNDP, signed by the parties on 25 August 1982. The MFFSD shall, for the purpose of the SBAA, be referred to as the Government Cooperating Agency as described in that SBAA.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP’s property in the implementing partner’s custody, rests with the implementing partner.

The implementing partner shall put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; as well as assume all risks and liabilities related to the implementing partner’s security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq\_sanctions\_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the [Supplemental Provisions](http://intra.undp.org/bdp/archive-programming-manual/docs/reference-centre/chapter6/sbaa.pdf) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof.

This project will be implemented by the MFFSD (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

# PART II: ANNEXES

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**Annex 1: Capacity Development Scorecard**

Project/Programme Name: Capacity-building for the strategic planning and management of natural resources in Belize

Project/Programme Cycle Phase: Project preparation Date: June 2014

| Capacity Result / Indicator | | | Staged Indicators | | Rating | | | Score | Comments | Next Steps | Contribution to which Outcome |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **CR 1: Capacities for engagement** | | | | | |  | |  |  |  |  |
| Indicator 1 – Degree of legitimacy/ mandate of lead environmental organizations | | Organizational responsibilities for environmental management are not clearly defined | | | | 0 | |  | The Ministry of Forestry, Fisheries and Sustainable Development was created in March 2012 with a mandate to oversee the management of: the forestry and fisheries sectors; climate change planning and monitoring; protected areas and biodiversity; environmental resources; and the coastal zone. The Ministry acquired these portfolios from other ministries in order to consolidate its authority to advance the sustainable development agenda. Environmental NGOs, academia and research institutions possess acceptable levels of expertise in environmental management. | The project will address issues of authority and legitimacy by taking a bottom-up approach to assessing the objective technical needs for monitoring and decision-making, and creating a space for key decision-makers to negotiate in good faith on the appropriate institutional and associated legal reforms needed to sustain the capacities developed and to be developed under the project. This will include and indeed require the active engagement and specialist stakeholders such as NGOs, CSOs, private sector, and other non-state stakeholders, as appropriate | 1, 2, 3 |
| Organizational responsibilities for environmental management are identified | | | | 1 | |  |
| Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders | | | | 2 | | **2** |
| Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders | | | | 3 | |  |
| Indicator 2 – Existence of operational co-management mechanisms | | No co-management mechanisms are in place | | | | 0 | |  | MFFSD has developed a new co-management framework for integrated planning and management of protected areas in partnerships with NGOs/CBOs. There is a need to integrate environmental objectives into sectoral plans and the national development agenda. The Association of Protected Areas Management Organization is a strong partner in advocating for a stronger management presence and resource mobilization for the protected areas system.  There is a concern among the NGOs/CBOs regarding unsustainable development /activities within protected areas. | Component 1 of the project will include the strengthening of natural resource management indicators for monitoring and strengthened planning and decision-making. This will be done by bringing together all stakeholders to discuss and agree on these indicators as well as identifying shared and differentiated responsibilities. These indicators, including those associated with natural resource valuation will be piloted in Component 2 in order to help validate the improved co-management arrangements associated with improved monitoring and integrated planning. | 1, 2 |
| Some co-management mechanisms are in place and operational | | | | 1 | |  |
| Some co-management mechanisms are formally established through agreements, MOUs, etc. | | | | 2 | | **2** |
| Comprehensive co-management mechanisms are formally established and are operational/functional | | | | 3 | |  |
| Indicator 3 – Existence of cooperation with stakeholder groups | | Identification of stakeholders and their participation/involvement in decision-making is poor | | | | 0 | |  | Key stakeholders have been identified for issues related to the Rio Conventions. There are also formal mechanisms for consultation and advisory committees that meet regularly. However, this participation does not always include decision-making processes, since they remain highly centralized. | During the implementation of the project, key actors from MFFSD, MNRA, MESTPU, MFED, CSOs, private sector and civil society will actively participate in analyzing data needs and appropriate indicators for monitoring environmental targets. | 1, 2 |
| Stakeholders are identified but their participation in decision-making is limited | | | | 1 | |  |
| Stakeholders are identified and regular consultations mechanisms are established | | | | 2 | | **2** |
| Stakeholders are identified and they actively contribute to established participative decision-making processes | | | | 3 | |  |
| **CR 2: Capacities to generate, access and use information and knowledge** | | | | | | | | |  |  |  |
| Indicator 4 – Degree of environmental awareness of stakeholders | | Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs) | | 0 | | |  | | Belize regularly implements a activities to raise stakeholder awareness about global environmental issues and MEAs. These efforts are on-going under different projects and integrated into special events such as Earth Day, World Water Day, etc. The general public and other development actors including CSOs have limited knowledge of issues due to the lack of good information and a mechanism for participation. Thus their full participation in providing informed solutions is constrained. | A number of learning-by-doing workshops and awareness-raising events will be conducted to inform stakeholders about the intrinsic value of improved monitoring and natural resource valuation in terms of meeting the dual objectives of sustainable development and global environmental obligations. | 1, 2 |
| Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs) | | 1 | | |  | |
| Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate | | 2 | | | **2** | |
|  | | Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions | | 3 | | |  | |
| Indicator 5 – Access and sharing of environmental information by stakeholders | | The environmental information needs are not identified and the information management infrastructure is inadequate | | 0 | | |  | | Environmental information and data are gathered by many institutions with no standard format. Few institutions share environmental information in technical formats which limits public access and interpretation. Data and information management and coordination is very weak between custodial public institutions that maintain different sets of critical environmental data (coastal, climate, topography, river flows, etc.). As such, there is a need for a clearinghouse mechanism for environmental data collected by CSOs and government agencies. | The project will support the development and distribution of awareness-raising material (training manuals, guidelines) to all stakeholders involved in the project. Data sharing protocols will be established in an effort to standardize the collection and interpretation of data and information in order to inform decision-making. | 1, 2 |
| The environmental information needs are identified but the information management infrastructure is inadequate | | 1 | | | **1** | |
| The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited | | 2 | | |  | |
|  | | Comprehensive environmental information is available and shared through an adequate information management infrastructure | | 3 | | |  | |
| Indicator 6 – Existence of environmental education programmes | | No environmental education programmes are in place | | 0 | | |  | | Throughout the year, NGOs/CBOs deliver environmental education programmes as part of their ongoing activities and initiatives in their respective geographic area of influence. However, there is a lack of a comprehensive national environmental education strategy for mainstreaming environmental education within the Ministry of Education’s school curriculum. The University of Belize has a degree program in natural resources management at the undergraduate and graduate levels. | A comprehensive national training programme on natural resource valuation will be developed to support the implementation of the NSDS. Training will also be provided on the use of the improved data and information management and monitoring systems. Further training will be provided on the preparation of low carbon development strategies | 1, 2, 3 |
| Environmental education programmes are partially developed and partially delivered | | 1 | | | **2** | |
| Environmental education programmes are fully developed but partially delivered | | 2 | | |  | |
|  | | Comprehensive environmental education programmes exist and are being delivered | | 3 | | |  | |
| Indicator 7 – Extent of the linkage between environmental research/science and policy development | | No linkage exist between environmental policy development and science/research strategies and programmes | | 0 | | |  | | Few institutions are involved in environmental research. The University of Belize recently developed the ERI to address the capacity gaps in research and monitoring. Yet, there remains a need for more research to guide policy development in ecosystem valuation. In other areas the linkage between science and policy is weak due to inadequate research and monitoring. | This project seeks to bridge the gaps between environmental research and policy development by increasing technical cooperation among the various key actors to gather, review, formulate, store and share information that responds to national development priorities. | 1, 2 |
| Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes | | 1 | | | **1** | |
|  | | Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs | | 2 | | |  | |
|  | | Relevant research results are available for environmental policy development | | 3 | | |  | |
| Indicator 8 – Extent of inclusion/use of traditional knowledge in environmental decision-making | | Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes | | 0 | | |  | | A wealth of traditional knowledge exists particularly in rural communities. However, there is evidence of its erosion over time, which is exacerbated by the absence of an effective system for collecting and utilizing traditional knowledge in the decision-making process. | The learning-by doing workshops will engage indigenous stakeholders and provide a platform for dialogue and identification of best practices to integrate traditional and indigenous knowledge into planning and decision-making for sustainable development and implementation of the Rio Conventions. | 1, 2 |
| Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes | | 1 | | | **1** | |
|  | | Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes | | 2 | | |  | |
|  | | Traditional knowledge is collected, used and shared for effective participative decision-making processes | | 3 | | |  | |
| **CR 3: Capacities for strategy, policy and legislation development** | | | |  | | |  | |  |  |  |
| Indicator 9 – Extent of the environmental planning and strategy development process | | The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies | | 0 | | |  | | Lack of coordination at the local level greatly impacts Belize`s ability to meet its obligations of various MEAs. A number of environmental strategies and plans have been developed by the various lead government agencies. However, there is limited synergy, integration and coordination of efforts due to lack of capacity and resources for implementation. Policy interventions often result in overlap, duplication of efforts, waste of limited resources and weak implementation. | The project will directly support coordination platforms among the various line ministries through learning-by-doing cross-sectoral workshops aimed a linking current disparate actions plans and strategies for MEAs. Also, trainings will pilot the use of natural resource valuation into the EIA process as well as initial work on the pursuit of SEAs. Furthermore, the project will build capacity to design and implement integrated sustainable development strategies. | 1, 2, 3 |
| The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used | | 1 | | | **1** | |
|  | | Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems | | 2 | | |  | |
|  | | The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented | | 3 | | |  | |
| Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks | | The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment | | 0 | | |  | | Belize has several environmental policies and legislation which results in overlapping mandates and responsibility among institutions at the local and national level. Rio Convention obligations need to be integrated within national economic development policies and frameworks. | This project will develop an over-arching policy framework for assessing the extent to which the existing set of sustainable development policies are consistent with Rio Convention obligations. In addition, assessments will provide recommendations for institutional and legislative reforms. | 1, 2, 3 |
| Some relevant environmental policies and laws exist but few are implemented and enforced | | 1 | | |  | |
| Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them | | 2 | | | **2** | |
|  | | Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions | | 3 | | |  | |
| Indicator 11 – Adequacy of the environmental information available for decision-making | | The availability of environmental information for decision-making is lacking | | 0 | | |  | | The Biodiversity and Environmental Resource Data System of Belize serves as an environmental data warehouse. The Environmental Research Institute at UB provides science information and supports a culture of evidence-based decision-making for sustainable development in the public and private sector. Environmental information is available for decision-makers, but it is sporadically collected and often does not support the decision-making process in Belize. The collection of information primarily serves a particular interest and is externally driven and funded. | The project will develop a set of uniform data and information collection guidelines as well as training packages to improve capacity of government staff to utilize the improved data management and monitoring system for improved reporting on key elements of the Rio Conventions. | 1, 2 |
| Some environmental information exists but it is not sufficient to support environmental decision-making processes | | 1 | | | **1** | |
|  | | Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly | | 2 | | |  | |
|  | | Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions | | 3 | | |  | |
| **CR 4: Capacities for management and implementation** | | | |  | | |  | |  |  |  |
| Indicator 12 – Existence and mobilization of resources | | The environmental organizations do not have adequate resources for their programmes and projects and the requirements have not been assessed | | 0 | | |  | | The Government of Belize has been successful in accessing technical assistance and grants from multilateral international and financing institutions. Work specifically related to the Rio Conventions is predominantly supported by external development agencies. This heavy reliance on development partner support is indicative of broader budgetary issues within the national government. | The project will develop a resource mobilization strategy aimed at assessing long-term application and use of natural resource valuation. The project will also seek to improve tracking mechanisms for financial flows. | 3 |
| The resource requirements are known but are not being addressed | | 1 | | |  | |
|  | | The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed | | 2 | | | **2** | |
|  | | Adequate resources are mobilized and available for the functioning of the lead environmental organizations | | 3 | | |  | |
| Indicator 13 – Availability of required technical skills and technology transfer | | The necessary required skills and technology are not available and the needs are not identified | | 0 | | |  | | Some training is provided to staff of the government departments, but none on the integration of the Rio Conventions into sectoral and national planning. Efforts have been made to identify capacity gaps, but challenges exist in gaining access to sufficient technical support. | An extensive learning-by-doing training programme will be conducted to support information sharing and dissemination with the goal of shoring up national capacities to effectively implement policy and institutional reforms in line with Rio Conventions requirements. | 1, 2 |
| The required skills and technologies needs are identified as well as their sources | | 1 | | | **1** | |
| The required skills and technologies are obtained but their access depend on foreign sources | | 2 | | |  | |
| The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies | | 3 | | |  | |
| **CR 5: Capacities to monitor and evaluate** | | | |  | | |  | |  |  |  |
| Indicator 14 – Adequacy of the project/programme monitoring process | Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme | | | 0 | | |  | | Monitoring is rather weak, and in some instances nonexistent, due to the absence of a structured national monitoring strategy. Project managers lack capacity in monitoring and recording of information in a systematic approach. The analysis of lessons learned and best practices are not utilized effectively to improve project implementation. | A key aspect of the project is the learning-by-doing training on best practices to strengthen real-time environmental monitoring of impacts and trends. Part of the project training will involve the development of new environmental indicators help improve Belize’s data and information management and monitoring systems. | 1, 2 |
| An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted | | | 1 | | | **1** | |
|  | Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team | | | 2 | | |  | |
|  | Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action | | | 3 | | |  | |
| Indicator 15 – Adequacy of the project/programme evaluation process | None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources | | | 0 | | |  | | Limited local capacity exists to adequately evaluate projects and the potential for biased evaluation is a concern. Evaluators with the competence, capacity, and skills required to evaluate medium and large projects is limited. The result of which is heavy reliance of external consultants. | To evaluate the adequacy of project monitoring, progress reports will be prepared quarterly.  The project will support the preparation of quality reports and programmes based on the Rio Conventions and bolster national reports and communications with improved, standardized data. | 1, 2, 3 |
| An adequate evaluation plan is in place but evaluation activities are irregularly conducted | | | 1 | | | **1** | |
| Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team | | | 2 | | |  | |
|  | Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities | | | 3 | | |  | |

