

Project Mid-term Review

Enabling Activities for the Preparation of Belize's Third National Communication to the
UNFCCC Project (PIMS)

UNITED NATIONS DEVELOPMENT PROGRAMME - BELIZE

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1 PROJECT SUMMARY

A. **Title of Project:** Enabling Activities for the Preparation of Belize's Third National Communication to the UNFCCC Project

B. **Project ID#:** PIMS 4573

C. **Evaluation Time Frame:**

D. **Date of Draft Evaluation Report:** October 6, 2013

E. **Date of Final Evaluation Report:** December 4, 2013

F. **Region and countries included in the project:** Belize

G. **GEF Focal Area:** Climate Change

- **Applicable GEF Strategic Objective and Program:** Objective 6- Support enabling activities and capacity building
- **Applicable GEF Expected Outcomes:** Adequate resources allocated to support enabling activities under the Convention
- **Applicable GEF Outcome Indicators:** Percentage of eligible countries receiving GEF funding

H. **Implementing Partner and Other Project Partners:**

I. **Evaluation Team Members:**

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J. **Acknowledgements:**

The Evaluation Team wishes to express appreciation for all the officers of both government and non-government agencies who participated in the interviews and data collection conducted. Specifically we wish to acknowledge the willingness and support of Safira Vasquez of the PMU and Diane Wade of UNDP CO.

2 EXECUTIVE SUMMARY

- Project Summary Table

Project Title	Enabling Activities for the Preparation of Belize's Third National Communication to the UNFCCC.			
GEF Project ID:	4573		<i>at endorsement (Million US\$)</i>	<i>at completion (Million US\$)</i>
UNDP Project ID:	00076372	GEF financing:	480,000.00	
Country:	Belize	IA/EA own:		
Region:	LAC	Government:	204,000.00	
Focal Area:		Other:		
FA Objectives, (OP/SP):		Total co-financing:	39,000.00	
Executing Agency:	Ministry of Forestry, Fisheries and Sustainable Development	Total Project Cost:	723,000.00	
Other Partners Involved:	National Climate Change Office PCPU (Secretariat of UNFCCC and NCCC) National Climate Change Committee Forest Department Coastal Zone Management Institute Fisheries Department Ministry of Agriculture National Meteorology Department Ya'axché Conservation Trust Southern Environmental Alliance Belize Audubon Society	ProDoc Signature (date project began):		November 8 2011
		(Operational) Closing Date:	Proposed: July 2014 Changed to: November 2014	Actual:

- Brief Project Description

The project that is being evaluated in this report is entitled “*Enabling Activities for the Preparation of Belize's Third National Communication to the UNFCCC Project*”. The project is a 3-year project and is expected to be completed by November 2014.

This project will support the country of Belize in its preparation of its Third National Communication to the Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC). The main components of the project are:

- The national inventory of the greenhouse gases for the year 2003 and 2006 utilizing the IPCC guidelines;
- Integrated vulnerability and adaptation assessments of the impacts of climate change and adaptation measures for certain development and environment sectors utilizing updated/detailed country specific climate scenarios
- Support to the elaboration of a comprehensive Climate Change Adaptation Strategy
- Socialization of climate change mitigation and adaptation issues

- e) Preparation of the Third National Communication of Belize to the Conference of the Parties.

During the period of the project, efforts will focus on improving the public's access to climate change information. Cross-cutting issues will be addressed to further the effort to achieve synergy between the UNFCCC and the UN Conventions to Combat Desertification and on Biological Diversity. By the end of the exercise, additional capacity to implement the Convention will have been gained at the systemic, institutional, and individual levels.

This Mid-Term Review is being conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

- Evaluation Rating Table

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA and EA Execution	<i>rating</i>
M&E design at entry	5	Quality of UNDP Implementation	5
M&E Plan Implementation	5	Quality of Execution - Executing Agency	4
Overall quality of M&E	5	Overall quality of Implementation / Execution	4
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance	R	Financial resources:	Moderately Likely
Effectiveness	4	Socio-political:	Moderately Unlikely
Efficiency	3	Institutional framework and governance:	Moderately Likely
Overall Project Outcome Rating	4	Environmental:	---
		Overall likelihood of sustainability:	Moderately Likely
5. Impact	<i>rating</i>		
Environmental Status Improvement	Negligible		
Environmental Stress Reduction	Negligible		
Progress Toward Stress/Status Change	Minimal		

Rating Scales:

<p>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</p> <p>6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems</p>	<p>Sustainability ratings:</p> <p>4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks</p>	<p>Relevance ratings</p> <p>2. Relevant (R) 1.. Not relevant (NR)</p> <p>Impact Ratings: 3. Significant (S) 2. Minimal (M) 1. Negligible (N)</p>
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<p>• Summary of conclusions, recommendations and lessons</p>
<p>1. The National Climate Change Office should be placed within the Office of the Prime Minister.</p>
<p>2. The National Climate Change Committee should be chaired by the Chief Executive Officer of the Office of the Prime Minister.</p>
<p>3. A revised work plan for the remainder of the project should be developed given the severe delays experienced up to this point.</p>
<p>4. A calendar of PEG meetings should be programmed immediately.</p>
<p>5. The TNC-PEG Chair should write to the Chief Executive Officers of the line ministries requesting that data collection be incorporated as an essential part of the job descriptions of the government functionaries appointed as GHGI Collectors.</p>
<p>6. A feedback session should be held with the GHGI data collectors on their experience and expectations of training.</p>
<p>7. The MFFSD should finalize the structuring of a Climate Change Unit.</p>
<p>8. Due to the severe delays in project outputs, a six to eight month no-cost extension should be granted to the project.</p>
<p>9. Future integration of related projects should consider the likelihood of delays in decision-making and include a work plan to facilitate the integration process.</p>

3 ACRONYMS AND ABBREVIATIONS

CC	Climate Change
CCCCC	Caribbean Community Climate Change Center
CCO	Climate Change Officer
CO	Country Office
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CZMAI	Coastal Zone Management Authority and Institute
EOS	End of Stage
GCCA	Global Climate Change Alliance
GEF	Global Environment Facility
GHG	Green House Gas
GHGI	Green House Gas Inventories
GOB	Government of Belize
IVAA	Integrated Vulnerability and Adaptation Assessments
LUCF	Land Use Change and Forestry
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MFFSD	Ministry of Forestry, Fisheries and Sustainable Development
MNR	Ministry of Natural Resources
MTR	Mid-Term Review
NCCC (also BNCCC)	National Climate Change Committee
NCCO	National Climate Change Office
NEMO	National Emergency Management Organization
NGO	Non-governmental Organization
NPAS	National Protected Areas System
OFF	Operational Focal Point
PCCO	Principal Climate Change Officer
PCPU	Policy Coordination and Planning Unit
PEG	Project Execution Group
PIMS 4573	Enabling Activities for the Preparation of Belize's Third National Communication to the UNFCCC Project
PMU	Project Management Unit
RCU	Regional Coordination Unit
SD	Sustainable Development
TNC	Third national Communications to the UNFCCC
UN	United Nations
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change

4 INTRODUCTION

4.1 PURPOSE OF THE EVALUATION

In accordance with UNDP and GEF monitoring and evaluation (M&E) policies and procedures, mid-term reviews are required for full sized UNDP supported projects with GEF financing, and are highly recommended for medium-sized projects with GEF financing. The project that is being evaluated in this report is entitled “*Enabling Activities for the Preparation of Belize’s Third National Communication to the UNFCCC Project*” (hereinafter referred to as the **PIMS 4573 project**).

This Mid-Term Review (MTR) is being conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects. With the objective to strengthen the project adaptive management and monitoring, the MTR intends to identify potential project design problems, assess progress towards the achievement of objectives and make recommendations regarding specific actions that might be taken to improve the project. As such the MTR provides the opportunity to assess early signs of project success or failure and prompt necessary adjustments. Another objective of the MTR is to ensure accountability for the achievement of the following project overall objective, in this case being:

To strengthen Belize’s technical and institutional capacity to assist the mainstreaming of climate change activities into sectoral and national developmental planning activities.

4.2 SCOPE & METHODOLOGY

The evaluation approach is framed using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects.

The Consultants collected and reviewed several key documents that were provided by the UNDP Country Office (CO) and the PIMS 4573 Project Management Unit (PMU). These documents included relevant sources of information, such as the project document, project reports (including Annual APR/PIR), project budget revisions, midterm review, progress reports, national strategic and legal documents, and other materials that were considered useful for this evidence-based assessment. A list of the documents that were reviewed is included in Annex 3 of this report, and includes the list below (which was the minimum required for the MTR):

- a) Project Document (PIMS 4573)
- b) Initial National Communications to the UNFCCC
- c) Second National Communications to the UNFCCC

- d) Performance and financial audit 2011
- e) Stage Plan Reports
- f) End of Stage Reports
- g) Lessons Learnt
- h) Risk Log
- i) Minutes of Project Execution Group
- j) Minutes of Belize National Climate Change Committee

Evaluation questions and indicators were established at this stage and used to review the material gathered. Key issues identified from the review formed part of the interview framework with key informants (see list below). The evaluation followed a participatory and consultative approach ensuring close engagement with government counterparts, in particular the Climate Change Focal Point, UNDP Country Office, PMU, and other key stakeholders. An initial meeting was held with the UNDP CO and the PIMS 4573 Project Manager. This meeting served to finalize how the evaluation would be carried out and to define overall expectations. The status of the project was also discussed at this initial meeting, which was followed by the individual interviews with key stakeholders of the project. These key stakeholders include the following:

- a) Dr. Wendel Parham, Chief Executive Officer, Ministry of Forestry, Fisheries and Sustainable Development;
- b) Mrs. Diane Wade-Moore, United Nations Development Programme;
- c) Mr. Dennis Gonguez, National Meteorological Service;
- d) Mr. Edgar Ek, Department of the Environment;
- e) Mrs. Ann Gordon, Climate Change Focal Point, Ministry of Forestry, Fisheries and Sustainable Development;
- f) Mr. Andrew Harrison, GHGI data collector/PEG; Ministry of Forestry, Fisheries and Sustainable Development ;
- g) Mrs. Emily Waight Aldana, Ministry of Economic Development (former representative);
- h) Mr. Edilberto Romero, Programme for Belize;
- i) Mr. Carlos Fuller, Caribbean Community Climate Change Center;
- j) Mr. Earl Green, Caribbean Community Climate Change Center;
- k) Ms. Chantalle Clarke, Coastal Zone Management Authority;
- l) Ms. Jeanette García, Ministry of Economic Development (former representative);
- m) Mr. Valentino Blanco, Ministry of Economic Development (current representative);
- n) Ms. Safira Vasquez, Project Manager, PIMS 4573 Project Management Unit.

