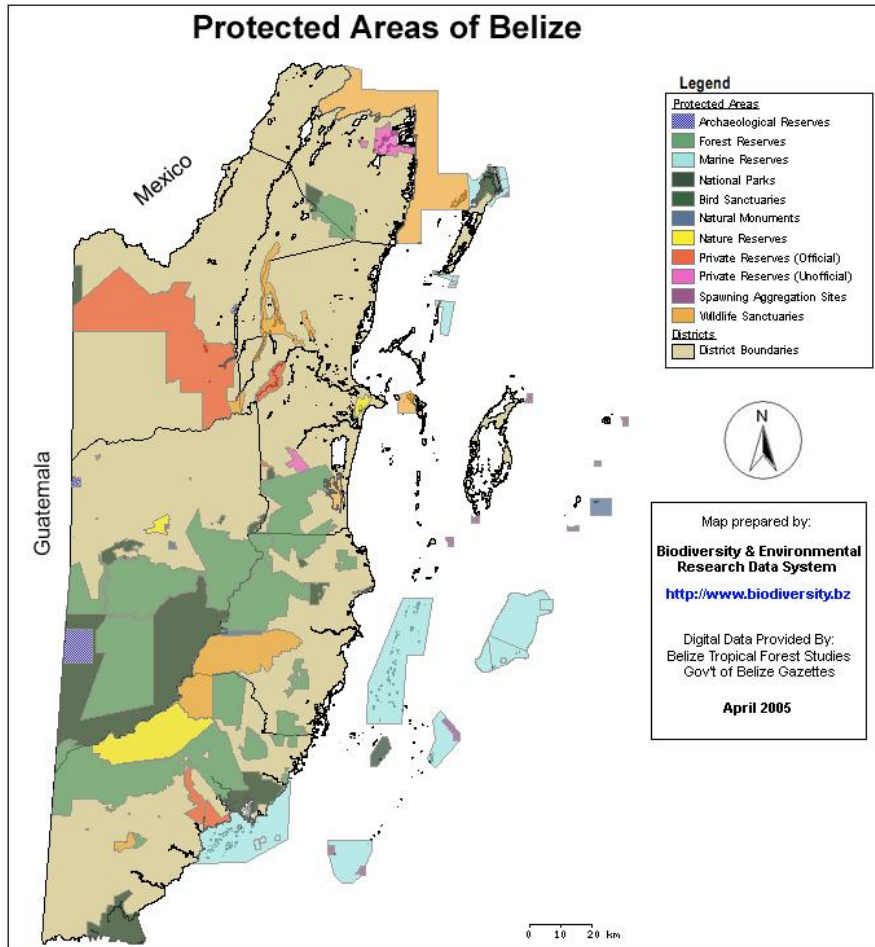


Strengthening National Capacities for the Operationalization, Consolidation, and Sustainability of Belize's Protected Areas System Project (SNC.PAS)

Inception Phase Report



Prepared by the:

Project Management Unit
December, 2010



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1. INTRODUCTION

The Inception Phase (IP) is a key period in the United National Development Programme's (UNDP) project management cycle. The IP provides an opportunity for the main project actors, stakeholders and the project team to understand and take ownership of the project's goal and objective, outcomes, outputs, risks, etc. as well as finalize preparation of the project's first annual work plan on the basis of the project's logical framework matrix/results framework.

It is also an opportunity for the stakeholders and partners to provide input on the work plan and to confirm implementation arrangements at all levels. It provides an opportunity to finalize any outstanding implementation details and present them to UNDP for clearance. The IP brings new momentum to the project after the relatively quiet period during the project approval process. In addition, it includes a review of the Project Document (ProDoc). Such review is of particular importance due to the time between initial project design and actual implementation, i.e. there is a need for adaptive management to reflect major changes in the project environment.

A major activity during the IP is an inception workshop which is generally held within three months of the project document being signed. The IW can yield the following benefits:

- Re-builds commitment and momentum, especially if a substantial time has elapsed since the project design phase.
- Establishes the project team and support structures (e.g. Steering Committee) with authority.
- Ensures that the project team and other stakeholders have a clear understanding of what the project seeks to achieve and their own roles in achieving objectives.
- Establishes procedures for oversight, and for changes in project activities, outputs, outcomes or objective.

In the case of the Strengthening National Capacities for the Operationalization, Consolidation, and Sustainability of Belize's Protected Areas System Project, the IP concluded with the IW (internal and external sessions¹) and the preparation of this report.

2. BACKGROUND

Belize has a high proportion of its land and sea resources protected under a variety of management structures. This system of protected areas (PAs) has evolved over several decades, reflecting changing conservation attitudes, as has the scope and direction of the various agencies responsible for its administration. Belize has in total 18.52% (1.05 million ha [2.61 million acres]) of its land and sea resources protected under a variety of management structures: 769,093 ha (1,900,469 acres) of terrestrial reserves, 159,030 ha (392,970 acres) of marine reserves and a further 128,535 ha (317,615 acres) protected through "officially recognized" private conservation initiatives. While 18.52% of the national territory under protection may not sound like much, the picture changes when the terrestrial and marine realms are looked at separately. In total 36.46% of all national lands are under some type of protection status. PAs within the marine realm represent 7.33% of national marine territories. In all, the PA system of Belize comprises 94 reserves of varying levels of protection and purpose.

¹ It must be noted that the Fisheries Department could not attend the internal session of the IW, thus a special session was held on 1 December, 2010.

The Government of Belize has shown its desire to sustainably manage these resources by enacting relevant laws to govern protected areas. These include: the National Parks System Act (NPSA), the Forest Act, the Fisheries Act, and the Ancient Monuments and Antiquities Act. However, at present there are various barriers that inhibit the system being sustainable; these include: a) fractured institutional, legal, and operational framework of protected areas management, b) ineffective/inefficient financial system that fails to address PA management needs, and c). weak institutional and individual management capacity. In addition, there are various threats that the system faces.

The long-term solution to the sustainability of Belize National Protected Areas System is therefore a conversion of the fractured network of PAs into a cohesive NPAS, with the appropriate legal, administrative, and institutional restructuring that would allow Belize to realize its strong commitment to biodiversity conservation. This solution addresses effectiveness in NPAS management and recognizes the need for the development of adequate capacities throughout the system and the need to embrace the contribution of all institutional actors in its management.

3. BUSINESS CASE

The Strengthening National Capacities project is being implemented using the Projects in a Controlled Environment (PRINCE2) methodology to project management. A key feature of PRINCE2 is the Business Case². This is used to establish mechanisms to judge whether the project is (and remains) desirable, viable and achievable as a means to support decision making in its (continued) investments.

For this project it is understood that Belize National Protected Areas System provides various global environmental benefits that would be lost if the management of the system is not maintained or improved. It is also recognized that the barriers listed in Section 2 inhibit the effective and efficient management of the system. The project therefore seeks to remove these barriers to ensure that the system continues to provide (or improve its contribution to) the global environmental benefits.

During the lifespan of the project it is important that the business case be maintained, verified and confirmed as necessary; this will occur at two levels, i.e. at the PMU level and at the Project Board/Project Execution Group level.

4. COMMENCEMENT

The SNC-PAS is a three-year project which officially got underway on the 1 November, 2010 with the commencement of the Project Manager's assignment with the National Protected Areas Secretariat under the auspices of the Ministry of Natural Resources and Environment.