**Annex 2:** **Logical Framework**

This log frame is to be reviewed and revised with the input of UNDP and the International Technical Advisor at the time of project inception.

| **Project Strategy** | **Objectively verifiable indicators** | | | **Sources of verification** | **Risks and Assumptions** | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Indicator** | **Baseline value** | **Target value and date** |
| **Long-term goal: To put in place new approaches that will facilitate better development decisions for the global environment** | | | | | | | |
| **Project objective**:  **To strengthen institutional and technical capacities for: a) improved monitoring and assessment; b) natural resource valuation and impact assessment; and c) resource mobilization** | **Outcome indicators:**   * Monitoring and assessment of environmental impacts and trends are better enabled * Technical and management staff sufficiently trained in the use and application of natural resource valuation tools, and decision-makers fully aware of natural resource valuation tools * Financial framework for delivering on Rio Conventions obligations is strengthened | * There is high-level support from the Cabinet for sustainable development. Nonetheless, many high-level officials question the need for the MFFSD * Planners and decision-makers do not fully appreciate the value of the Rio Conventions and the use of net present value to determine value leads to heavy discounting of the global environment and poor incorporation into development planning * Changes in government leadership have caused uncertainty and confusion over mandates and as well as an overall loss of institutional memory | **By the end of the project:**   * Government staff have learned, applied, and tested best practice tools to integrate natural resource valuation into national decision-making processes for improved implementation of Rio Conventions * Future planning and development will account for the true value of environmental goods and services * Increased capacity within relevant stakeholder groups to address Rio Convention obligations * Gender equality targets per UNDP 2013-2017 Strategic Plan are met | * Meeting Minutes[[18]](#footnote-18) * Working Group meeting reports * UNDP quarterly progress reports * Independent final evaluation reports * Rio Convention national reports and communications * Strategic documents detailing the new indicators, valuation tools, and resource mobilization plan * GEF Cross-Cutting Capacity Development Scorecard | * Planners and decision-makers are resistant to adopt new attitudes towards the global environment * Involvement of the UNDP will ensure, the lack of absorptive capacity does not undermine the project * Involvement of the UNDP will ensure, the lack of absorptive capacity does not undermine project * Improving the valuation process will help decision-making relating to the global environment become more inclusive, legitimate, and robust * The project will be executed in a transparent, holistic, adaptive, and collaborative manner | | |
| **Outcome 1: Planners, policy-makers, and decision-makers are more effectively achieving national and global environmental priorities** | | | | | | | |
| Output 1.1  Improved indicators for environmental monitoring and natural resource management | * In-depth analysis of data needs and indicators * Comprehensive set of environmental, natural resource, and sustainable development indicators | * Evidence of public sector staff’s technical capacities related to the Rio Conventions is limited * Despite expressed government commitment to the global environment, several barriers limit policies and efforts | * At least two senior level meetings are held with each department before month 4 * Analysis completed by month 5, reviewed by month 6, and endorsed by month 8 * Indicators prepared, reviewed, and endorsed by month 12 | * Meeting minutes * Tracking and progress reports[[19]](#footnote-19) * Analysis of data needs and indicators * Letters of endorsement | * Analyses and indicators are deemed legitimate, relevant, and valid among all key stakeholder representatives * Expert peer-reviews are thorough and of high quality | | |
| Output 1.2:  Uniform data collection methods | * Expert sub-committee meetings * Assessment of current methodologies for collecting and analyzing data and information * Learning-by-doing workshops on improved data collection and analysis * Synthesis workshop on cross-fertilization among three Rio Conventions | * Data is not regularly collected or analyzed in a manner consistent with international standards or Rio Convention obligations | * Sub-committee meets every four months beginning no later than month 4 * Assessment of methodologies drafted by month 5, peer-reviewed by month 8, and finalized by month 12 * Workshops begin no earlier than month 13 and are completed by month 17. Each workshop will have at least 20 unique participants. * Final synthesis workshop convened within one month of the completion of previous workshops | * Meeting minutes * Tracking and progress reports * Methodologies assessment * Participant registration lists * Feedback evaluations * Workshop reports | * Members of the sub-committee will be comprised of proactive specialists and project champions * Lead agencies will allow their staff to attend all training workshops * Trainers will agree with best practices to integrate and implement training based on the Rio Conventions | | |
| Output 1.3:  Strengthened real-time monitoring of environmental trends | * Strengthened technological and technical capacities for real-time monitoring * Hardware and software for improved data/information management and monitoring systems identified and installed, and training provided * Training manuals / guidelines on use of improved system | * Belize lacks the national capacities needed to generate good, reliable data and transform it into knowledge that is useful in national development planning processes. | * Hardware and software needs identified and approved by month 12, and procured and installed by month 15 * Training on use of new systems provided to at least 75 unique participants with gender balance and appropriate regional representation by month 18 * Feedback evaluations from workshops with 90% response rate and analysis by month 31 * High quality training manuals and/or guidelines updated / drafted by month 20, peer-reviewed and endorsed by month 22 | * Meeting minutes * Tracking and progress reports * Participant registration lists * Workshop evaluations and results analysis * Training materials / guidelines * Letter of endorsement | * The right representation from the various government ministries, departments, and agencies participate in project activities * There is sufficient absorptive capacity to implement improved data management and monitoring systems | | |
| Output 1.4:  Rio Convention criteria and indicators are integrated into sustainable development planning frameworks | * Improved environmental indicators integrated into NSDS * Global environmental priorities integrated into targeted sectoral development plans * Workshops with state and non-state stakeholders to update selected sectoral development plans | * Institutional capacities for managing the Rio Conventions is piecemeal and takes place through Rio Convention-specific projects, with development emphasizing near to medium-term socio-economic priorities, often at the expense of long-term sustainability. * The country is currently in the process of preparing its NSDS with the help of UNDESA | * NSDS updated by month 20, with revised draft peer-reviewed and finalized by month 24, and approved by the Cabinet by month 33 * At least 50 relevant participants in the learning-by-doing workshops for each topic * Two sectoral development plans selected for integrating Rio Convention criteria and indicators by month 24 * Series of workshops to draft new plans and peer-review them by month 29, validated by month 30, and finalized by month 32. Plans approved by Cabinet by month 33 | * Meeting minutes * Tracking and progress reports * Participant registration lists * Workshop reports * Revised NSDS and sectoral development plans * Official letters of approval | * The right representation from the various government ministries, departments, agencies, and non-state stakeholders participate in project activities and legitimately reflect stakeholder constituent views and priorities * Workshop participants contribute their honest attitudes and values * Planners and decision-makers are open to suggested revisions and changes | | |
| Output 1.5:  Web-based environmental project database | * Technological structure of data and information management system improved to include a web-based portal * Assessment report recommending changes to regulatory framework * Expert working group drafts recommended regulatory and legislative texts | * Many of the government ministries including MFFSD have not created or updated their web presence following the government restructuring. Data is not easily accessible from one centralized source. | * Web-based portal is structured, beta-tested, and launched by month 16 * Assessment report is prepared, reviewed, and endorsed by month 18 * Texts drafted by month 24, peer-reviewed and finalized by month 27, endorsed by month 28, and submitted for Cabinet approval by month 31 | * Meeting minutes * Tracking and progress reports * Web-based portal * Assessment report * Drafted legislative and regulatory texts | * Recommended legislative and regulatory reforms are technically, financially, and politically feasible * All stakeholders will have access in one way or another to the information that is stored in the database * Web-based portal will be maintained and updated as appropriate following launch | | |
| **Outcome 2: Holistic planning and decision-making incorporates global environmental values into the development process** | | | | | | |
| Output 2.1:  Natural resource valuation tools | * Expert review of lessons learned and best practices on natural resource valuation * Natural resource valuation tools selected and modified for Belize by expert working group * NRV tools integrated into key decision-making processes | * There is a shortage of technical capacity amongst planners at all levels to utilize information and knowledge related to the value of environmental goods and services, and to integrate these values into planning and decision-making processes * NRV guidelines and tools are not widely known or understood among planners and decision-makers | * High quality report on best practices and lessons learned drafted by month 6 and peer-reviewed, finalized, and validated by month 7 * Expert working group convened by month 3 * Tools modified and peer-reviewed by month 7, and officially endorsed by month 9. * Tools revised by month 26 based on lessons learned from piloting * MOA to formally include NRV into decision-making processes signed by relevant parties by month 12 | * Meeting minutes * Tracking and progress reports * Best practices and lessons learned report * NRV tools * Letter of endorsement * Memorandum of Agreement | * Planners and decision-makers are resistant to adopt new attitudes towards the global environment including proposed agreements * Enabling policy and legislation in place to support the signing of an appropriate agreement, and institutions follow through on commitments under agreement * Insufficient commitment from policy-makers to maintain long-term support for project | | |
| Output 2.2:  Training programme on natural resource valuation | * Report on best practices and lessons learned for designing and implementing a training programme on natural resource valuation * Training modules and materials for NRV training programme * Training courses for state and non-state stakeholders on NRV * Learning-by-doing piloting of skills in selected development projects through workshops in conjunction with training programme | * There is currently no training available on NRV in Belize, however, the opportunity to do so exists through academic and research institutions in Belize that have other related training programmes | * Report on best practices drafted by month 9 and finalized by month 10 * NRV module and training materials drafted and peer-reviewed by month 12 * Six training courses, each with at least 15 unique participants at least half of whom are government staff. All technical staff with responsibilities regarding EIAs participate and have an average test score of at least 80%. * Statistical analysis of incremental learning * Six learning-by-doing workshops convened in conjunction with training programme | * Meeting minutes * Tracking and progress reports * Best practices and lessons learned report * Training materials and curriculum * Participation lists and test scores * Feedback from training/workshop * Statistical analyses * Piloted EIA with NRV | * Best practices and lessons learned are applicable in Belize and appropriately used * Improving the valuation process will help decision-making relating to the global environment become more inclusive, legitimate, and robust * Training programme participants are open to new tools and fully absorb knowledge imparted * Other training programmes and curricula do not work against Rio Conventions | | |
| Output 2.3:  SEA implementation guidelines | * Institutional analysis of policy assessment * Sensitization workshops to raise stakeholder awareness of SEA process * Set of guidelines for improving SEA implementation | The SEA process in Belize does not account for true value of natural resources | * Institutional analysis and best practices report prepared by month 6, and peer-reviewed by month 7 * Three workshops with diverse representation from government, private sector, NGOs, and civil society convened by month 12 * Guidelines drafted by month 13, peer-reviewed and validated by month 14, and finalized by month 15 | * Meeting minutes * Tracking and progress reports * Institutional analysis * Participation lists * Workshop reports * SEA guidelines | * Regional and non-state stakeholder representation in project activities legitimately reflect their stakeholder constituent views and priorities * Raising awareness of issues will increase support for project activities | | |
| Output 2.4:  Targeted institutional and legislative reforms for EIA and SEA compliance | * Expert working group meets regularly * Consultations with senior-level decision-makers to discuss legislative and policy reforms to EIA and SEA processes * Assessment on current legislative and regulatory environment * SEA policy to enable more effective Rio Convention implementation * Bill to integrate NRV into planning and development processes with full input from stakeholders * Series of one-day sensitization workshops to raise awareness | * Belize has poorly defined institutional structures and mandates relating to the collection, management, and sharing of data and information relevant to environmental protection, risk reduction, and development planning. The creation of the MFFSD helped consolidate the mandates under one ministry, but there is still much confusion regarding specific responsibilities and mandates. | * Working group convened by month 3 with quarterly meetings for two years, and institutionalization within ministry by month 32 * At least 10 consultative meetings with senior-decision makers by month 10 and regulatory/legislative assessment by month 12 * SEA policy drafted by month 14, peer-reviewed by month 15 and finalized by month 16 * Bill drafted and reviewed by month 18 and presented at stakeholder workshop by month 20. * Discussion forums held in three districts by month 22 with summary of stakeholder consultations prepared and presented by month 23 * NRV bill revised, finalized, endorsed, and submitted for Parliamentary approval by month 24 * Ten one-day workshops with at least 50 mid-level and senior decision makers between months 20 and 30 | * Meeting minutes * Tracking and progress reports * Institutional and legislative assessment * SEA policy and NRV bill * Peer-review comments * Summary report of stakeholder consultations * Letter of endorsement * Participation lists | * Legislative and institutional reforms recommended by the project are politically, technically, and financially feasible * There is no active institutional resistance to proposed changes * The Parliament approves the institutional and legislative reforms * Expert peer reviewers follow through with quality reviews * Integrating NRV into planning processes with improve decision-making with regard to the global environment | | |
| **Outcome 3: Institutional reforms and mobilized financial resources ensure long-term term achievement of Rio Convention obligations, and other MEAs** | | | | | |
| Output 3.1:  Improved monitoring of resource mobilization | * Expert finance and economic group leads in-depth analysis of current financial tracking mechanisms * New guidelines for financial tracking mechanism * Learning-by-doing workshops to pilot improved guidelines for tracking mechanism | * Natural Resource management entities including MFFSD are expected to see a freeze or cuts in recurrent budgets. National investments in capacity development for natural resource management have been stalled due to reduced budgetary allocations as the Government redirects available public finances to social sector stabilization | * Expert group of at least 20 rotating members convened by month 23 * In-depth analysis and best practices drafted by month 25, peer-reviewed and finalized by month 26 * Guidelines drafted by month 27, peer-reviewed by month 28, and finalized and endorsed by month 30 * Four workshops with at least 25 unique stakeholders at each to be completed by month 33 | * Meeting minutes * Tracking and progress reports * Analysis of current tracking and best practices * Financial tracking guidelines * Letter of endorsement * Participation lists * Workshop reports | * Finance and economic group is composed of specialists who become champions of the project * Peer-reviews and analysis are thorough and of high quality * 100 unique stakeholders for workshops is feasible | | |
| Output 3.2:  Resource mobilization strategy for the financial sustainability of global environment outcomes | * In-depth financial analysis of monitoring and enforcement of environmental legislation in Belize * Best practices and financial/economic instruments for resource mobilization identified and tested for feasibility * Operational procedures for allocation of funds for natural resource management * Resource mobilization strategy informed by best practices and lessons learned | * The NCSA and MDG7 Scorecard both indicated weak compliance with existing legislation due to limitations in national capacities for monitoring and enforcement and inadequate financing for environmental management. | * Analytical report drafted by month 25, peer-reviewed and finalized by month 26 * Feasibility study on financial instruments drafted by month 27, peer-reviewed by month 28 and finalized by month 30 * Operational procedures drafted by month 26, tested and piloted by month 30, and approved by month 31. * Resource mobilization strategy is drafted by month 28, peer-reviewed by month 29, and finalized and approved by month 32 * Independent final evaluation by month 36 determines project outcomes are capable of raising and allocating funds | * Meeting minutes * Tracking and progress reports * Participation lists * Analytical report * Feasibility study * Operational procedures * Resource mobilization strategy * Letter of approval * Final evaluation | * State and non-state stakeholders will remain committed to project outcomes beyond the life of the project * Best practices show that the project goal is attainable with on-going and sustained effort without compromising socio-economic development | | |
| Output 3.3:  Capacity building for low carbon development strategies | * Assessment of capacity needs to prepare low carbon development strategies * Learning-by-doing sensitization workshops to improve understanding of low carbon development options * Guidelines and training manuals to build capacity to implement integrated global environmental and sustainable development strategies | * The lack of institutional capacities in terms of technical knowledge, personnel, financial resources to participate in evidence-based environmental management and development planning limits Belize’s ability to develop low carbon strategies | * Capacity needs assessment completed by month 26 * Four sensitization workshops in four districts with at least 60 participants at each by month 28 * Guidelines and training materials drafted by month 30, peer-reviewed by month 32, and approved by month 33 | * Meeting minutes * Tracking and progress reports * Capacity assessment * Participation lists * Workshop reports * Feedback surveys * Guidelines and training manuals * Letter of approval | * Best practices and lessons learned are applicable to the context of Belize * Staff have sufficient absorptive capacity and will to effectively participate in training activities | | |