Findings from the stakeholder interviews carried out were consolidated and analyzed based on the established evaluation matrix. These findings were further consolidated with the results of the literature review. Ratings for the project's performance which includes the aspects of M&E, Implementation, Outcomes and Sustainability were also done.

A draft of the evaluation report was produced based on the template provided by UNDP requirements. The draft report was submitted to the UNDP CO for review. Within one week of receipt, feedback was received and incorporated into a revised MTR report which serves as the final project evaluation report.

5 PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

5.1 PROJECT START AND DURATION

The project, “*PIMS 4573*,” officially started at the signing of agreement between the UNDP and GOB on November 8th, 2011. The project is a 3-year project and is expected to be completed by November 2014.

5.2 PROBLEMS THAT THE PROJECT SOUGHT TO ADDRESS

Belize became a Party to the UNFCCC in 1992, having the status of a non-Annex 1 country. Belize also joined the Kyoto Protocol in 2003, with Annex B status. Belize, like other developing countries in the region on one hand needs to continue to utilize its natural resources in its quest for sustainable development. On the other, approximately 45% of the population lives in the low-lying coastal zone, the region most vulnerable to climate change impacts. Planning for adaptation has therefore been prioritized among national authorities and steps are underway to understand the extent of the impact of climate change of Belize’s sustainable economic and human development. Apart from potentially undermining national development efforts, there is growing concern that climate change can threaten or reverse the country’s advances towards the MDG’s and human development should measures not be taken to mainstream climate change into national decision making and development planning. Actions proposed under this initiative are expected to contribute to the country’s knowledge-base and to inform national planning mechanisms. The project supports the creation of an environment which enables private and public sector partnerships for the effective management and the integrating planning for climate change.

The project also contributes to the building of information and knowledge regarding national sources of GHGs, the impacts of climate change on sustainable social and economic development, highlighting the potential which exist for opportunities to abate the emissions, and setting priorities national adaptation measures. The project will help to build additional capacity within the individuals and institutions involved in climate change activities, and conduct vulnerability assessments for certain development sectors of Belize. It will also increase the awareness of the impacts of climate change and enable stakeholders to participate in formulation of projects designed either to mitigate the impacts or to build capacity to adapt to the changes.

5.3 IMMEDIATE AND DEVELOPMENT OBJECTIVES OF PROJECT

The immediate objective of this project is to meet the Convention requirements by enabling Belize to prepare and submit its Third National Communication to the UNFCCC. The project contributes to the building of information/ knowledge regarding national sources of GHGs, the impacts of climate change on sustainable social and economic development, highlighting the potential which exist for opportunities to abate the emissions, and setting priorities national adaptation measures. The medium and long-term objective of this project is to strengthen Belize's technical and institutional capacity to assist the mainstreaming of Climate Change activities into sectoral and national developmental planning priorities. Belize, like most other countries that have not yet embarked on a comprehensive planning process for climate change, has demonstrated a tendency of positioning climate change within the environment sector which has the effect of limiting its integration into sector plans.

The overall objective of the project according to the results framework is **to strengthen Belize's technical and institutional capacity to assist the mainstreaming of Climate Change activities into sectoral and national developmental planning priorities.** The project will enable Belize to conduct the third national inventory of greenhouse gases emissions and sinks, greater determine the country's vulnerability to climate change and allow for more effective national planning to deal with adaptation to climate change. These will provide a basis for Belize's Third National Communication to the Conference of the Parties.

The main components of the project are:

- 1) **National Circumstances:** The national inventory of the greenhouse gases for the reference years 2003, 2006 and 2009 utilizing the IPCC guidelines¹;
- 2) **National Greenhouse Gases Inventory:** Integrated vulnerability and adaptation assessments of the impacts of climate change and adaptation measures for certain development and environment sectors utilizing updated/ detailed country specific climate scenarios
- 3) **Programmes for Vulnerability Assessments & Adaptation Measures for Climate Changes:** Support to the elaboration of a comprehensive Climate Change Adaptation Strategy
- 4) **Programmes Containing Measures to Abate/Mitigate Climate Change:** Assessment of emissions averted and initial estimates of abatement potential.
- 5) **Public Education and Awareness Information Dissemination and Capacity Building:** Socialization of climate change mitigation and adaptation issues

¹ The GHGI data collecting team suggested the addition of 2009 to the reference years already established and agreed by the *PIMS 4573* project. The project will now report on the 3 reference years suggested and agreed upon with the GHGI team.

- 6) **Compiling, Drafting, Production and Dissemination of National Report:**
Preparation of the Third National Communication of Belize to the Conference of the Parties.

During the period of the project, efforts will focus on improving the public's access to climate change information. Cross-cutting issues will be addressed to further the effort to achieve synergy between the UNFCCC and the UN Conventions to Combat Desertification and on Biological Diversity. By the end of the exercise, additional capacity to implement the Convention will have been gained at the systemic, institutional, and individual levels.

5.4 MAIN STAKEHOLDERS

The project is being executed by the National Climate Change Office (NCCO) within the Ministry of Forests, Fishery and Sustainable Development (MFSSD). Implementation support is provided by various governmental technical bodies including the Forest Department, the Coastal Zone Management Authority, the Solid Waste Management Authority, the Fisheries Department, and the Ministry of Agriculture.

The UNFCCC Operational Focal Point (OFP) serves as Project Director, and is assisted by the National Climate Change Committee in the provision of general oversight to the project. The UNFCCC OFP represents the interest of the GOB during project execution. Other stakeholders and partners include:

- a) National Climate Change Committee;
- b) Forest Department;
- c) Coastal Zone Management Authority and Institute;
- d) Fisheries Department;
- e) Department of Environment;
- f) Ministry of Agriculture;
- g) National Meteorology Department;
- h) Programme for Belize;
- i) Ya'axche Conservation Trust;
- j) Southern Environmental Association; and
- k) Belize Audubon Society.

Table 1 under Section 5.5 below presents the project results framework as was originally designed.

5.5 EXPECTED RESULTS AND INDICATORS

Table 1 – Project Results Framework

This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD:					
3.2.1 Strengthened national capacity in dealing with legal and regulatory frameworks under Multilateral Environment Agreements, allowing for adequate mainstreaming of these conventions into national policies and strategies. 3.2.2 Increased national capacity to effectively address vulnerability and adaptation to climate change.					
Country Programme Outcome Indicators: Identification of national vulnerabilities within various productive sectors ; Support development of National Climate change policy					
Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one): 1. Mainstreaming environment and energy OR 2. Catalyzing environmental finance OR 3. Promote climate change adaptation OR 4. Expanding access to environmental and energy services for the poor.					
Applicable GEF Strategic Objective and Program: Objective 6- Support enabling activities and capacity building					
Applicable GEF Expected Outcomes: Adequate resources allocated to support enabling activities under the Convention					
Applicable GEF Outcome Indicators: Percentage of eligible countries receiving GEF funding					
	Indicator	Baseline	Targets End of Project	Source of Verification	Risks and Assumptions
Project Objective² To strengthen Belize's technical and institutional capacity to assist the mainstreaming of Climate Change activities into sectoral and national developmental planning priorities.	Increased capacity of the government and civil society to take informed action on climate change Level of National Adaptive Capacity level determined by: • Availability of climate change scenarios.	The Government of Belize has publicly recognized the potential impacts of climate change on Sustainable human and social development. In response to this threat GoB continues to support programmes aimed at identifying and assessing the extent of	Knowledge and tools for analysis of climate change vulnerabilities and impacts on the population, key sectors and eco-regional zones are available for planning purposes 150 + people trained in global climate change including UN Framework Convention on Climate	- Public service survey - Sector plans reflect findings and recommendations of vulnerability assessments.	- Tools and vulnerability studies being developed will be accepted by and socialized into line ministry and department planning - Once trained, functionaries will work to mainstream CC into work programmes

² Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR

	<ul style="list-style-type: none"> • Availability of vulnerability assessments. • Level of stakeholder engagement. 	the country's vulnerability and in determining its adaptive capacity. These interventions however are in their infancy. At present 46% of Government Ministries and departments cite inadequacies of current policies and strategies to address the effects of climate change	Change, greenhouse gas inventories, mitigation, and adaptation analysis		
Outcome 1³ Updating of National Circumstances	Existence of literature database National Circumstance document updated	National Circumstance document exist reflecting 2008 information/ data	National Circumstance document updated to reflect most current information	- Validation session minutes - Updated Document	- It is assumed that data/information required to update national circumstance document is readily available to the Project
Outcome 2 Completed National Green House Inventory Assessments	Sector emissions determined for 5 thematic areas (Reference year - 2006)	Emission Inventory completed for base year 1994 and reported for reference years 1997, 2000	Sector Emissions assessment completed and data analyse for Energy, Industrial Processes & Solvents, Agriculture, LULUCF, Waste	- Validation session Minutes - Inventory Reports	- Data available, accessible and reliable - Capacity exists to carry out assessment exercises
Outcome 3 Programmes containing measures to facilitate adequate adaptation to climate change (Integrated Vulnerability & Adaptation Assessments: Coastal	Completed Vulnerability assessments in the areas Coastal Development, Water and Agriculture Report on resilience of Belize's Protected Areas Network to	Sector vulnerability assessment were conducted consecutively under 1 st and 2 nd communication processes however assessments were done pre country's capacity to prepare reliable localized	Detailed assessments prepared for key developmental Sectors informing National Adaptation Strategy	- Vulnerability assessment reports - Adaptation Policy and Strategy Documents	- Capacities to carry out vulnerability assessment readily accessible - Government accepts and endorses Adaptation strategy and Policy without delays

³ All outcomes monitored annually in the APR/PIR. It is highly recommended not to have more than 4 outcomes.

development, Water, Agriculture Sector; Resilience of NPAS; National Adaptation Strategy)	Climate change Adaptation Policy and Strategy endorsed by cabinet	scenario models			
Outcome 4 Public Education and awareness information Dissemination and Capacity Building Programme being supported	# of individual trained in climate change related subjects # of Local schools participating in voluntary adaptation/mitigation actions % of population served by new climate information management systems	Climate change still remains a technical subject within the Belizean setting. Failure to socialize climate change and adaptation issues within the general public have resulted in the non-participation of the sector in national planning processes and none participation in adaptation and mitigation actions. (Baseline level of awareness to be determined through KAP process during project inception)	Minimum of 150 representatives of the media and civil society organizations socialized on climate change adaptation Public Awareness campaign launched targeting youth and members of general public and reaching minimum of 30% of national primary school population Local knowledge of climate change issues increases by 25% above baseline levels	<ul style="list-style-type: none"> - Project survey reports - Project highlight and stage plan reports - Project field monitoring reports 	<ul style="list-style-type: none"> - Project is supported by the media and the ministry of Education in a programme to disseminate and socialize Climate Change information - Population is capable of assimilating information provided
Outcome 5 Compilation, Drafting, Production & Dissemination, processing for acceptance as national report.	Approved TNC	Both 1 st and 2 nd Communications document have been finalized and received national endorsement for submission to the UNFCCC Secretariat	TNC formalized into national publication Cabinet paper and summary document finalized Document launch	<ul style="list-style-type: none"> - Existing document - Minuted Cabinet approval 	<ul style="list-style-type: none"> - CC remains a priority on national agendas leading to fast tracking of national endorsement processes

5.6 MONITORING & EVALUATION

The project M&E Plan is based on eight key activities that are to be carried out at various intervals. The first one is the Inception Workshop at the start of the project. This workshop is to be held within the first two months of the start of the project. The Inception Workshop is crucial to building ownership for the project results and to plan the first year annual work plan. The Inception Workshop should address a number of key issues including:

- a) Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of UNDP CO and RCU staff *vis à vis* the project team. Discuss the 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 project staff will be discussed again as needed.
- b) Based on the project results framework and the relevant GEF Tracking Tool if appropriate, finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.
- c) Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.
- d) Discuss financial reporting procedures and obligations, and arrangements for annual audit.
- e) Plan and schedule Project Board meetings. Roles and responsibilities of all project organization structures should be clarified and meetings planned. The first Project Board meeting should be held within the first 12 months following the inception workshop.