5. TIMELINE AND MILESTONE

Below is a basic timeline of the milestones as part of SNC-PAS, including its preparatory phase:

- i. Completion of the National Protected Areas Policy and System Plan: 2005

² The business justification is the reason for the project. Without it no project should start. If business justification is valid at the start of a project, but disappears once it is under way, the project should be changed or stopped.

- ii. Preparation of the National Protected Areas Policy and System Plan Operational Framework: 2006 -2007
- iii. Project Planning: 2008 – 2010
- iv. Approval by GEF: May, 2010
- v. Signature by UNDP-Belize and GOB: September – October, 2010
- vi. Commencement of the SNC.PAS: 1 November, 2010
- vii. Inception Workshops: November 16 and 17, 2010
- viii. Follow-up meetings with the Fisheries Department and Coastal Zone Management Authority and Institute: 1 December, 2010

6. INCEPTION PHASE REVIEW

The Inception Phase included a review of the following key areas (based on the Project Document) as well as other aspects of UNDP's project management policies/procedures:

- i) The institutional arrangements
- ii) The role and responsibility of various participants for achieving the project outcomes
- iii) The project management arrangements
- iv) Monitoring and Evaluation (M&E)
- v) Co-financing
- vi) NEX Procedures
- vii) Project risks
- viii) An overall work plan for the first year of implementation
- ix) Disbursement of project funds

6.1 The Inception Workshop (IW)

The IW was held in two phases as follows - an internal session for the primary project partners was convened on the 16 November, 2010 and a larger session for national stakeholders on the 17 November, 2010.

a. The Internal Session

The internal sessions served to assist the project team (PMU and PEG/PB) to better understand and take ownership of the project's goal and objective, as well as finalize preparation of the project's first annual work plan on the basis of the project's logframe/results framework (see Annex A for a full agenda of the internal session).

b. The External Session

The objectives of the external session were to (see Annex B for a complete agenda):

- i) Ensure that all stakeholders have a clear understanding of what the project seeks to achieve (and what it does not seek to achieve).
- ii) Share with stakeholders the mechanism to be used in managing the project and how they can contribute to this.
- iii) Serve as a forum for stakeholders to provide additional inputs.

A full report from the external sessions is available at the project's office.

6.2 Major Outcomes from IP

6.2.1. The Institutional Arrangements

The ProDoc called for the project to be housed in the Fisheries Department and to be jointly executed by the two principal government departments (i.e., Implementing Partners) with responsibility for PA management, i.e. the Fisheries Department within the Ministry of Agriculture and Fisheries and the Forest Department within the Ministry of Natural Resources and Environment. According to the ProDoc the heads of these departments were to serve as Project Directors (they were also to serve as co-chairs of the National Protected Areas Commission). As Project Directors these individuals would provide general project oversight (part of the Government of Belize's co-financing) to the project and would represent the interest of the GOB during project execution.

However, prior to the inception of the project, the Government of Belize established a National Protected Areas Secretariat (NPAS) to coordinate the work under the National Protected Areas Policy and System Plan; the NPAS is lead by a Programme Director. At the same time, a National Protected Areas Technical Committee (NPATC) was established to advise the government via the NPAS on matters pertaining to the NPAPSP implementation. The NPATC is to serve for a minimum of two years or until the legislative amendments to the National Park Systems Act establishes the National Protected Areas Commission. This change in institutional arrangement now means:

- a. Whereas the project would initially have had two Project Directors, i.e. the Chief Forest Officer and the Fisheries Administrator, the new arrangement is that the NPAS Programme Director now serves as the sole Project Director.
- b. In addition, where the project was to be housed in the Fisheries Department in Belize City (Ministry of Agriculture and Fisheries), it is now housed by the National Protected Areas Secretariat in Belmopan (Ministry of Natural Resources and Environment).

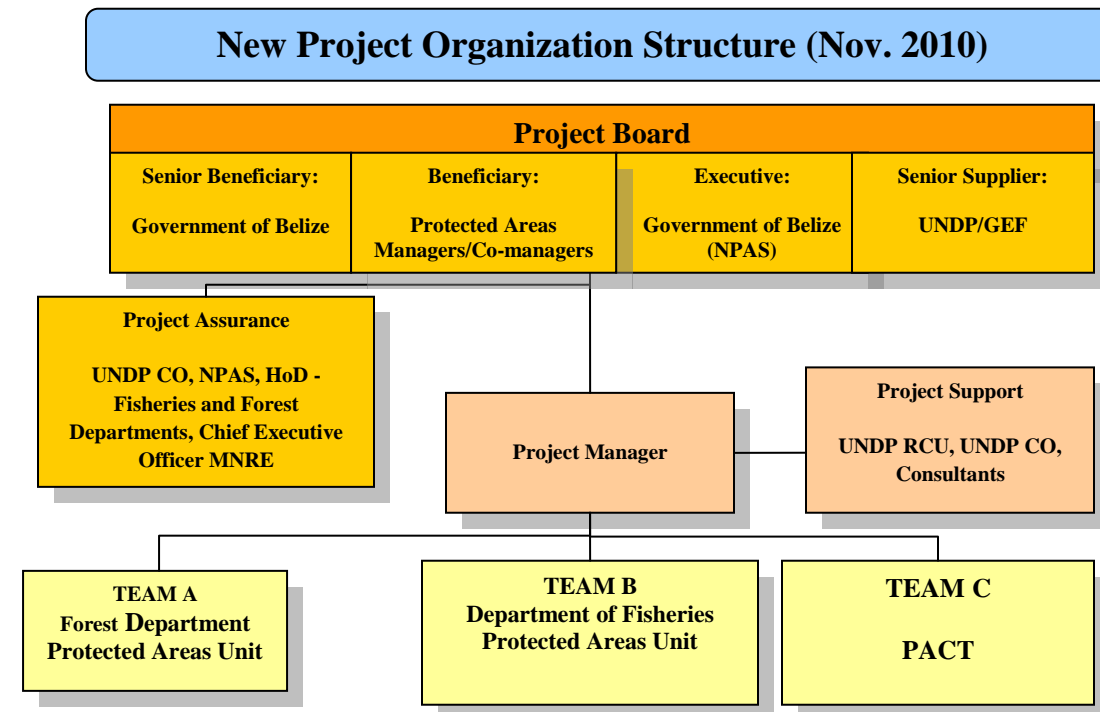
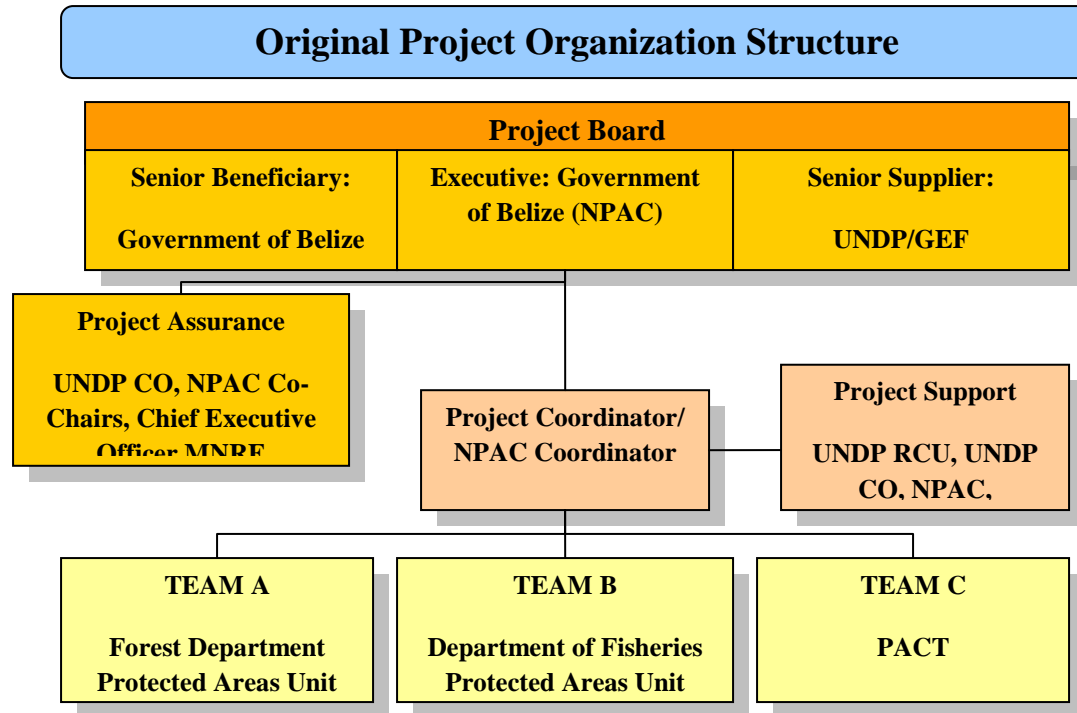
6.2.2 Roles and responsibilities of various participants for achieving the project outcomes.

