

Final Evaluation of the UNDP/OAK Project

UNDP Re-granting Partnership Phase II: Towards Sustainable Management of Belize's Seascape

FINAL REPORT

13 January 2021

Evaluation Period: 1 December 2020 to 7 January 2021

Date of the Evaluation: 1 December 2020

Country, Region: Belize, Latin America and the Caribbean

Implementing Partner: UNDP

Executing Partner: GEF SGP

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Project and evaluation information details

Project/Outcome Information		
Project/Outcome Title	UNDP Re-granting Partnership Phase II: Towards Sustainable Management of Belize's Seascope	
Atlas ID	SLV10:0094261-BLZ10:00124336	
Corporate Outcome and Output	CPD Outcome No.2. Inclusive and sustainable solutions adopted for conservation, restoration, and use of ecosystems and natural resources Indicative Outputs (s) with gender marker 2 Output2.1 Local livelihood opportunities expanded through the sustainable use of common natural resources	
Country	Belize	
Region	RBLAC	
Date Project Document Signed	June 29th 2017	
Project Dates	Start	Planned End
	March 2016	December 2020
Project Budget	USD 500,000	
Project Expenditure at the time of evaluation	USD 398,009.78	
Funding Source	OAK Foundation (12081)	
Implementing Party¹		
Evaluation Information		
Evaluation Type (Project/Outcome/thematic/country programme, etc.)	Project Terminal Evaluation	
Final/Midterm review/other		
Period Under Evaluation	Start	End
	March 2016	December 2020
Evaluators	Sharon Young (MSc.)	
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Evaluation Dates	Start	Completion
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¹It is the entity that has overall responsibility for implementation of project (award), effective use of resources and delivery of outputs in the signed project document and workplan

Acronyms and Abbreviations

APAMO	Association of Protected Areas Management Organization
BAP	Belize Association of Planners
BAS	Belize Audubon Society
BBRRSWHS	Belize Barrier Reef Reserve System World Heritage Site
BTIA	Belize Tourism Industry Association
CBFA	Copper Bank Fishermen Association
CSO	Civil Society Organization
FOH	Fragments of Hope Ltd
FOSC	Friends of Swallow Caye
GEF	Global Environment Facility
HMCNM	Halfmoon Caye Natural Monument
LBCNP	Laughing Bird Caye National Park
LHRA	Lighthouse Reef Atoll
MAR Fund	Mesoamerican Reef Fund
MRWA	Monkey River Watershed Association
NSC	National Steering Committee
OECD-DAC	Organization for Economic Cooperation and Development – Development Assistance Committee
PACT	Protected Areas Conservation Trust
PHMR	Port Honduras Marine Reserve
PSC	Project Steering Committee
TAMR	Turneffe Atoll Marine Reserve
TASA	Turneffe Atoll Sustainability Association
TE	Terminal Evaluation
TNC	The Nature Conservancy
TOR	Terms of Reference
SCWS	Swallow Caye Wildlife Sanctuary
SEA	Southern Environmental Association
SFA	Sarteneja Fishermen Association
GEF SGP	Global Environment Facility Small Grants Programme
SWCMR	South Water Caye Marine Reserve
UNESCO	United Nations Educational Scientific and Cultural Organization
UNDP	United Nations Development Programme
WFA	Wabafu Fishermen Association
WWF	World Wildlife Fund

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Executive Summary

This report is a terminal evaluation (TE) of the project entitled “**UNDP/OAK Foundation Re-granting Partnership Phase II: Towards Sustainable Management of Belize’s Seascape**” to assess the project performance in relation to implementation and achievement of results. The OAK Foundation funds were expected to co-finance community level projects supported under the GEF SGP OP6 priorities and aimed at advancing conservation and sustainable use of natural resources by implementing a community landscape and seascape approach to conservation.

The project is the second phase of a partnership arrangement between the OAK Foundation and the United Nations Development Programme (UNDP) with the expressed focus of engaging local communities in conservation and shared governance of the Belize Barrier Reef Reserve System World Heritage Site. This project builds on the successes of Phase I with the UNDP/OAK Foundation partnership’s overall aim of “improving the conservation and sustainable management of important terrestrial and coastal/marine ecosystems through the implementation of community-oriented landscape and seascape conservation approaches for their protection and sustainable use.”

Purpose and scope of the evaluation

This TE is for the project “UNDP Re-granting Partnership Phase II: Towards Sustainable Management of Belize’s Seascape.” The project commenced in March 2016 with the major component focussing on a re-granting program. The TE responds to the Terms of Reference at Annex 1 and was done in accordance with the UNDP guidelines and policies for evaluations for terminal evaluations for projects. The scheduling of the TE towards the end of the implementation cycle of the UNDP/OAK Partnership is in line with UNDP policies and to capitalize on the availability of project staff and beneficiaries. This TE assesses performance of project during implementation and execution, achievement of results and synthesises lessons learnt during project implementation that will be used to guide future programming strategies of UNDP programmes. The TE also provides overall assessment of project beneficiaries in relation to accountability and sustainability for results.

The TE was based on the theory of change approach guided by the principles of results-based management using the results chain analytical framework. The evaluation tracks outcome as per the project’s logical framework by assessing the contribution of portfolio of projects’ outputs, management and implementation experiences and achievement of the results against the overall project objectives. The evaluation identifies lessons learnt during project implementation and execution and evaluates these against project design and formulation, international, national and local relevance and provides recommendations to inform future programming.

Summary of principal findings, conclusions, and recommendations.

1. Main findings in response to evaluation criteria

(i) Relevance – Findings

The UNDP OAK Foundation re-granting partnership was designed to contribute to the GEF SGP O6 priorities. The GEF SGP Operational 6 programmatic priorities are aligned to the National Protected Areas Policy and System Plan, Belize's National Biodiversity Strategy and Action Plan (NBSAP), the national Climate Change Policy, Strategy and Action Plan, Belize's Nationally Determined Contributions (NDCs), the Convention on Biological Diversity (CBDs), and the Sustainable Development Goals (SDGs) 1,5,7,11,13,14,15 and 17 and the fisheries management strategy for managed access fisheries, the blue economy and the coastal zone management plan. Therefore, all projects financed under this UNDP OAK Foundation re-granting partnership were determined to be relevant as they were aligned with the GEF SGP Operational Phase 6 priorities, national and local priorities and strategies. Furthermore, the overall objective of the project was designed to contribute to the CPD Outcome 2 and Output 2.1 of the UNDP Country Programme Document for Belize 2017-2021, the Growth and Sustainable Development Strategy (GSDS) and the Horizon 2030 long term strategy for Belize.

(ii) Effectiveness – Findings

Members of the PSC noted that there was a temporary suspension of project implementation during the first year resulting from the passage of Hurricane Earl which required the UNDP and GEF SGP teams to redirect their efforts to support the national efforts to address the immediate impact of Hurricane Earl. This caused a slight delay in developing of concepts to full proposals. In response to this, the UNDP and GEF SGP teams quickly adjusted their operations to allow for targeted call for concepts and provided greater support to targeted beneficiaries in developing proposals and significantly reduced delays. Capacity building, community and stakeholder empowerment were the core focus of this project. The evaluation noted that all beneficiary organizations executed activities aligned with the core focus. The overall empowerment of communities and key stakeholders can be attributed to the project design with clear alignment of the project goal and objectives with national and local strategies and communities desire to engage in conservation and sustainable use of the natural resources. The strength of the executing partner, GEF-SGP was visible in the clear monitoring, oversight and supportive role it played in the development of the portfolio of projects and execution of each project. Stakeholders interviewed expressed their high satisfaction with the GEF SGP team, specifically their knowledge and experience working with marginalized and vulnerable communities and stakeholders that allowed for appropriate responses to address the changing circumstances in communities during project implementation.

The partnership expected to strengthen the capacity of 8 CSOs for meaningful participation in natural resources management and 28 beneficiary organizations' participation in the grant maker+ program. The evaluation highlighted that the project provided grants for 11 CSOs to participate in natural resources management, thereby exceeding the target. These 11 beneficiaries of the second phase of the regranting partnership participated in the grant maker+

programme adding to the number of beneficiary organizations from phase 1 for a total of 28 beneficiaries. The project also targeted the creation of 19 new livelihood activities; at the end of the project 14 women from Sarteneja received training in various livelihood activities and were facilitated with micro loans for their start-ups and 9 women from Copper Bank communities received certificate training in the food service industry and were supported with capital investment for their start-ups for a total of 23 new livelihood activities thus exceeding the target. Through the eleven projects supported, UNDP- GEF SGP has met both project objectives outlined in the UNDP OAK Foundation partnership agreement and have made notable contributions towards the protection and conservation of Belize marine resources.

Based on the performance of the projects across the portfolio, the effectiveness of implementation of the portfolio was ranked as **highly satisfactory**.

(iii). Efficiency – Findings

The organizational capacity of the beneficiary institutions factored greatly during the execution of their respective projects which affected overall project performance. The community-based organizations and especially the recently established fishermen associations had to put in place operational and organizational systems, including office and human resources, prior to implementing projects while the established NGOs had greater experience in organizational and project management, available technical and human resources and management systems. The mentorship and close support from the GEF SGP team during project execution were instrumental in the level of success during project execution. As a result of the varying levels of organizational and institutional capacity among beneficiary organizations and the project management support provided, ten (10) of the 11 projects were rated as satisfactory for this evaluation criteria and 1 as moderately satisfactory (See table 4). The knowledge exchange activities geared at facilitating fishers' information exchange and foster collaboration provided much insight for fishers and yielded positive impressions with those fishers who were being sensitized about the new fisheries managed access program. UNDP's priority for the inclusion of women and youth from the project design stage also yielded positive reactions from the communities as can be seen by the participation of women at the meetings, their productive engagement in the livelihood training, their dedication to sustaining their enterprise and their commitment to repay the micro loan for their micro businesses.

In terms of the UNDP/GEF-SGP capacity. The strong grant making capabilities and community level focus of the GEF SGP demonstrated its efficiency and effectiveness during project execution by adapting to the changing circumstances in the communities to address issues affecting project implementation. Furthermore, UNDP strategic positioning of the partnership allowed for the leveraging of resources from other national and well-established donor partners such as PACT and GEF to ensure that more resources are available to support communities and conservation. The grantmaker+ program allows for greater collaboration among grantees working within the same communities and with the same government and other civil society partners.

The performance of the implementing and executing agencies and achievement of results were ranked as highly satisfactory the overall performance of the portfolio was ranked as **highly satisfactory** for this evaluation criteria.

(iv). Sustainability - Findings

The main approach to sustainability was to foster local ownership for continuity through strengthening civil society organizations, including community-based organizations (CBOs). The grants to the various CBOs facilitated institutional strengthening of these organizations and strengthened the organizational systems and programs of the established NGOs. In this regard, these local partners are now equipped to use the foundation set by this project to continue to implement the activities and build on the successes to scale up where possible.