**Annex 3:** **Provisional Work Plan**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **YEAR 1** | |  | | |  |  |  |  |  |  |  |  |  |
| **Activity** | **Description** | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| **Component 1** | **Monitoring and assessment of environmental impacts and trends** |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.1** | **Improved indicators for environmental monitoring and natural resource management** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.1 | Carry out institutional analysis of data needs and indicators |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.2 | Detail a concrete set of environmental, natural resource, and sustainable development indicators |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.2** | **Uniform data collection methods** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2.1 | Form expert sub-committee under NEAC on data collection standards and quality assurance |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2.2 | Assess methodologies with attention to harmonization and metrics, relevance, validity, and quality |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2.3 | Workshops to implement recommendations for improved data/information collection and analysis |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.3** | **Strengthened real-time monitoring of environmental trends** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.1 | Strengthen technological and technical capacities to create data and information for monitoring |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.2 | Update and prepare as appropriate, a set of training manuals and/or guidelines |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.4** | **Rio Convention criteria and indicators are integrated into sustainable development planning frameworks** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.1 | Workshops to integrate improved indicators into National Sustainable Development Strategy |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.2 | Integrating global environmental priorities into NSDS and targeted sectoral development plans |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.5** | **Web-based environmental project database** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.1 | Improve technological structure of data and information systems to include web-based portal |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.2 | Assess regulatory mechanisms governing data sharing |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.3 | Convene expert working group to draft recommended regulatory and legislative texts |  |  |  |  |  |  |  |  |  |  |  |  |
| **Component 2** | **Piloting natural resource valuation into EIAs and SEAs** |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2.1** | **Natural resource valuation tools** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.1 | Expert review of lessons learned and best practices on natural resource valuation |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.2 | Select existing set of NRV tools and assess their relevance within the Belizean context |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.3 | Integrate natural resource valuation tools into key decision-making processes |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2.2** | **Training programme on natural resource valuation** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.2.1 | Review best practices and lessons learned for implementing NRV training programme |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.2.2 | Design and implement NRV training programme for Belizean context |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.2.3 | Pilot training programme in one priority development project |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2.3** | **SEA implementation guidelines** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.1 | Conduct expert review of SEA process to identify best practices and lessons learned |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.2 | Convene sensitization workshops to raise stakeholder awareness of SEA process |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.3 | Prepare a set of guidelines to improve SEA implementation within policy and planning structures |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.4 | Learning-by-doing SEA workshops on NSDS |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2.4** | **Targeted institutional and legislative reforms for EIA and SEA Compliance** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.4.1 | Convene expert working group to coordinate policy and regulatory reforms |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.4.2 | Assess policy and regulatory environment, including consultations with key stakeholders on SEA |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.4.3 | Draft SEA policy |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.4.4 | Draft bill for integration of NRV into national planning and development processes |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.4.5 | Convene a series of sensitization workshops to raise awareness of EIA and SEA |  |  |  |  |  |  |  |  |  |  |  |  |
| **Component 3** | **Institutionalization of sustainable resource mobilization** |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 3.1** | **Improved tracking of resource mobilization** |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.1.1 | Establish finance and economic expert group to analyze existing financial tracking mechanisms |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.1.2 | Strengthen guidelines for financial tracking mechanism |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.1.3 | Convene workshops on revised guidelines for financial tracking |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 3.2** | **Resource mobilization strategy for financial sustainability of environmental outcomes** |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.2.2 | Undertake financial and economic analysis of monitoring and enforcement of legislation |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.2.3 | Identify best practices and innovative financial and economic instruments for piloting |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.2.4 | Formulate operational procedures for the allocation of resources to finance resource management |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.2.5 | Draft resource mobilization strategy |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 3.3** | **Capacity building for low carbon development strategies** |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.3.1 | Undertake assessment of capacity needs for low carbon development strategies |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.3.2 | Undertake a series of learn-by doing activities to institutionalize improved monitoring system |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.3.2 | Collate guidelines and training materials on sustainable development strategies |  |  |  |  |  |  |  |  |  |  |  |  |
| **Project Management** | |  |  |  |  |  |  |  |  |  |  |  |  |
| **A** | Locally recruited personnel: Project Coordinator |  |  |  |  |  |  |  |  |  |  |  |  |
| **B** | Locally recruited personnel: Project Assistant |  |  |  |  |  |  |  |  |  |  |  |  |
| **C** | International Evaluation Specialist: Terminal Evaluation |  |  |  |  |  |  |  |  |  |  |  |  |
| **D** | Office facilities and communications |  |  |  |  |  |  |  |  |  |  |  |  |
| **E** | Project start-up: Organize project team and review work plan |  |  |  |  |  |  |  |  |  |  |  |  |
| **F** | Policy Board meetings |  |  |  |  |  |  |  |  |  |  |  |  |

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| **YEAR 2** | |  | |  |  |  |  |  |  |  |  |  |  |
| **Activity** | **Description** | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| **Component 1** | **Monitoring and assessment of environmental impacts and trends** |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.1** | **Improved indicators for environmental monitoring and natural resource management** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.1 | Carry out institutional analysis of data needs and indicators |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.2 | Detail a concrete set of environmental, natural resource, and sustainable development indicators |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.2** | **Uniform data collection methods** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2.1 | Form expert sub-committee under NEAC on data collection standards and quality assurance |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2.2 | Assess methodologies with attention to harmonization and metrics, relevance, validity, and quality |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2.3 | Workshops to implement recommendations for improved data/information collection and analysis |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.3** | **Strengthened real-time monitoring of environmental trends** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.1 | Strengthen technological and technical capacities to create data and information for monitoring |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.2 | Update and prepare as appropriate, a set of training manuals and/or guidelines |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.4** | **Rio Convention criteria and indicators are integrated into sustainable development planning frameworks** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.1 | Workshops to integrate improved indicators into National Sustainable Development Strategy |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.2 | Integrating global environmental priorities into NSDS and targeted sectoral development plans |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.5** | **Web-based environmental project database** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.1 | Improve technological structure of data and information systems to include web-based portal |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.2 | Assess regulatory mechanisms governing data sharing |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.3 | Convene expert working group to draft recommended regulatory and legislative texts |  |  |  |  |  |  |  |  |  |  |  |  |
| **Component 2** | **Piloting natural resource valuation into EIAs and SEAs** |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2.1** | **Natural resource valuation tools** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.1 | Expert review of lessons learned and best practices on natural resource valuation |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.2 | Select existing set of NRV tools and assess their relevance within the Belizean context |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.3 | Integrate natural resource valuation tools into key decision-making processes |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2.2** | **Training programme on natural resource valuation** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.2.1 | Review best practices and lessons learned for implementing NRV training programme |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.2.2 | Design and implement NRV training programme for Belizean context |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.2.3 | Pilot training programme in one priority development project |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2.3** | **SEA implementation guidelines** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.1 | Conduct expert review of SEA process to identify best practices and lessons learned |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.2 | Convene sensitization workshops to raise stakeholder awareness of SEA process |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.3 | Prepare a set of guidelines to improve SEA implementation within policy and planning structures |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.4 | Learning-by-doing SEA workshops on NSDS |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2.4** | **Targeted institutional and legislative reforms for EIA and SEA Compliance** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.4.1 | Convene expert working group to coordinate policy and regulatory reforms |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.4.2 | Assess policy and regulatory environment, including consultations with key stakeholders on SEA |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.4.3 | Draft SEA policy |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.4.4 | Draft bill for integration of NRV into national planning and development processes |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.4.5 | Convene a series of sensitization workshops to raise awareness of EIA and SEA |  |  |  |  |  |  |  |  |  |  |  |  |
| **Component 3** | **Institutionalization of sustainable resource mobilization** |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 3.1** | **Improved tracking of resource mobilization** |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.1.1 | Establish finance and economic expert group to analyze existing financial tracking mechanisms |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.1.2 | Strengthen guidelines for financial tracking mechanism |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.1.3 | Convene workshops on revised guidelines for financial tracking |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 3.2** | **Resource mobilization strategy for financial sustainability of environmental outcomes** |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.2.2 | Undertake financial and economic analysis of monitoring and enforcement of legislation |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.2.3 | Identify best practices and innovative financial and economic instruments for piloting |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.2.4 | Formulate operational procedures for the allocation of resources to finance resource management |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.2.5 | Draft resource mobilization strategy |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 3.3** | **Capacity building for low carbon development strategies** |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.3.1 | Undertake assessment of capacity needs for low carbon development strategies |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.3.2 | Undertake a series of learn-by doing activities to institutionalize improved monitoring system |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.3.2 | Collate guidelines and training materials on sustainable development strategies |  |  |  |  |  |  |  |  |  |  |  |  |
| **Project Management** | |  |  |  |  |  |  |  |  |  |  |  |  |
| **A** | Locally recruited personnel: Project Coordinator |  |  |  |  |  |  |  |  |  |  |  |  |
| **B** | Locally recruited personnel: Project Assistant |  |  |  |  |  |  |  |  |  |  |  |  |
| **C** | International Evaluation Specialist: Terminal Evaluation |  |  |  |  |  |  |  |  |  |  |  |  |
| **D** | Office facilities and communications |  |  |  |  |  |  |  |  |  |  |  |  |
| **E** | Project start-up: Organize project team and review work plan |  |  |  |  |  |  |  |  |  |  |  |  |
| **F** | Policy Board meetings |  |  |  |  |  |  |  |  |  |  |  |  |