As per the ProDoc the PMU would be supported by three teams: a) personnel from the Forest Department for primary support pertaining to Component 1 –Legislation, b) personnel from the Fisheries Department for Component 2 – Financial Sustainability, and c) personnel from the Protected Areas Conservation Trust for Component 3 – Capacity Building.

Inputs from the conservation NGOs (the Association of Protected Ares Management Organizations and the Belize Association of Private Protected Areas) would be via a two pronged approach: a.) as individuals owners/managers of protected areas, and b.) via both APAMO and BAPPA being part of the PB/PEG (See Annex C for the PB/PEG TOR).

6.2.3 The project management arrangements

A key change in the present arrangement versus what was planned is that initially the Coordinator of the National Protected Areas Commission was to serve as the Project Coordinator; however, with the change in structure from a commission to a secretariat with a full time Programme Director, the post of NPAC Coordinator and Project Manager (see Annex D for the Project Manager's TOR) are now separate posts.



6.2.4 Financial Management and Project Support Services

For the most part project funds will be disbursed via the direct payment modality. While the project manager will have directly responsibility of day to day management of project funds, this will be within

the tolerances³ established by the PB/PEG. The project manager will be assisted by a Project Assistant/Finance (see Annex F for the TOR).

6.2.5 Co-financing

As indicated below the total project is for a total of US\$2,054,971 of which US\$975,000 is being funded by the GEF. Co-financing is to be via the OAK Foundation, the Protected Areas Conservation Trust, the Government of Belize, and APAMO and BAPPA.

PROJECT BUDGET(USD)				
Outcome	GEF	Co-finance		Total
		GOVT	OTHER	
1.	196,250	24,250	230,000	450,500
2.	580,000	12,250	385,000	986,250
3.	102,250	0	312,471	414,721
Project Mgmt. Costs	96,500	87,000	0	203,500
Grand Total	975,000	132,500	947,471	2,054,971

6.2.6 Monitoring and Evaluation (M&E)

Monitoring can be defined as a continuing factor that aims primarily to provide management and main stakeholders of an ongoing interventions with early indication of progress, or lack of thereof, in the achievement of results. An ongoing intervention might be a project, programme or other kind of support to an objective.

Evaluation is a selective exercise that attempts to systematically and objectively assess progress towards and the achievement of an outcome. Evaluation is not a one-time event, but an exercise involving assessments of differing scope and depth carried out at several points in time in response to evolving needs for evaluative knowledge and learning during the effort to achieve an outcome. All evaluation – even project outcomes that assess relevance, performance and other criteria – need to be linked to outcomes as opposed to only implementation or immediate outputs.

All monitoring and evaluation efforts will address, as a minimum:

- a. Progress towards outcomes: This entails periodically analyzing the extent to which intended outcomes have been achieved or are being achieved.
- b. Factor contributing to or impeding achievement of the outcome: This necessitates monitoring the country context and the economic, sociological, political and other development simultaneously taking place.

³ Tolerance has been established at Five Thousand Dollars.

The overall process of monitoring and evaluation is the measurement and assessment of performance in order to more effectively management outcomes and outputs.

A. Monitoring and Evaluation Plan

The M&E plan includes this inception report, project implementation reviews, quarterly and annual review reports, and mid-term and final evaluations. The following sections outline the principle components of the M&E plan and indicative cost estimates related to M&E activities. The project's M&E plan will be presented and finalized in the Project Inception Report following a collective fine-tuning of indicators, means of verification, and the full definition of project staff M&E responsibilities.

Monitoring

Project Inception Phase

A Project Inception Workshop (IW) will be held within the first three months of project start-up with the full project team, relevant GOB counterparts, co-financing partners, the UNDP-CO and representation from the UNDP-GEF RCU, as well as UNDP-GEF headquarters (HQs) as appropriate.

Monitoring Responsibilities and Events

A detailed schedule of project review meetings will be developed by the project management in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative timeframes for Tripartite Committee Reviews, PEG/PB (or relevant advisory and/or coordination mechanisms); and (ii) project-related M&E activities.

- *Day-to-day monitoring* of implementation progress will be the responsibility of the Project Manager based on the project's AWP and its indicators.
- *Periodic monitoring* of implementation progress will be undertaken by the UNDP CO through quarterly meetings with the project implementation team, or more frequently as deemed necessary.
- *Annual monitoring* will occur through the Tripartite Committee (TPC) Reviews.
- At project mid-point the Management Effective Tracking Tool, the Financial Sustainability Scorecard and the ecosystem coverage of the national protected areas system will be completed as per the GEF templates (these will be updated at project completion).
- The *Terminal TPC Review* is held in the last month of project operations.

Project Monitoring Reporting

The Project Manager, in conjunction with the UNDP-GEF extended team, will be responsible for the preparation and submission of the following reports that form part of the monitoring process and that are mandatory.

- Project Inception Report
- Quarterly Progress Reports (End Stage Report) and Quarterly Operational Report
- Specific Thematic Reports

- Annual Project Report
- The Project Implementation Review
- Project Terminal Report
- Technical Reports
- Project Publications