Indicators of local ownership and continuity

- ❖ Active participation of women in the training programs for livelihood development and support for start-up microenterprise where 23 wives of fishers have been equipped to undertake income generating activities, add to the household income and participate in decision making. Empowerment of women with the skills to participate in tourism industry and the empowerment of women entrepreneurs to adopt new business practices in support of the blue economy and reduce waste and environmental degradation have all been successfully achieved
- ❖ The provision of tuition scholarships for students of fishing families have provided economic relief to fishing families and support further education and empowerment of 35 youths;
- ❖ 18 fishers have been equipped with the knowledge and tools to comply with the new fisheries managed access program rules and requirements to ensure their continued participation in fisheries sector and in resource management
- ❖ The establishment of littoral forest inventory and establishment of long-term research and monitoring programs to collect data on mangroves, seagrass, coral, shellfish and finfish in various protected areas including Half Moon Caye, South Water Caye and Turneffe Atoll Marine Reserves and the long-term coral research and transplant program at Laughing Bird Caye National Park are foundations to continue data driven resource management
- ❖ Empowerment of 3 urban community leaders to advocate for proper urban planning and implementation of climate adaptation actions in support of vulnerable urban communities serve as a strong foundation to educate and engage urban communities and vulnerable populations on climate change
- ❖ Shoreline stabilization training and greater community awareness of the impacts of climate change on vulnerable coastlines provides community residents with knowledge to take decisions in the interest of their wellbeing and livelihoods.

Ten of the 11 projects were rated as likely to sustain activities beyond the life of the project. As noted in the end of project evaluation and interviews with stakeholders, beneficiary organizations

started to pursue grant funding opportunities from other donors to continue activities and/or build on the achievements of their respective project.

(v). Impact - Finding

The UNDP OAK Foundation partnership supported interventions that facilitated activities to prepare fishers to participate in the national managed access programme aimed at safeguarding the marine resources through effective engagement of fisherfolks in resource governance and management. The projects across the portfolio had a high level of engagement of CSOs and especially community-based, grass roots organizations and community stakeholders. The projects selected and the beneficiary organizations involved fishers, fishers' wives, tour guides, youth and micro business owners who utilized the resources of key marine protected areas. The capacity building initiatives sensitized fishers about the managed access program, strengthened existing organizations and build capacity of the new fishermen associations to empower them to participate in management of fisheries resources, enabled their continued care and stewardship and introducing new and sustainable fishing tools and practices. Fishers and tour guides of the northern fishing communities of Sarteneja, Chunox and Copper Bank all utilized the areas within the Lighthouse Reef (Half Moon Caye), Turneffe and Glovers Reef Atolls while the fishers and tour guides of Dangriga and Placencia primarily utilize the resources within the South Water Caye Marine Reserve. The cumulative effect of the capacity building support for these stakeholders, via the small grants, has provided necessary, relevant and timely investment to empower and engage fishers, tour guides and communities to improve their integration into the managed access program, increase options for income diversification and to actively participate in various aspects of resources management.

As per the rating scale and in response to the questions pertaining to the impact evaluation criteria, all 11 projects were ranked significant in terms of impact. The overall rating for impact was **significant**. These interventions have established a viable path to reduce the stress on these important marine protected areas and safeguard the resources.

- ❖ The capacity building and institutional strengthening activities are the foundation to enable progress towards reduced environmental stress and/or improved ecological status. The activities such as the fishermen exchanges provided reinforcements to convince fishers of the need to transition to more sustainable and responsible methods of fishing;
- ❖ The participation of tour guides and tour operators in active networks that monitor manatee population at Swallow Caye, those who assist with the coral transplanting at Laughing Bird Caye and shoreline stabilization program at Monkey River are strong indicators of community engagement and enabling conditions that promote stewards for resource protection.
- ❖ Livelihood development training and support for higher education facilitated empowerment of key stakeholders such as women and youth within the fishing communities;

- ❖ National sensitization of policies and strategies such as the mandatory compliance by fishers to the requirements of the managed access fishery, climate change adaptation, pollution control and mitigation and solid waste management regulations for businesses, strengthened mangrove regulations, legislation prohibiting offshore drilling, gill nets, single use plastics, cessation on the sale of national lands in the BBRRS-WHS, the gender policy and large support for indigenous communities have established the foundation for a viable path to change in behaviours of fishers, businesses and communities to implement sustainable fishing practices, adapt good business practices and continue to act as stewards for conservation and environmental protection.

(vi). Gender equality and Human Rights – Findings

All projects were designed to include women in some or most of the project activities. For instance, the projects that were designed and implemented by the fishermen associations comprised of objectives specific to women’s empowerment and engagement in livelihood trainings. The project entitled Bridging Landscape-Seascape Connectivity between and within Vulnerable Urban Communities in Belize City and the Marine Environment as a Mechanism for Building Urban Resilience to Climate Change. This project was geared at creating and sustaining a community of urban climate change practitioners engaged in building climate change resiliency of people, buildings and infrastructure and ecosystems to the impact of climate change. While the project was ambitious in its design, it was pioneering in that it specifically targeted women and other vulnerable groups in three urban communities in largest urban centre of the country. This support to vulnerable communities in Belize City by establishing the link between inner-urban community landscape and seascape was significant and paved the way for similar projects to tackle the pressing issue of climate change in urban settings. The Southern Environmental Association’s project also targeted 15 women micro entrepreneurs and focussed on engaging these women in adapting sustainable business practices for waste management in line with supporting the blue economy. The inclusion of wives of fishers of the the northern communities of Sarteneja and Copper Bank and the youth of these communities were also instrumental in pursuing the objectives of gender and inclusiveness. Overall, the portfolio of projects set out a clear path that included active engagement and inclusion of women, youth and vulnerable groups and leveraged the strong track record of the GEF-SGP’s work with community-led groups and CSOs. The inclusiveness rating was determined to be **significant**.

2. The main conclusions, recommendations and lessons learnt are summarized below:

Main Conclusions:

Conservation success is dependent on the continuous engagement of communities and inclusion of key stakeholders especially women and youth and their participation in the management of natural resources. The UNDP OAK Foundation partnership supported several noteworthy projects that have contributed towards reducing environmental stress and/or improving ecological and ecosystem status, and inclusion of communities in protected areas management. The interventions of the regranting program also supported initiatives for the

successful implementation of the managed access program which was rolled out nationally by the Belize Fisheries Department in 2016.

- The projects had positive impacts on the fishing families as wives and children were beneficiaries of support via the project. Women were empowered to contribute financially to household and the children were empowered through the tuition scholarships that were made available to pursue secondary and tertiary level education. Fishers now have a better understanding and appreciation for the managed access regime and are equipped to participate in the program.
- The fisheries sector will continue to contribute significantly to the economy and livelihoods. Value additions and diversification in the fisheries sector can expand livelihood opportunities and continue to create jobs. Exports of marine products continue to positively contribute to the economic and social development of the communities involved in the sector.
- Commitment from fishers is needed from the onset. Proper stakeholder analysis and participation is key to project success especially for fisheries managed access projects and those projects involving new associations. Any proposed change in fishers' livelihood directly affects the lives of fishers and their families and if not fully assessed and/or sensitive to fishers' needs can quickly be received negatively by the intended beneficiaries.
- Watershed restoration is key to marine and coastal ecosystems and an effective strategy to mitigate the impacts of climate change. The residents of Monkey River Village were more aware of the contributing factors to the erosion of the river and the inevitable impacts on the community.
- The use of social media proved to be a cost-effective means to reaching a wide audience. 10 of the 11 beneficiary organizations utilized social media platforms to expand visibility and reach and to inform of their work and to engage their communities and stakeholders.
- The collaboration between and among grantees and promoted by the UNDP and GEF SGP facilitated positive engagements. In relation to climate change, the project implemented by the Monkey River Watershed Association was a collaboration of various state and non-state partners and worked to engage the community in the development of innovations and the implementation of actions for solutions to local challenges of erosion exacerbated by climate change.
- The mentorship and grants maker plus support continues to serve as valuable tools to empower and engaged smaller NGOs and CBOs. This direct support and guidance make the difference in enabling appropriate project design and effective implementation.

Main Recommendations:

Focus should continue to be directed towards the following:

- i. Support for preparation of feasibility studies to pilot new fishing methods in the communities affected by the managed access program could improve project design and coupled with the knowledge exchange would lead to a greater degree of implementation success.
- ii. Technical support for the fishermen associations to build their membership base, strengthen their governance and organizational systems, improve project management capacities to continue to serve as strong liaison with the communities and protected areas managers.
- iii. Continue to empower the wives of fishers by facilitating capacity building initiatives in micro enterprise and encourage their involvement in supporting the fishermen associations and to take leading roles in mobilizing community development initiatives.
- iv. The growing youth population in rural Belize presents an opportunity to engage with and empower young people. Efforts to pursue activities that promote entrepreneurship and build capacity of young people in the fishing communities would be strategic interventions to engage and empower the youth population. It is clear that once the young people realize that there are viable options for income generation other than fishing, they will pursue careers other than fishing.
- v. Conservation success will be tied to sustaining the support for the families of fishers via education for the youths and support for wives. Continue to include fisher families, women and youth in projects so as to change behaviours and diversify livelihood activities in the communities which will result in sustaining the wins and accomplishment of the projects. Women are now more interested in supplementing their husband's income in the household and participate in decision-making relating to their families. Their priority seems to be educating their children beyond primary school level.
- vi. Knowledge exchange visits provides a practical framework to strengthen collaboration between management and users. This type of activity should continue to be supported to capitalize on the interest from the Belizean fishers and counterparts. These knowledge exchanges should be done more often and as an activity integrated in the programme of work of protected areas managers and in collaboration with the fishermen associations.
- vii. Stakeholder consultation remains a critical factor in designing relevant and appropriate interventions. The cultural and socioeconomic challenges that hindered performance during implementation of the projects related to the fisher communities and the urban communities highlighted that although the problems that the projects were working to solve were relevant, the interventions needed to be culturally and socially appropriate and sensitive to the target audience to ensure buy-in and ownership from the design stage.