An Inception Workshop report is a key reference document and must be prepared and shared with participants to formalize various agreements and plans decided during the meeting. The second set of activities as show in Table 3 below are Measurement of Means of Verification of project progress of results and output and implementation with the measurement for results occurring at the start, mid and end of project (during evaluation cycle) and annually when required. Meanwhile, for measurement on outputs and implementation, this is to be done annually prior to the ARR/PIR and definition of work plans. The third set of activities includes the Annual Project Review and Project Implementation Reports which are done on an annual basis. The fourth set of activities related to this is periodic status and progress reports including risk logs which are prepared on a quarterly basis. The fifth activity is the undertaking of a final project evaluation at least three months before the end of the project. Accompanying this is the sixth activity which is a project terminal report which also to be done at least three months before the end of the project. The ninth activity is the audit and the tenth are field visits that are to be done yearly.

The main M&E activities of the project are outlined in Table 2.

Table 2: M&E Matrix

Type of M&E activity	Responsible Parties	Budget US\$ (Excluding project team staff time)	Time Frame
1. Inception Workshop and Report	<ul style="list-style-type: none"> ▪ UNDP CO, UNDP GEF 	Indicative cost: 5,000	Within first two months of project start up
2. Measurement of Means of Verification of project results.	<ul style="list-style-type: none"> ▪ UNDP GEF RTA/Project Manager 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.
3. Measurement of Means of Verification for Project Progress on <i>output and implementation</i>	<ul style="list-style-type: none"> ▪ Oversight by Project Manager ▪ 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
4. ARR/PIR	<ul style="list-style-type: none"> ▪ Project manager and team ▪ UNDP CO ▪ UNDP RTA ▪ UNDP EEG 	None	Annually
5. Periodic status/ progress reports	<ul style="list-style-type: none"> ▪ Project manager and team 	None	Quarterly
6. Final Evaluation	<ul style="list-style-type: none"> ▪ Project manager and team, ▪ UNDP CO ▪ UNDP RCU ▪ External Consultants (i.e. evaluation team) 	Indicative cost : 25,000	At least three months before the end of project implementation
7. Project Terminal Report	<ul style="list-style-type: none"> ▪ Project manager and team ▪ UNDP CO ▪ Local consultant 	0	At least three months before the end of the project
8. Audit	<ul style="list-style-type: none"> ▪ UNDP CO ▪ Project manager and team 	5,000	TO be determine based on UNDP Audit requirements for CO
9. Visits to field sites	<ul style="list-style-type: none"> ▪ UNDP CO ▪ UNDP RCU (as appropriate) ▪ Government representatives 	For supported GEF projects, paid from IA fees and operational budget	Yearly
TOTAL indicative COST Excluding project team staff time and UNDP staff and travel expenses		US\$ 43,000 (+/- 5% of total budget)	

6 FINDINGS

6.1 PROJECT DESIGN/FORMULATION

6.1.1 ANALYSIS OF LFA/RESULTS FRAMEWORK

The PIMS 4573 project was designed to contribute to achieving the following Country Programme Outcomes as defined in CPAP or CPD: a) Strengthened national capacity in dealing with legal and regulatory frameworks under Multilateral Environment Agreements, allowing for adequate mainstreaming of these conventions into national policies and strategies; and b) Increased national capacity to effectively address vulnerability and adaptation to climate change.

Analysis/Status: The UNFCCC is the principal MEA that is relevant to the PIMS 4573 project. At project mid-term, there were some signs that national capacity is being strengthened to allow for mainstreaming of the UNFCCC into national policies and strategies. These signs include:

- An NCCO has been set up as a *pro tem* office within the MFFSD. This office comprises a Climate Change Coordinator, a Principal Climate Change Officer (PCCO), a Climate Change Officer (CCO), a Project Manager, and a Project Assistant. The fact that the project manager and project assistant for the PIMS 4573 project function as a Programme Manager and a Programme Assistant, respectively, show that these project management posts have been programmatically integrated into the NCCO organizational structure. This integration paves the way for the internalization of project outcomes into MFFSD operations related to climate change. While the PCCO and CCO posts are not established public officer posts, the national GCCA project has commissioned a governance structure consultancy to determine which posts are to be established. The PCCO and CCO are expected to assist with the establishment of the NCCO as a permanent office and to help inform the process. These developments are a demonstration of GOB's willingness to strengthen national capacity related to climate change issues.
- The existence of the NCCO, which the MFFSD intends to make permanent, enables for the mainstreaming of the UNFCCC into policies and strategies of the MFFSD.
- The Climate Change Coordinator serves as the UNFCCC OFP and also provides technical advice and guidance to the NCCO and MFFSD projects related to climate change.

However, such signs do not guarantee that mainstreaming of the UNFCCC will automatically occur across the GOB and at the national level. For example, the PEG for the PIMS 4573 project, which also serves as the PEG for the Belize GCCA project, includes a seat for the Chief Executive Officer of the OPM. However, the OPM CEO did not attend any of the first four PEG meetings. This brings to question the commitment of this high government office to climate change issues.

As noted below, data gathering is generally not part of the institutional culture of government agencies in Belize, with a few notable exceptions (such as the Meteorology Department and the Hydrology Department). This suggests that it will be very challenging to create the enabling environment for mainstreaming of the UNFCCC into national policies and strategies if the right structures are not in place. Climate change vulnerability and adaptation assessments have started to be carried out; with a few exceptions these are being led by international consultants. While this will get the job done – that is, the assessments will be completed – the building of national capacity to conduct these assessments will again not be guaranteed. The CZMAI has the capacity to play a lead role in coastal vulnerability and adaptation assessments, and have been consulted for such assessments being carried out nationally under the *PIMS 4573* project, the national GCCA project, and the regional GCCA project.

The Country Programme Outcomes are directly related to the UNDP Strategic Plan Environment and Sustainable Development Primary Outcome: *Promoting adaptation to climate change*. These national outcomes are measured by the following Country Programme Outcome Indicators: a) Identification of national vulnerabilities within various productive sectors; and b) Support development of national climate change policy.

Analysis/Status: There has been very little progress in achieving the Country Programme Outcome Indicators. At the writing of this MTR, various vulnerability assessments had either recently commenced or were about to initiate. There has also been little progress in the development of a national climate change (NCC) policy. At the second PEG meeting (15 February 2013), it was decided to focus on the development of a Sustainable Development (SD) Policy be developed prior to the development of a climate change policy or adaptation strategy, with the intention that such an overarching SD policy would allow the mainstreaming of sustainable development across all Government Ministries. It was also decided that UNDESA and UNDP would do a scoping and prepare a Terms of Reference for SD Policy formulation in August 2013. However, while the development of an SD Policy was still contemplated, the PEG later decided to still develop a National Climate Change Policy, Strategy and Action Plan as a separate focused effort. The development of this NCC policy has not commenced.

These project outcomes and indicators are directly linked to the following GEF-level objectives, outcomes and indicators:

GEF-level objectives, outcomes and indicators		
Objective and Program	Expected Outcomes	Expected Indicators
Support enabling activities and capacity building (Objective 6)	Adequate resources allocated to support enabling activities under the Convention.	Percentage of eligible countries receiving GEF funding

The following table includes an assessment of the project strategy and indicators related to the above-listed GEF, UNDP and Country Programme strategies.

Project Objective: To strengthen Belize's technical and institutional capacity to assist the mainstreaming of Climate Change activities into sectoral and national developmental planning priorities.

Indicator: Increased capacity of the government and civil society to take informed action on climate change

Analysis/Status: Belize's technical and institutional capacity to assist the mainstreaming of Climate Change activities into sectoral and national developmental planning priorities has increased to some extent. A National Climate Change Committee (NCCC) is in place and is chaired by the MFFSD with a cross-section of members from all related Government Ministries, private sector, NGOs, civil society and academia. This national committee meets on a regular basis and its voting membership includes the following:

- Ministry of Forestry, Fisheries and Sustainable Development (MFFSD), *Chair*
- Office of the Prime Minister
- Ministry of Finance and Economic Development (Economic Development)
- Ministry of Health
- Ministry of Natural Resources and Agriculture (Natural Resources)
- Ministry of Energy, Science and Technology and Public Utilities
- Ministry of Education
- Ministry of Natural Resources and Agriculture (Agriculture)
- Attorney General and Ministry of Foreign Affairs (Foreign Affairs)
- Prime Minister's Council of Science Advisors
- NEMO
- Association of Protected Areas Management Organization
- Belize Red Cross
- GEF Focal Point
- IPCC Focal Point
- UNFCCC Focal Point (NCCO-MFFSD)

Several subcommittees have been set up that also meet regularly, namely, the Vulnerability and Adaptation Sub-committee, the Mitigations Subcommittee and the Public Education and Outreach Subcommittee. A UNFCCC OFP (Ann Gordon) is in place within the MFFSD. The post of Principal Climate Change Officer and Climate Change Officer has been created and the posts have been assigned to Emily Waight-Aldana and Colin Mattis, respectively. A Communications Assistant (Naballah Chi) has also been hired to work in the NCCO to develop a Climate Change Communications Strategy along with the guidance and assistance of the Communications Officer from the NPAS Project within the MFFSD

However, much more capacity strengthening is needed for informed action on climate change to take place. For example, the NCCC could have been established within the Office of the Prime Minister (OPM) to give it a higher level of priority within government. Instead, the committee was established under the Ministry of Natural Resources and the Environment (MNRE) and later transferred to the MFFSD. As it is, the OPM has a seat on the Project Execution Group (PEG)

and BNCCC for the PIMS 4573 project and the Belize GCCA project but the representative has never attended.