Other reporting

- *Learning and Knowledge Sharing*

Evaluation

- Mid-Term Evaluation
- Final Evaluation
- Audit

Timeline and Budget

Type of M&E activity	Responsible Parties	Budget US\$*	Time frame
Inception Workshop	<ul style="list-style-type: none"> • Project Manager • UNDP CO • UNDP GEF 	5,500 (GEF)	Within first two months of project start-up
Inception Report	<ul style="list-style-type: none"> • Project Team • UNDP CO 	None	Immediately following IW
Measurement of Means of Verification of project results	<ul style="list-style-type: none"> • UNDP GEF Regional Technical Advisor/Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members 	None	Start, mid-point, and end of project
Measurement of Means of Verification for Project Progress and Performance (measured on an annual basis)	<ul style="list-style-type: none"> • Oversight by Project Manager • Project Team 	No separate M&E cost: to be absorbed within salary and travel costs of project staff	Annually prior to ARR/PIR and to the definition of annual work plans
ARR and PIR	<ul style="list-style-type: none"> • Project Manager and Team • UNDP-CO • UNDP-GEF 	None	Annually
Tripartite Committee Reviews and Reports	<ul style="list-style-type: none"> • GOB counterparts • UNDP CO • UNDP GEF RCU 	None	Annually, upon receipt of APR
Project Execution Group Meetings (Project Board Meetings)	<ul style="list-style-type: none"> • Project Manager • UNCP-CO • GOB representatives 	3,000 (GEF) 3,000 (CoF) (average 2,000 per year)	Four times per year
Quarterly progress reports	<ul style="list-style-type: none"> • Project Manager and Team 	None	Quarterly
Technical reports	<ul style="list-style-type: none"> • Project Manager and Team • Hired consultants as needed 	4,000 (CoF)	To be determined by Project Team and UNDP-CO
Mid-term Evaluation	<ul style="list-style-type: none"> • Project Manager and Team • UNDP- CO • UNDP-GEF RCU • External Consultants (i.e., evaluation team) 	10,500 (GEF) 10,000 (CoF)	At the mid-point of project implementation
Final Evaluation	<ul style="list-style-type: none"> • Project Manager and Team • UNDP- CO • UNDP-GEF RCU • External Consultants (i.e. evaluation team) 	25,000 (GEF) 10,000 (CoF)	At least three months before the end of project implementation
Terminal Report	<ul style="list-style-type: none"> • Project Team • UNDP-CO 	4,000 (CoF)	At least three months before the end of the project
Lessons learned	<ul style="list-style-type: none"> • Project Manager and Team 	4,500 (GEF) (average	Yearly

Type of M&E activity	Responsible Parties	Budget US\$*	Time frame
	<ul style="list-style-type: none"> UNDP-GEF RCU (suggested formats for documenting best practices, etc) 	1,500 per year)	
Audit	<ul style="list-style-type: none"> UNDP-CO Project Manager and Team 	9,000 (GEF) (average 3,000 per year)	Yearly
Visits to field sites	<ul style="list-style-type: none"> UNDP-CO UNDP-GEF RCU (as appropriate) GOB representatives 	No separate M&E cost: paid from IA fees and operational budget	Yearly
TOTAL INDICATIVE COST (*Excluding project team staff time and UNDP staff and travel expenses)		GEF	57,500
		CoF	31,000
		Total	88,500

B. Project Highlights

Project Objective

The objective of the project is that by July 2013, Belize will have effectively developed legal, financial and institutional capacities to ensure sustainability of the existing national protected area system

Indicators as per project document:

- Existence of a reformed NPAS
- Increase in financial capacity of NPAS in Belize as measured through the Total Average Score for all PA in the UNDP Financial Scorecard.
- Change in the financial gap to cover PA basic management costs and investments.
- Change in coverage of key terrestrial, coastal, and marine ecosystems within NPAS.

Outcomes

Indicators at the Outcome level are:

Outcome 1: The NPAS is supported by legal and institutional reforms furthering efforts in attaining sustainability of the system.

- Change in the institutional framework for the NPAS.
- Number of legal instruments (new and amended) which directly support the financial sustainability of the NPAS
- Number of officials from the GOB and other key stakeholders supporting the national coordination body for NPAS management

Outcome 2: Modernizing PA Financing for Sustainability.

- Existence of a national budget for the PA system.
- Increase in annual government budgeting for PAs.
- Increase in income generated by non-governmental sources for eight (8) participating parks
- Increase in tourism-based fees collected in PAs and accounted for by the GOB.
- Numbers of long-term/biodiversity-friendly investment plans established with key productive sectors (i.e., tourism, fisheries, forestry, electricity generation, and mineral extraction and oil).
- Number of cooperation agreements with public and private sectors to underwrite PA management costs.

Outcome 3: National PA system is supported by enhanced management capacity.

- Increase in PA management effectiveness as measured by METT scores for 28 PAs (3 Forest Reserves, 7 Marine Reserves, 4 National Monuments, 5 National Parks, 2 Natural Reserves, 4 PPAs, and 3 Sanctuaries) (METT scores for all 28 PAs are presented in Annex 8.6).
- Number of PA administrative staff (government and non-government) trained in PA management and monitoring techniques.
- Number of PA management organizations with tools for effective management in place.

C. The Project Logframe/Results Framework

No changes were made to the project logframe during the IP.

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
Project Objective: By July 2013, Belize will have effectively developed legal, financial, and institutional capacities to ensure sustainability of the existing National Protected Areas System (NPAS).	Existence of a reformed NPAS.	– Fragmented NPAS into three different Ministries.	– Institutionally articulated NPAS under the management of a statutory national coordination body.	– Official gazette/national law registry	– Cabinet approves the National Protected Areas System Act (NPASA) and authorizes the establishment of NPAS.
	Increase in financial capacity of NPAS in Belize as measured through the Total Average Score for all PAs in the UNDP Financial Scorecard.	– Legal and regulatory framework: 36.7% – Business planning: 18.0% – Tools for revenue generation: 21.1% – Total: 26.4%	– Legal and regulatory framework: 75% – Business planning: 40% – Tools for revenue generation: 48% – Total: 56.8%	– Financial sustainability score sheets	– The range of investment instruments and revenue mechanisms proposed by the project is supported by the GOB and co-funders.
	Change in the financial gap to cover basic PA management costs and investments.	– \$5,997,247 USD/yr	– ≤ \$4,743,897 USD/yr	– Financial sustainability score sheets – Budget appropriations	
	Change in coverage of key terrestrial, coastal, and marine ecosystems within NPAS.	– Lowland broad-leaved forests: 546,904 ha – Sub-mountain broad-leaved forests: 195,844 ha – Mangroves: 17,075 ha	– Lowland broad-leaved forests: 546,904 ha – Sub-mountain broad-leaved forests: 195,844 ha – Mangroves: 17,075 ha	– GIS and overlay maps – Aerial photography/satellite imagery	– Trends in deforestation rate remain unchanged or improve. – Environmental changes (including climate change) within their natural variability.
Outcome 1: The NPAS is supported by legal and institutional reforms furthering efforts in attaining sustainability of the system.	Change in the institutional framework for the NPAS.	– The Forest Department (forest reserves and PAs) and the Fisheries Department (marine reserves) under the coordination of a temporary National Protected Areas Commission (NPAC)	– Single statutory agencies within the Forest and Fisheries Departments (i.e., “Forest and Wildlife Authority” and “Wildlife Authority/Fisheries and Marine Resources Authority,” respectively) with a permanent/participatory Protected Areas Coordinating Mechanism (PCM)	– Government gazette	– There is a high level of political will to organize and administer Belize’s PAs as an articulated system. – PA stakeholders (i.e., CBOs and NGOs) have the capacity to engage in external services.
	Number of legal instruments (new and amended) which directly support the	– Two (2): PACT (tourism) and Forest Regulations (concessions and royalties)	– Tourism (fees and concessions) = 2 – Petroleum & Mineral Extraction (concessions and royalties) = 1	– Gazetted Statutory Instruments and Acts – Memoranda of Agreement and	