Summary lessons learnt

- I. Collaboration and coordination of fishers from different fishing villages proved difficult due to fishing groups having varying schedules. Fishers should be integral in the project design and schedules should be planned around the off-fishing times and/or project managers should consider meeting with fishers in the evenings at their fishing camps although this would be more costly it may prove more effective
- II. Managed access education needs to intensify as fishers are still not clear on expectations. Fishers are apprehensive to try new methods without understanding the full impact and the how the changes will be financed. Feasibility studies of the methods that would work for fishers from the different fishing communities is necessary to explore the best option for the fishers based on the transitional cost and the practicality for fishers.
- III. The use of “fisher champions”- those fishers who have embraced sustainable methods- would be useful to promote and scale up these methods among fishers and implement the managed access program
- IV. The stakeholder diagnosis is critical to project design. This should be a mandatory process in the design of all projects.
- V. A greater need to produce socio-economic and feasibility studies that will quantify and show fishermen and their families that other jobs (other skills training) would generate same or more income than fishing may be powerful and help to convince them that income diversification is worth exploring.
- VI. Literacy of fishermen continues to be a challenge when introducing new skills and trainings. Adopting innovative and non-traditional modes of training must be explored to offset the literacy challenges among fishermen that invariably constrains the outcome in training sessions.
- VII. Women demonstrated high level of commitment and dedication to their livelihoods and to contributing to the household income. The empowerment of women via livelihood development is a strong force for community engagement.
- VIII. Investment in scholarships also empowers the youths, especially students from fishing families to play an active role in advocating for conservation and sustainable use of natural resources. Tuition scholarships could be tied to commitment from the beneficiaries to volunteer with local CSOs.
- IX. Monkey River Watershed Association and Belize Association of Planners project highlighted the knowledge gaps at the community level on climate change. Knowledge sharing about climate change and the impacts on ecosystems and communities is even more critical and necessary to help communities adjust their way of life to adapt to the impacts.
- X. The reporting back to fishers and stakeholders is critical to gain trust and support. The presentation of the technical and scientific reports to fishers and their communities and to tour guides on the status of the lobster, conch and finfish fishery and especially highlighting their contribution to the report helped to gain trust and buy-in for the conservation and management of the natural resources. This level of engagement helped to reduce the mistrust among fishers and regulating agencies and protected areas managers and garner support for resource management.

- XI. Providing incentives for fishers to participate in data collection, especially during the closed seasons, will continue to strengthen the collaboration and ownership for the managed access program and improve management. This is especially considering that the Fisheries Department and its co-management partners have limited resources for data collection.

Introduction

In line with UNDP evaluation policies and procedures, projects are required to undergo a terminal evaluation upon completion of implementation. The report is in relation to the Terminal Evaluation (TE) of the project “UNDP/OAK Foundation Regranting Partnership Phase II: Towards Sustainable Management of Belize’s Seascape.” The project commenced in March 2016 and built on the successes of the first phase. This evaluation is the TE for the 2nd phase and serves to capture lessons learnt, assessing the impact of interventions on beneficiaries and the natural resources base demonstrating accountability for results.

Purpose

This TE is to provide evidence-based, credible, useful, and reliable information to inform future programming strategies and approaches for UNDP and partners. It is based on the criteria of relevance, effectiveness, efficiency, sustainability and impact as defined in the UNDP guidelines for conducting terminal evaluations of UNDP-supported GEF-financed project. The TE also synthesises lessons learnt during project implementation that will be used to guide future programming strategies of UNDP programmes. The TE also provides overall assessment of project beneficiaries in relation to accountability and sustainability for results.

The project commenced in March 2016 with the major component focussing on a re-granting program. This TE responds to the TOR at Annex 1 and was done in accordance with the UNDP guidelines and policies for evaluations for terminal evaluations for projects. Using these guidelines, the TE’s focus and scope are on the outcome of the OAK Foundation’s component of the partnership. The scheduling of the TE towards the end of the implementation cycle of the UNDP/OAK Partnership is in line with UNDP policies and to capitalize on the availability of project staff and beneficiaries. The consultant was contracted on 1 December 2020 for a duration of thirty working days.

Structure

The TE was based on the theory of change approach and guided by the principles of results-based management using the results chain analytical framework. The evaluation tracks outcome as per the project's logical framework by assessing the contribution of portfolio of projects' outputs, management and implementation experiences and achievement of the results against the overall project objectives. The evaluation identifies lessons learnt during project implementation and execution and evaluates these against project design and formulation, international, national and local relevance and provides recommendations to inform future programming.

The structure of this TE report corresponds to the evaluation report outline which is documented within the TOR for this assignment (Annex 1). Following the introduction and context, the logic of the project is described and the results chain is presented in section 3. Section 4 discusses the evaluation scope and objectives, and section 5 discusses the evaluation approach, methodology limitations and data analysis. The findings are presented in section 6 according to the criteria of relevance, effectiveness, efficiency, sustainability and impact as well as the cross-cutting issues of inclusiveness, gender equality and human rights, all assessed to determine the achievement of outcome. Section 7 presents the lessons learnt, followed by the conclusions and recommendations.

Description of the Intervention

This report is a terminal evaluation of the project entitled **“UNDP/OAK Foundation Re-granting Partnership Phase II: Towards sustainable management of Belize’s Seascape”** to assess the project performance in relation to implementation and achievement of results. The OAK Foundation funds were expected to co-finance community level projects supported under the GEF SGP OP6 priorities and aimed at advancing conservation and sustainable use of natural resources by implementing a community landscape and seascape approach to conservation.

The project is the second phase of a partnership arrangement between the OAK Foundation and the United Nations Development Programme with the expressed focus of engaging local communities in conservation and shared governance of the Belize Barrier Reef Reserve System World Heritage Site. This project builds on the successes of Phase I with the UNDP/OAK Foundation partnership’s overall aim of “improving the conservation and sustainable management of important terrestrial and coastal/marine ecosystems through the implementation of community oriented landscape and seascape conservation approaches for their protection and sustainable use”.

The project recognizes that conservation success requires meaningful engagement of communities in the governance and was designed to invest in community seascape and landscape approaches to conservation by supporting the participation of local communities and marginalized groups in the conservation and governance of the Belize Barrier Reef Reserve System World Heritage Site.

Problem statement, project goal and expected results

Healthy and functioning natural resources continues to underpin Belize’s economic growth, sustainability and social resilience and the natural resources continues to be the core of the growth strategy for Belize, with tourism, agriculture and fisheries as three of the pillars of this strategy. The marine fisheries sector is a major productive component of the Belizean economy, playing a significant role in food security, employment and livelihoods of coastal populations. The sector currently supports the livelihoods of over 3000 small-scale fishers. The marine and coastal systems, including the Belize Barrier Reef also supports a vibrant tourism industry and for the past two decades has been the largest contributor to the country’s GDP and providing employment for well over 25,000 Belizeans. Resource users, managers, conservationists, local and international stakeholders and communities have expressed growing concerns about the increasing

threats to the fragile coastal and marine systems. Threats from unplanned development, unsustainable land use and fishing practices, increasing maritime transport, land-based sources of pollution, and the inevitable climate related threats only exacerbates the impacts to these fragile coastal and marine systems. Investment in empowering communities and support their active engagement in shared governance is critical as the threats to the fragile coastal and marine systems increase.

As stated in the project document the goal of this project was to engage local communities in the conservation and shared governance of the Belize Barrier Reef Reserve System by adopting community seascape approaches to conservation.

The expected results are as follows:

- ❖ Community organizations develop and implement adaptive landscape management strategies that address social, economic and environmental sustainability and build resilience.
- ❖ Community interventions produce local sustainable development and global environmental benefits that underpin landscape/seascape management
- ❖ Civil Society with improved institutional capacity and skills in the following: technical knowledge and managerial oversight, financial and management systems, project management expertise, trained human resources, roll out of national programs supporting the national protected areas system, infrastructure and equipment, participation in the GEF SGP/COMPACT Partners Network and Donor Coordination Group convened by UNDP

Links to national priorities and strategies, UNDP priorities and GEF-SGP operational priorities

Building on the success of the first phase of the re-granting initiative, the second phase of this partnership was designed to contribute to the advancing of the following national priority interventions:

- Engagement of communities in the implementation of the new fisheries legislation;
- Replication, up-scaling and mainstreaming of the managed access initiative throughout the marine protected areas in Belize;
- Support the implementation of the plan of action for the de-listing of the Belize Barrier Reef Reserve System World Heritage Site;
- Contribute to the maintenance of healthy reef and marine ecosystems sustaining livelihoods;
- Support towards the Growth and Sustainable Development Strategy (pillar on environmental sustainability)

The project was designed around the UNDP's Country Program Document for Belize (2017-2020) Outcome 2 and Output 2.1. The project is also closely aligned with the vision outlined in Belize's long term national development strategy; the Horizon 2030 which states that "Belizeans have a deep appreciation and love for Belize's natural resources and work collectively to protect the natural heritage and the economic value of these natural resources is quantified and officially recognized".

In line with the Growth and Sustainable Development Strategy (GSDS), the project focusses on Critical Success Factor (CSF) 2- Enhance Social Cohesion and Resilience which aims to "build a society in which individuals feel a sense of belonging, a society that is inclusive and that provides opportunity for social mobility" and CSF 3: "Sustained or improved health of environmental, historical, and cultural assets". The specific policies and strategies to which the project responds include the national protected area policy and systems plan, the national environmental policy and strategy, the fisheries policy, the coastal zone management plan, tourism master plan and the national climate change policy and strategy. The national protected areas policy and system plan reflects the shared desire and commitment of the Belizean people to protect the environment. The basis of this national policy and plan is to ensure that biodiversity conservation continues to be an integral part of national and social development. Furthermore, the policy and plan aim to maximize the contributions of the protected areas system to national

development and poverty alleviation while maintaining the health and integrity of natural resources and ecosystems. Furthermore, the coastal zone management plan and fisheries policies, national tourism master plan and strategy reflect the shared responsibility of all relevant agencies and organizations, including the private sector, to conserve and protect the marine and coastal systems through effective management. The national climate change policy asserts the vulnerability of Belize to the effects of climate change and summoned the collective actions of all relevant local and international actors to work together to mitigate the effects to natural resources and to support vulnerable communities to adapt to the impacts of climate change by strengthening their social and economic resilience. This second phase of the UNDP/OAK Foundation partnership supports a community approach to conservation and seascape management.

Implementation and Execution arrangements

Capitalizing on the successes of the first phase of the re-granting partnership, the second phase was designed to be implemented by the UNDP and executed through the GEF SGP grant making mechanism. The strength of UNDP as a key development partner to effectively engage and sustain efforts of international, regional and national actors to direct, coordinate mobilize resources to implement interventions in furtherance of Belize's national development agenda and priorities is a testament to the UNDP's commitment to advance the goals, objectives and aspirations of Belizean people and to protect the environment.

The GEF-SGP's proven track record of grant making especially facilitating grant support for community development through CSO engagement in natural resources management and conservation established the GEF SGP as a sound, reliable executing partner in country and the most effective mechanism within the UNDP to serve as the execute grants for the community led interventions targeted for the re-granting program. Through UNDP, the GEF SGP is allowed greater positioning for alignment with national strategies and planning frameworks and to effectively leverage the potential of the GEF SGP to contribute to national efforts.