The development of the Climate Change Communications Strategy is underway. To date, there has been no concerted effort to reach out to civil society groups and organizations to strengthen their technical and institutional capacity to assist the mainstreaming of climate change into their regular operations, other than study grants under the national GCCA project. The study grants are open to civil society organizations and the private sector. A scholarship has been granted to the Ya'axché Conservation Trust under this initiative.

Project Objective: To strengthen Belize's technical and institutional capacity to assist the mainstreaming of Climate Change activities into sectoral and national developmental planning priorities.

Indicator: Level of National Adaptive Capacity level determined by: 1) Availability of climate change scenarios, 2) Availability of vulnerability assessments, and 3) Level of stakeholder engagement.

Analysis/Status: Awaiting the completion of the vulnerability assessments – see discussion on Outcome 3 below.

Outcome 1: Updating of National Circumstances

Indicator: National Circumstance document updated

Analysis/Status: This is due to be implemented during the second half of the project after other prerequisite components of the project are completed. The project document states that the updating of the National Circumstances will be the responsibility of the MNRE Climate Change Office under the guidance of the NCCC.

Outcome 2: Completed National Green House Inventory Assessments

Indicator: Sector emissions determined for 5 thematic areas (Reference year – 2006)

Analysis/Status: Data collection has not been a priority at many of the government agencies that should have been providing data for the completion of the national GHG inventory. As the UNFCCC OFP put it: "These agencies do not have the institutional culture to deal with data collection." As a result, data has not been forthcoming as expected and this has been one of the chief causes of delays for the PIMS 4573 project.

Outcome 3: Programmes containing measures to facilitate adequate adaptation to climate change (Integrated Vulnerability & Adaptation Assessments: Coastal development, Water, Agriculture Sector; Resilience of NPAS; National Adaptation Strategy)

Indicator: Completed Vulnerability assessments in the areas Coastal Development, Water and Agriculture;

Indicator: Report on resilience of Belize's Protected Areas Network to Climate change;

Indicator: Adaptation Policy and Strategy endorsed by Cabinet.

Analysis/Status: The execution of the vulnerability assessments has been delayed. Some are currently underway and others are at commencement point. An international consultancy consortium, working with local consultants, has been hired to conduct the coastal, agricultural and water vulnerability assessments. Local consultants, with technical assistance from INSMET (the Cuban Meteorological Service), are working on an impact assessment on agriculture as well as conducting a coastal vulnerability assessment for Belize City and of the greater Belize area. The results of these assessments will be fed into the Third National Communication.

Preparation of the Policy and Strategy should have commenced during the first quarter of the second year of the project and completed in the first quarter of the third year (2013) of the project. Given that the preparation of the Policy and Strategy has not commenced, it is expected that the completion will be delayed.

Outcome 4: Public Education and awareness information Dissemination and Capacity Building Programme being supported

Indicator #1: Number of individuals trained in climate change related subjects;

Indicator #2: Number of Local schools participating in voluntary adaptation/ mitigation actions;

Indicator #3: Percent (%) of population served by new climate information management systems

Analysis/Status: While there has been no progress towards meeting the three listed indicators for Outcome 4, a Communications Assistant was hired in June 2013 to develop a Communications Strategy, with the guidance of the Public Education and Outreach Subcommittee. This committee was scheduled to meet on 23 July 2013 to discuss the objectives and target audience for the communications strategy.

Outcome 5: Compilation, Drafting, Production & Dissemination, processing for acceptance as national report

Indicator: Approved Third National Communication

Analysis/Status: Scheduled to be implemented during the second half of the project.

It is worthwhile to note that the following was stated on page 8 of the project document: "The immediate objective of this project is to meet the Convention requirements by enabling Belize to prepare and submit its **Second** National Communication to the UNFCCC" (authors' emphasis).

The immediate objective should refer to the preparation and submission of the **Third** National Communication.

6.1.2 ASSUMPTIONS AND RISKS

Project Objective: To strengthen Belize's technical and institutional capacity to assist the mainstreaming of Climate Change activities into sectoral and national developmental planning priorities.

Assumptions/Risks: Tools and vulnerability studies being developed will be accepted by and socialized into line ministry and department planning

Status Update: Still a relevant assumption. No progress made here to date.

Project Objective: To strengthen Belize's technical and institutional capacity to assist the mainstreaming of Climate Change activities into sectoral and national developmental planning priorities.

Assumptions/Risks: Once trained, functionaries will work to mainstream climate change into work programmes

Status Update: Still a relevant assumption. Not much progress made here to date. In relation to the GHG inventory, it has been challenging to create and maintain a trained team of Data Collectors. The Caribbean Community Climate Change Center was contracted to train a team of local functionaries to carry out the data collection. It was decided that this would be a better approach rather than training a team of consultants who would leave at the end of the inventories and take the knowledge away with them. However, not all the local functionaries who were appointed to serve as GHG Data Collectors have participated in the training sessions and, in some instances, different functionaries have been sent to participate in the training.

Outcome 1: Updating of National Circumstances

Assumptions/Risks: It is assumed that data/ information required to update national circumstance document is readily available to the Project

Status Update: Still a relevant assumption.

Outcome 2: Completed National Green House Inventory Assessments

Assumptions/Risks: Data available, accessible and reliable.

Status Update: Still a relevant assumption. No progress made here to date.

Outcome 2: Completed National Green House Inventory Assessments

Assumptions/Risks: Capacity exists to carry out assessment exercises

Status Update: Still a relevant assumption. Not much progress made here to date. As per above, a new assumption would be: The full team of functionaries appointed as GHG Data Collectors will successfully complete the data collection training program. Data collection will become a part of their regular departmental job descriptions.

Outcome 3: Programmes containing measures to facilitate adequate adaptation to climate change (Integrated Vulnerability & Adaptation Assessments: Coastal development, Water, Agriculture Sector; Resilience of NPAS; National Adaptation Strategy)

Assumptions/Risks: Capacities to carry out vulnerability assessment is readily accessible.

Status Update: Still a relevant assumption. To augment local capacities, international capacities have been accessed, namely: 1) An international consultancy consortium has been hired to conduct the coastal, agricultural and water vulnerability assessments; and 2) INSMET (the Cuban Meteorological Service) is providing technical assistance on an impact assessment on agriculture and the coastal vulnerability assessment for Belize City.

Outcome 3: Programmes containing measures to facilitate adequate adaptation to climate change (Integrated Vulnerability & Adaptation Assessments: Coastal development, Water, Agriculture Sector; Resilience of NPAS; National Adaptation Strategy)

Assumptions/Risks: Government accepts and endorses Adaptation strategy and Policy without delays.

Status Update: Still a relevant assumption. No progress made here to date.

Outcome 4: Public Education and awareness information Dissemination and Capacity Building Programme being supported.

Assumptions/Risks: Project is supported by the media and the Ministry of Education in a programme to disseminate and socialize climate change information

Status Update: Still a relevant assumption. Not much progress made here to date. However, the *PIMS 4573* project has participated in several fairs and exhibits. The project has also provided support to various national consultation sessions by presenting on climate change and its related issues from a national perspective.

Outcome 4: Public Education and awareness information Dissemination and Capacity Building Programme being supported.

Assumptions/Risks: Population is capable of assimilating information provided

Status Update: A Communications Assistant was hired at the end of June 2013 to develop a Communications Strategy in consultation with the Public Education and Outreach Committee. The committee was scheduled to meet during the latter part of July 2013 to discuss the objectives and agree on the target audience of the strategy.

This assumption was not well stated. A better assumption would be: Awareness activities are properly designed and targeted towards audience using most effective media available.

Outcome 5: Compilation, Drafting, Production & Dissemination, processing for acceptance as national report.

Assumptions/Risks: Climate change remains a priority on national agendas leading to fast tracking of national endorsement processes.

Status Update: Still a relevant assumption. No progress made here to date.

6.1.3 PLANNED STAKEHOLDER PARTICIPATION

Stakeholders	Planned Participation	Observations
National Climate Change Office and the Policy Coordinating and Planning Unit of the Ministry of Natural Resources	These Units within the MNRE represent the government agencies responsible for programming, implementation and monitoring of project activities.	<p>After the March 2012 General Elections, the new portfolio of MFFSD was created. The NCCO was placed within the MFFSD, which also has responsibility for Coastal Zone Management, Environment, Fisheries, Forestry, Protected Areas and Reserves, and two statutory bodies (the Protected Areas Conservation Trust and the Coastal Zone Management Authority). The NCCO is responsible for coordinating and implementing all climate change policies, programs and activities for the Government of Belize.</p> <p>The Policy Coordinating and Planning Unit (PCPU) was not transferred from MNR to MFFSD. So, effectively, the NCCO has been the primary unit within the MFFSD responsible for programming, implementation and monitoring of project activities. The NCCO is staffed by a Climate Change Coordinator (who also serves as the UNFCCC OFP), a Principal Climate Change Officer, a Climate Change Officer, a Communications Assistant, a Programme</p>

		Manager, and a Programme Assistant. The latter two serve as PMU staff for the project.
Forest Department, Solid Waste Management Authority, Department of Environment, Agriculture and Fisheries Department, and Policy Coordinating and Planning Unit (PCPU) of the MNR.	These entities will participate directly in the gathering of base information and the execution of greenhouse inventory models. As the project's Executing Entities, the Forest Department and the Fisheries Department responsible for all technical decisions and the effective and efficient use of resources to achieve the goals established in the annual work plans and project objective.	<p>The only change here is with the PCPU which has been noted above.</p> <p>The departments listed have been participating directly in the gathering of base information and the execution of greenhouse inventory models, but this has been delayed due to the Ministerial changes after the March 2012 General Elections. Project implementation was delayed for approximately 8 months. After that, the gathering of base information and the execution of greenhouse inventory models have been progressing slowly.</p> <p>The PMU and NCCO have retained responsibility for all technical decisions and the effective and efficient use of resources to achieve the goals established in the annual work plans and project objective.</p>
Coastal Zone Management Authority and Institute (CZMAI)	The CZMAI will advise on Coastal Vulnerability Assessment, ensuring synergies among project components and ongoing national efforts in coastal development through its monitoring and research programs.	There has been some progress insofar as the involvement and participation of the CZMAI. The involvement began at the Coastal Summit in June 2012 when the Climate Change Coordinator approached the CZMAI to suggest that the CZMAI improve its capacity to contribute to the coastal vulnerability assessment and to become involved in the national process. A CZMAI staff member attended a hands-on training session on vulnerability assessments for the LAC region in August 2012. The CZMAI has been consulted for coastal vulnerability assessments being carried out nationally under the <i>PIMS 4573</i> project, the national GCCA project, and the regional GCCA project.
The Caribbean Community Climate Change Center (CCCCC)	The 5C's will provide technical backstopping to the national process. The Center will lend its expertise to the country of Belize in the identification of appropriate process methodologies and providing oversight and guidance to the assessment processes.	The role of the CCCCC has expanded beyond technical backstopping. The Center was contracted to train the local functionaries in the methodologies to conduct the sector inventories as prescribed by the IPCC. The training is currently underway.
The National Emergency Management Organization (NEMO)	The NEMO will participate directly in the national vulnerability assessments. As advisors NEMO will work with experts to adequately demonstrate linkages between Climate Change and Disaster Risk Management within developed knowledge products.	NEMO has been consulted for the vulnerability and adaptation assessments, and is a member of the BNCCC and the Public Education and Outreach Sub-Committee and Vulnerability and Adaptation Sub-Committee of the BNCCC.
National Climate Change Committee	The NCCC will play a crucial role in advising on the execution of Vulnerability	The NCCC is participating as planned and meets on a regular basis.