	financial sustainability of the NPAS.		– Water use (fees) = 1	contracts	
	Number of officials from the GOB and other key stakeholders supporting the national coordination body for NPAS management.	– 15 members (government members: 6, quasi-governmental members: 4; non-government members: 5)	– 45 members (government members: 26, quasi-governmental members: 9; non-government members: 10)	– Terms of Reference and contracts – Employee guidelines and policy manuals – National coordination body (or PCM) organization chart	
Outputs:					
1.1. National Protected Areas System Act (NPASA).					
1.2. Reformed Forest Act, National Parks System Act, Finance Act, and Fisheries Act in support of NPAS.					
1.3. Legal instruments/frameworks addressing royalty payments, concessions, cost-sharing arrangements with long-term productive sectors (e.g., tourism, oil, gas, and mineral extraction) and environmental safeguards within NPAS.					
1.4. Fees and charges standardization policy.					
1.5. NPAS management organization including structure and operational guidelines.					
Outcome 2: Modernize and diversify financing for the sustainability of the NPAS.	Existence of a national budget for the PA system.	– No budget specific for the existing NPAS	– National budgetary allocation for NPAS	– NPAS financial plans and corresponding budget allocations – Financial sustainability score sheets	– Effective coordination among various institutions allows for joint programming/budgeting
	Increase in annual government budgeting for PAs.	– \$2,318,171 USD/yr	– \$2,897,714 USD/yr	– Budget appropriations – Annual financial and expense reports – Financial Sustainability Scorecard update	g. – National and international macroeconomic conditions stabilize and return to pre-global economic crisis levels (2008). – Willingness within the GOB to increase funding for PAs. – Complementing ongoing activities funded from external programmes proceed without impediment.
	Increase in income generated by non-governmental sources for eight (8) participating parks.	– To be established within first 6 months of project implementation	– A 25% increase over the baseline	– Official letters of financial commitments – Annual financial and expense reports – Audit reports	– Openness by partners in revenue reporting. – Willingness of the civil sector to continue support of individual PAs.
	Increase in tourism-based fees collected in PAs and accounted for by the GOB.	– \$1,925,160.00 USD/yr	– \$2,598,966 USD/yr	– Accounting reports – Audit reports	– Private sector and co-managers are active participants of NPAS revenue collection accountability system.
	Number of long-term/biodiversity-friendly investment plans established with key productive sectors (e.g., tourism, fisheries, forestry, electricity generation, and mineral extraction and oil).	– Zero (0)	– At least four (4) representing diversified sectors	– Approved investment plans – Outlines of impact mitigation plans	– Willingness of private and public sectors to support individual PAs and NPAS.

	Number of cooperation agreements with public and private sectors to underwrite PA management costs.	– One (1): University of South Florida and Belize Audubon Society for scientific research	– Up to 10 medium- to long-term cooperation agreements	– Signed agreements – Project technical and highlight reports	
Outputs:					
<p>2.1. Selected instruments (e.g., legislated NPASA-related regulations for increased government budget appropriations; amended co-management agreements for accountability, enabling regulations for tourism concession and royalty assignment to PAs, regulation for fee definition, etc.) enable PA investments.</p> <p>2.2. Selected mechanisms (e.g., business plans, PA marketing strategies; PA cross-subsidization; small-scale PA infrastructure and businesses; reinvestment system for concessions, royalty, and fees in PAs) increase PA revenues.</p> <p>2.3. Socialization program to build awareness and acceptance of the PA Financial Sustainability Strategy.</p> <p>2.4. Revenue accountability system improves the efficiency of tourism fee collection and administration.</p> <p>2.5. Long-term investment plans with key productive sectors (e.g., tourism, fisheries, forestry, electricity generation, and mineral extraction and oil) embrace the concept of biodiversity offsets to ensure that there is no net loss of biodiversity occurring in the PA system.</p> <p>2.6. Cooperation agreements with public and private sectors (including international partnerships) for scientific research, environmental education, ecotourism management, and monitoring as a means of underwriting management costs of at least 10 PAs.</p>					
Outcome 3: NPAS is supported by enhanced management capacity.	Increase in PA management effectiveness as measured by METT scores for 28 PAs (3 Forest Reserves, 7 Marine Reserves, 4 National Monuments, 5 National Parks, 2 Natural Reserves, 4 PPAs, and 3 Sanctuaries) (METT scores for all 28 PAs are presented in Annex 8.5 of the Project Document).	<ul style="list-style-type: none"> – High: 11 PA – Medium: 14 PA – Low: 3 PA <p>Based on the following definitions: High (75>), Medium (55-74), Low (<55).</p>	<ul style="list-style-type: none"> – High: 18 PA – Medium: 10 PA – Low: 0 PA <p>Based on the following definitions: High (75>), Medium (55-74), Low (<55).</p>	<ul style="list-style-type: none"> – METT score sheets – Project monitoring and evaluation reports 	<ul style="list-style-type: none"> – Continued interest from the GOB and civil sector to engage in co-management of PAs. – PACT and its programs continue to support capacity building in PAs.
	Number of PA administrative staff (government and non-government) trained in PA management and monitoring techniques.	Annual Average (National training sessions): <ul style="list-style-type: none"> – Enforcement training: 1 event, 25 persons/event – Biodiversity Monitoring: 2 events, 15 persons/event – Data Management/Analysis : 1 event, 8 persons/event 	– Up to 90 additional trained PA staff	<ul style="list-style-type: none"> – Training memoirs – Databases containing records of individuals trained 	
	Number of PA management organizations with tools for effective management in place.	– To be established within first 6 months of project implementation	– 50% of participating PA management organizations are using management tools in their planning (<i>tentative</i>)	<ul style="list-style-type: none"> – In-house plans developed (management plans, business plans, etc.) – Management and monitoring reports 	

Outputs:

- 3.1. A national training program to sustain long-term capacity building for PAs.
- 3.2. Staff from 20 co-managed PAs trained in management and business plan development, administration, and financial planning.
- 3.3. Institutionalized management effectiveness assessment.

D. Meeting and Reporting Schedule

Meeting	Date			
	2010	2011	2012	2013
Inception Meeting	Nov. 16&17	-	-	-
Inception Report	Nov. 26	-	-	-
Highlight Reports	End of each month or as necessary	End of each month or as necessary	End of each month or as necessary	End of each month or as necessary
End of Stage Reports, including Risk Log and Lessons Learned Log	Dec. 31	Mar 30, Jun 30, Aug 31, Dec 31	Mar 30, Jun 30, Aug 31, Dec 31	Mar 30, Jun 30, Aug 31, Dec 31
Quarterly Operational report	Dec. 31	Mar 30, Jun 30, Aug 31, Dec 31	Mar 30, Jun 30, Aug 31, Dec 31	Mar 30, Jun 30, Aug 31
PEG Meeting (tentative dates)	Nov. 16	Jan 12, Apr 13, Jul 13, Oct 12	Jan 11, Apr 11, Jul 11, Oct 11	Jan 10, Apr 10, Jul 10, Oct 10
Annual Project Report	Dec 31	Dec 31	Dec 31	Dec 31
Tripartite Committee Reviews	-	Feb 27	Feb 22	Feb 20
Project Implementation Review (For GEF)	-	Jul 15	Jul 15	Jul 15
Midterm Project Evaluation	-	Oct - Dec	-	-
End of Project Evaluation	-	-	-	Sept - Oct
Project Terminal Report	-	-	-	Sep 30
Terminal TPC Review	-	-	-	Oct

Note: Specific Thematic Reports and Technical Reports will be prepared as necessary.

6.2.7 Project Risks

Five main risks were identified during project preparation; these were revisited and validated during the inception phase. In addition, after a careful analysis of the IP a sixth risk has been added.