The OAK Foundation has been an effective, committed donor partner for more than two decades and both OAK Foundation and UNDP share the agenda of strengthening civil society organizations and networks and contribute to empowering local communities to participate in and ultimately benefit from engaging in the country's national development programs.

This partnership stipulated that the OAK Foundation funds was to be used to co-finance small grants, via the re-granting component, for community participation to advance the conservation objectives for the sustainable management of seascapes and natural resources. The re-granting component commenced with a call for proposal as per the GEF SGP policies and procedures. Eligible, community-based organizations were invited to submit projects in line with the priorities of the GEF SGP OP6. This small grant window targeted projects in response to the following priority actions:

- consolidation and empowerment of a local CSO network contributing to sustainable growth and development;
- enhanced sustainability of marine and coastal ecosystems which support national development, local livelihoods and provision of environmental services;
- entrepreneurial and innovative actions expanding opportunities for sustainable livelihoods of vulnerable and marginalized communities.

The expected outputs of the project are that local communities are engaged in efforts of conservation and governance of the Belize Barrier Reef Reserve System through their active participation in conservation and improved livelihoods through benefits and opportunities received under the project.

The UNDP and the GEF SGP has established mutually beneficial long-standing relationships with national and community-level initiatives and partners, and continues to seek synergies in OP6, that demonstrate innovation, inclusiveness and impact. The programme works with relevant stakeholders within the geographic and thematic areas to leverage donor funding for conservation and maximize impact. In each of the project supported via the re-granting program, the GEF SGP's community-based and community-led approach targets a critical constituency representing localized actions that influence and contribute significantly to the transformation of national policies and strategies that ensure that communities are included and benefit from national development. The efforts of this re-granting partnership will complement the work of the government regulatory agencies such as the Fisheries Department, National Protected Areas Secretariat, Forest Department, Agriculture Department and Cooperatives Department in promoting and engaging communities in the sustainable use of the coastal and marine resources. It operationalizes recommendations realized from recent processes undertaken to modernize the national protected areas system and promote responsible tourism and strengthen fisheries management.

The major component of the UNDP OAK Foundation partnership is to provide small grants via the re-granting facility, for CSOs and community-led initiatives and foster engagement in governance of natural resources, critical seascapes such as the Belize Barrier Reef System.

Evaluation scope and objectives.

As per the TOR, the terminal evaluation was conducted according to the guidance, rules and procedures established by UNDP as reflected in the UNDP- GEF Terminal Evaluation Guide and using the OECD- DAC evaluation criteria.

The project "UNDP Re-granting Partnership Phase II: Towards Sustainable Management of Belize's Seascape" was signed by all parties on 21 March 2016 with a planned closing date of December 2020. The scope of this evaluation included an assessment of the portfolio of projects funded by the UNDP/ OAK regranting partnership and focused on phase II of the partnership. The evaluation specifically covered the OAK Foundation component of the partnership. The core of this partnership utilized the SGP small granting modality for fund disbursement and facilitated small grants for 11 projects, which comprised the portfolio. Funds were disbursed between 2016 to 2020 and attracted matching funds from the GEF. Co-financing inputs were noted from various partners through the beneficiary organizations as well as in-kind contributions from the beneficiary's organizations. The evaluation was conducted in Belize and the geographic coverage and the target groups and beneficiaries included coastal and marine areas as follows:

- Project via two fishermen associations for the two northern fishing communities of Sarteneja and Copper Bank villages which are fisher stakeholders for the Lighthouse Reef, Turneffe and Glovers Reef Atolls (all three atolls are critical components of the marine protected areas network) were supported. In addition to one project executed by the Turneffe Atoll Sustainability Association concentrating on the management of the Turneffe Atoll was funded.
- A project targeting three urban communities in Belize City; communities affected by unplanned development and vulnerable to impacts of climate change were supported via the Belize Association of Planners.
- The project also supported a project targeting manatee protection in the Swallow Caye Wildlife Sanctuary, a wildlife reserve off the coast of Belize City.
- The Belize Audubon Society was also a beneficiary in phase II for a project to complement national efforts advocating for government to improve policies and laws geared at removing the BRRSWHS from UNESCO's list of world heritage sites "in danger".
- In the south of the country, the program supported a project implemented by the Wabafu Fishermen Association in the fishing community of Dangriga. This

community depends on the marine resources of the Southwater Caye and Glovers Reef Marine Reserves.

- 2 Projects in the southern coastal community of Placencia via the Southern Environmental Association and Fragments of Hope Ltd, respectively.
- 1 project in the Toledo district in the village of Monkey River was also supported and implemented via a local watershed association.
- An education project (national in scope) was also supported via the re-granting program aimed at highlighting and celebrating the GEF-SGP 25 years working in Belize and advancing community led conservation initiatives.

In line with the TOR, the TE focussed on the achievement of project results the scope of which covered the two project outputs as identified in the project document. The other components/activities of the partnership that were not funded by OAK resources were not evaluated as part of this TE.

• Evaluation objectives.

As per the UNDP GEF policies for projects, this is a planned evaluation scheduled for at the conclusion of project implementation with the objectives of (i) capturing lessons learnt, (ii) assessing the impact of interventions of beneficiaries and the natural resource base, (iii) demonstrate accountability for results (assess sustainability and replicability features) and is intended to enhance UNDP's future programming approach and strategies.

The evaluation covered the two project outputs identified in the Project Document and stated below:

1. Strengthened institutional/organizational capacities for networking and participation in sustainable use and management of Belizean natural resources.
2. (a) Support provided through small grants to communities and non -government entities for the effective management of coastal and marine resource.
(b) Improved productivity, the provision of sustainable livelihoods and essential environmental services.

The objectives of the evaluation are to (i) assess the achievement of project results to provide guidance on status of programme, highlight lessons useful for sustainability of benefits and future programming (ii) assess the extent to which issues of gender inclusion, women's empowerment and equality have been addressed and (iii) assess the extent to which gender perspective have been mainstreamed in the design and implementation. The evaluation also seeks to identify activities worth elaborating or "quick win" initiatives worth pursuing, activities not worth pursuing, risk factors in project implementation and propose risk mitigation strategies.

• Evaluation criteria and questions.

The evaluation criteria are based on the OECD-DC evaluation criteria and questions of relevance, effectiveness, efficiency, sustainability and impact and also includes cross cutting questions on human rights and gender equity. The TOR for this evaluation included a list of key questions related to the evaluation criteria. Sub questions were developed as part of the inception report and included in the evaluation framework to distil the criteria and aid the consultant during primary data collection.

The evaluation framework is presented in the evaluation criteria matrix (Table 1 below) which was prepared as part of the inception report and outlined the key questions for each evaluation criteria, the sub questions, the data sources, data collection and analysis methods and the indicators to measure and verify responses to the questions.

Table 1: Evaluation Criteria Matrix						
Relevant Evaluation Criteria	Key Questions (As per the TOR)	Specific Sub-questions	Data Sources	Data Collection Methods and Tools	Indicators /Success Standards	Methods for Data Analysis
A. Relevance	1. How does the project relate to the environment and development priorities at the local, regional and national levels?	<p>What regional, national or local policy, strategic plan or priorities is the project related to? Or to what extent are the objectives of the project valid?</p> <p>How does the project support the needs of the relevant stakeholders? Or What is the problem that the project seeks to address?</p>	UNDP, GEF-SGP country program documents. UNDP Project document Belize's Growth and Sustainable Development Strategy. Horizon 2030 Medium Term Development Strategy. National Protected Areas Policy and System Plan. Discussion with UNDP, GEF/SGP teams, donor partners and beneficiary institutions	Document review Meetings and discussions	# of protected areas supported by the project. # of communities supported by the project # of targeted stakeholder groups supported by the project # of projects or activities supported by the program that responds to the priorities outlined in the national strategies and plans for protected areas, conservation, and national development	Document analysis and key interviews
	2. What is the effectiveness and efficiency of the Oak regranting scheme in delivering localized	<p>Were the expected results/outputs achieved?</p> <p>Were the resources adequate to accomplish the tasks?</p>	Project documents establishing the partnership and implementation arrangements, theory of change	Document Review Meetings and discussions	# of results/outputs achieved across the programme % of programme funds allocated to priority activities	Document analysis and key interviews

	sustainable development benefits?		pathway. Progress reports to donors, reports from beneficiary institutions. Interviews, meetings with UNDP, GEF/SGP team and beneficiary institutions, technical and financial reports, grant monitoring reports, grant field visit reports,		outlined in the national strategies and plans for protected areas, national development	
	3. What overall lessons have been learnt?	Were the expectations of the project stakeholders met? How satisfied were the donors, beneficiary institutions, supporting partners?	Technical and financial reports to donor and reports from beneficiary institutions, field visit reports, monitoring reports. Discussions with UNDP, GEF/SGP team, NSC, beneficiary stakeholders	Desk review , meetings and interviews	% of stakeholders who indicate that their expectations were met % satisfaction of donors, partners	Document analysis and key interviews

B. Effectiveness	1. To what extent have the expected outcomes and objectives of the project been achieved	<p>Were the expected results achieved within the timeframe and budget estimated?</p> <p>Were the resources (technical and financial) adequate to execute the activities?</p> <p>Was the timeframe and budget adequate?</p>	<p>Project technical and financial reports. Monitoring reports. Interviews and discussions with UNDP, GEF/SGP, beneficiary institutions, targeted stakeholders and donor partners. Published materials and communication materials and project correspondences</p>	<p>Desk reviews, meetings and interviews</p>	<p>% of expected results achieved across the program</p> <p>% of projects completed on time and within budget</p> <p>Adequacy of budget</p>	<p>Documents analysis</p>
	2. What observed changes can be attributed to the UNDP's activities and outputs	<p>What was the extent of UNDP's involvement in project implementation? Was the support from UNDP adequate?</p>	<p>Project reports, discussions and consultation with UNDP, GEF/SGP teams, beneficiary institutions, donor partners. Published materials. Communication materials and project correspondences</p>	<p>Document reviews</p>	<p>% of respondents that believe that UNDP support was adequate</p>	<p>Document analysis</p> <p>Key interviews</p>