(NCCC)	and mitigation Assessments and in the execution of the Public Awareness Component of the project. This group will facilitate coordination of project activities and ensure mainstreaming of project actions within on-going national efforts of formalizing national structures for climate change governance as well as advising on national planning efforts.	Three subcommittees have been activated under the NCCO, which has been established since 2012. These were set up to assist in advising on execution of vulnerability and mitigation assessments and in the execution of the public awareness component of the project – the Mitigations Subcommittee, the Vulnerability and Adaptation Sub-committee and the Public Education and Outreach Subcommittee.
Ministry of Natural Resources and Environment (MNRE)	The MNRE is the Responsible Partner for reporting and coordination of efforts between the GOB and GEF. The MNRE will play a major role, together with the MAF, to provide guidance for the development of the regulatory framework for a sustainable NPAS.	The Responsible Partner was changed and is now the MFFSD, which now has the role to provide guidance for the development of the regulatory framework for a sustainable NPAS. The MFFSD has been performing this function.
United Nations Development Program (Belize)	UNDP Belize will serve to ensure transparency and accountability in project delivery and comply with all the commitments and duties in its capacity as the GEF Implementation Agency. The UNDP CO will provide technical support and assistance to the project's Executing Entities.	UNDP Belize has been participating as planned. The UNDP CO has been highly involved in providing technical support and assistance to the project's Executing Entities. A few key stakeholders feel that UNDP CO's participation has been too influential and intrusive. However, the majority of stakeholders did not see anything wrong with this high level of involvement, which may explain why the UNDP CO seems to be the best informed member of the PEG in relation to the project and the national process.

6.1.4 REPLICATION APPROACH

Given the severe delay in project outputs, it is too early to evaluate the project's replication approach.

6.1.5 UNDP COMPARATIVE ADVANTAGE

The UNDP CO, primarily through the Sustainable Development Programme Analyst (SDPA), has provided significant support to PIMS 4573 project implementation. Due to her high level of involvement and participation in project matters, the SDPA is very well informed about all aspects of the PIMS 4573 project. There was no other stakeholder, other than the project management team, that were as well informed about the project.

The SDPA sits on the PEG and actively participates at PEG meetings. She has provided important and well-received project-related guidance at that level. The SDPA has also provided significant technical support and guidance to the project management team. During the three quarters that the project was delayed, the institutional memory of the UNDP CO via the SDPA facilitated the transitioning of project management responsibilities from the Ministry of Natural Resources to the new Ministry of FFSD.

By having a Country Office and a committed and dedicated SDPA, UNDP is fully invested in providing technical support through to the completion of the PIMS 4573 project.

6.1.6 LINKAGES BETWEEN PROJECT AND OTHER INTERVENTIONS WITHIN THE SECTOR

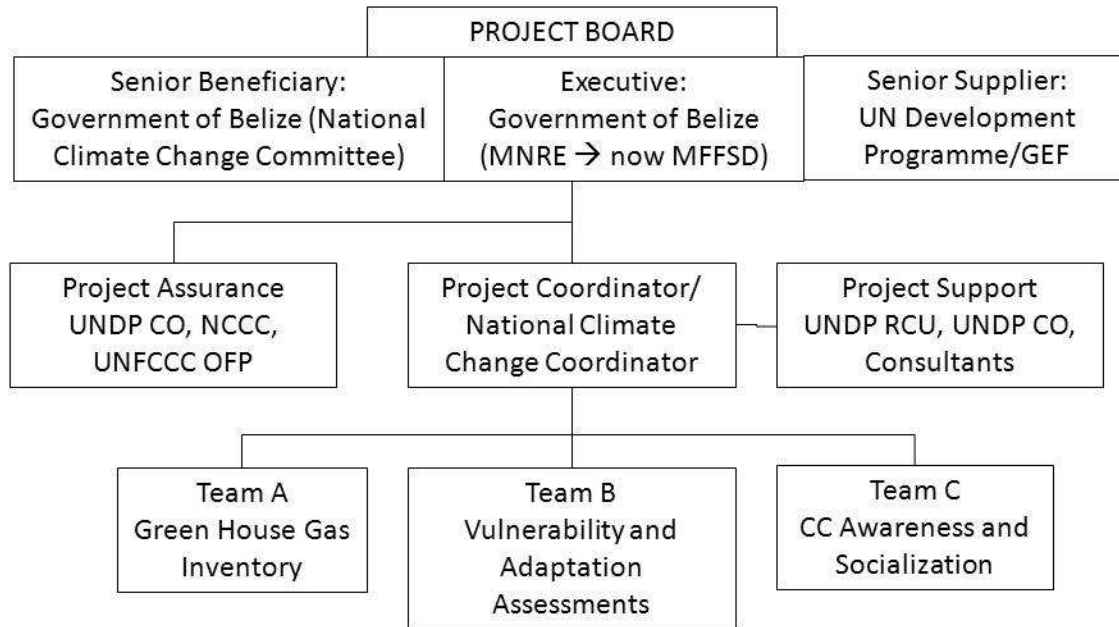
Initially, a PEG was formed for the PIMS 4573 project only. The first meeting of the PEG on 31 July 2012 addressed focused solely on the “Enabling Activities for the Preparation of Belize’s TNC to the UNFCCC”.

Another climate change-related project – *Enhancing Belize’s resilience to adapt to the effects of climate change* (hereinafter referred to as the Belize GCCA project) – did not have a PEG but rather had the NCCC serving as the PEG at the early stages of that project. However, due to the difficulty in getting quorum and the slow process of the NCCC, it was recommended that a PEG be formed for the Belize GCCA. It was decided that the PEG that had been established for the PIMS 4573 project would serve both projects. This arrangement was already in place by the second meeting of the PEG on 15 February 2013. From that meeting onwards, one PEG has served both the PIMS 4573 project and the Belize GCCA project.

The Belize GCCA project aims to increase Belize’s ability to respond to the threats of climate change as a means of ensuring its goal for sustainable economic and human development. Similar to the PIMS 4573 project, the Belize GCCA project supports capacity enhancement within the national government structure (both central and local governments) as well as capacities within supporting non-state institutions. The primary aim of proposed interventions is the creation of an enabling environment for effective climate change governance. The Belize GCCA project targets public sector employees, decision makers and climate change technicians in its creation of the critical mass required to advance the national climate change agenda.

6.1.7 MANAGEMENT ARRANGEMENTS

The project was designed to be nationally executed and as an integral part of the UNDP CPAP (2007-2012). Since the project is cross-functional and involves various stakeholders, the management structure was designed from the onset to be flexible in order to adjust to ongoing changes in the project context. The project organization structure was designed to be as follows:



While the project structure has not changed, there was a significant change in the executive component of the structure. The NCCO, which is still responsible for project execution, has been placed within the MFFSD. The MNRE (which is now the Ministry of Natural Resources and Agriculture) is no longer responsible for project execution, although the Agriculture Department is still expected to provide implementation support, along with other governmental technical bodies.

Observations related to the participation of other key stakeholders have been noted in Section 6.1.3. above (Planned Stakeholder Participation).

6.2 PROJECT IMPLEMENTATION

6.2.1 ADAPTIVE MANAGEMENT

Given that this is an MTR, the implementation covered by this evaluation is up to mid-point in the implementation plan. Also, only the relevant components that should have been under implementation according to the work plan during the review period are being addressed here. The components specifically addressed are:

- Component 2 – National Green House Inventory Assessments
- Component 3 – Programmes for Vulnerability & Adaptation Measures for Climate Change
- Component 4 – Programmes Containing Measures to Abate (Mitigate) Climate Change
- Component 5 – Public Education and Awareness Information Dissemination and Capacity Building

The components not specifically considered under this review are:

- Component 1 – Updating National Circumstances
- Component 6 – Compiling, Drafting, Production and Dissemination of National Report

One of the main changes seen within the project is that of the Project Execution Group (PEG). It was initially designed to have the NCCC act as the Project Execution Group however with the NCCC not being able to meet consistently and constantly lacking a quorum, a separate Project Execution Group had to be created to provide oversight and guidance to the Project. The oversight being provided to the project has improved though the meetings of the PEG are still not very consistent.

Another major circumstantial change had to do with the General Elections that occurred in Belize on 7 March 2012. This resulted in the reshuffling of Ministries within the government and the project ended up being placed under a new ministry namely the Ministry of Fisheries, Forestry and Sustainable Development (MFSSD). The project was originally under the then Ministry of Natural Resources and Environment (MNRE). This shift over to a new Ministry resulted in changes to the project activities especially under Components 2 – National Greenhouse Gas Inventory Assessment. When the Project Management Unit (PMU) was under the former Ministry of Natural Resources and Environment, responsibility for Output 2 of Component 2 was taken up directly by the Policy and Planning Unit of that Ministry. With the change over to the new Ministry, it was decided that consultants instead would be hired to complete that task as there was too much delay experienced with officers who have limited time to commit to the exercise given their other responsibilities. A month later in June 2012, it was realized that hiring consultants would not be financially feasible so a new arrangement had to be decided on. It should be noted here that originally, according to the project document, consultants would have been hired to carry out the activities under Component 2. The challenges and issues with data collection have been documented in the EOS reports and Risk Logs.

To assist in meeting the expected outputs of Component 2, two individuals (Belizeans) working on biomass data and LUCF were contacted and subsequently agreed to assist the project with data. One agreed to provide training and analysis at minimal cost to the project. In July of 2012 it was decided that technical officers within the relevant Ministries and agencies would be identified to undertake the GHGI with the support of a lead agency. It was at that same time the PEG at its first official meeting after the change of Ministries decided that it would engage the CCCCC as the GHGI Coordinator and would provide training to nationals (mainly officers of relevant government agencies) and ensure that the GHGI is completed for the project. The outputs under Component 2 have not changed however the activities and processes to achieve them have.