Risk	Severity	Risk Mitigation Measures
1. Reduction in Government and PA stakeholders' commitment to NPAPSP implementation.	Low	The project will be developed and implemented in the spirit of stakeholder involvement as was successfully employed in the development of the NPAPSP. This approach allowed for high level of stakeholder buy-in to the process.
2. Recent global economic turmoil negatively impacts tourism revenue generation potential as tourism-related travel decreases.	Medium	Belize tourism is strongly linked to the American market and it is being forecast that both cruise and overnight visitation will decrease as a result of global economic downturns. The project, while promoting tourism-related revenues as a means of financing the sustainability for the PA, does not limit its interventions to this sector. The project proposes the diversification of revenue

		generation sources as a means of decreasing the system's vulnerability to disruptions in any one sector.
3. Inability to maintain adequate co-financing of actions.	Low	The bulk of the project co-financing needs will be met through the support of complementary activities by the PACT, which funds some \$750,000 USD in small, medium, and large grants annually. These grants are disbursed in line with PACT's strategic plan, which has as its core the objectives prescribed within the NPAPSP. It is believed that PACT finances can adequately co-finance project activities.
4. Compromising the integrity of NPAS through de-reservations.	Medium	To ensure minimization of national back-sliding in the development of its PA system, all PA reservations and de-reservations will be guided by the direction/criteria provided under the NPAPSP and the coordination of NPAC.
5. Climate Change	Low	Ecosystems represented in the NPAS are expected to be impacted by climate change. The NPAS enlargement will take into consideration the impact of climate change on life zones as outlined in the habitat gap analysis. Furthermore the Biodiversity Clearinghouse will provide data on species range shifts that may occur due to climate change.
6. Change in institutional arrangement results the PEG not achieving and/or maintaining optimum collaboration for Project Execution	High	Will require continuous dialogue amongst members of the PEG to adjust and adapt to the new realities.

6.2.8 Main Issues

a. Legislation

A main concern expressed by stakeholders pertained to the legislative component, specifically to:

- The fact that much work has been done by both APAMO and BAPPA on legislation and the project should build on these, and
- As planned under the project, legislation is to be developed via a 'piece-meal approach' which would make the whole process inefficient and ineffective.

A commitment was made by the project that every effort would be made to build on and incorporate all work done by APAMO and BAPPA so as to avoid duplication. Moreover, every effort will be made to combine project activities pertaining to legislation so that the project can get full commitment from consultants. The project will draw on the lessons learned under the Golden Stream Watershed Project.

b. Project Mobilization

Another issue brought to the fore was the fact that although the project is expected to engage national stakeholders, adequate plans are not in place for mobilization.

It was agreed that this situation would be addressed by reallocating funds to procure a vehicle for the project and try to make some arrangements whereby the MNRE can contribute to meeting fuel cost (some PEG members cautioned against the latter due to the present financial position of the GoB).

c. Change in the coverage of key terrestrial, costal and marine ecosystem within the NPAS

Based on the ProDoc the level of coverage of key terrestrial, costal and marine ecosystem within the NPAS will be maintained. This means that the Government of Belize (GOB) has committed to the fact that while there may be some changes in the shape and categorization of protected areas, there will be no change in the overall area under protection during the course of the project.

d. Trans-boundary Impact on the NPAS.

One of the major threats to the NPAS is the issue of illegal incursion by elements from neighboring Guatemala. It was agreed that the National Protected Areas Secretariat needs to look at trans-boundary issues seriously. One consideration should be that the NPAS invite a representative from the Ministry of Foreign Affairs to be a part of the Project Execution Group (PEG) so as to create buy-in and have them involved. This project can be utilized to start dialoging with people involved in trans-boundary issues.

e. Scope of the project with regards to policy development for corridors and areas of significance

This issue raised was that the project needs to look at the NPAS from a holistic point of view. The objective is to change from a network of protected areas to a national system which gives adequate attention to corridors, etc. In this regard, the project can draw from similar work being done by UNDP in the region, e.g. Honduras.

f. Stakeholder Engagement

The PEG will only be meeting on a quarterly basis; however, some additional arrangements ought to be put in place to keep national stakeholders updated. A key recommendation was for the project team to meet with national stakeholders at least three (3) times per year.

g. Project Ownership

UNDP-Belize played a leading role in project preparation for two reasons: a) it had/has the capacity to lead project development, and b) during project preparation the National Protected Areas Commission was rather inactive. However, because of its commitment to the National Protected Areas Policy and System Plan, in mid-2010 the Government of Belize decided to establish the National Protected Areas Secretariat to champion implementation of the NPASP. This 'championing' or 'taking ownership' has, in the opinion of some individuals, resulted in some uneasiness by some actors of the project.

7. SYNOPSIS OF WORK-PLAN FOR YEAR 2011

Outcome 1: The NPAS is supported by legal and institutional reforms furthering efforts in attaining sustainability of the system. (\$78,000)

Targets:

- The National Protected Areas System has been redesigned for ecosystem representation and interconnectivity based on the rationalization exercise.
- Draft NPASA has been produced.
- Consulting team to work on legal instruments has been identified and contracted.
- Terms of Reference for consultant to operationalize the NPAC has been prepared and advertised.

Key Activities:

- Protected Areas System rationalization exercise
- Drafting of National Protected Areas System Act (Legislation)
- National verification/ validation and approval process
- Exercise to examine and design fee structure
- Articulation of national fee policy

Outcome 2: Modernize, and diversify financing for the Sustainability of the National Protected Area System. (\$112,000)

Targets:

- Eight participating parks have been identified and comprehensive assessments undertaken - environmental/ ecological and socioeconomic assessment (e.g. carrying capacity, limits of acceptable change).
- Consultant to work with lines ministries in modifying legal instruments/regulations for investment in protected areas by the Government and the private sector has been contracted
- Revised fee structure and mechanisms to provide incentives to pay gate and service fees in advance have been developed.
- National fee policy for protected areas has been articulated.
- Initial dialogue with productive sectors has been initiated; at least one meeting with each sector has been convened.
- Initial discussions between PMU and entities to be involved in cooperation agreements with public and private sectors for scientific research, environment education, and ecotourism management, and monitoring as a means of underwriting management costs have been held.

Key Activities:

- Define criteria selection of PAs where Selected instruments (e.g., increased government budget appropriations, tourism concessions, tourism gate fees, etc.) to increase PA revenue will be implemented (e.g. capacity of organizations, human resources available, infrastructure, potential for income generations).
- Undertake environmental/ ecological and socioeconomic assessment (e.g. carrying capacity, limits of acceptable change) and final selection of the PAs where instruments/mechanisms can be used.
- Undertake an assessment of efficiencies/inefficiencies in the collection, administration, and reinvestment fee structure.
- Identify incentives to pay gate and service fees in advance
- Develop a system of agent fee collectors
- Define criteria for selection of agencies/institutions to be involved in discussions on cooperation agreements as a means of underwriting management costs of PAs.

Outcome 3: Outcome 3: NPAS is supported by enhanced management capacity. (\$52,000)

Targets:

- Management effectiveness remains same as at project inception.
- A needs assessment of the national protected areas capacity has been undertaken.
- Training modules based on the national protected areas capacity assessment have been developed.
- At least one training session for 25 participants has been undertaken.
- PA managers appreciation of the Management Effectiveness tools have increased/including mgmt effectiveness in work plans
- Training on METT has been initiated.

Key Activities:

- Undertake a national PA capacity needs assessment.
- Design Multi -year training program for PA managers
- Develop training modules
- Undertake first training session based on modules developed.
- Undertake various meetings with protected areas managers to introduce management effectiveness tracking tool (METT) and its importance to effective PAs management.
- Conduct training for the application of the METT.
- Undertake an assessment of management effectiveness of selected PAs.