C. Efficiency	1. Have resources (funds expertise, time, staffing) available to the project been utilized in the most appropriate way possible towards achievement of results?	Was the project implementation as cost effective as originally proposed? Was the budget and personnel involved adequate? Were there any unforeseen challenges in execution and if so, how were these addressed?	Project technical and financial reports, audit reports, monitoring reports. Progress reports to donors. Discussions and consultation with UNDP, GEF/SGP team, beneficiary institutions.	Document review , meetings and interviews	# of adjustments in beneficiary projects workplans, budgets, or logical frameworks (planned vs. actual)	Documents and key interviews
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	<p>2. Was the project implemented efficiently, in-line with international norms and standards</p>	<p>Were the project plans or results frameworks used and/or adjusted during project implementation? What guided the financial management and reporting of the project? Were the accounting and financial system in place adequate for project implementation? Were reports prepared and presented in a timely manner ?</p>	<p>Project technical and financial reports. Monitoring reports, field visit reports. Discussions with UNDP, GEF/SGP teams and beneficiary institutions.</p>	<p>Document reviews</p>	<p># of adjustments to projects' plans and budgets Quality and adequacy of technical and financial reports. Adequacy of monitoring reports and field visit reports</p>	<p>Document analysis</p>
	<p>3. How did partnerships influence the efficiency of the project in delivering against its portfolio?</p>	<p>What were the obligations to donor partners, targeted stakeholders, mission partners and other partners?</p>	<p>Project technical and financial reports, field visit reports, monitoring reports. Project correspondences, communication materials. Discussion with</p>	<p>Document reviews</p>	<p>Number of partnerships established. # and type of institutions engaged in the project (donor partners, stakeholder communities/organiza</p>	<p>Document analysis</p>

			UNDP, GEF/SGP, donor partners and beneficiary institutions		tions, private sector organizations etc)	
	4. To what degree has UNDP fostered South-South cooperation, knowledge management in the implementation of this project? How beneficial have they been?	Was there opportunity for peer exchange? How was this determined? What was the extent of participation in peer exchanges? How did these contribute to the project implementation?	Project technical and financial reports, monitoring reports. Project correspondences, progress reports. Communication materials. Discussions and consultation with UNDP, GEF/SGP teams and beneficiary institutions.	Document review Meetings and discussions with UNDP and beneficiary institutions	# of activities that facilitated exchanges, cooperation and knowledge management. # of south-south exchanges established	Document analysis Interviews
D. Sustainability	1. To what extent will the benefits of the UNDP's work in this area continue?	How will the results of the project continue? Who will ensure continuity?	Strategic technical documents. Published information Discussions with UNDP.	Document review Discussion with UNDP	# of beneficiary institutions' strategic, operational and workplans updated to include project activities # of persons trained to execute project activities # of job descriptions updated to include project activities	Document analysis Interviews

					Amount of resources leveraged to continue/expand project activities	
	2. Is the level of national ownership and the measures that serve to enhance national capacity enough to guarantee the sustainability of results?	To what extent is there ownership of the results by the targeted beneficiaries? Are there commitments for continuity? What are they and how will they be implemented and by whom?	Monitoring reports, field visit reports. Discussions and consultation with UNDP, GEF/SGP teams, beneficiary institutions and key targeted stakeholders and donors.	Documents review	The level of ownership among direct stakeholders/beneficiaries # of tangible commitments for continuity	Document analysis Interviews
	3. Is there a resource mobilization strategy in place for the programme to ensure the continuation of benefits? Are national partners contributing financial and other resources towards the continuity of the results? Are there public/private partnerships in place?	How will the program be financed in medium to long term?	Strategic technical documents, project documents. Discussions and consultation with UNDP, GEF/SGP teams, beneficiary institutions and other key development partner institutions	Document reviews Interviews	# of partnerships established or improved via project # of project proposals developed or amount of resources mobilized	Document analysis

	4. Is there an exit strategy for the project and how feasible is it?	What are the plans for transitioning at the end of the project? Is there a plan to phase down or phase out project activities or transition project activities to another partner	Partnership agreements, grant contracts. Discussions and consultations with UNDP, GEF/SGP and beneficiary institutions and partners.	Document review and interviews	Project exit activities outlined in the project plans and budgets	Document analysis and interviews
E. Impact	Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?	What were the changes at the local and national levels that the project supported? What were the contributions to advancing the environmental agenda as a result of the project?	Strategic technical documents, project reports, reports to donors. Project correspondences, communication materials. Published materials. Discussions and consultation with UNDP, GEF/SGP teams, beneficiary institutions and other key partner institutions	Document review	# of positive policies developed and actions implemented at the national, local and operational levels to protect and conserve natural resources and ecosystems	Document analysis

	<p>What has been the impact of UNDP's engagements? What are the direct and indirect or intended or unintended changes that can be attributed to UNDP's assistance?</p>	<p>Has UNDP's involvement through this program influenced any change? What were these changes? Were these expected/planned?</p>	<p>Project technical documents and reports. Field visits and monitoring reports. Discussions and consultation with UNDP, GEF/SGP teams, beneficiary institutions and other key partner institutions. Meeting minutes, published materials.</p>	<p>Document review</p>	<p># of CSOs and NGOs engaged in and supporting sustainable development and natural resources management # of actions implemented that # of activities implemented (planned or unplanned) that supported direct conservation and sustainable development objectives</p>	<p>Document analysis, meetings and interview analysis</p>
	<p>To what degree has UNDP advocated for equality and inclusive development, and contributed to empowering and addressing the needs of disadvantage groups and vulnerable populations?</p>	<p>What were the activities in the project supported equality and inclusive deployment and empowerment of disadvantage groups and vulnerable populations</p>	<p>Discussions and consultation with UNDP, GEF/SGP teams, beneficiary institutions and other key partner institutions. Project documents including progress reports to donors, published materials, meeting minutes.</p>	<p>Document review. Questionnaire</p>	<p># of projects and % of budget across the programme that supported equality and inclusive development (involvement of women, men, vulnerable populations and disadvantaged groups) # of projects and % of</p>	<p>Document analysis and interviews</p>

					budget across the programme that addressed the needs and supported empowerment of disadvantage groups and vulnerable populations	
What are the key factors contributing to the OAK results?		Project reports, monitoring reports. Discussions and consultation with UNDP, GEF/SGP teams, beneficiary institutions and other key partner institutions. Meeting minutes, project communication and correspondences, published materials, project communications and correspondences	Document review, questionnaire	# of protected areas, key marine and coastal ecosystems supported by the project # of projects implemented demonstrating innovations to reduce CO2 emissions, enhance climate resilience, and low carbon energy solutions # of CSOs and NGOs engaged in conservation and sustainable development of natural resources	Document analysis and feedback from questionnaire	
To what extent have Oak results been taken- up or mainstreamed by		Strategic technical documents, project documents.	Document review, questionnaire	# of tangible commitments by CSOs and	Document analysis and key interviews	

	communities or beneficiary groups?		Discussions and consultation with UNDP, GEF/SGP teams, beneficiary institutions and other key partner institutions	responses and interviews	communities for continuity Level of ownership among direct stakeholders and beneficiaries	
	What are the factors favouring or hindering this?		Project documents and update to donors. Project communication materials and correspondences Field visit reports, monitoring reports, Discussions and consultation with UNDP, GEF/SGP teams, beneficiary institutions and other key partner institutions	Document review, interviews and questionnaire	# of grant proposals prepared % of organizational budgets allocated for continuity of project activities # of persons with capacity to execute project activities	Document analysis. Interviews
Cross Cutting questions						
F. Human Rights	1. To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups		Project documents, progress technical and financial reports from beneficiaries, monitoring reports. Field visit notes.	Document reviews and interviews	# of projects across the program involving women, vulnerable and disadvantaged groups	Document analysis and interviews

	benefited from the work of UNDP in the country?		Meeting minutes Discussions and consultation with UNDP, GEF/SGP teams, beneficiary institutions and other key partner institutions		# and % of women, vulnerable and disadvantaged groups involved in programs	
G. Gender Equality	To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of project? Is the gender marker data assigned to this project representative of reality?		Project documents, technical and financial progress reports, updates to donor partners. Discussions and consultation with UNDP, GEF/SGP teams, beneficiary institutions and other key partner institutions	Document review and interviews	# of activities organized targeting women, vulnerable and disadvantage groups # of women, vulnerable and disadvantage groups engaged in project activities	Document analysis.
	To what extent has the project promoted positive changes in the gender equality and the empowerment of women? Were there any unintended effects?		Project documents, technical and financial progress reports. Meeting minutes, progress reports to donors. Meeting minutes. Published materials. Discussions and consultation with		# of positive actions and outputs involving women executed with support from the project	

			UNDP, GEF/SGP teams, beneficiary institutions and other key partner institutions			
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Evaluation approach and methods.

• Evaluation approach.

At the time of the evaluation, Belize continues to be severely impacted by COVID-19 pandemic, which has necessitated various quarantine measures, inclusive of the inter-district restrictions of movement in the Orange Walk and Corozal districts, restrictions on crowd size and public health protocols that require the use of remote work when possible. In consequence of these COVID-19 restrictions and public health protocols, the evaluation approach consisted of primary and secondary data collection. In the case of the former, interviews occurred exclusively by virtual means with key partners and stakeholders using the Zoom platform or telephone. Semi-structured bilateral interviews with the different project stakeholders were conducted virtually to verify information documented in the end of projects evaluations and to engage on issues not captured in great details in these reports or in published information. Questions were also emailed to stakeholders for feedback and phone discussions were conducted with stakeholders who were unable to connect virtually. Internet research was key to verify information documented in the reports. The evaluation sought to include as many stakeholders of the beneficiary institutions as possible despite the severe limitations in place due to the public health preventative measures.

• Data sources:

Consistent with the TOR, a theory of change approach was utilized for the evaluation. This approach is designed to assess the pertinent aspects of project design, implementation and execution, status of performance and track outcome and sustainability by examining the links between the strategies, objectives, results, and the factors that influenced implementation, the achievements and/or shortcomings of the initiatives. Thus, a comprehensive literature review was undertaken in which all relevant documents were reviewed including project proposals, project evaluation reports, beneficiary organizations published information available on respective websites and social media pages (links are found in references at Annex 6).

• Data-collection procedures and instruments:

This TE has been conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF financed Projects. The evaluation exercise is hinged on evidence-based information that is credible, reliable and useful. The TE was carried out in adherence to the Terms of Reference received (Annex 1), and included the following three stages:

i. Inception stage:

During inception, the consultant focused on familiarizing with the project, planning the evaluation, adapting the evaluation questions and developing an inception report. This include an initial desk reviews of project-related documentation such as the project document, annual reports, project files, national strategic and policy documents, and any other materials that the consultant considered useful for an evidence-based evaluation assessment. The documents were mainly provided by the SGP team and obtained through research on internet. As part of this inception phase, an Inception Report was prepared and submitted to UNDP Country Office (Annex x); it included the methodology for the evaluation, the evaluation criteria questions, schedule of activities and timeline for the various phases of the evaluation.

ii. Data Collection

Meetings were held with several key project stakeholders to brief on the purpose and methodology of the TE, to obtain latest update on the project, and to solicit feedback on key questions as per the evaluation criteria matrix (Annex 2). Interviews were held with project stakeholders (Annex 3 for list of persons interviewed) and coordination meetings were held with UNDP and the GEF SGP teams.