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| **YEAR 3** | |  | | |  |  |  |  |  |  |  |  |  |
| **Activity** | **Description** | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 |
| **Component 1** | **Monitoring and assessment of environmental impacts and trends** |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.1** | **Improved indicators for environmental monitoring and natural resource management** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.1 | Carry out institutional analysis of data needs and indicators |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.2 | Detail a concrete set of environmental, natural resource, and sustainable development indicators |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.2** | **Uniform data collection methods** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2.1 | Form expert sub-committee under NEAC on data collection standards and quality assurance |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2.2 | Assess methodologies with attention to harmonization and metrics, relevance, validity, and quality |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2.3 | Workshops to implement recommendations for improved data/information collection and analysis |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.3** | **Strengthened real-time monitoring of environmental trends** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.1 | Strengthen technological and technical capacities to create data and information for monitoring |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.2 | Update and prepare as appropriate, a set of training manuals and/or guidelines |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.4** | **Rio Convention criteria and indicators are integrated into sustainable development planning frameworks** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.1 | Workshops to integrate improved indicators into National Sustainable Development Strategy |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.2 | Integrating global environmental priorities into NSDS and targeted sectoral development plans |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.5** | **Web-based environmental project database** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.1 | Improve technological structure of data and information systems to include web-based portal |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.2 | Assess regulatory mechanisms governing data sharing |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.3 | Convene expert working group to draft recommended regulatory and legislative texts |  |  |  |  |  |  |  |  |  |  |  |  |
| **Component 2** | **Piloting natural resource valuation into EIAs and SEAs** |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2.1** | **Natural resource valuation tools** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.1 | Expert review of lessons learned and best practices on natural resource valuation |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.2 | Select existing set of NRV tools and assess their relevance within the Belizean context |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.3 | Integrate natural resource valuation tools into key decision-making processes |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2.2** | **Training programme on natural resource valuation** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.2.1 | Review best practices and lessons learned for implementing NRV training programme |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.2.2 | Design and implement NRV training programme for Belizean context |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.2.3 | Pilot training programme in one priority development project |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2.3** | **SEA implementation guidelines** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.1 | Conduct expert review of SEA process to identify best practices and lessons learned |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.2 | Convene sensitization workshops to raise stakeholder awareness of SEA process |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.3 | Prepare a set of guidelines to improve SEA implementation within policy and planning structures |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.4 | Learning-by-doing SEA workshops on NSDS |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2.4** | **Targeted institutional and legislative reforms for EIA and SEA Compliance** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.4.1 | Convene expert working group to coordinate policy and regulatory reforms |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.4.2 | Assess policy and regulatory environment, including consultations with key stakeholders on SEA |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.4.3 | Draft SEA policy |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.4.4 | Draft bill for integration of NRV into national planning and development processes |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.4.5 | Convene a series of sensitization workshops to raise awareness of EIA and SEA |  |  |  |  |  |  |  |  |  |  |  |  |
| **Component 3** | **Institutionalization of sustainable resource mobilization** |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 3.1** | **Improved tracking of resource mobilization** |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.1.1 | Establish finance and economic expert group to analyze existing financial tracking mechanisms |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.1.2 | Strengthen guidelines for financial tracking mechanism |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.1.3 | Convene workshops on revised guidelines for financial tracking |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 3.2** | **Resource mobilization strategy for financial sustainability of environmental outcomes** |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.2.2 | Undertake financial and economic analysis of monitoring and enforcement of legislation |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.2.3 | Identify best practices and innovative financial and economic instruments for piloting |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.2.4 | Formulate operational procedures for the allocation of resources to finance resource management |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.2.5 | Draft resource mobilization strategy |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 3.3** | **Capacity building for low carbon development strategies** |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.3.1 | Undertake assessment of capacity needs for low carbon development strategies |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.3.2 | Undertake a series of learn-by doing activities to institutionalize improved monitoring system |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.3.2 | Collate guidelines and training materials on sustainable development strategies |  |  |  |  |  |  |  |  |  |  |  |  |
| **Project Management** | |  |  |  |  |  |  |  |  |  |  |  |  |
| **A** | Locally recruited personnel: Project Coordinator |  |  |  |  |  |  |  |  |  |  |  |  |
| **B** | Locally recruited personnel: Project Assistant |  |  |  |  |  |  |  |  |  |  |  |  |
| **C** | International Evaluation Specialist: Terminal Evaluation |  |  |  |  |  |  |  |  |  |  |  |  |
| **D** | Office facilities and communications |  |  |  |  |  |  |  |  |  |  |  |  |
| **E** | Project start-up: Organize project team and review work plan |  |  |  |  |  |  |  |  |  |  |  |  |
| **F** | Policy Board meetings |  |  |  |  |  |  |  |  |  |  |  |  |

**Annex 4: Outcome Budget (GEF Contribution and Co-financing****)**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Year 1** | **Year 2** | **Year 3** | **GEF** | **Co-financing** | **Total** |
| **Activity** | **Description** | **485,000** | **555,000** | **362,000** | **759,000** | **643,000** | **1,402,000** |
| **Component 1: Strengthened Data and Information Management System** | | 132,000 | 248,000 | 45,000 | 254,000 | 171,000 | 425,000 |
| **Output 1.1** | **Improved indicators for environmental monitoring and natural resource management** | 70,000 | 0 | 0 | 40,000 | 30,000 | 70,000 |
| 1.1.1 | Carry out institutional analysis of data needs and indicators | 30,000 | 0 | 0 | 20,000 | 10,000 | 30,000 |
| 1.1.2 | Detail a concrete set of environmental, natural resource, and sustainable development indicators | 40,000 | 0 | 0 | 20,000 | 20,000 | 40,000 |
| **Output 1.2** | **Uniform data collection methods** | 37,000 | 33,000 | 5,000 | 40,000 | 35,000 | 75,000 |
| 1.2.1 | Form expert sub-committee under NEAC on data collection standards and quality assurance | 5,000 | 0 | 5,000 | 5,000 | 5,000 | 10,000 |
| 1.2.2 | Assess methodologies with attention to harmonization and metrics, relevance, validity, and quality | 20,000 | 18,000 | 0 | 20,000 | 18,000 | 38,000 |
| 1.2.3 | Workshops to implement recommendations for improved data/information collection and analysis | 12,000 | 15,000 | 0 | 15,000 | 12,000 | 27,000 |
| **Output 1.3** | **Strengthened real-time monitoring of environmental trends** | 25,000 | 45,000 | 0 | 49,000 | 21,000 | 70,000 |
| 1.3.1 | Strengthen technological and technical capacities to create data and information for monitoring | 25,000 | 15,000 | 0 | 24,000 | 16,000 | 40,000 |
| 1.3.2 | Update and prepare a set of training manuals / guidelines | 0 | 30,000 | 0 | 25,000 | 5,000 | 30,000 |
| **Output 1.4** | **Rio Convention criteria and indicators are integrated into sustainable development planning frameworks** | 0 | 70,000 | 15,000 | 50,000 | 35,000 | 85,000 |
| 1.4.1 | Workshops to integrate improved indicators into National Sustainable Development Strategy | 0 | 35,000 | 0 | 20,000 | 15,000 | 35,000 |
| 1.4.2 | Integrating global environmental priorities into NSDS and targeted sectoral development plans | 0 | 35,000 | 15,000 | 30,000 | 20,000 | 50,000 |
| **Output 1.5** | **Web-based environmental project database** | 0 | 100,000 | 25,000 | 75,000 | 50,000 | 125,000 |
| 1.5.1 | Improve technological structure of data and information systems to include web-based portal | 0 | 60,000 | 0 | 35,000 | 25,000 | 60,000 |
| 1.5.2 | Assess regulatory mechanisms governing data sharing | 0 | 20,000 | 0 | 15,000 | 5,000 | 20,000 |
| 1.5.3 | Convene expert working group to draft recommended regulatory and legislative texts | 0 | 20,000 | 25,000 | 25,000 | 20,000 | 45,000 |
| **Component 2: Piloting natural resource valuation into EIAs and SEAs** | | 298,000 | 213,000 | 77,000 | 313,000 | 275,000 | 588,000 |
| **Output 2.1** | **Natural resource valuation tools** | 120,000 | 0 | 20,000 | 65,000 | 75,000 | 140,000 |
| 2.1.1 | Expert review of lessons learned and best practices on natural resource valuation | 50,000 | 0 | 0 | 25,000 | 25,000 | 50,000 |
| 2.1.2 | Select existing set of NRV tools and assess their relevance within the Belizean context | 40,000 | 0 | 20,000 | 25,000 | 35,000 | 60,000 |
| 2.1.3 | Integrate natural resource valuation tools into key decision-making processes | 30,000 | 0 | 0 | 15,000 | 15,000 | 30,000 |
| **Output 2.2** | **Training programme on natural resource valuation** | 47,000 | 100,000 | 40,000 | 105,000 | 82,000 | 187,000 |
| 2.2.1 | Review best practices and lessons learned for implementing NRV training programme | 32,000 | 0 | 0 | 20,000 | 12,000 | 32,000 |
| 2.2.2 | Design and carry out NRV training programme for Belizean context | 15,000 | 45,000 | 15,000 | 35,000 | 40,000 | 75,000 |
| 2.2.3 | Pilot training programme in one priority development project | 0 | 55,000 | 25,000 | 50,000 | 30,000 | 80,000 |
| **Output 2.3** | **SEA implementation guidelines** | 99,000 | 38,000 | 0 | 75,000 | 62,000 | 137,000 |
| 2.3.1 | Conduct expert review of SEA process to identify best practices and lessons learned | 27,000 | 0 | 0 | 20,000 | 7,000 | 27,000 |
| 2.3.2 | Convene sensitization workshops to raise stakeholder awareness of SEA process | 22,000 | 0 | 0 | 15,000 | 7,000 | 22,000 |
| 2.3.3 | Prepare a set of guidelines to improve SEA implementation within policy and planning structures | 30,000 | 10,000 | 0 | 20,000 | 20,000 | 40,000 |
| 2.3.4 | Learning-by-doing SEA workshops on NSDS | 20,000 | 28,000 | 0 | 20,000 | 28,000 | 48,000 |
| **Output 2.4** | **Targeted institutional and legislative reforms for EIA and SEA Compliance** | 32,000 | 75,000 | 17,000 | 68,000 | 56,000 | 124,000 |
| 2.4.1 | Convene expert working group to coordinate policy and regulatory reforms | 5,000 | 5,000 | 7,000 | 8,000 | 9,000 | 17,000 |
| 2.4.2 | Assess policy and regulatory environment, including consultations with key stakeholders on SEA | 27,000 | 0 | 0 | 20,000 | 7,000 | 27,000 |
| 2.4.3 | Draft SEA policy | 0 | 28,000 | 0 | 15,000 | 13,000 | 28,000 |
| 2.4.4 | Draft bill for integration of NRV into national planning and development processes | 0 | 30,000 | 0 | 15,000 | 15,000 | 30,000 |
| 2.4.5 | Convene a series of sensitization workshops to raise awareness of EIA and SEA | 0 | 12,000 | 10,000 | 10,000 | 12,000 | 22,000 |
| **Component 3: Institutionalization of sustainable resource mobilization** | | 0 | 39,000 | 157,000 | 123,000 | 73,000 | 196,000 |
| **Output 3.1** | **Improved tracking of resource mobilization** | 0 | 10,000 | 41,000 | 29,000 | 22,000 | 51,000 |
| 3.1.1 | Establish finance and economic expert group to analyze existing financial tracking mechanisms | 0 | 10,000 | 5,000 | 8,000 | 7,000 | 15,000 |
| 3.1.2 | Strengthen guidelines for financial tracking mechanism | 0 | 0 | 20,000 | 12,000 | 8,000 | 20,000 |
| 3.1.3 | Convene workshops on revised guidelines for financial tracking | 0 | 0 | 16,000 | 9,000 | 7,000 | 16,000 |
| **Output 3.2** | **Resource mobilization strategy for financial sustainability of environmental outcomes** | 0 | 20,000 | 66,000 | 57,000 | 29,000 | 86,000 |
| 3.2.2 | Undertake financial and economic analysis of monitoring and enforcement of legislation | 0 | 20,000 | 6,000 | 18,000 | 8,000 | 26,000 |
| 3.2.3 | Identify best practices and innovative financial and economic instruments for piloting | 0 | 0 | 20,000 | 15,000 | 5,000 | 20,000 |
| 3.2.4 | Formulate operational procedures for the allocation of resources to finance resource management | 0 | 0 | 15,000 | 9,000 | 6,000 | 15,000 |
| 3.2.5 | Draft resource mobilization strategy | 0 | 0 | 25,000 | 15,000 | 10,000 | 25,000 |
| **Output 3.3** | **Capacity building for low carbon development strategies** | 0 | 9,000 | 50,000 | 37,000 | 22,000 | 59,000 |
| 3.3.1 | Undertake assessment of capacity needs for low carbon development strategies | 0 | 9,000 | 10,000 | 10,000 | 9,000 | 19,000 |
| 3.3.2 | Undertake a series of learn-by doing activities to institutionalize improved monitoring system | 0 | 0 | 20,000 | 12,000 | 8,000 | 20,000 |
| 3.3.2 | Collate guidelines and training materials on sustainable development strategies | 0 | 0 | 20,000 | 15,000 | 5,000 | 20,000 |