6.3 PARTNERSHIP ARRANGEMENTS (WITH RELEVANT STAKEHOLDERS INVOLVED IN THE COUNTRY)

A significant and critical part of the project especially the outputs for Component 2 are dependent on the institutional relationships with key ministerial agencies which include the Ministry of Natural Resources and Agriculture, Department of Environment and the Solid Waste Management Authority. Component 5 of the project which has to do with public education and awareness is also being done in collaboration with the National Protected Areas Secretariat. The CCCCC is also now a key partner in the execution of project activities as it relates to the completion of the national GHG inventory assessments.

The new PEG established for the project also now allows for other partners to be involved and participate in the implementation of the project. The membership of the PEG has representation from various relevant agencies including non-governmental organizations. The PEG members are as follows:

- a. CEO, MFSSD – Chair
- b. Chief Meteorologist
- c. UNFCCC Focal Point
- d. Programme for Belize (NGO)
- e. Chief Environmental Officer
- f. Energy Director, MESTPU
- g. Ministry of Economic Development
- h. Office of the Prime Minister
- i. Caribbean Community Climate Change Center
- j. Program Analyst, UNDP
- k. Project Manager, PIMS 4573
- l. Recording Secretary

The relocation of the project under the new MFSSD has allowed the project to be better aligned with other initiatives related to climate change. For instance, there is better coordination of activities with a regional and a national Global Climate Change Alliance (GCCA) project. Some of the key members of the GCCA team that oversee the Belize GCCA project are also members of the PEG of this project. Activities such as the Integrated Vulnerability & Adaptations Assessments and climate change communication are complementary for both projects. Both projects are also now directly under the NCCO at the MFSSD and this kind of alignment brings clarity to the implementation and achievement of multiple initiatives that are addressing the issues of climate change.

6.4 FEEDBACK FROM M&E ACTIVITIES USED FOR ADAPTIVE MANAGEMENT

The use of the periodic status reports including the Risk Log and End of Stage reports built into the M&E process, have allowed the PMU to monitor the challenges and progress within the project and as such has been able to develop new approaches in either addressing the challenges or undertaking new activities as necessary to meet project outputs. For example: The EOS report was able to document and detect the challenges associated with the change over to the new Ministry after the March 2012 general elections. The PMU responded with a plan to orient the head of the Ministry on the project. It was also able to identify the challenges being experienced with the GHGI exercise as early as Q4 of 2011. Similarly, after it was determined that the lack of quorum at the NCCC was resulting in a lack of direction for the PMU, a new PEG was formalized.

The log frame has helped to ensure focus on the project outputs while changes were occurring within the implementation and management arrangements of the project. Feedback from monitoring activities has certainly helped to identify key challenges to project allowing the PEG to take key decisions. Challenges remain within the data collection activities for instance, but these are fully recognized at the PEG level.

6.5 PROJECT FINANCE

The total project budget amounts to US\$723,000 and is broken down by sources as follows:

Global Environment Facility	US\$480,000
Government of Belize	US\$204,000
UNDP	US\$39,000
Total	US\$723,000

Quarter	2011		2012		2013	
	Budget	Actual	Budget	Actual	Budget	Actual
Q1	NA	NA	\$66,662.50	\$38,235.10	\$20,368.80	\$11,351.80
Q2	NA	NA	\$21,200.00	\$16,839.00	\$46,491.20	\$26,133.85
Q3	NA	NA	See Note	See Note	\$39,713.60	N/A
Q4	\$74,283.08	\$72,149.82	\$121,192.00	\$19,893.27	N/A	N/A
TOTAL	\$74,283.08	\$72,149.82	\$121,255.00*	\$92,634.25φ	\$194,734.80	

*The original budget for 2012 was \$206,216.20 but was revised down.

φAudit reports cites \$92,634.25 as total budget for 2012 however stage reports indicate only \$74,967.37

2012 Budget – Q3 and Q4 were amalgamated as only one Stage Plan and End of Stage Report was produced for both quarters.

An audit of the project was done on April 16th, 2013 by the firm of Moore Stephens Magaña. Payments under the project are done primarily under UNDP's Request for Direct Payment Mechanism. Actual expenditure under the project has consistently been falling below the budgeted amount due to the slow progress of activities. The performance rate in terms of

budgeted to actual expenditures from the start of the project up to Q2 2013 is 77%. For this year, 2013 alone, the underperformance trend continues with only 56% up to Q2.

6.6 MONITORING AND EVALUATION; DESIGN AT ENTRY AND IMPLEMENTATION (*)

The M&E system was sufficiently defined at the outset of the project. There were clear levels in terms of time periods as well as various types of activities that would allow for the proper monitoring of project activities. The M&E activities started off with the conduct of an inception workshop which is key in clarifying roles and responsibilities to various partners and stakeholders in the implementation of the project which lends itself to ease in carrying out monitoring activities. Progress reports are also a key feature of the M&E system. In this case, the Stage Plans and End of Stage reports have been critical in documenting the progress or lack thereof under the project. A financial audit of the project by an independent third party has also been carried out as planned.

It is interesting to note that an MTR was not actually included in the initial design of the M&E system. Nonetheless, given the delayed status of progress under the project an MTR is likely to prove to be a useful exercise. Site visits were also a feature of the M&E system however there is no documentation at this time that such site visits have actually occurred. Such visits were to be conducted by the UNDP CO and government representatives and were to be done annually.

The challenge with the M&E system has not necessarily been in its original design but in actions taken to address the challenges brought to the fore by the system. The challenges with project outputs are well documented and reviewed by the PMU and PEG however, the pace of executing the activities to address those issues have not been timely and as such the project outputs continue to be delayed even after being identified.

The ratings for this section is shown in Table 3 below.

6.7 UNDP AND IMPLEMENTING PARTNER IMPLEMENTATION / EXECUTION (*) COORDINATION, AND OPERATIONAL ISSUES

The UNDP CO provides a supporting role in the areas of project administration, management, and technical support to the Project Coordinator as required by the needs of the individual project. The UNDP Belize Sustainable Development Programme Analyst (SDPA) plays a key role in the management of the project as a partner and as a member of the PEG. Day-to-day project implementation is carried out by the PMU housed at the MFSSD. The implementation arrangements between the PMU and the UNDP CO are clear and as such there are no coordination or implementation issues at that level.

The implementation issues faced by the PMU in terms of partners have been primarily as a result of the previous design of the PEG to make key decisions on actions that needed to be taken. This has been addressed by the establishment of a full project PEG. There are also clear coordination issues especially around Component 2 of the project where officers of various government departments who are responsible for the outputs (emissions data) are outside of the control of the PMU and the project, and as such the Project Manager has no leverage to compel them to meet certain timelines. The fact that these officers are also being given a task that is in addition to the scope of their daily responsibilities means that project-related activities do not necessarily receive full attention.

The ratings for this section are shown in Table 3 below.

7 PROJECT RESULTS

7.1 OVERALL RESULTS (ATTAINMENT OF OBJECTIVES) (*)

7.1.1 RATING OF OVERALL RESULTS

Table 3: Evaluation Ratings

Evaluation Ratings:			
1. Monitoring and Evaluation	rating	2. IA and EA Execution	rating
M&E design at entry	5	Quality of UNDP Implementation	5
M&E Plan Implementation	5	Quality of Execution - Executing Agency	4
Overall quality of M&E	5	Overall quality of Implementation / Execution	4
3. Assessment of Outcomes	rating		
Relevance	R		
Effectiveness	4		
Efficiency	3		
Overall Project Outcome Rating	4		

Rating Scales

<p>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</p> <p>6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3: Moderately Unsatisfactory (MU): significant shortcomings 2: Unsatisfactory (U): major problems 1: Highly Unsatisfactory (HU): severe problems</p>	<p>Sustainability ratings:</p> <p>4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks</p>	<p>Relevance ratings</p> <p>2. Relevant (R) 1.. Not relevant (NR)</p> <p>Impact Ratings:</p> <p>3. Significant (S) 2. Minimal (M) 1. Negligible (N)</p>
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7.1.2 RELEVANCE ()*

The project is directly relevant to the GEF climate change focal area and to the environment and development priorities of Belize. The project also falls within the UNDP Country Programme. The draft CP 2013–2017, which is aligned with the UNDAF (Outcome 2) aims to mainstream public policies and development processes with cross-cutting environmental, disaster risk reduction and climate change dimensions. For Belize, the environment is regarded as the basis of social and economic progress in its Horizon 2030 Plan and is aligned to Belize's needs as it relates to climate change. It can generate important data that can facilitate actions towards climate change adaptation as well as addressing other development issues.

The UNDP Country Programme Document 2006- 2012 recognizes an increase in the country's vulnerability to climatic changes and identifies poor land use practices and increasing poverty levels of the nation's population as serving as agents exacerbating the overall impact. It is concerned that climate change can contribute to a reversal of national advances against the MDG's. The CPD highlighted as a priority the need for critical capacities meant to enhance climate change governance.

As noted in the project document, Belize's vulnerability to climate change is closely linked to the country's low adaptive capacity and the country's increasing dependence on natural resources sensitive to changes in climate. Apart from undermining national development efforts, there is growing concern that climate change can threaten or reverse the country's advances towards the MDG's and achievements towards human development.

The project is positioned to enable Belize to conduct the third national inventory of greenhouse gases emissions and sinks, better determine the country's vulnerability to climate change which can facilitate more effective national planning that recognizes the challenges posed climate change, and take appropriate steps to address them.

7.1.3 EFFECTIVENESS ()*

As at mid-point of the project, the intended outcomes are not yet being realized. The limited progress to achieving project outcomes has been mainly due to the severe delays being experienced with accomplishing project outputs. This however does not mean that project outcomes are no longer relevant or will not be achieved. Processes to achieve them are in place and activities are taking place under multiple components.

One of the main outcomes for the period of the MTR namely Outcome 2 – Completed National Greenhouse Gases Inventory Assessments – has proven to be challenging for many reasons. The process to achieve this has gone back and forth and has proven to be problematic. The project, under the previous Ministry namely the MNRE, initially hired consultants to undertake the GHGI, however, it was later determined during validation that the data collected were deficient in quality. Having already expended resources it became financially difficult to hire new consultants and during this period, the project having relocated to a new Ministry, there was a

new move to “institutionalize” the data collection process meaning that public officers in various government departments would be directly involved in data collection in order to build national capacity.