The semi-structured interviews and consultations were guided by the questions in the evaluation criteria matrix. The questions aimed to provide an opportunity for key stakeholders to provide insights and perspective related to their experience in project formulation, implementation, and closure. The information collected, including documentary evidence, interviews, and observations were compiled, summarized, and organized according to the questions asked in the evaluation. Triangulation of evidence and information gathered underpinned the elaboration of findings, conclusions and recommendations and was done via internet search, published reports and interviews with stakeholders.

iii. Processing and validation of data.

Once the gathering of the data from document review was completed, stakeholder interviews were conducted based on the criteria and evaluation questions. Information that sustain indicators were compared with the project reporting on these indicators, to validate the reported information. In the cases where the data from interviews demonstrated a trend of implementation experiences and complementarity, this was used directly to validate findings. In the cases where information did not coincide, the information was validated through a process of internet research and triangulation with SGP team.

Primary Data Collection

- Virtual meetings using Zoom Platform and discussion with UNDP and GEF-SGP staff were conducted to understand the project design process, implementation aspects and expected results.
- Email communication was used to seek feedback from members of the National Steering Committee to also gather their perspectives on the key aspects of implementation;
Semi-structured interviews with project stakeholders were convened, where possible, to understand key aspects of the respective projects, including project impact and sustainability features and cross cutting issues defined in the TOR;
- An electronic questionnaire was also circulated to project stakeholders via email as an option to gather feedback on evaluative areas;
- Some project beneficiaries were contacted via telephone as this was most appropriate considering the timing of the evaluation and the circumstances surrounding the on-going pandemic which limited physical interaction, movement.

Secondary Data Collection

A thorough desk review, document and internet research was conducted that included inter alia UNDP, OAK Foundation and GEF-SGP country program documents, strategic plans and policies for the environment, national development protected areas and climate change, project results framework. Examination of projects files including technical and financial reports, grant agency monitoring and field visit reports, grant agreements, beneficiary institution's project documents and other evaluation reports was also conducted. Due to the restrictions for movement, access to project beneficiaries in rural communities proved extremely

challenging. A thorough internet research was conducted to gather information and engagement of beneficiary institutions and their stakeholders via Facebook and other social media pages.

The various types of documents provided information in response to the evaluation criteria and questions. The evaluation matrix (Annex 3) shows the documentation used to explore the criteria question. The full list of documents consulted is included in the list of references (Annex 6).

- Performance standards

The evaluation was conducted based on the standards, guidelines, procedures, and protocols outlined in the UNDP Evaluation Guidelines for GEF-Funded Projects and the UNDP “Handbook on Planning, Monitoring and Evaluating for Development Results”. The evaluation criteria framework and questions were based on the OECD-DAC evaluation criteria and the rating scale was based on the UNDP “Guidance for Conducting Terminal Level Evaluation of UNDP-Supported, GEF- Financed Projects”.

- Stakeholder participation

Stakeholder participation was severely affected due to the restrictions in place considering the ongoing COVID 19 pandemics. At the time of the evaluation, the number of positive cases continued to increase at a relatively alarming rate further deteriorating the economic and the social dynamics and affecting the extent to which stakeholders could respond to the evaluation. Within the first two weeks of the evaluation, the northern districts of Corozal and Orange Walk were declared under quarantine and only inter-district travel was allowed. The economic situation nationally, severely deteriorated, displacing thousands of Belizeans who became dependent of government relief. Those who were supported prioritized food, clothing and shelter over communication. This in turn impacted the response from stakeholders. In particular, there was no response to emails sent to the three fishermen associations and attempts to contact the principals of the association via phone calls went unanswered. Finally, a response received informed that the closest possible date for a meeting would be mid-January, well after the expected conclusion of the evaluation. For the three projects implemented by the fishermen associations, the end of project evaluation reports served as a valuable source of information on stakeholder engagement as they were completed well in advanced of this TE. The other beneficiary institutions who connected virtually included participation from the relevant executives.

- Ethical considerations

All information gathered were based on the UNEG Ethical Guidelines for Evaluators”. The interviews were conducted respecting the rights of the individuals and the organizations. The purpose, objectives and questions were shared in advance of the interviews and were discussed with all those interviewed at the start of the meetings. The documents shared have been utilized only for the purpose of the evaluation and this was also discussed with interviews and their consent was given.

- Background information on evaluator

The evaluation was undertaken by Sharon Young, an independent consultant in the field of environment and development. She has over 23 years of experience working on all aspects of natural resources, conservation and development projects including over 15 years working at the executive, management, and technical levels in public and non-government institutions. Mrs. Young holds a master’s degree in Sustainable Development and Development Management from

the University of London, undergraduate in biology and certificate programs in project management, conservation financing and climate change.

Mrs. Young was instrumental in the design and development of key national climate adaptation projects such as the Marine and Climate Conservation Adaptation Project funded by the Adaptation Fund, the Key Biodiversity Areas project implemented by the World Bank and was instrumental in development of national strategies such as the national protected areas policy and systems plan, the development of the first climate resilient national land use policy and planning framework and several legislative reforms in land use, water resources management and rural community development. Mrs. Young is well versed in institutional assessments, organizational strengthening, strategic planning, project management and proposal writing and has extensive experience leading public and non-government organizations.

- Major Limitations of the methodology

There were major limitations to this evaluation due to the COVID-19 pandemic and the resulting restrictions to movement and physical interactions. The evolving and deteriorating social and economic conditions resulting from the effects of the COVID-19 pandemic continued at an unprecedented rate and scale. Communities at the local and national levels were all faced with having to adjust, on a day to day basis, in response to the restrictions and limitations issued by the State to reduce the transmission and contain the spread of COVID-19. At the time of report writing, the number of covid-19 cases continued to increase and the government continued to employ a measured approach to social and economic activity. The quarantine legislation currently in place which is updated on a weekly basis, stipulates the restrictions for movement, interaction in public spaces and private homes, vehicles, rules for employers and employees to adapt telecommuting arrangement, social distancing protocols, occupational health and hygiene protocols in the workplace. Specifically, there are restrictions that prohibits gatherings in public spaces, limits the number of persons allowed to gather in businesses/workplaces, limits the number of individuals allowed to gather in private homes in addition to restrictions on gathering with individuals outside the household, implementation of curfews, limits to the number of persons on public transportation, sanitization and hygiene rules for service providers, employer, employees and the general public and allows only for inter-district movement between the northern districts of Corozal and Orange Walk.

In keeping with the quarantine rules interaction with stakeholders during the data collection and analysis phase of this evaluation did not deviate from the public health and safety protocols and restrictions issued by the State. As described earlier, the current COVID-19 restrictions in place necessitates that use of technology was leveraged, as much as possible and where possible, to engage and consult with key stakeholders. Interviews were done by teleconferencing means so there was less opportunity for important additional communication with key stakeholders such as direct interaction, informal conversations and immediate follow-up. Virtual engagements proved to be a challenge for stakeholders in rural and remote areas where internet penetration and connectivity is limited, unreliable or non-existent and more so unaffordable due to the loss of jobs and income. In these cases, where internet connectivity proved to be an issue, phone interview was employed. Even via phone, the consultant was unable to have an extended conversation as interviewees explained they had to attend to more pressing issues at hand.

Because of the unprecedented economic, health and social disruptions prevailing due to COVID 19 pandemic, less people could be interviewed. Therefore, the risk that the level of thoroughness of participation in the evaluation was less than when physical meetings would be possible. Triangulation of data was done remotely, via

internet search and published reports shared by beneficiary institutions and the GEF SGP team. Most critically, the field observations were not possible so all the information was gathered remotely lacking from information from direct observation, to objectively assess certain project results or evaluation criteria that would normally be done via field observations. However, the collaboration from the UNDP and GEF SGP teams, the information they provided and especially the end of project evaluations proved valuable as well as the beneficiaries who participated in interviews remotely. The shared information, excellent record keeping of the GEF SGP team and beneficiary institutions and publicly available information provides confidence that there was enough information to sustain the findings.

Data analysis

Preparation of the Terminal Evaluation Report

The collected data and materials received were carefully reviewed and analysed in accordance with UNDP Project Evaluation Methodology. The findings and lessons learnt were crosschecked during different interviews and with available evidence, including the individual projects evaluation reports. The final stages included the elaboration of conclusions and recommendations and preparation of report. All data was consolidated, including the opinions of the stakeholders, and a draft Terminal Evaluation Report was prepared and submitted to UNDP country office for review and feedback. Subsequent to the feedback from UNDP country office the consultant will circulate the report to key project partners for review. Stakeholder feedback will be reviewed and consolidated and any questions will be responded to in the final Report.

Findings

Project Design/Formulation:

At the time of project formulation, the sustainable development framework for Belize was launched. This framework is aimed at guiding national development planning and investment. The framework identified that despite Belize's established track of protecting biodiversity balancing economic growth while safeguarding the environment and keeping its commitment to strengthen the capacity of communities who depend on the natural resources to sustain livelihoods continues to be a complex undertaking. This developmental challenge is further compounded by emerging and accelerating climate related threats. The growing pressures on Belize's marine and coastal ecosystems to sustain communities and major sectors such as tourism, agriculture, fisheries and transportation requires long term planning, strong governance, policies and laws that are developed with active and meaningful community engagement.

This second phase of the UNDP/OAK Foundation partnership was timely and is centred around key development strategies for the country. The partnership is underpinned by the pressing need to continue to safeguard the fragile and critically important coastal and marine resources of Belize. In 2015 Belize completed a set of strategies and policies defining its national development framework. These included the Growth and Sustainable Development Strategy which promotes an integrated systems approach to development based on the principles of sustainable development, the national protected areas policy and systems plan that continues to underscore the importance to strengthen the legislative framework for protected area and asserting greater need for inclusion especially the engagement of indigenous people and stakeholder communities in protected areas management. The Fisheries Department and its partners also championed the national economic alternative fisheries plan which seeks to minimize stresses to fragile marine systems, maintain fisheries replenishment zones and sustain livelihood of fishers. This plan includes the adoption managed access areas and mandates fishers' compliance with rules and regulations protecting these areas. The national climate change policy and strategy was also presented in 2015 and highlights Belize's vulnerability to climate change especially the impact to coastal ecosystems and low-lying communities.

The partnership made available a total of **US 1,659,000** of which OAK Foundation contributed USD \$500,000 with matching funds of US\$1,159,000 from the GEF sources. A total of US\$387,250 from the OAK Foundation contributions directly supported the re-granting component and US\$112,750 for direct support for portfolio implementation and execution. Analysis of the logical framework highlighted that the project was designed to contribute to Belize's macro and micro

framework for sustainable development as articulated in the Horizon 2030 strategy and Belize's medium term Growth and Sustainable Development Strategy 2015(GSDS). The long-term development strategy articulates the peoples value and appreciation for the natural resources underscores the acceptance that the natural resources serves as the source of Belize's economic and social progress. The macro development framework also promotes strategies to sustain environmental sustainability and clean energy, foster social resilience and cohesion. The UNDP CPD 2017-2021 and the GEF SGP OP6 are aligned with the macro development framework by reflecting strategies for a sustainable and resilient Belize (UNDP CPD outcome 2 and UNDP strategic plan) .