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|  | |  |  |  | |  | |  | |  | |  | |
| **Project Management** | | | **55,000** | **55,000** | | **83,000** | | **69,000** | | **124,000** | | **193,000** | |
| **A** | | Locally recruited personnel: Project Coordinator | 15,000 | 15,000 | | 15,000 | | 0 | | 45,000 | | 45,000 | |
| **B** | | Locally recruited personnel: Project Assistant | 12,000 | 12,000 | | 12,000 | | 0 | | 36,000 | | 36,000 | |
| **H** | | Locally recruited personnel: Evaluation Specialist | 0 | 0 | | 10,000 | | 10,000 | | 0 | | 10,000 | |
| **C** | | Internationally recruited personnel: Evaluation Specialist | 0 | 0 | | 15,000 | | 15,000 | | 0 | | 15,000 | |
| **D** | | Office facilities and communications | 17,000 | 17,000 | | 17,000 | | 10,000 | | 41,000 | | 51,000 | |
| **E** | | Travel | 5,000 | 5,000 | | 7,000 | | 15,000 | | 2,000 | | 17,000 | |
| **F** | | Professional Services (Audit) | 3,000 | 3,000 | | 3,000 | | 9,000 | | 0 | | 9,000 | |
| **G** | | UNDP cost recovery charges - Bills | 3,000 | 3,000 | | 4,000 | | 10,000 | | 0 | | 10,000 | |
|  | |  |  |  | |  | |  | |  | |  | |
| (a) The Project Coordinator will be a part-time position held by the Director of the Sustainable Development Unit of MFFSD | | | |  | |  | |  | |  | |  | |  |
| (b) The Project Assistant will be part-time | | | |  | |  | |  | |  | |  | |  |
| (h) Fee for National Evaluation Consultant | | | |  | |  | |  | |  | |  | |  |
| (c) Fee for International Evaluation Consultant | | | |  | |  | |  | |  | |  | |  |
| (d) In addition to office space for the project team, this budget will cover the cost of Project Board meetings, 4x per year. | | | |  | |  | |  | |  | |  | |  |
| (e) This includes the airfare and DSA for the international evaluation specialist (GEF) and local travel (co-financing) | | | |  | |  | |  | |  | |  | |  |
| (f) Per standard UNDP policies and procedures | | | |  | |  | |  | |  | |  | |  |
| (g) Per Letter of Agreement on Direct Project Costs | | | |  | |  | |  | |  | |  | |  |

**Annex 5: Total GEF Budget and Work Plan**

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| **Award ID:** | | | **00080643** | | | | | | |
| **Project ID:** | | | **00090265** | | | | | | |
| **Award Title:** | | | **Capacity-building for the strategic planning and management of natural resources in Belize** | | | | | | |
| **Business Unit:** | | | **SLV10** |  |  |  |  |  |  |
| **Project Title:** | | | **Capacity-building for the strategic planning and management of natural resources in Belize** | | | | | | |
| **PIMS No:** | | | **4917** |  |  |  |  |  |  |
| **Implementing Partner** | | | **Ministry of Forestry, Fisheries, and Sustainable Development** | | |  |  |  |  |
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| **GEF Outcome/Atlas Activity** | **Responsible Party/ Implementing Agent** | **Fund ID** | **Donor Name** | **Atlas Budgetary Account Code** | **ATLAS Budget Description** | **Amount Year 1 (USD)** | **Amount Year 2 (USD)** | **Amount Year 3 (USD)** | **Total (USD)** |
| **COMPONENT 1:** | **Ministry of Forestry, Fisheries, and Sustainable Development** | **62000** | **GEF** | 71300 | Public Administration Specialist | 13,125 | 16,432 | 3,443 | 33,000 |
| 71300 | CBD Specialist | 7,000 | 15,443 | 2,557 | 25,000 |
| 71300 | CCD Specialist | 7,000 | 15,443 | 2,557 | 25,000 |
| **Monitoring and assessment of environmental impacts and trends** | 71300 | FCCC Specialist | 7,000 | 15,443 | 2,557 | 25,000 |
| 71200 | International Environmental Policy Specialist | 4,000 | 10,857 | 4,143 | 19,000 |
| 71200 | International Environmental Actuary Specialist | 16,625 | 10,304 | 1,071 | 28,000 |
| 71200 | International Technical Specialist | 2,500 | 2,614 | 886 | 6,000 |
| 72100 | Contractual Services: Meeting and stakeholder consultation services | 8,000 | 11,000 | 0 | 19,000 |
| 72100 | Contractual Services: Workshop venue costs | 13,000 | 26,000 | 9,000 | 48,000 |
| 72100 | Contractual Services: Publication costs | 0 | 6,000 | 0 | 6,000 |
| 72100 | Contractual Services: Database Technology | 0 | 20,000 | 0 | 20,000 |
|  | **Sub-total GEF** | **78,250** | **149,536** | **26,214** | **254,000** |
|  | **Total Outcome 1** | **78,250** | **149,536** | **26,214** | **254,000** |

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| **GEF Outcome/Atlas Activity** | **Responsible Party/ Implementing Agent** | **Fund ID** | **Donor Name** | **Atlas Budgetary Account Code** | **ATLAS Budget Description** | **Amount Year 1 (USD)** | **Amount Year 2 (USD)** | **Amount Year 3 (USD)** | **Total (USD)** |
| **COMPONENT 2:** | **Ministry of Forestry, Fisheries, and Sustainable Development** | **62000** | **GEF** | 71300 | Public Administration Specialist | 18,003 | 9,830 | 3,167 | 31,000 |
| 71300 | CBD Specialist | 14,919 | 8,886 | 4,195 | 28,000 |
| 71300 | CCD Specialist | 14,919 | 8,886 | 4,195 | 28,000 |
| **Piloting natural resource valuation into EIAs and SEAs** | 71300 | FCCC Specialist | 14,919 | 8,886 | 4,195 | 28,000 |
| 71300 | Environmental Sociologist | 8,318 | 10,920 | 3,762 | 23,000 |
| 71300 | Environmental Education Specialist | 16,818 | 9,421 | 3,761 | 30,000 |
| 71200 | International Environmental Policy Specialist | 24,455 | 10,386 | 2,159 | 37,000 |
| 71200 | International Environmental Actuary Specialist | 12,753 | 8,330 | 5,917 | 27,000 |
| 71200 | International Technical Specialist | 3,643 | 2,750 | 1,607 | 8,000 |
| 72100 | Contractual Services: Meeting and stakeholder consultation services | 12,000 | 10,000 | 1,000 | 23,000 |
| 72100 | Contractual Services: Workshop venue costs | 24,000 | 4,000 | 2,000 | 30,000 |
| 72100 | Contractual Services: NGO Sub-contract for Pilot Project | 0 | 20,000 | 0 | 20,000 |
|  | **Sub-total GEF** | **164,747** | **112,295** | **35,958** | **313,000** |
|  | **Total Outcome 2** | **164,747** | **112,295** | **35,958** | **313,000** |
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| **GEF Outcome/Atlas Activity** | **Responsible Party/ Implementing Agent** | **Fund ID** | **Donor Name** | **Atlas Budgetary Account Code** | **ATLAS Budget Description** | **Amount Year 1 (USD)** | **Amount Year 2 (USD)** | **Amount Year 3 (USD)** | **Total (USD)** |
| **COMPONENT 3:** | **Ministry of Forestry, Fisheries, and Sustainable Development** | **62000** | **GEF** | 71300 | Public Administration Specialist | 0 | 6,000 | 27,000 | 33,000 |
| 71300 | CBD Specialist | 0 | 0 | 5,000 | 5,000 |
| 71300 | CCD Specialist | 0 | 1,000 | 4,000 | 5,000 |
|  | 71300 | FCCC Specialist | 0 | 1,000 | 4,000 | 5,000 |
|  | 71300 | Environmental Sociologist | 0 | 1,800 | 3,200 | 5,000 |
| **Institutionalization of sustainable resource mobilization** | 71300 | Environmental Education Specialist | 0 | 0 | 2,000 | 2,000 |
| 71200 | International Environmental Policy Specialist | 0 | 2,400 | 14,600 | 17,000 |
| 71200 | International Technical Specialist | 0 | 0 | 6,000 | 6,000 |
| 72100 | Contractual Services: Meeting and stakeholder consultation services | 0 | 5,000 | 12,000 | 17,000 |
|  | 72100 | Contractual Services: Workshop venue costs | 0 | 4,000 | 24,000 | 28,000 |
|  |  | **Sub-total GEF** | **0** | **21,200** | **101,800** | **123,000** |
|  |  | **Total Outcome 3** | **0** | **21,200** | **101,800** | **123,000** |

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| **GEF Outcome/Atlas Activity** | **Responsible Party/ Implementing Agent** | **Fund ID** | **Donor Name** | **Atlas Budgetary Account Code** | **ATLAS Budget Description** | **Amount Year 1 (USD)** | **Amount Year 2 (USD)** | **Amount Year 3 (USD)** | **Total (USD)** |
| **Project Management** | **MERE** | **62000** | **GEF** | 71300 | Locally recruited personnel: Project Coordinator | 0 | 0 | 0 | 0 |
| 71300 | Locally recruited personnel: Project Assistant | 0 | 0 | 0 | 0 |
| 71300 | Locally recruited personnel: Evaluation Specialist | 0 | 0 | 10,000 | 10,000 |
| 71200 | Internationally recruited personnel: Evaluation Specialist | 0 | 0 | 15,000 | 15,000 |
| 73100 | Office facilities and communications | 3,500 | 3,000 | 3,500 | 10,000 |
| 71600 | Travel | 4,000 | 4,000 | 7,000 | 15,000 |
| 74100 | Professional Services (Audit) | 3,000 | 3,000 | 3,000 | 9,000 |
| 74599 | UNDP cost recovery charges - Bills | 3,000 | 3,000 | 4,000 | 10,000 |
|  | **Sub-total GEF** | **13,500** | **13,000** | **42,500** | **69,000** |
|  | **Total Outcome 4** | **13,500** | **13,000** | **42,500** | **69,000** |
|  |  |  |  |  |  |  |  |  |  |
| **Total Project** |  |  |  |  | **Total Project** | **256,497** | **296,031** | **206,472** | **759,000** |
|  |  |  |  |  | **Percentage allocated per year** | **33.8** | **39.0** | **27.2** | **100** |

**Annex 6: Terms of References**

The following Terms of Reference outlines the general responsibilities to be carried out by consultants contracted under the project.

**Background**

The United Nations Development Programme (UNDP), acting as an implementing agency of the Global Environment Facility (GEF), is providing assistance to the Ministry of Forestry, Fisheries, and Sustainable Development under the Government of Belize in the preparation of the GEF Medium Size Project “Capacity-building for the strategic planning and management of natural resources in Belize.”

Environmental monitoring and information management and knowledge creation is critical for understanding the current status and dynamic changes in the state of environment. Consistent and regular monitoring, research and data analysis provide the essential foundation for adequate policy response and timely and appropriate national decision-making processes. Hence, the issue would have both global and national priority dimensions. The proposed project addresses convention obligations related to reporting requirements under the three main focal areas: Biodiversity, Climate Change and Land Degradation. It specifically fits under the second (2) strategic objective of the Cross Cutting Capacity Development (CCCD) strategy developed under GEF-5, i.e., “to generate, access, and use information and knowledge”.

**Project Goal and Objectives**

The goal of the project is for Belize to take a more holistic and cost-effective approach to meeting Rio Convention obligations through a more holistic approach to environmental and natural resource management for shared national development and global environmental priorities. In keeping with this goal, the project objective is **to strengthen institutional and technical capacities for improved monitoring and assessment, natural resource valuation and impact assessment, and resource mobilization**. This will be undertaken through three coordinated project components on: a) targeted technical capacities for improved monitoring and assessment of environmental impacts and trends; b) piloting natural resource valuation into the EIA and SEA processes; and c) institutionalization of sustainable resource mobilization to strengthen the sustainability of global environmental outcomes.

**Project Strategy**

The sustainable development baseline of this project lies in building upon the commitment of the Government to develop the capacity of the newly formed Ministry of Forestry, Fisheries and Sustainable Development. The GEF increment will be used to strengthen the framework within which the Government monitors and evaluates and creates environmental data and information that are directly relevant to the three Rio Conventions.

The project is strategic in that it responds to a targeted set of underlying barriers to environmental management towards the goal of meeting and sustaining global environmental outcomes. The barriers to good environmental governance for the global environment are fundamentally an issue of accessing good knowledge and having a good system by which to make best use of this knowledge. Specifically, the project will facilitate the proactive and constructive engagement of decision-makers across environmental focal areas and socio-economic sectors. This project is innovative and transformative through its adaptive collaborative management approach that is part of the design of project activities. While environmental indicators and natural resource valuation (NRV) are not necessary innovative, for Belize they will be innovative because of the current state of developmental planning. That is, poorly defined institutional structures and mandates relating to the collection, management, and sharing of data and information relevant to environmental protection, risk reduction, and development planning limit the country’s achievement of its obligations under the Rio Conventions as well as its own national development priorities.

GEF funds will be used to train government staff through directed workshops on *how* to collect and manage data and information relevant to planning best practices for global environmental governance in the three Rio Convention focal areas. The learning-by-doing exercises will be used to take the training one step further to train people to critically think about how to use data and information to create knowledge through practical testing and application. Whereas the GEF focal area projects currently under operation focus on the development, testing and application of focal area best practices, the CCCD project is targeted to institutionalizing the underlying set of capacities to carry out this work. Gender mainstreaming will be highlighted as an important project feature, the purpose of which is the disaggregation of data by gender as environmental management tool, and in accordance with the UNDP 2014-2017 Strategic Plan.

**Project Outcomes and Components**

At the end of the project, activities will have resulted in a set of improved capacities to meet and sustain Rio Convention objectives. This project will have strengthened and helped institutionalize commitments under the Rio Conventions by enhancing national decision-making and development planning structures. These structures will be guided by the continued monitoring and evaluation of environmental data and trends within the national and global context, as well as by the addition of natural resource valuation tools to the environmental impact assessment and strategic environmental assessment processes.

The project will also strengthen capacities in national institutions for the strategic planning, financing, and management of Belize’s natural resources to meet Rio Convention obligations and national sustainable development objectives. To that end, the project will strengthen national capacities to identify, monitor, and diagnose environmental changes and to ensure that national development goals are delivered within a more holistic approach of environmentally sound and sustainable development.