This “institutionalization” initiative, however, ran into new challenges of its own. Assumptions were made that ended up delaying the project further. Public officers identified and selected to be data collectors had no experience in data collection for this specific purpose. Their timely participation was also lacking. One respondent interviewed noted that “there was an assumption that officers would be able to simply take up the responsibilities being given to them by the project. The idea of institutionalizing the process into the government system is a good one but there was no consideration for the process ‘in-between’ the expected outputs and current status.” The respondent was specifically referring to costs related to carrying out data collection activities, personnel required, availability of personnel and capacity of personnel.⁴

Another important change that occurred was with the National Climate Change Adaptation Strategy that was to be elaborated under Component 3. It was decided that a Sustainable Development Policy be developed and that a climate change adaptation strategy would only be part of a larger climate change policy. To achieve this new output PMU combined the funds from various results to produce a lump sum for the development of the Policy as was stated above. The PMU has expressed concern that the output may not be adequately met with given funds. At the time of this MTR, the execution of activities to get this under way has not yet started. Other aspects of Component 3 however, namely the IVAA exercises have started. Similarly, activities under Component 5 – Public Education and Awareness – have started after initial delays. Key personnel have been hired and a communications strategy is being developed. Component 4 – Programmes Containing Measure to Abate (Mitigate) Climate Change has not yet started.

There have been some positive unintended consequences of the project. The PMU has become a central point and is playing a sort of coordinating role for other projects that have to do with climate change as it attempts to align itself with others projects coming through the NCCO. This has given rise to recognition of the important role the PMU is playing in coordination of climate change-related activities and there are now initial considerations to making the PMU become a formal part of the NCCO institutionally.

7.1.4 EFFICIENCY ()*

The oversight and direction was weak in the beginning of project implementation. Initially, the NCCC was to act as the PEG for the project. But it was realized that a quorum for meetings was difficult to achieve. When it was moved over to the new MFSSD after the March 2012 elections a new PEG was set up to try to address the lack of meetings by the NCCC. While the PEG is

⁴ A Terms of Reference was developed for various sectors and a section with qualifications was included. This TOR was sent to Ministry CEOs and Heads of Department for them to nominate someone with a certain capacity to the activity.

now meeting and providing better guidance to the project, the meetings have been irregular and too few and far in between. This clearly will have an impact on the efficiency of implementation if key decisions are not being made on a timely basis. While the relocation of the project from the MNRE to the MFSSD occurred in March 2013, after the elections there was no PEG meeting held until about four months later in July 2013. Then there were no more meetings held for the rest of this critical year until the following year, about seven months later, in the middle of Q2 of this year, 2013.

Dates of PEG Meetings

PEG Meeting	Date	Quarter
#1	31 st July 2012	Q3 – 2012
#2	15 th February 2013	Q1 – 2013
#3	24 th April 2013	Q2 – 2013

The timeliness of project outputs has been an issue. The start of the process to get the GHGI underway, a critical component of the project, was restarted in Q2 of 2012 with the drafting of the TOR. This activity is severely delayed by over 12 months. With the establishment of the PEG at this stage (Q2) and the contracting of the project Administrative Assistant, the CC Officer and Assistant under the new Ministry, it was as if though the project was being re-initiated all over. At the end of the 2nd Quarter, which is around the middle of 2012, the project was on hold and none of the planned activities under Component 2 were actually accomplished.

At the end of Q4 (2012) the GHGI was still on hold due to slow response from key ministries and agencies to assign staff to participate in the exercise. This delay was likely due mainly to a lack of buy-in from these ministries in the project activities specifically the GHGI. Six months later, at the end of Q2 (2013), the GHGI exercise is lagging far behind schedule.

The project is being implemented with cost estimates. There are no budgetary issues except for the fact that actual project expenditures lag behind estimates which is an indication of delays in the project overall. The challenges in terms of project efficiency are recognized by the PMU and the PEG and there is greater effort to try to catch up on many delayed activities. The change in the Ministry housing the project significantly affected the timeliness of project activities.

7.2 COUNTRY OWNERSHIP

There is recognition by GOB of the significance of climate change to its economy and society as evidenced by multiple initiatives being undertaken to begin to adapt to and mitigate the effects of climate change. With a small economy highly dependent on the environment the need to have clear plans to address the effects of climate change is not lost on the government. However, at the moment there is no clear plan or policy on how this will be carried out from a systemic approach. As noted elsewhere in this report, the issue of climate change is very much still treated

as an environmental rather than a developmental issue. The shift to this perspective is yet to take place and in actuality this project is intended to contribute to this perspective.

Nonetheless, the composition of the PEG demonstrates that there is interest and engagement at high levels of government with the issues of climate change and this being the Third National Communication, it is not unexpected that government officials and agencies will be required to participate in the implementation of the project.

The creation of a Ministry responsible for Climate Change and where this project is now housed is a clear indication that important structural shifts are taking place. This suggests that there is good potential for institutional sustainability for the project.

7.3 MAINSTREAMING

The immediate objective of the project is to meet the UNFCCC requirements by enabling Belize to prepare and submit its Third National Communication to the UNFCCC. The project is therefore designed to help Belize prepare its TNC by updating its national circumstances, completing national GHG inventory assessments, and conducting programmes containing measures to facilitate adequate adaptation to climate change, and public education and awareness. These outputs have been severely delayed. However, even if the outputs had been on schedule, they would not have necessarily resulted in positive effects of the project on local populations because the project supports enabling activities which are not designed to result in short-term positive impacts. The enabling nature of the project means that positive effects on local populations would not be able to be measured until years after project conclusion. Further delays to the project outputs would extend the time by which positive benefits would be noted.

The medium and long-term objective of the project is to strengthen Belize's technical and institutional capacity to assist the mainstreaming of climate change activities into sectoral and national developmental planning priorities. This objective conforms to the expected CP outcome of developing an operationalized framework for the national integrated sustainable development strategy; and the expected CPAP outputs: 3.2.1) strengthened national capacity in dealing with legal and regulatory frameworks under MEAs, allowing for adequate mainstreaming of these Conventions into national policies and strategies; and 3.2.2) improved national capacity to effectively address vulnerability and adaptation to climate change.

To date, however, the project's focus on improving and strengthening national capacity has been inadequate. The NCCO within the MFFSD has been strengthened as has been noted above, and the NCCC is chaired by the MFFSD. The existence of this office and committee do not in themselves sufficiently create the enabling mechanisms to strengthen and improve national capacity. At best, the NCCO and NCCC would oversee the development of a climate change policy and adaptation strategy, which will be carried out via a consultancy. The multi-stakeholder project PEG discusses and approves consultancy TORs and, presumably, approves

consultancy deliverables. While this may be seen as a way to ensure the involvement of multiple stakeholders from the onset of policy and strategy development, the fact remains that the Office of the Prime Minister (which has a seat on the PEG) has to date not sent a representative to attend PEG meetings. This does not bode well for support of national capacity strengthening and improvement at the national level.

The creation of a sustainable development Ministerial portfolio sets the stage for creating an enabling structure for the operationalization and internalization of a sustainable development strategy. However, like climate change, sustainable development will need to be recognized as important across all sectors and not only within the environment sector. If this does not occur, sustainable development will continue to be a buzz word and nothing else.

While it was not written into the project design, it must be noted that 80% of the NCCO and the project team posts are all filled by women, namely, the CC Coordinator, the Principal Climate Change Officer, the project manager, and the administrative assistant. Only the Climate Change Officer post is staffed by a male person. While the Chairperson of the PEG is also male, the Minister of FFSD is a female. While this high proportion of women that are involved in steering and managing the project is laudable, this composition does not necessarily guarantee that the project will contribute to a greater consideration of gender aspects.

7.4 SUSTAINABILITY (*)

Evaluation Ratings:	
Sustainability	<i>rating</i>
Financial resources:	Moderately Likely
Socio-political:	Moderately Unlikely
Institutional framework and governance:	Moderately Likely
Environmental:	---
Overall likelihood of sustainability:	Moderately Likely

The project initiatives were generally designed to promote climate change adaptation and, specifically, to help Belize engage in enabling activities to prepare the country’s nationally-endorsed TNC for submission to the UNFCCC Secretariat. The strengthening of the NCCO is meant to establish institutional permanence to allow for the adequate mainstreaming of the UNFCC into the MFFSD’s policies and strategies. This will in turn feed into national policies and strategies, once the planning process for climate change is made to be comprehensive and integrated into the various sector plans of Belize.

The establishment of a NCCO within the MFFSD bodes well for the long-term continuity of the project, and the internalization of the project results within that Ministry. It is a good sign that the project staff – that is, the project manager and the administrative assistant – have been integrated within the NCCO structure as programme manager and programme assistant, respectively. In that way, they have access to guidance and direction from the Ministry’s senior

staff and climate change personnel. Additionally, this integration creates the opportunity for their posts to become established public service posts, which would bode well for continuity of project outcomes.

The National Elections held in February 2012 (Quarter 1 of the project) resulted in significant delays to the project due to the creation of new Government Ministerial portfolios, and the placement of the PMU under a new Ministry. After the PMU was placed under the newly formed MFFSD, the project office was physically relocated to a new office space. The mandate of the new MFFSD resulted in changes in project activities. These new activities changed the overall direction of the project, and focused on the sustainability of the process and integration of similar activities from within other projects and Ministries. This resulted in additional tasks (in-house) being formulated which caused a setback of approximately six to eight months resulting in a low expenditure rate of the project which in return led the project to spend less than what was originally budgeted.

At the early stages of the project the NCCC served as the PEG for the project. However, due to the difficulty in getting quorum and the slow process of the NCCC, it was recommended under the new Ministry that a new PEG be formed. During this transition between the NCCC and the TNC-PEG, there was a shortfall in meetings and approvals. This has been discussed in 6.1.6.

Within the Ministry sits the new NCCO which houses projects relating to climate change. At this time, the NCCO is comprised of solely project staff. Since climate change is part of the mandate for the Ministry, the NCCO in the interim also has official duties to carry out in order to effectively mainstream climate change nationally across sectors. This means that the PMU is not only responsible for project management, but was also responsible to carry out the official duties assigned.

7.5 IMPACT

Evaluation Ratings:	
Impact	<i>rating</i>
Environmental Status Improvement	Negligible
Environmental Stress Reduction	Negligible
Progress Toward Stress/Status Change	Minimal

At the time of preparation of this MTR, Belize had still not embarked on a comprehensive planning process for climate change. Housed within the MFFSD and overseen by the NCCO (and the PMU), the country had still not positioned climate change outside of the environment sector. The TNC project, therefore, is still seen or being treated as a MFFSD project, or one that fits only within the environment sector.

The absence of an integrated approach to climate change could explain why the line ministries and departments have not taken GHG data collection seriously, and have not contributed to the

documentation of GHG inventory data as had been contemplated under the project. The training of the government functionaries as GHG data collectors has faltered and the list of trainees/collectors has not been consistent. The functionaries have not worked toward mainstreaming climate change into their work. The approach to have public officers do that data collection needs revision and better support.