At the micro level, the GSDS's enabling actions are described as "Critical Success Factors (CSF)" with accompanying "Necessary Conditions" to achieve the objectives. This UNDP/OAK Foundation partnership was designed to respond to the specific areas of the GSDS directed at ecosystems management, protected areas, marine and aquatic resources as per the CSF 3. The partnership also responds to the priority actions for social cohesion such as support for livelihood programs, micro and small entrepreneurs' development, and business innovation. These are aligned with the UNDP strategic plan priorities (SP Outcome 1. and Output 1.3) as identified in the project document and in line with SGP OP6 strategies of innovation, inclusion and impact. This second re-granting partnership funded 11 community level projects designed and implemented by civil society organizations in alignment with the GEF/SGP O6 priority of landscape/seascape approach to conservation. Each project within the re-granting portfolio was aimed at empowering local communities to participate in conservation and shared governance of the Belize Barrier Reef Reserve System World Heritage Site.

The inclusion of women, youth, indigenous groups and other vulnerable and marginalized groups was a key focus of the design of this partnership and the SGP call for proposals were instructive in this regard. Similarly, the call for innovation and impact were strong pursuits where there was a target for projects focussing on the thematic areas of the blue economy and climate change.

Portfolio Review: Results chain framework

Using the theory of change approach, Table 4 below shows the causal links of the results chain for the UNDP/OAK Foundation intervention. This forms the basis to facilitate an evaluation of achievement of outputs. This table demonstrates the link between the intended outputs identified in the United Nations Development Programme Country Programme Document for Belize for the period 2017 to 2021, linking this to the related GEF SGP OP6, the UNDP/OAK Foundation re-granting portfolio outputs (the portfolio of projects), the activities and inputs. The specific outcomes identified and shown in this table are mainly geared toward supporting community and civil society organizations empowerment with particular emphasis on gender inclusion and empowerment leading to the meaningful engagement in governance and management of marine resources and protected seascapes. The aim is that these targeted strategies would contribute towards stress reduction and ultimately result in sustainable natural resource use and global environmental benefits. To this end, outputs included training, strategic planning, capital investment to improve institution, organizational and individual capacity; the design and establishment of marine biodiversity research and monitoring programs to inform decision for adaptive management and the implementation of infrastructure and tools to strengthen livelihood activities, facilitate start-up of new livelihood activities for women and support advance education for youth of the targeted communities.

The evaluation approach taken here recognizes the challenge of identifying and harnessing baseline and process indicators that would allow for the verifiable improvement in the ecological status or of reduction in stress on Belize's ecological system. Alternatively, consideration has been given to the likelihood of progress toward achieving either objective by looking at these causal links (contribution to UNDP CPD outputs), the extent of change within the national context and the likely sustainability of the project achievements.

Table 2. Results chain for engaging local communities in conservation and shared governance of the Belize Barrier Reef Reserve System World Heritage Sites: Intended Impact and Outcome of the UNDP/OAK Foundation Partnership

Causal Link	Anticipated Impact and Outcome, Specific Outputs, Activities and Inputs
Anticipated Impact (UNDP CPD 2017-2021 Outcome 2)	Inclusive and sustainable solutions adopted for the conservation, restoration and use of ecosystems and natural resources (UNDP CPD Outcome 2)
Relevant Anticipated Outcomes (UNDP project document & SGP OP6 Outcomes)	<p>Strengthened institutional capacities for networking and participation in the sustainable use and management of Belizean natural resources (UNDP project document Output 1)</p> <p>Support provided through small grants to communities and non-governmental entities for the effective management of coastal and marine resources (UNDP Project Document. Output 2a)</p> <p>Improved productivity, the provision of sustainable livelihoods and essential environmental services (UNDP ProDoc. Output 2b)</p> <p>Improved conservation, sustainable use, and management of important terrestrial and coastal/marine ecosystems through implementation of community based landscape /seascape approaches (SGP OP6- 1.1)</p> <p>Agro ecology practices incorporating measures to reduce CO2 emissions and enhancing resilience to climate change tried and tested in protected area buffer zones and forest/biological corridors and disseminated widely (SGP OP6-2.1)</p> <p>Low carbon community energy access solutions successfully deployed with alignment and integration of these approaches within larger frameworks (SGP OP6 3.1)</p> <p>Gender Mainstreaming considerations applied by all SGP country programs; Gender training utilized by SGP staff, grantees , NSC members, partners (SGP OP6 6.1)</p> <p>Involvement of youth and disabled and elderly is further supported in SGP projects and guidelines and best practices are widely shared (SGP OP6 6.3)</p> <p>South-South Community Innovation Exchange Platform promotes south-south exchanges on global environmental issues in at least 20 countries (SGP OP6 7.2)</p>
Outputs (UNDP OAK Portfolio Projects)	<ol style="list-style-type: none"> 1. Building Capacity of Sarteneja Village to Contribute to the Success of Managed Access in Belize. (BZE/OAK-PHASEII/2016/07) . Sarteneja Fishermen Association (SFA) 2. Building Community Resilience in Copper Bank Village for the Successful Implementation of Managed Access in a Dynamic Fishing Industry (BZE/OAK-PHASEII/2017/06). Copperbank Fishermen Association (CBFA) 3. Developing a Road Map to Restore the Functionality of Monkey River Watershed as a Conveyor of Water and Sediment to Monkey River Village and Port Honduras Marine Reserve (BZE/OAK-PHASEII/2017/04). 4. Highlighting 20 years of World Heritage designation, BBRRS: Working Towards better Monitoring, Management, and Awareness (BZE/OAK-PHASEII/2016/09). Belize Audubon Society/Belize Tourism Industry Association (BAS/BTIA)

	5. Planning for the Impacts of Climate Change on the Ecosystems linked to Sustainable Livelihoods of the Turneffe Atoll Marine Reserve (TAMR) (BZE/OAK-PHASEII/2017/02). Turneffe Atoll Sustainability Association (TASA)
	6. Strengthening Community Participation in the Protection of the Belize Barrier Reef Complex through Capacity Building and Supporting Implementation of Managed Access (BZE/OAK-PHASEII/2016/05). Wabafu Fishermen Association (WFA)
	7. Bridging Landscape-Seascape Connectivity between and within Vulnerable Urban Communities in Belize City and the Marine Environment as a Mechanism for Building Urban Resilience to Climate Change. BZE/OAK-PHASEII/2017/09. Belize Association of Planners (BPA)
	8. Celebrating 25 Years of Supporting Community Innovations and Stewardship Through Small Grants in Belize BZE/OAK-PHASEII/2017/20. Wildtracks
	9. Contributing to Community Seascape Conservation by Engaging Stakeholders of Ambergris Caye, Belize City and Caye Caulker in Training to Promote Awareness of, Monitor and Protect Manatees BZE/OAK-PHASEII/2017/16
	10. More corals=More fish: Strengthening Communication of Methods and Results of Over a Decade of Reef Replenishment Work at Laughing Bird Caye National Park, Locally and Regionally (BZE/OAK-PHASEII/2017/18). Fragments of Hope Ltd. (FOH)
	11. BZE/OAK-PHASEII/2019/04 Building Capacity in Proper Solid Waste Management in Belize's Southern Coastal Communities. Southern Environmental Association (SEA)

<p>UNDP OAK Portfolio Project Activities</p>	<p>Workshops, training and capacity building for targeted stakeholders (dive training, marine data collection training (fish, corals, seagrass, financial management, business planning, food handlers certificate training, tour guide training)</p> <p>Knowledge Exchanges for fishermen</p> <p>Exchange visits for coral replanting program</p> <p>Sensitization/familiarization visits for families of fisherfolk</p> <p>stakeholder meetings (fishers and tour guides)</p> <p>Design and implementation of marine and littoral ecosystems research, inventory and monitoring systems</p> <p>Digital analysis and mapping of built environment in Belize City</p> <p>Knowledge Surveys on climate change</p> <p>Infrastructure development at marine protected areas of the BBRRSWHS</p> <p>Infrastructure development in fisherfolk communities as part of managed access compliance requirements</p> <p>Office establishment for new CSOs</p> <p>Institutional strengthening and organizational development to comply with NGO Act</p> <p>Community groups networking sessions</p> <p>Educational materials</p> <p>Online advertising and promotions</p> <p>Video production and development of other promotional materials</p> <p>Fee-based tours</p> <p>Public forum, media appearances and seminars</p> <p>School presentations</p> <p>Community sensitization sessions on climate change</p> <p>Preparation of technical reports</p> <p>Design and development of digital portal for urban community profiles</p> <p>Installation of erosion control measures for beach protection and shoreline stabilization</p> <p>Mentoring for new CSOs and preparation of grant proposals</p> <p>Resource mobilization for start-up of livelihood activities</p> <p>Resource mobilization for tuition scholarships</p>
<p>Inputs</p>	<p>Equipment and supplies</p> <p>Consultants</p> <p>Venue for training, workshops and seminars</p> <p>CSO Staff and Community time</p> <p>Travel support</p>

Monitoring and Evaluation & leveraging the UNDP's comparative advantage:

The M&E plan was clear and practical. At the portfolio level, the role of the NSC was key to maintaining overall oversight guidance and direction to the GEF SGP. The composition of the NSC, inclusive of key stakeholders from donor partners, government, community and indigenous groups, allowed for the overall intent of the partnership to materialized. For example, the projects selected were strong initiatives in community participation, innovation and pioneering geographic locations such as the BAP project in urban communities, the timely investment in supporting the managed access fisheries program and ensuring that indigenous communities were represented as demonstrated in the Wabafu Fishermen Association, the Copper Bank Fishermen Association and Sarteneja Fishermen Association projects.

The inclusion of project steering committees proved to be an effective mechanism to keep project on track, sustain momentum and continuity, trouble shooting, problem solving and resolve conflict. This was clearly demonstrated on the BAS and SEA projects where the PSC's were actively involved in project execution and completion .

The effective and efficient implementation and execution of the project underscores the UNDP's strengths as a sound development partner, particularly in mobilizing resources and coordinating development actors to respond to development needs at the macro and micro level in a timely and appropriate manner. UNDP was able to leverage donor funds to advance the shared agenda of government , communities, OAK Foundation and other donors relating to the conservation of natural resources and seascapes, and promote biodiversity while prioritizing community led initiatives. As such, this second phase of the re-granting partnership complemented the efforts of other development partners and projects in execution by other civil society organizations such as Oceana, WWF, WCS, TNC, TIDE and MARFund.