Project outcomes will be measured through a set of output, process, and performance indicators. Constructed using SMART design criteria, these indicators were developed to coincide with each major project activity. Output indicators include the uniform data collection methods adopted by line agencies. Process indicators include the convening of a working group that will facilitate better inter-agency communication, coordination, and collaboration with regard to the development of an improved legislative and policy framework within which to integrate natural resource valuation. Performance indicators include the learning-by-doing review of best practices and lessons learned for improving financial tracking mechanisms that enable more effective monitoring of resource flows from non-state actors.

This project will be implemented in three linked components:

*Component 1: Monitoring and assessment of environmental impacts and trends*

This component focuses on strengthening the organizational and institutional capacities to monitor and assess the implementation of the Rio Conventions, as well as to their integration and alignment with national sustainable development policies, programmes, and plans. Outputs include the development of new environmental, natural resource, and sustainable development indicators; uniform data collection methods; improved real-time monitoring; Rio Convention mainstreaming; and the establishment of a web-based environmental project database.

*Component 2: Piloting natural resource valuation into EIAs and SEAs*

This component focuses on the selection of a set of natural resource valuation tools that will be calibrated to meeting Rio Convention obligations. Activities will take a learning-by-doing approach to train staff and stakeholders on the use of natural resource valuation as a part of the environmental impact assessment and strategic environmental assessment processes. This component will also propose propose new guidelines for SEA implementation; facilitate agreements with key stakeholders on how best to integrate the new valuation tools into national and local decision-making processes; and draft targeted institutional and legislative reforms to ensure the long-term sustainability of project outputs. Since there is the possibility that these reforms may not be approved or instituted during the project implementation period, the project will secure an appropriate level of formal agreement for inter-agency and stakeholder collaboration to use natural resource valuation.

*Component 3: Institutionalization of sustainable resource mobilization*

Component 3 aims to establish the necessary ground rules for effective environmental management with regard to financial sustainability. Outputs under this component will generate institutional and policy analyses, dialogues, and reviews to recommend changes to the existing frameworks and institutional protocols that govern the financial environment of natural resource management. Outputs seek to improve monitoring of resource mobilization; prepare a long-term resource mobilization strategy; and build capacity to create and finance low carbon development strategies.

**Responsibilities**

National Project Director (NPD)

The Government of Belize must appoint a national director for this UNDP-supported project. The National Project Director supports the project and acts as a focal point on the part of the Government. This responsibility normally entails ensuring effective communication between partners and monitoring of progress towards expected results.

The National Project Director is the party that represents the Government’s *ownership* and *authority* over the project, *responsibility* for achieving project objectives and the *accountability* to the Government and UNDP for the use of project resources.

In consultation with UNDP, the Ministry of Forestry, Fisheries, and Sustainable Development as the concerned ministry, will designate the National Project Director from among its staff at not lower than the Deputy Minister or Head of Department level. The National Project Director will be supported by a full-time National Project Coordinator (NPC).

*Duties and Responsibilities of the NPD*

The NPD will have the following duties and responsibilities:

1. Assume overall responsibility for the successful execution and implementation of the project, accountability to the Government and UNDP for the proper and effective use of project resources)
2. Serve as a focal point for the coordination of projects with other Government agencies, UNDP and outside implementing agencies;
3. Ensure that all Government inputs committed to the project are made available;
4. Supervise the work of the National Project Coordinator and ensure that the NPC is empowered to effectively manage the project and other project staff to perform their duties effectively;
5. Select and arrange, in close collaboration with UNDP, for the appointment of the National Project Coordinator (in cases where the NPC has not yet been appointed);
6. Supervise the preparation of project work plans, updating, clearance and approval, in consultation with UNDP and other stakeholders and ensure the timely request of inputs according to the project work plans;
7. Represent the Government institution (national counterpart) at the tripartite review project meetings, and other stakeholder meetings.

Remuneration and entitlements:

The National Project Director may not receive monetary compensation from project funds for the discharge of his/her functions.

National Project Coordinator

Under full NIM arrangements, a Project Coordinator will be assigned from within MFFSD to oversee the project implementation under the guidance of the NPD, the Project Advisory Board, and with the support of UNDP Belize. As a government employee, the Project Coordinator cannot be recruited as a consultant under the project, and will work closely with the Public Administration Specialist that will be recruited as a national specialist. In addition to overseeing the implementation of the project’s capacity development activities, the project management will carry out the monitoring and evaluation procedures per UNDP agreed policies and procedures. These include:

* Oversee the day-to-day monitoring of project implementation
* In consultation with stakeholders, recommend modifications to project management to maintain project’s cost-effectiveness, timeliness, and quality project deliverables (adaptive collaborative management) to be approved by the Project Advisory Board
* Prepare all required progress and management reports, e.g., APR/PIR and project initiation report
* Support all meetings of the Project Advisory Board
* Maintain effective communication with project partners and stakeholders to dissemination project results, as well as to facilitate input from stakeholder representatives as project partners
* Support the independent terminal evaluation

Ensure full compliance with the UNDP and GEF branding policy

Project Assistant

The Project Assistant will also be assigned from among the staff of MFFSD to support the Project Coordinator in the carrying out of his/her duties, which will include:

1. Organizational and logistical issues related to project execution per UNDP guidelines and procedures
2. Record keeping of project documents, including financial in accordance with audit requirements
3. Ensure all logistical arrangements are carried out smoothly
4. Assist Project Coordinator in preparation and update of project work plans in collaboration with the UNDP Country Office
5. Facilitate timely preparation and submission of financial reports and settlement of advances, including progress reports and other substantial reports
6. Report to the Project Coordinator and UNDP Programme Officer on a regular basis
7. Identification and resolution of logistical and organizational problems, under the guidance of the Project Coordinator

The Project Assistant will have at least five (5) years’ experience in supporting the implementation of UNDP implemented projects, with preference in environment and natural resource management projects.

Public Administration Specialist (National)

The individual recruited as the Public Administration Specialist will be recruited for an estimated 78 weeks. He/she will work with the Project Coordinator as well as the international environmental actuary specialist and other national and international specialists to assess and institutionalize the natural resource valuation tools within Ministry of Forestry, Fisheries, and Sustainable Development as well as within the partner government departments and other stakeholder organizations’ decision-making processes. He/she will work with the international environmental actuary specialist to undertake the in-depth baseline assessment of the current best practices for natural resource valuation that could be replicated in Belize. This specialist will also work with the policy/legal specialist to assess and recommend institutional and associated regulatory reforms to be submitted for Parliamentary approval, as well as work of the Rio Convention specialists through the expert working groups, as well serve as a resource person and facilitator for the training and learning-by-doing working groups.

The Public Administration Specialist will have a post-graduate degree in public administration or related field, and have a minimum of ten (10) years’ experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning. Due to the significant amount to technical guidance need to support the background analyses, among other work, more than one specialist may be recruited.

National Specialist on the Convention on Biological Diversity

This national specialist will be responsible for those project activities that require expertise on interpreting and translating CBD obligations into national programmable activities. The consultant will prepare the appropriate technical background studies, as well as also serve as a facilitator in the trainings on using valuation tools to meet biodiversity conservation objectives, with particular emphasis on endangered endemic species and their ecosystems.

The CBD national specialist will have at least 10 years of work experience in biodiversity conservation programming and project implementation. At least the last two (2) years of experience include active involvement in CBD negotiations He/she will have a PhD in natural resource management, with a specialization directly related to biodiversity conservation in Belize and/or the neighboring region. Under the supervision of the Project Coordinator, the specialist will coordinate his/her work with that of other national specialists. This includes coordinating activities with those under implementation by the development partners. Due to the significant amount to technical guidance need to support the background analyses, among other work, more than one specialist may be recruited.

National Specialist on the Convention on Desertification and Drought

This national specialist will be responsible for those project activities that require expertise on interpreting and translating CCD obligations into national programmable activities. The national specialist will prepare the appropriate technical background studies, as well as also serve as a facilitator in the trainings on using valuation tools to meet land degradation objectives, with particular emphasis on sustainable land management and land degradation. Due to the significant amount to technical guidance need to support the background analyses, among other work, more than one specialist may be recruited.

The CCD national specialist will have at least 10 years of work experience, of which at least the last two (2) years include active involvement in CCD programming and project implementation. He/she will have a PhD in natural resource management, with a specialization directly related to land management issues in Belize and/or the surrounding region. Under the supervision of the Project Coordinator, the specialist will coordinate his/her work with that of other national specialists. This includes coordinating activities with those under implementation by the development partners. Due to the significant amount to technical guidance need to support the background analyses, among other work, more than one specialist may be recruited.

National Specialist on the Framework Convention on Climate Change

This national specialist will be responsible for those project activities that require expertise on interpreting and translating FCCC obligations into national programmable activities. The national specialist will prepare the appropriate technical background studies, as well as also serve as a facilitator in the trainings on using valuation tools to meet climate change mitigation and adaptation objectives.

The FCCC national specialist will have at least 10 years of work experience, of which at least the last two (2) years include active involvement in FCCC programming and project implementation. He/she will have a PhD in a field directly relevant to climate change science, with a specialization directly related to mitigation and adaptation strategies relevant to Belize and/or the surrounding region. Under the supervision of the Project Coordinator, the specialist will coordinate his/her work with that of other national specialists. This includes coordinating activities with those under implementation by the development partners. Due to the significant amount to technical guidance need to support the background analyses, among other work, more than one specialist may be recruited.

Environmental Sociologist (National)

The Environmental Sociologist will support the project by contributing to the identification and assessment of best practices and innovations for mainstreaming, paying close attention to socio-economic implications. This includes the analyses related to the best practices and lessons learned reports. He/she will take the lead in developing and implementing the evaluations for training programmes and workshops as well as undertaking a statistical analysis of evaluation results. This specialist will also help serve as a resource person for awareness-raising activities such as dialogues, stakeholder consultations, and workshops. An important early task of the Environmental Sociologist is to develop appropriate indicators of gender equality per UNDP’s 2013-2017 Strategic Plan and widely accepted best practices that will be tracked regularly throughout project implementation.

The Environmental Sociologist will have a PhD in environmental sociology, with demonstrated experience in constructing and implementing surveys, as well as their statistical analysis on trends in environmental values and attitudes. Due to the significant amount to technical guidance need to support the background analyses, among other work, more than one specialist may be recruited.

Environmental Education Specialist (National)

The Environmental Education Specialist will play a central role in integrating the best practices and innovations under the three Rio Conventions into a set of high quality training curricula for natural resource valuation. He/she will play a key role in facilitating the training courses and learning-by doing mainstreaming exercises with programme participants. He/she will work with the Rio Convention specialists to prepare the necessary training materials. He/she will also work with the Environmental Sociologist to construct and implement the surveys, as well as to analyze the resultant data.

The Environmental Education Specialist will have a PhD in environmental education, with emphasis in K-12 education and demonstrated skills in facilitation, survey methodologies and statistical analysis. An estimated 26 weeks has been estimated for undertaking project activities by this national specialist.

International Environmental Policy/Legal Specialist

The Environmental Policy Specialist will contribute to the substantive work under the project by assessing the policy and legal implications of instituting natural resource valuation into government planning and development frameworks, as well as among key agencies and other stakeholder organizations. He/she will work with the Public Administration Specialist as well as with the others, as appropriate to draft and negotiate an appropriate form of agreement to use natural resource valuation techniques, as well as draft the bills for Parliamentary approval.

The Environmental Policy/Legal Specialist will have a post-graduate degree in environmental policy, preferably with a specialization on environmental law and policy of Belize. S/he will have a minimum of ten (10) years’ experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning.

International Environmental Actuary Specialist

This specialist will be support the project by contributing to the sectoral analyses and co-facilitate the targeted mainstreaming of Rio Conventions. He/she will take the lead on selecting a set of tools to value environmental goods and services and will also provide support, along with other national specialists, in other project activities such as the training sessions on the use of natural resource valuation in EIA and SEA sector guidelines, among other activities. This specialist will also take the lead in developing a resource mobilization strategy along with other members of the expert working group.

The Specialist will have a post-graduate degree in environmental economics with a specialization in actuary science, preferably a PhD, with demonstrated experience in analyzing and developing national economic policies and development programmes. He/she will have experience in facilitating expert and stakeholder working groups in the collaborative drafting of sector policies. Due to the significant amount to technical guidance need to support the background analyses, among other work, more than one specialist may be recruited.

International Technical Specialist

An international technical specialist will be recruited to provide necessary technical advisory services on the implementation and adaptive collaborative management of key project activities. He/she will also provide inputs on the recommendations to develop, integrate, and institutionalize natural resource valuation and related Rio Convention obligations into planning and decision-making. These services will be provided over the course of the three-year implementation period to provide technical backstopping to help ensure the timely and high quality project delivery.

International Evaluation Specialist

The international evaluation specialist will be an independent specialist that is contracted to assess the extent to which the project has met project objectives as stated in the project document and produced cost-effective deliverables. He/she will work with a national evaluation specialist to undertake the evaluation, as well as to rate the capacities developed under the project using the Capacity Development Scorecard.

The Terms of Reference for the International Evaluation Specialist will follow the UNDP/GEF policies and procedures, and together with the final agenda will be agreed upon by the UNDP/GEF RCU, UNDP Country Office and the Project Team. The final report will be cleared and accepted by UNDP (Country Office and Regional Coordination Unit) before being made public.

National Evaluation Specialist

The national evaluation specialist will be an independent specialist that is contracted to work with the international evaluation specialist to assess the extent to which the project has met project objectives as stated in the project document and produced cost-effective deliverables. The national evaluation specialist will work with the international evaluation specialist to rate capacities developed under the project using the Capacity Development Scorecard.