Outcome 4: Project benefits from effective management and monitoring and evaluation. (\$17,000)

Targets:

- a. The Project Execution Group has been officially established and is operational.
- b. Project Management Unit has been fully established and is functional.
- c. At least three stakeholder validation sessions have been held
- d. Annual Operational Plan for 2012 has been prepared and approved by the Project Board.
- e. Baseline information for the project has been collected and project results framework has been updated.
- f. Business case is maintained, verified and confirmed quarterly and annually.

Key Activities:

- Convene quarterly PB/PEG meetings
- Maintain Project Manager and Project Administrator/Finance Assistant
- Convene national stakeholder validation sessions on a trimester basis.
- Gather baseline information and update project results framework.
- Monitor project on a daily and quarterly basis.

8. CONCLUSION AND WAY FORWARD

The Inception Phase provided an opportunity to build consensus amongst all project actors and stakeholders. One of the key issues going forward will be to ensure the National Protected Policy and System Plan serve as the guide for the advancement of the protected areas system. Project success will also hinge on adequate co-financing over the project's duration.

As established during the Inception Workshop, the success of the project hinges largely on all stakeholders having an activities part in project execution rather than seeing the project as belonging solely to the National Protected Areas Secretariat. This also means that the onus lies on the Project Management Unit to keep stakeholders updated and engaged.

Finally, while the project has the potential and was designed to greatly improve the National Protected Areas System, achieving this will also depend on the PB/PEG actively guiding the project.

9. ANNEXES

Annex A: Inception Workshop (Internal Session) Agenda **Tuesday, November 16th, 2010** **(UNDP Conference Room, Belmopan)**

Objective:

The objective of the Inception Workshop (internal) is to assist the Project Team (PMU and PEG/PB) to understand and take ownership of the project's goals and objective, as well as finalize preparation of the project's first annual work plan on the basis of the project's Logframe/Results Framework.

10:00 a.m.	Welcome
10:05 a.m.	Opening Remarks (Wilber Sabido, CFO)
10:15 a.m.	GEF: Roles and Responsibilities (Santiago Carrizosa, UNDP/GEF)
11:00 a.m.	Project Overview (Ansel Dubon, Project Manager)
11:30 a.m.	Adaptive Management: M&E and Risk Management (Santiago Carrizosa, UNDP/GEF)
12:15 p.m.	Discussions
12:30 p.m.	Lunch
1:30 p.m.	Financial Management and Project Support Services (D. Wade)
2:00 p.m.	Logframe (General Presentation) (Ansel Dubon, Project Manager)
2:15 p.m.	Discussion of AOP
3:00 p.m.	End

Annex B: Inception Workshop (External Session) Agenda

Wednesday, November 17, 2010 - Belmopan Hotel

Objectives:

- a. Ensure that all stakeholders have a clear understanding of what the project seeks to achieve (and what it does not seek to achieve).
- b. Share with stakeholders the mechanism to be used in managing the project and how they can contribute to this.
- c. Serve as a forum for stakeholders to provide additional inputs.

9:00 a.m.	Opening (National Anthem and Prayer)
9:05 a.m.	Welcome Remarks (Wilber Sabido – Chief Forest Officer)
9:15 a.m.	GEF: Roles and Responsibilities (Santiago Carrizosa - UNDP/GEF)
10:00 a.m.	Project Overview/Logframe (Ansel Dubon - Project Manager)
10:45 a.m.	BREAK
11:00 a.m.	Adaptive Management: M&E and Risk Management (Santiago Carrizosa, UNDP/GEF)
11:30 a.m.	General Discussion
12:00 p.m.	LUNCH
1:00 p.m.	Presentation of Draft 2011 AWP (Ansel Dubon - Project Manager)
1:45 p.m.	Discussion of AWP
2:30 p.m.	Closing Remarks

Annex C: Terms of Reference for the Project Board/Project Execution Group

Background

As indicated in Section 5: Management Arrangement of the Project Document, a Project Execution Group/Project Board will be established and have overall responsibility for making management decisions for the project by consensus when guidance is required by the Project Coordinator/Manager. In carrying out its responsibilities, the PEG/PB decisions should be made in accordance with standards that ensure management to bring about development results, best value for the money, fairness, integrity, transparency, and effective international competition.

Specific Responsibilities of the PEG/PB

- Make recommendations for UNDP/Implementing Partner approval of project plans and revisions.
- Review and approve annual work plans, project quarterly plans⁴ and authorize any major departure from these agreed-upon quarterly plans. The PEG/PB is the authority that signs off on the completion of each quarterly plan and authorizes the start of the next quarterly plan.
- Ensures that required resources are committed and arbitrates any conflicts within the project or negotiates a solution to any problems between the project and external entities.

In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its project assurance responsibilities. The PEG/PB is consulted by the Project Manager to make decisions when his/her tolerances (normally in terms of time and budget) have been exceeded (flexibility).

In addition each PEG member will have the following year-round responsibilities with respect to the project:

- To participate in monitoring and evaluating the project's progress.
- To champion the progress of project activities within the PEG member's institution / government department, etc.
- To provide strategic direction on the work plan;
- To disseminate lessons learned and encourage replication of best practices among the PEG member's institution/government department and relevant constituents.

Composition and Structure

Based on the Project Document the PEG/PB is composed of:

- The Ministry of Natural Resources and Environment (CEO/CFO/PC)
- The Ministry of Agriculture and Fisheries (CEO/FA)
- Association of Protected Areas Management Organizations (Executive Director)
- Belize Association of Private Protected Areas (Board Member)
- Protected Areas Conservation Trust (Executive Director)
- United Nations Development Programme (EPA)
- Global Environmental Facility/Operation Focal Point
- Ministry of Economic Development (Representative)

⁴ Based on the Projects in Controlled Environment the smaller periods (quarters, trimesters, etc.) are also referred to as stages.

- Institute of Archaeology (Representative)
- Coastal Zone Management Authority and Institute (Representative)

Decisions at Meetings

- Quorum is 50% of members + 1
- PEG meetings with a quorum will minute any decisions as “final decision” whereas non-quorum meetings will minute decisions as unofficial advice”. In order not to affect project implementation schedule, the Project Manager will via email, round-robin urgent matters for final decision. At the next quorate PEG meeting all “unofficial advice” will be tabled for final decision.
- Decision making is by consensus, but where consensus cannot be reached, the final decision shall rest with the UNDP EPA.
- If a PEG member fails to attend three (3) consecutive meeting a formal letter of concern will be sent to the organization requesting that the status of their continued participation be revisited.
- The PEG meets in accordance with the approved PEG meeting schedule.

Annex D: Final Terms of Reference for Project Manager

Duty Station: NPAPSP Secretariat- Ministry of Natural Resources and the Environment

Duration: 3 years

Background:

Despite its small size, Belize is known for its record high levels of terrestrial and aquatic biodiversity. Belize has a fractured network of 94 terrestrial and marine protected areas (PAs), covering 1.22 million hectares (ha), that helps to protect its biological resources. Currently, Belize's biodiversity is exposed to various direct threats both within and outside of the PAs. The long-term solution to the many threats to biodiversity in Belize is the conversion of the fractured network of PAs into a cohesive National Protected Areas System (NPAS), with the appropriate legal, administrative, and institutional restructuring that will allow Belize to realize its strong commitment to biodiversity conservation.