As a result, the risk that climate change continues to be treated as a priority for the environment sector only is very real. If climate change is not seen as a priority within the national development framework of Belize, national endorsement processes may well lag seriously behind. Nonetheless, the project has significant potential to contribute meaningfully to mainstreaming climate change into Belize's development planning.

8 CONCLUSIONS, RECOMMENDATIONS & LESSONS

Corrective actions for the design, implementation, monitoring and evaluation of the project:

- Ideally, the National Climate Change Office should be placed within the Office of the Prime Minister. At the same time, the National Climate Change Committee should be chaired by the Chief Executive Officer of the OPM. This will ensure that climate change is given attention at the highest levels and, therefore, would have a better chance at being mainstreamed within all the relevant sectors.
- A revised work plan for the remainder of the project should be developed given the severe delays experienced up to this point.
- A calendar of PEG meetings should be programmed immediately as these are usually expected at the end of each quarter and so can be planned in advance. It is important that the PEG holds itself accountable for the outcomes of the project and provide stronger oversight to the project.
- The TNC-PEG Chair should write to the Chief Executive Officers of the line ministries requesting that data collection be incorporated as an essential part of the job descriptions of the government functionaries appointed as GHGI Collectors. Additionally, a meeting with the CEOs or Heads of Departments who oversee the GHGI data collectors should be called in order to underscore the significance of their work and provide a sense of urgency to the inventory exercise.
- A feedback session should be held with the data collectors on their experience and expectations of training.
- The MFFSD should finalize the structuring of a Climate Change Unit to make the personnel assigned to the NCCO permanently established public officers.
- Due to the severe delays in project outputs, a six to eight month no-cost extension should be granted to the project. This extension would allow for sufficient time to complete the national GHGI assessments and to complete the project, thereby building the capacity within the MFFSD for the mainstreaming climate change within its regular operations and programs.

- Future integration of related projects should consider the likelihood of delays in decision-making and include a work plan to facilitate the integration process. Bringing two projects – the PIMS 4573 project and the Belize GCCA project – under the direction of one Project Execution Group was a good move toward integration of climate change-related projects. However, this integration process contributed to the severe delay in project outputs.

9 ANNEXES

ANNEX 1 – TERMS OF REFERENCE

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, mid-term reviews are required for full sized UNDP supported projects with GEF financing, and are highly recommended for medium-sized projects with GEF financing. All full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Mid-Term Review (MTR) of the *Enabling Activities for the Preparation of Belize's Third National Communication to the UNFCCC Project (PIMS 4573)*.

The essentials of the project to be evaluated are as follows:

PROJECT SUMMARY TABLE

Project Title:	Enabling Activities for the Preparation of Belize's Third National Communication to the UNFCCC			
GEF Project ID:	4573		<i>at endorsement</i> <i>(million US\$)</i>	<i>at completion</i> <i>(million US\$)</i>
UNDP Project ID:	00076372	GEF financing:	480,000.00	
Country:	Belize	IA/EIA own:		
Region:	LAC	Government:	204,000.00	
Focal Area:		Other:		
FA Objectives, (OP/SP):		Total co-financing:	39,000.00	
Executing Agency:	Ministry of Natural Resources and the Environment	Total Project Cost:	723,000.00	
Other Partners involved:	National Climate Change Office PCPU (Secretariat of UNFCCC and NOCC) National Climate change Committee Forest Department Coastal Zone Management Institute Fisheries Department Ministry of Agriculture National Meteorology Department Ya'axche Conservation Trust Southern Environmental Alliance Belize Audubon Society	ProDoc Signature (date project began):		November 8 2011
		(Operational) Closing Date:	Proposed: July 2014	Actual:

OBJECTIVE AND SCOPE

The project is designed to: support the country of Belize in its preparation of its Third National Communication to the Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC).

Main components of the project are:

- (x) The national inventory of the greenhouse gases for the year 2005 and 2006 utilizing the IPCC guidelines;
- (y) Integrated vulnerability and adaptation assessments of the impacts of climate change and adaptation measures for certain development and environment sectors utilizing updated/ detailed country specific climate scenarios
- (z) Support to the elaboration of a comprehensive Climate Change Adaptation Strategy
- (aa) Socialization of climate change mitigation and adaptation issues
- (ab) Preparation of the Third National Communication of Belize to the Conference of the Parties.

The MTR will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

With the objective to strengthen the project adaptive management and monitoring, mid-term reviews are intended to identify potential project design problems, assess progress towards the achievement of objectives and make recommendations regarding specific actions that might be taken to improve the project. As such the MTR provides the opportunity to assess early signs of project success or failure and prompt necessary adjustments. Another objective of the MTR is to ensure accountability for the achievement the GEF objective. Through the identification and documentation of lessons learned (including lessons that might improve design and implementation of other UNDP/GEF projects) an MTR also enhances organizational and development learning.

The main stakeholders of this MTR are:

- Ministry of Forestry, Fisheries and Sustainable Development
 - Ministry of Finance
 - Ministry of Economic Development
 - Office of Prime Minister- Vice Chair
 - Ministry of Natural Resources and Agriculture
 - Ministry of Foreign Affairs
 - Ministry of Health
 - Ministry of Works and Transport
 - Ministry of Education, Youth and Sports
 - Ministry of Tourism and Culture
 - Ministry of Labour, Local Government, Rural Development and NEMO
 - Ministry of Energy, Science and Technology, and Public Utilities
 - United Nations Framework Convention on Climate Change Focal Point
 - Intergovernmental Panel on Climate Change Focal Point
 - Global Environmental Facility (GEF) Focal Point
 - Council of Science Advisers
 - Association of Protected Areas Management Organizations
 - Belize Red Cross
 - University of Belize- Environment Research Institute
 - Representative from the Private Sector
 - United Nations Development Program
 - Caribbean Agricultural Research & Development Institute
 - Caribbean Community Climate Change Center
- Programme for Belize

EVALUATION APPROACH AND METHOD

An overall approach and method¹ for conducting project mid-term reviews and terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR ([Annex C](#)). The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence- based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Belize. Interviews will be held with the following organizations and individuals at a minimum:

- CEO- Wendel Parham (Ph.D.), Ministry of Forestry, Fisheries and Sustainable Development
- CEO - Beverly Castillo, Ministry of Natural Resources and Agriculture
- Mrs. Diane Wade -Moore, United Nations Development Programme
- Mr. Dennis Gongora, National Metrological Service
- Mr. Edgar Ek, Department of the Environment
- Mrs. Ann Gordon, Ministry of Forestry, Fisheries and Sustainable Development
- Mr. Andrew Harrison, Ministry of Forestry, Fisheries and Sustainable Development
- Mrs. Emily Waight Aldana, Ministry of Economic Development
- Mr. Edilberto Romero, Programme for Belize
- Mr. Carlos Faller, Caribbean Community Climate Change Center
- Mr. Earl Green, Caribbean Community Climate Change Center
- Mr. Rafael Lima, Ministry of Natural Resources and Agriculture
- Mr. Clifford Martinez, Ministry of Natural Resources and Agriculture
- Mrs. Tanya Santos Neal, Ministry of Forestry, Fisheries and Agriculture
- Ms. Chantalle Clarke, Coastal Zone Management Authority

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in [Annex B](#) of this Terms of Reference.

EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see [Annex A](#)), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: relevance, effectiveness, efficiency, sustainability and impact. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in [Annex D](#).

Evaluation Ratings:			
1. Monitoring and Evaluation	rating	2. I&EA Execution	rating
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	

¹ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

3. Assessment of Outcomes	rating	4. Sustainability	rating
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental:	
		Overall likelihood of sustainability:	

PROJECT FINANCE / COFINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants								
Loans/Concessions								
• In-kind support								
• Other								
Total								

MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.¹

CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of conclusions, recommendations and lessons.

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Belize. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for

¹ A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROI) method developed by the GEF Evaluation Office. [ROI Handbook 2009](#)

the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

EVALUATION TIMEFRAME

The total duration of the evaluation will be 27 days according to the following plan:

Activity	Timing	Completion Date
Preparation	4 days	July 1 st to July 4 th 2013
Evaluation Mission	11 days	July 5 th to July 19 th 2013
Draft Evaluation Report	10 days	July 29 th 2013
Final Report	2 days	August 2 nd 2013

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission.	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission	To project management, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Within 2 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFFs
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO for uploading to UNDP ERC.

*When submitting the final evaluation report, the evaluator is required also to provide an "audit trail", detailing how all received comments have (and have not) been addressed in the final evaluation report.

TEAM COMPOSITION

The consultant/s shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. (If the team has more than 1 evaluator, one will be designated as the team leader and will be responsible for finalizing the report). The evaluator/s selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The Team members must present the following qualifications:

- Minimum 10- 15 years of relevant professional experience
- Knowledge of UNDP and GEF
- Previous experience with results- based monitoring and evaluation methodologies;
- Technical knowledge in the targeted focal area(s)
- The nature of the tasks to be completed can be divided into two components as listed below:
 - Management and coordination, Monitoring and Evaluation and Research
 - Climate Change Management, Governance and Policy formulation
- a sound knowledge of Climate Change

EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG Ethical Guidelines for Evaluations](#).

PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
50%	Following submission and approval of the 1 ST draft evaluation report
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final evaluation report

ANNEX 2 – LIST OF PERSONS INTERVIEWED

- a) Andrew Harrison, GHGI data collector/PEG; Ministry of Forestry, Fisheries and Sustainable Development ;
- b) Ann Gordon, Climate Change Focal Point, Ministry of Forestry, Fisheries and Sustainable Development;
- c) Carlos Fuller, Caribbean Community Climate Change Center;
- d) Chantalle Clarke, Coastal Zone Management Authority;
- e) Dennis Gonguez, National Meteorological Service;
- f) Diane Wade-Moore, United Nations Development Programme;
- g) Earl Green, Caribbean Community Climate Change Center;
- h) Edgar Ek, Department of the Environment;
- i) Edilberto Romero, Programme for Belize;
- j) Emily Waight Aldana, Ministry of Economic Development;
- k) Jeanette García, Ministry of Economic Development;
- l) Safira Vasquez, Project Manager, PIMS 4573 Project Management Unit.
- m) Valentino Blanco, Ministry of Economic Developemt;
- n) Wendel Parham (Ph.D.), Chief Executive Officer, Ministry of Forestry, Fisheries and Sustainable Development;

ANNEX 3 – LIST OF DOCUMENTS REVIEWED

- BNCCC Minutes
- GCCS project document
- Initial National Communications to the UNFCCC
- Lessons Learnt
- Minutes of Belize National Climate Change Committee
- Minutes of Project Execution Group
- Performance and financial audit 2011 (and more recent if available)
- Project Document (PIMS 4573)
- Risk Log
- Second National Communications to the UNFCCC
- Stage Reports