The Terms of Reference for the National Evaluation Specialist will follow the UNDP/GEF policies and procedures. He/she will be a national economist with a specialization in the environment, and will have a post-graduate degree as well as at least ten (10) years working experience. If a national specialist is not available, he/she should at least be from the region and have demonstrated relevant work experience in Belize.

**Annex 7: Environmental and Social Review Criteria**

**QUESTION 1:**

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| **Has a combined environmental and social assessment/review that covers the proposed project already been completed by implementing partners or donor(s)?**  Select answer below and follow instructions:  **X NO** → Continue to Question 2 (do not fill out Table 1.1)   * **YES** → No further environmental and social review is required if the existing documentation meets UNDP’s quality assurance standards, and environmental and social management recommendations are integrated into the project. Therefore, you should undertake the following steps to complete the screening process:   1. Use Table 1.1 below to assess existing documentation. (It is recommended that this assessment be undertaken jointly by the Project Developer and other relevant Focal Points in the office or Bureau).  2. Ensure that the Project Document incorporates the recommendations made in the implementing partner’s environmental and social review.  3. Summarize the relevant information contained in the implementing partner’s environmental and social review in Annex A.2 of this Screening Template, selecting Category 1.  4. Submit Annex A to the PAC, along with other relevant documentation. |

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| **TABLE 1.1: CHECKLIST FOR APPRAISING QUALITY ASSURANCE OF EXISTING ENVIRONMENTAL AND SOCIAL ASSESSMENT** | **Yes/No** |
| 1.  Does the assessment/review meet its terms of reference, both procedurally and substantively? |  |
| 2.  Does the assessment/review provide a satisfactory assessment of the proposed project? |  |
| 3.  Does the assessment/review contain the information required for decision-making? |  |
| 4.  Does the assessment/review describe specific environmental and social management measures (e.g., mitigation, monitoring, advocacy, and capacity development measures)? |  |
| 5.  Does the assessment/review identify capacity needs of the institutions responsible for implementing environmental and social management issues? |  |
| 6. Was the assessment/review developed through a consultative process with strong stakeholder engagement, including the view of men and women? |  |
| 7.  Does the assessment/review assess the adequacy of the cost of and financing arrangements for environmental and social management issues? |  |
| **Table 1.1 (continued) For any “no” answers, describe below how the issue has been or will be resolved (e.g., amendments made or supplemental review conducted).** | |
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**QUESTION 2:**

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| **Do all outputs and activities described in the Project Document fall within the following categories?**   * Procurement (in which case UNDP’s [Procurement Ethics](http://content.undp.org/go/userguide/cap/procurement/ethics/?lang=en#top) and [Environmental Procurement Guide](http://www.undp.org/procurement/documents/UNDP-SP-Practice-Guide-v2.pdf) need to be complied with) * Report preparation * Training * Event/workshop/meeting/conference (refer to [Green Meeting Guide](http://www.greeningtheblue.org/resources/meetings)) * Communication and dissemination of results   Select answer below and follow instructions:  **X NO** → Continue to Question 3   * **YES** → No further environmental and social review required. Complete Annex A.2, selecting Category 1, and submit the completed template (Annex A) to the PAC. |

**QUESTION 3:**

|  |
| --- |
| **Does the proposed project include activities and outputs that support *upstream* planning processes that potentially pose environmental and social impacts or are vulnerable to environmental and social change (refer to Table 3.1 for examples)? (Note that *upstream* planning processes can occur at global, regional, national, local and sectoral levels)**  Select the appropriate answer and follow instructions:   * **NO** → Continue to Question 4.   **X YES** →Conduct the following steps to complete the screening process:  1. Adjust the project design as needed to incorporate UNDP support to the country(ies), to ensure that environmental and social issues are appropriately considered during the upstream planning process. Refer to Section 7 of this Guidance for elaboration of environmental and social mainstreaming services, tools, guidance and approaches that may be used.  2. Summarize environmental and social mainstreaming support in Annex A.2, Section C of the Screening Template and select ”Category 2”.  3. If the proposed project ONLY includes upstream planning processes then screening is complete, and you should submit the completed Environmental and Social Screening Template (Annex A) to the PAC. If downstream implementation activities are also included in the project then continue to Question 4. |

| **TABLE 3. 1 EXAMPLES OF UPSTREAM PLANNING PROCESSES WITH POTENTIAL DOWNSTREAM ENVIRONMENTAL AND SOCIAL IMPACTS** | Check appropriate box(es) below |
| --- | --- |
| 1. Support for the elaboration or revision of **global-level** strategies, policies, plans, and programmes.   *For example, capacity development and support related to international negotiations and agreements. Other examples might include a global water governance project or a global MDG project.* |  |
| 1. Support for the elaboration or revision of **regional-level** strategies, policies and plans, and programmes.   *For example, capacity development and support related to transboundary programmes and planning (river basin management, migration, international waters, energy development and access, climate change adaptation etc.).* |  |
| 3. Support for the elaboration or revision of **national-level** strategies, policies, plans and programmes.  *For example, capacity development and support related to national development policies, plans, strategies and budgets, MDG-based plans and strategies (e.g., PRS/PRSPs, NAMAs), sector plans.* | **X** |
| 4. Support for the elaboration or revision of **sub-national/local-level** strategies, polices, plans and programmes.  *For example, capacity development and support for district and local level development plans and regulatory frameworks, urban plans, land use development plans, sector plans, provincial development plans, investment funds, provision of services, technical guidelines and methods, stakeholder engagement.* | **X** |

**QUESTION 4:**

|  |
| --- |
| **Does the proposed project include the implementation of *downstream* activities that potentially pose environmental and social impacts or are vulnerable to environmental and social change?**  To answer this question, you should first complete Table 4.1 by selecting appropriate answers. If you answer “No” or “Not Applicable” to all questions in Table 4.1 then the answer to Question 4 is “NO.” If you answer “Yes” to any questions in Table 4.1 (even one “Yes” can indicated a significant issue that needs to be addressed through further review and management) then the answer to Question 4 is “YES”:   * **NO** → No further environmental and social review and management required for downstream activities. Complete Annex A.2 by selecting “Category 1”, and submit the Environmental and Social Screening Template to the PAC.   **X YES** → Conduct the following steps to complete the screening process:  1. Consult Section 8 of this Guidance, to determine the extent of further environmental and social review and management that might be required for the project.  2. Revise the Project Document to incorporate environmental and social management measures. Where further environmental and social review and management activity cannot be undertaken prior to the PAC, a plan for undertaking such review and management activity within an acceptable period of time, post-PAC approval (e.g., as the first phase of the project) should be outlined in Annex A.2.  3. Select “Category 3” in Annex A.2, and submit the completed Environmental and Social Screening Template (Annex A) and relevant documentation to the PAC. |

|  |  |
| --- | --- |
| **TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT** | **Answer** (Yes/No/  Not Applicable) |
| **1. Biodiversity and** [**Natural**](#SustNatResManGlossary) **Resources** |  |
| **1.1** Would the proposed project result in the conversion or degradation of [modified habitat](#HabitatGlossary), [natural habitat](#HabitatGlossary) or [critical habitat](#CriticalHabitatGlossary)? | No |
| **1.2** Are any development activities proposed within a legally protected area (e.g., natural reserve, national park) for the protection or conservation of biodiversity? | No |
| **1.3** Would the proposed project pose a risk of introducing invasive alien species? | No |
| **1.4** Does the project involve natural forest harvesting or plantation development without an independent forest certification system for sustainable forest management (*e.g.,* [*PEFC*](http://www.pefc.org/)*, the* [*Forest Stewardship Council*](http://www.fsc.org/) *certification systems, or processes established or accepted by the relevant National Environmental Authority*)? | No |
| **1.5** Does the project involve the production and harvesting of fish populations or other aquatic species without an accepted system of independent certification to ensure sustainability (*e.g., the* [*Marine Stewardship Council certification*](http://www.msc.org/) *system, or certifications, standards, or processes established or accepted by the relevant National Environmental Authority*)? | No |
| **1.6** Does the project involve significant extraction, diversion or containment of surface or ground water?  *For example, construction of dams, reservoirs, river basin developments, groundwater extraction.* | No |
| **1.7** Does the project pose a risk of degrading soils? | No |
| **2. Pollution** |  |
| **2.1** Would the proposed project result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and [transboundary impacts](#TransboundaryImpactsGlossary)? | No |
| **2.2** Would the proposed project result in the generation of waste that cannot be recovered, reused, or disposed of in an [environmentally and socially sound manner](#ESMGlossary)? | No |
| **2.3** Will the propose project involve the manufacture, trade, release, and/or use of chemicals and [hazardous materials](#HazardousMatGlossary) subject to international action bans or phase-outs?  *For example, DDT, PCBs and other chemicals listed in international conventions such as the* [*Stockholm Convention on Persistent Organic Pollutants*](http://chm.pops.int/Convention/tabid/54/language/en-US/Default.aspx#convtext)*, or the Montreal Protocol.* | No |
| **2.4** Is there a potential for the release, in the environment, of [hazardous materials](#HazardousMatGlossary) resulting from their production, transportation, handling, storage and use for project activities? | No |
| **2.5** Will the proposed project involve the application of pesticides that have a known negative effect on the environment or human health? | No |
| **3. Climate Change** |  |
| **3.1** Will the proposed project result in significant[[20]](#footnote-20) greenhouse gas emissions?  *Annex E provides additional guidance for answering this question.* | No |
| **3.2** Is the proposed project likely to directly or indirectly increase environmental and social [vulnerability to climate change](#CCVulnerabilityGlossary) now or in the future (also known as maladaptive practices)? You can refer to the additional guidance in Annex C to help you answer this question.  *For example, a project that would involve indirectly removing mangroves from coastal zones or encouraging land use plans that would suggest building houses on floodplains could increase the surrounding population’s vulnerability to climate change, specifically flooding.* | No |
| **4. Social Equity and Equality** |  |
| **4.1** Would the proposed project have environmental and social impacts that could affect indigenous people or other vulnerable groups? | No |
| **4.2** Is the project likely to significantly impact gender equality and women’s empowerment[[21]](#footnote-21)? | No |
| **4.3** Is the proposed project likely to directly or indirectly increase social inequalities now or in the future? | No |
| **4.4** Will the proposed project have variable impacts on women and men, different ethnic groups, social classes? | No |
| **4.5** Have there been challenges in engaging women and other certain key groups of stakeholders in the project design process? | No |
| **4.6** Will the project have specific human rights implications for vulnerable groups? | No |
| **5. Demographics** |  |
| **5.1** Is the project likely to result in a substantial influx of people into the affected community(ies)? | No |
| **5.2** Would the proposed project result in substantial voluntary or involuntary resettlement of populations?  *For example, projects with environmental and social benefits (e.g., protected areas, climate change adaptation) that impact human settlements, and certain disadvantaged groups within these settlements in particular.* | No |
| **5.3** Would the proposed project lead to significant population density increase that could affect the environmental and social sustainability of the project?  *For example, a project aiming at financing tourism infrastructure in a specific area (e.g., coastal zone, mountain) could lead to significant population density increase that could have serious environmental and social impacts (e.g., destruction of the area’s ecology, noise pollution, waste management problems, greater work burden on women).* | No |
| 1. **Culture** |  |
| **6.1** Is the project likely to significantly affect the cultural traditions of affected communities, including gender-based roles? | No |
| **6.2** Will the proposed project result in physical interventions (during construction or implementation) that would affect areas that have known physical or cultural significance to indigenous groups and other communities with settled recognized cultural claims? | No |
| **6.3** Would the proposed project produce a physical “splintering” of a community?  *For example, through the construction of a road, powerline, or dam that divides a community.* | No |
| 1. **Health and Safety** |  |
| **7.1** Would the proposed project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?  *For example, development projects located within a floodplain or landslide prone area.* | No |
| **7.2** Will the project result in increased health risks as a result of a change in living and working conditions?In particular, will it have the potential to lead to an increase in HIV/AIDS infection? | No |
| **7.3** Will the proposed project require additional health services including testing? | No |
| 1. **Socio-Economics** |  |
| **8.1** Is the proposed project likely to have impacts that could affect women’s and men’s ability to use, develop and protect natural resources and other natural capital assets?  *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their development, livelihoods, and well-being?* | No |
| **8.2** Is the proposed project likely to significantly affect land tenure arrangements and/or traditional cultural ownership patterns? | No |
| **8.3** Is the proposed project likely to negatively affect the income levels or employment opportunities of vulnerable groups? | No |
| **9. Cumulative and/or Secondary Impacts** |  |
| **9.1** Is the proposed project location subject to currently approved land use plans (e.g., roads, settlements) that could affect the environmental and social sustainability of the project?  *For example, future plans for urban growth, industrial development, transportation infrastructure, etc.* | N/A |
| **9.2** Would the proposed project result in secondary or consequential development that could lead to environmental and social effects, or would it have potential to generate [cumulative impacts](#CumulativeImpactsGlossary) with other known existing or planned activities in the area?  *For example, a new road through forested land will generate direct environmental and social impacts through the cutting of forest and earthworks associated with construction and potential relocation of inhabitants. These are direct impacts. In addition, however, the new road would likely also bring new commercial and domestic development (houses, shops, businesses). In turn, these will generate indirect impacts. (Sometimes these are termed “secondary” or “consequential” impacts). Or if there are similar developments planned in the same forested area then cumulative impacts need to be considered.* | No |

**ANNEX A.2: ENVIRONMENTAL AND SOCIAL SCREENING SUMMARY**

**(To be filled in after Annex A.1 has been completed)**

**X**

**B. Environmental and Social Issues** (for projects requiring further environmental and social review and management)

*In this section, you should list the key potential environmental and social issues raised by this project. This might include both environmental and social opportunities that could be seized on to strengthen the project, as well as risks that need to be managed. You should use the answers you provided in Table 4.1 as the basis for this summary, as well as any further review and management that is conducted*.