The Ministry of Natural Resources and the Environment has established a Secretariat to coordinate implementation of all projects supporting the implementation of the approved National Protected Areas Policy and Systems Plan. The project titled, "***Strengthening National Capacities for the Operationalization, Consolidation, and Sustainability of Belize's Protected Areas System***", is one such initiative and proposes to effectively develop legal, financial, and institutional capacities to ensure sustainability of the existing NPAS. The NPAPSP Secretariat is spearheaded by a Program Director housed within the Ministry of Natural Resources and the Environment. The Project is jointly executed by the Ministry of Natural Resources and Environment and the Ministry of Agriculture and Fisheries.

The Project Manager (PM) will be a full time employee of the project and will operate under the general supervision of the Project Execution Group/Project Board (PEG/PB)⁵ and the technical supervision of the NPAPSP Secretariat's Programme Director.

The PM will be responsible for:

- a) The successful implementation of all the project's activities;
- b) Facilitating the adaptive management process within the Project Management Unit (PMU) and the work of the Project Execution Group (PEG)
- c) Serving as an ex-officio member of the PEG/PB;
- d) Reporting on PMU's work for the annual Project Implementation Review (PIR);
- e) Contributing to the production of technical deliveries and lessons-learned-documents;

Specific Responsibilities:

1. Organize and conduct the inception workshop in the first three months of the project effectiveness;
2. Develop Annual Work Plans, Monitoring and Evaluation plans in close consultation with MNRE-NPAPSP Secretariat/ MAF/ UNDP to ensure that specified tasks are undertaken in an organized and planned manner;

⁵ The PEG is composed of representatives of the Ministry of Economic Development (MED), the Ministry of Natural Resources and the Environment (MNRE), the Ministry of Agriculture and Fisheries (MAF), the Protected Areas Conservation Trust (PACT), the Association of Protected Areas Management Organization (APAMO), the Belize Association of Private Protected Areas (BAPPA), The Coastal Zone Management Authority (CZMA), the country's GEF Operational Focal Point.

3. Work to develop stage plans and design effective work packages to facilitate the effective execution of project deliverables;
4. Build effective working relationships with members of the PEG/PB, and the NPAPSP Secretariat and other protected areas stakeholders to ensure that project activities proceed on schedule within each partner Ministry and non-governmental organization;
5. Maintain close contacts with national protected areas partners including the NPAPSP Secretariat and the NPAC to ensure communication, coordination and consistency with the National Framework of Support Projects, avoiding national duplication of efforts.
6. Oversee implementation and timely achievement of all project deliverables (Utilize the expertise of the NPAPSP Secretariat and PEG/PB members to support this work as well);
7. Oversee day-to-day project implementation and management of project activities and effectively delegate responsibility for specific activities;
8. Organize, oversee and support contractors and consultants input (prepare ToR in collaboration with NPAPSP Secretariat, MNRE/MAF and UNDP colleagues and ascertain the quality of the project's outputs).
9. Prepare and submit quarterly reports to the NPAPSP Secretariat Program Director and then the PEG/PB (End of Stage reports, updating issue/ risk logs, highlight reports, exception reports) of relevant project progress and issues to the PEG/PB, informing UNDP's reporting process to the Global Environment Facility;
10. Prepare and submit quarterly financial budgets and reports to the PEG/PB for approval before submission to the UNDP;
11. Conduct and support the annual Tripartite Review (TPR)* meeting, which is the highest policy-level meeting of the parties directly involved in the implementation of a project.
12. Participate in all necessary project evaluations and review missions;

Qualifications / Requirements:

- Minimum of a Bachelor Degree in fields related to natural resource management, natural resources economics, environmental science (experience in business administration is an asset);
- At least five years of practical experience as a project manager (knowledge of Prince2 approach to project management desirable);
- Experience in budgeting/ payments or general project finance or accounting
- Working experiences with international organizations and familiarity with the goals and procedures of UNDP and the GEF
- Working knowledge of the National Protected Areas Policy and Systems Plan document;
- Excellent inter-personal communication skills;
- Proven ability to manage human resources within a project context and to follow the rules of consultative and adaptive management;
- Fluency in written and spoken English is indispensable; good Spanish skills in speaking and writing are highly desirable;
- Ability and willingness to undertake extensive local travel;
- Sound computer skills in word processing, spread sheets and internet applications

Annex F: Terms of Reference for Project Administrator/Finance Assistant

A. Background

The Government of Belize has received funding from the Global Environment Facility via the United Nations Development Programme to finance the project entitled “*Strengthening National Capacities for the Operationalization, Consolidation, and Sustainability of Belize’s Protected Areas System*”. The project is being implemented by the National Protected Areas Secretariat and is aimed at ensuring that Belize effectively develops legal, financial, and institutional capacities to ensure sustainability of the existing National Protected Areas System (NPAS). A key position required by the project is a **Project Administrator/Finance Assistant**.

B. Responsibilities, Functions and Principal Activities

The Project Administrator/Finance Assistant is responsible for the financial and administrative management of the project activities and assists in the preparation of quarterly and annual work plans and progress reports for review and monitoring by the PEG/PB. This position also provides support to the Project Manager for the day-to-day management of the project.

Principal activities include:

Financial management:

- Responsible for providing general financial and administrative support to the project.
- Take own initiative and perform daily work in compliance with annual work schedules.
- Assist project management in performing budget cycle: planning, preparation, revisions, and budget execution.
- Assist the Project Manager in all project implementation activities.
- Provide assistance to partner agencies involved in pilot initiatives, performing and monitoring general administrative and financial aspects of pilots to ensure compliance with budgeted costs and in line with UNDP/GOB policies and procedures.
- Monitor project expenditures, ensuring that no expenditure is incurred before it has been authorized.
- Assist project team in drafting quarterly project progress reports concerning financial issues.
- Ensure that UNDP procurement rules are followed in procurement activities carried out by the project and bear the responsibility for the inventory of the project assets.
- Perform preparatory work for mandatory and general budget revisions, annual physical inventory and auditing, and assist external evaluators in fulfilling their mission.
- Provide assistance in all logistic arrangements concerning project implementation.

Administrative management:

- Make logistical arrangements for the organization of meetings and round tables.
- When necessary, provide secretarial support for the project staff and National Protected Areas Secretariat.
- Draft contracts for international/local consultants.
- Draft correspondence related to assigned project areas; clarifies, follows up, responds to requests for information.

- Assume overall responsibility for administrative matters of a more general nature, such as registry and maintenance of project files.
- Perform all other administrative and financial related duties, upon request.
- Provides support to the Project Manager in coordination and arrangement of planned activities and their timely implementation.
- Assist the Project Manager in liaising with key stakeholders from the GOB counterpart, donor community, civil society, and NGOs as required.

C. Qualifications and skills

- At least an Associate Degree in finance, business administration or related fields.
- Experience in administrative work, preferably in an international organization or related to project execution.
- A demonstrated ability in financial management of development projects and in liaising and cooperating with government officials, NGOs, mass media.
- Ability to develop and interpret financial statements.
- Self-motivated and ability to work under the pressure.
- Team-oriented, possesses a positive attitude and works well with others.
- Flexible and willing to travel as required.
- Excellent interpersonal skills.
- Excellent verbal and writing communication skills in English.
- Good knowledge of Word, Outlook, Internet Explorer, and Excel is necessary.
- Problem solving and conflict resolution
- Ability to work towards specific goals and objectives
- A professional demeanor in undertaking all aspects of the position and with project personnel.

D. Duty Station

National Protected Areas Secretariat, Ministry of Natural Resources and the Environment (Belmopan)