The strategic design of this project rests on the opportunity presented to strengthen coordination among government ministries and departments that govern and manage natural resources in a way to results in better decisions for both sustainable development as well as the global environment. The selected strategy is to use natural resource valuation and accompanying sustainable development indicators to more clearly mainstream Rio Convention obligations into decision-making and planning, and to tie this work with a manageable financial tracking mechanism. This project will test this strategy on one or two selected projects or plans requiring an EIA in order to develop robust model that to replicate NRV mainstreaming in other subsequent proposed projects. This testing is also intended to better assess the anticipated risks as well as to identify those that were unforeseen. The key environmental and social issues that require tracking pertain to the possibility that a proposed development project with important socio-economic benefits may be marginalized in favour of alternative decisions that serve to improve the global environment.

**Name of Proposed Project: Capacity-building for the strategic planning and management of natural resources in Belize**

**A. Environmental and Social Screening Outcome**

*Select from the following:*

 Category 1: No further action is needed

 Category 2: Further review and management is needed. There are possible environmental and social benefits, impacts, and/or risks associated with the project (or specific project component), but these are predominantly indirect or very long-term and so extremely difficult or impossible to directly identify and assess.

 Category 3: Further review and management is needed, and it is possible to identify these with a reasonable degree of certainty. If Category 3, select one or more of the following sub-categories:

 Category 3a: Impacts and risks are limited in scale and can be identified with a reasonable degree of certainty and can often be handled through application of standard best practice, but require some minimal or targeted further review and assessment to identify and evaluate whether there is a need for a full environmental and social assessment (in which case the project would move to Category 3b).

 Category 3b: Impacts and risks may well be significant, and so full environmental and social assessment is required. In these cases, a scoping exercise will need to be conducted to identify the level and approach of assessment that is most appropriate.

**C. Next Steps** *(for projects requiring further environmental and social review and management):*

*In this section, you should summarize actions that will be taken to deal with the above-listed issues. If your project has Category 2 or 3 components, then appropriate next steps will likely involve further environmental and social review and management, and the outcomes of this work should also be summarized here. Relevant guidance should be obtained from Section 7 for Category 2, and Section 8 for Category 3*

This project will apply standard UNDP monitoring policies and procedures in order to look out for environmental and social signals that pose risks to, for example, aggravating rather than alleviating poverty reduction activities, such as those currently underway or planned, e.g., the Growth and Poverty Reduction Strategy under formulation. Through co-financing, the project will be looking to strengthen sustainable development indicators to monitor progress in other development areas, such as gender equality. While the GEF-financed work on natural resource valuation will be considered as a set of indicators to be used to better value environmental goods and services, over the medium- to long-term, these very same indicators will be able to offer a trend in the increasing or decreasing value of key environmental goods and services in Belize. This is another area of future work to be undertaken, either through scaling up work under CCCD or through GEF focal area projects.

The UNDP PAC will be held after CEO endorsement.

**D. Sign Off**

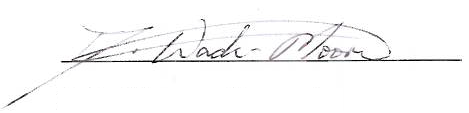
**Project Manager Date:**

**PAC Date:**

**Programme Manager Date: 13 June 2014**

**Diane Wade**

**Environmental Programme Analyst**



**Annex** **8: Standard letter of agreement between UNDP and Government of Belize**

**for the provision of support services**

**Project Title: Capacity-building for the strategic planning and management of natural resources in Belize**

**PIMS No. 4917 - ATLAS BU: SLV10 - Proposal No.: 00080643 - Project No.: 00090265**

Excellency,

1. Reference is made to consultations between officials of the Government of *Belize* (hereinafter referred to as “the Government”) and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:

(a) Identification and/orrecruitment of project and programme personnel;

(b) Identification and facilitation of training activities;

1. Procurement of goods and services;

4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

5. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Authorities of the Government of Belize and the United Nations Development Programme (UNDP), signed by the Parties on 25th August, *1982* (the "SBAA") including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signed on behalf of UNDP

*Roberto Valent*

*Resident Representative*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

For the Government

*Minister Lisel Alamilla*

*Ministry of Forestry Fisheries and Sustainable Development*

Attachment: Description of UNDP Country Office Support Services

1. Reference is made to consultations between the Ministry of Ecology and Natural Resources, the institution designated by the Government of Belize and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project “Capacity-building for the strategic planning and management of natural resources in Belize” *(PIMS No. 4917 - ATLAS BU: SLV10 - Proposal No.: 00080643 - Project No.: 00090265).*

2. In accordance with the provisions of the letter of agreement signed and the programme support document (*project* *document*), the UNDP country office shall provide support services for the Project as described below.

3. Support services to be provided:

|  |  |  |  |
| --- | --- | --- | --- |
| Support services  (insert description) | Schedule for the provision of the support services | Cost to UNDP of providing such support services (where appropriate) | Amount and method of reimbursement of UNDP (where appropriate) |
| 1. Identification and/or recruitment of project personnel  \* Project Manager  \* Project Assistant | Oct 2014 – Sept 2017  Oct 2014 – Sept 2017 | As per the UPL:  US$ 674.64 | UNDP will directly charge the project upon receipt of request of services from the Implementing Partner (IP) |
| 2. Procurement of goods:  \* Data show  \* PCs  \* Printers | Oct 2014 – Sept 2017 | As per the UPL:  US$ 232.74 for each purchasing process | As above |
| 3. Procurement of Services  Contractual services for companies | On-going throughout implementation when applicable | As per the UPL:  US$ 599.94for each hiring process | As above |
| 4. Payment Process | On-going throughout implementation when applicable | As per the UPL:  US$ 36.39 for each | As above |
| 5.Staff HR & Benefits Administration & Management | On-going throughout implementation when applicable | As per the UPL:  US$ 215.73 for each | As above |
| 6. Recurrent personnel management services: Staff Payroll & Banking  Administration & Management | On-going throughout implementation when applicable | As per the UPL:  US$ 478.48 for each | As above |
| 8. Ticket request (booking, purchase) | On-going throughout implementation when applicable | As per the UPL:  US$ 35.74for each | As above |
| 10. F10 settlement | On-going throughout implementation when applicable | As per the UPL:  US$ 32.45 for each | As above |
|  |  | US$ 10,000 |  |

4. Description of functions and responsibilities of the parties involved:

UNDP will conduct the full process while the role of the Implementing Partner (IP) will be as follows:

* The Implementing Partner will send a timetable for services requested annually/ updated quarterly
* The Implementing Partner will send the request to UNDP for the services enclosing the specifications or Terms of Reference required
* For the hiring staff process: the IP representatives will be on the interview panel,
* For Hiring CV: the IP representatives will be on the interview panel, or participate in CV review in case an interview is not scheduled

**Annex 9: PDF/PDG Status Report**

**status of implementation of project preparation activities and the use of funds**

1. **Explain if the PPG objective has been achieved through the PPG activities undertaken:**

The activities undertaken within the framework of PPG were directed towards the design and development of the medium size project “Capacity-building for the strategic planning and management of natural resources in Belize”

An international consultant was recruited and provided technical guidance at the beginning of the PPG to help guide the consultations and analyses to be undertaken to inform the project’s technical design. Consultations with key stakeholder representatives were undertaken not only to understand the particular challenges, opportunities, and their expectations, but also to strengthen the legitimacy of the project’s technical and strategic design. The role of the international consultant served to help ensure that the project design remained consistent with the GEF guidance for Cross-Cutting Capacity Development as well as UNDP’s implementation arrangements policies and procedures.

The project strategy and implementation arrangements were validated at a workshop in Belmopan, Belize on 10 June 2014, and the project document subsequently finalized for submission.

**B: describe findings that might affect the project design or any concerns on project implementation, if any:**

The findings obtained during the preparatory phase confirmed that the approach identified during the PIF stage remains valid. The project is expected to facilitate coordination of mandates across ministries, which is currently challenged by certain institutional resistances. The Sustainable Development Unit is expected to be an institutional champion to catalyze this coordination by facilitating an agreement among government ministries, agencies, and departments of what and what not to do. However, the previous CCCD project was in large part intended to do just this, but the change of government in 2012 resulted in a number of institutional changes, and certain capacities were lost. With the new institutional re-arrangements and related changes, institutional arrangements for sound environmental governance to meet Rio Convention obligations remain relatively inefficient and ineffective. For this reason, the MFFSD is pursuing concerted efforts to strengthen the institutional and technical capacities that will be coordinated by the Sustainable Development Unit, as well as implemented by key departments under the MMFSD, such as the Department of Environment, as well as partner ministries such as the Ministry of Natural Resources and Agriculture.

**C: provide detailed funding amount of the ppg activities financing status in the table below:**

|  |  |  |  |
| --- | --- | --- | --- |
| **PPG Grant approved at PIF:** | | | |
| ***Project Preparation Activities Implemented*** | ***GEF Amount ($)*** | | |
|  | ***Budgeted Amount ($)*** | ***Amount Spent to date($)*** | ***Amount Committed ($)*** |
|  | 2,500 | 2,500 | 0 |
|  | 2,500 | 2,500 | 0 |
|  | 2,500 | 2,500 | 0 |
| Draft M&E strategy | 2,000 | 2,000 | 0 |
| Determine sustainability arrangements | 1,000 | 1,000 | 0 |
| Prepare MSP document per GEF and UNDP guidelines | 12,500 | 9,250 | 3,250 |
| Validation Workshop | 2,000 | 2,000 | 0 |
| **Total** | **25,000** | **21,750** | **3,250** |

## Annex 10: References

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# PART III: GEF Letters of Endorsement and Co-Financing

**Annex A GEF Endorsement Letter 62**

**Annex B Letters of Co-Financing 68**

A. Endorsement letter of PFO GEF

B. Letters of co-financing

*Letters are attached in a separate attachment*

1. Detailed descriptions of each agreement can be found in the national stocktaking report (MFFSD, 2012). [↑](#footnote-ref-1)
2. The following are participating countries: Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama and Belize. For further information see: <http://www2.ohchr.org/english/law/compilation_democracy/alliance.htm> [↑](#footnote-ref-2)
3. In 2010, Hurricane Richard damaged 11% of the country’s forests and caused significant harm to the barrier reef. [↑](#footnote-ref-3)
4. The Caribbean Community Climate Change Centre reports sea level is rising 3mm annually in Belize. [↑](#footnote-ref-4)
5. The overall unemployment in 2010 was 23.1%, with men’s rates being 16.7% and women’s rates at 33.1%. [↑](#footnote-ref-5)
6. Forest cover as of mid- 2013 was recorded at 61.1%. [↑](#footnote-ref-6)
7. Belize has steadily slowed its deforestation rate over the last three decades reaching a rate as low as 0.30%, although there has been a slight increase in 2012 and 2013. [↑](#footnote-ref-7)
8. Part of the problem is due to the increase in transboundary incursions along the Guatemalan border due to the growing number of settlements that drive logging activities and agricultural expansion. Government staff have faced resource constraints that hinder their ability to enforce protected areas. [↑](#footnote-ref-8)
9. Populations of this species still exist in Guatemala, where it is the national bird. [↑](#footnote-ref-9)
10. This unit was created under the previous CCCD project. However, it was lost in the government restructuring. [↑](#footnote-ref-10)
11. Ratings will be based on a set of 12 criteria on a scale of 1 to 5. [↑](#footnote-ref-11)
12. Ibid. [↑](#footnote-ref-12)
13. Ratings will be based on a set of 12 criteria on a scale of 1 to 5. [↑](#footnote-ref-13)
14. Ratings will be based on a set of at least 12 quality criteria. [↑](#footnote-ref-14)
15. The Project Management Unit (PMU) will be an administrative extension of the Sustainable Development Unit, with technical and administrative support from UNDP. [↑](#footnote-ref-15)
16. For this project, the Project Manager will be a Project Coordinator since this position will be co-financed by the MFFSD. The term Project Manager is used to ensure consistency with UNDP implementation policies and procedures. [↑](#footnote-ref-16)
17. See <http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf>.  [↑](#footnote-ref-17)
18. Meeting minutes includes records of key meetings such as local, regional and national consultations regarding inputs on the design and implementation of the relevant output and associated activities. Meetings may be individual or group meetings, with government officials or non-state stakeholders. [↑](#footnote-ref-18)
19. Tracking and progress reports include UNDP Quarterly Reports, Annual Performance Reports, and Project Implementation Reports. Each output will be tracked by a report that records the activities and milestones of each output using tools such as Gantt or PERT charts. [↑](#footnote-ref-19)
20. Significant corresponds to CO2 emissions greater than 100,000 tons per year (from both direct and indirect sources). Annex E provides additional guidance on calculating potential amounts of CO2 emissions. [↑](#footnote-ref-20)
21. Women are often more vulnerable than men to environmental degradation and resource scarcity. They typically have weaker and insecure rights to the resources they manage (especially land), and spend longer hours on collection of water, firewood, etc. ([OECD, 2006](http://www.oecd.org/dataoecd/4/21/37353858.pdf)). Women are also more often excluded from other social, economic, and political development processes. [↑](#footnote-ref-21)