The GEF SGP modality was also highly effective in executing the activities of the re-granting component. The stakeholders interviewed all expressed their high satisfaction for the mentoring and supportive role of the GEF SGP team, the flexibility and responsiveness of the GEF SGP grant policies and procedures particularly in instances when the projects experienced severe disruptions. For instance, even though the CBFA project was initially designed to contribute to biodiversity protection via the compliance to the managed access program and adoption of sustainable fishing practices, CBFA was able to reallocate the funds due to the withdrawal of the fishers because of their unease in adopting the new fishing methods. The flexibility allowed the project to re-strategize and re-focus on capacity building and support for livelihood development for wives of fishers and youth. In the WFA project, project execution proved challenging because of the relative inexperience of the organization; however, the support from project mentors and the GEF SGP team allowed for project to remain on course and activities implemented.

Portfolio Execution

UNDP/OAK Foundation Portfolio Overview

Through the re-granting component, the partnership facilitated small grants for 11 projects with each project funded at a maximum of US\$50,000. The projects were formulated, designed and executed by 11 civil society organizations and were executed throughout the country within communities and protected areas located in the Corozal, Belize, Stann Creek and Toledo districts. Projects were designed in alignment with the GEF SGP OP6 thematic areas as per the GEF SGP call for proposals. Of the 11 projects, five were designed around the thematic area of biodiversity, three focussed on capacity development, two on climate change, and one on international waters. At the time of the evaluation, all project activities for 10 of the 11 projects had been completed with the exception of the SEA² project for which activities tied to the GEF funding were being executed (Table 2). As per communication with the GEF SGP team, the delay was as a consequence of the restrictions implemented by the State due to the COVID-19 pandemic which put a halt to all project activities at the beginning of the pandemic when the

² The activities and components funded by the OAK Foundation have been completed some of the GEF SGP funded activities were in execution. Project execution experienced significant delays due to COVID-19 . The Project is expected to be completed in second quarter of 2021(Josue Oliva, GEF SGP programme assistant. per comm.)

country wide state of emergency was issued in April 2020. Table 2 below represents the list of projects funded via the re-granting program and the status at the time of the evaluation.

Table 3: UNDP/OAK Foundation Portfolio of Projects

PROJECT NUMBER	PROJECT TITLE	GRANT AMOUNT USD	GRANTEE NAME	PROJECT STATUS
BZE/OAK-PHASEII/2016/07	Building Capacity of Sarteneja Village to Contribute to the Success of Managed Access in Belize.	\$25,000.00	Sarteneja Fishermen Association	Satisfactorily Completed
BZE/OAK-PHASEII/2017/06	Building Community Resilience in Copper Bank Village for the Successful Implementation of Managed Access in a Dynamic Fishing Industry	\$25,000.00	Copper Bank Fishermen Association	Final Reports submitted
BZE/OAK-PHASEII/2017/04	Developing a Road Map to Restore the Functionality of Monkey River Watershed as a Conveyor of Water and Sediment to Monkey River Village and Port Honduras Marine Reserve	\$25,000.00	Monkey River Watershed Association	Satisfactorily Completed
BZE/OAK-PHASEII/2016/09	Highlighting 20 years of World Heritage designation, BBRRS: Working Towards better Monitoring, Management, and Awareness	\$25,000.00	Belize Audubon Society	Satisfactorily Completed
BZE/OAK-PHASEII/2017/02	Planning for the Impacts of Climate Change on the Ecosystems linked to Sustainable Livelihoods of the Turneffe Atoll Marine Reserve (TAMR)	\$24,903.75	Turneffe Atoll Sustainability Association	Satisfactorily Completed
BZE/OAK-PHASEII/2016/05	Strengthening Community Participation in the Protection of the Belize Barrier Reef Complex through Capacity Building and Supporting Implementation of Managed Access	\$20,000.00	Wabafu Fishermen Association	Satisfactorily Completed
BZE/OAK-PHASEII/2017/09	Bridging Landscape-Seascape Connectivity between and within Vulnerable Urban Communities in Belize City and the Marine Environment as a Mechanism for Building Urban Resilience to Climate Change.	\$25,000.00	Belize Association of Planners	Project Activities Completed, Final Report Pending
BZE/OAK-PHASEII/2017/20	Celebrating 25 Years of Supporting Community Innovations and Stewardship Through Small Grants in Belize	\$25,000.00	Wildtracks	Satisfactorily Completed
BZE/OAK-PHASEII/2017/16	Contributing to Community Seascape Conservation by Engaging Stakeholders of Ambergris Caye, Belize City and Caye Caulker in Training to Promote Awareness of, Monitor and Protect Manatees	\$25,000.00	Friends of Swallow Caye	Final Reports submitted
BZE/OAK-PHASEII/2017/18	More corals=More fish: Strengthening Communication of Methods and Results of Over a Decade of Reef Replenishment Work at Laughing Bird Caye National Park, Locally and Regionally	\$25,000.00	Fragments of Hope Ltd	Satisfactorily Completed
BZE/OAK-PHASEII/2019/04	Building Capacity in Proper Solid Waste Management in Belize's Southern Coastal Communities	\$24,999.50	Southern Environmental Association	Satisfactorily Completed*

*Status at the time of the evaluation: All Oak funded activities completed; Activities related to the GEF counterpart funds still ongoing.

Table 4: Table represents the projects across the re-granting portfolio and planned versus actual outputs.

PROJECT TITLE	GRANTEE NAME	GEF-SGP FOCAL AREA	STATED OBJECTIVES	PLANNED OUTPUTS	ACTUAL OUTPUTS	TE COMMENTS
Building Capacity of Sarteneja Village to Contribute to the Success of Managed Access in Belize.	Sarteneja Fishermen Association	Capacity Development	<p>1. To build the capacity of current and future Sarteneja fishers for effective participation in Managed Access and the sustainable use and management of the marine resources.</p> <p>2. By the end of the project, the Sarteneja community will have built its capacity for income diversification, towards reducing fishing pressure on the marine resources.</p>	<p>1. The smooth integration of Sarteneja fishermen into the Managed Access program, and strengthened communication and collaboration between fishers across Belize, strengthening understanding of the need for a more sustainable fishery, capacity to support seascape scale management, and knowledge of best practices, to ensure that both today's and tomorrow's fishermen can continue to benefit from the marine resources.</p> <p>-20 fishers participate in managed access sensitization sessions, 10 fishers participate in fisher exchange, 30 fishers from 3 northern communities (Sarteneja, Copperbank and Chunox) improve collaboration and 20 youths from sarteneja participate in session on sustainable use of marine resources and best practices</p> <p>2. Increased capacity within Sarteneja for diversification of household income for fisher families in the community, focusing on fishermen, their wives and youths of the community.</p> <p>-20 sartenejanos (men and women) trained and certified as tour guides, 13 youths received scholarships, 14 fishers' wives better integrated into SFA and</p>	<p>31 tour guides trainee (22 males, 9 females) sensitized on the managed access program</p> <p>10 Fishers participated In fisher exchange hosted by TIDE at PHMR</p> <p>Meetings with Fisheries Department and Fishers of the respective communities were convened</p> <p>17 students received scholarships (14 high school, 3 Junior college including 9 females and 8 males) and participated in conservation activities</p> <p>31 persons participated in and completed the tour guide training (22 males, 9 females)</p> <p>14 fisher's wives received training on business development and were provided microloans of</p>	<p>The collaboration among the fishers of Sarteneja Chunox and Copperbank was difficult due to fishers having different fishing schedules. However, the project allowed for fisheries to express their desire to work together as they participate in the managed access fishery and maintain their compliance to the requirements. More support is needed for the fishers of Copperbank and Chunox via the strengthening of their association so that they are kept engaged in the national program administered by the Fisheries Department and its protected areas co-management partners.</p> <p>At end of project all loans were repaid. The Small Business Development Center (SBDC) of Belize Trade, Investment and Development Enterprise (BELTRAIDE) provides ongoing support and follow up with the micro businesses and up to the end of 2019 the business continued to function. Businesses activity came to</p>

				contributing towards household income.	BZ\$1000 via La Inmaculada Credit Union (business included: chicken production, animal feeding, food production, produce, gift shop, beauty salon, bakery)	a complete halt at the start of the COVID 19 pandemic.
Building Community Resilience in Copper Bank Village for the Successful Implementation of Managed Access in a Dynamic Fishing Industry	Copper Bank Fishermen Association	Biodiversity	<ol style="list-style-type: none"> 1. To pilot a new methodology for selective/sustainable harvesting of lobster by the sailing fleet. 2. To build capacity to increase compliance with Managed Access requirements and to increase sustainable use and appreciation of marine resources. 	<ol style="list-style-type: none"> 1. Hiring of 1 project assistant (youth from the fishing community) for the duration of the project 2. Purchase of basic materials and supplies for the temporary office of the Copper Bank Association 3. A total of 24 fishermen trained to harvest lobster with sustainable fishing gear (lasso) 4. 3 retrofitted sailing vessels to transport whole live lobster 5. 25 persons (fishers' wives and kids) that have seen first-hand and appreciate the work that their husbands/fathers do and the importance of the marine ecosystem 6. A designated launching and repair site for vessels in Copper Bank 	<p>Office and personnel in place</p> <p>Fisher exchange was facilitated between 4 fishers of Punta Allen, Quintana Roo and 8 fishers of Copperbank</p> <p>Sensitization visits for fisher families was successful (12 wives and 12 children visited Turneffe and Lighthouse Reef Atolls)</p>	<p>Although the project had to refocus and a new set of activities introduced which transitioned the project from a biodiversity to a capacity building project. In this regard, the project was satisfactorily completed. The challenges and changes experienced during implementation are outlined below:</p> <p>Fishers were not in agreement to retrofit sailboats nor to pilot a new fishing method. The exchange visit by the Copperbank Fishers to Punta Allen, Mexico underscored the need to conduct feasibility on the</p>

				<p>7. Purchase of logbooks for catch data collection and paint for vessel colour coding</p>	<p>Managed access compliance activities were completed</p> <p>Institutional support for CBFA, scholarships for students (18 tuition scholarships)</p> <p>9 women participated in training and received food handler's certification. Women were also equipped with appliances and other equipment for their businesses.</p> <p>40 fishers benefited from the construction of the launching pad, coding, and logbook training as part of the managed access compliance programme.</p>	<p>appropriateness of the options for fishing methods that would be introduced to Copperbank fishers. As per the final evaluation report, the Copperbank Fishers were sceptical about the new fishing method, i.e. that it would cost them more to sustain live lobster while at sea for the duration and so retrofitting of the sailboats was not done as fishers were not convinced of the lobster shade method.</p> <p>To incentivise fishers to assist with construction of the launching pad, fishers were paid a stipend.</p> <p>Approval was received for funds to be reprogrammed into institutional strengthening and capacity building activities in lieu of the activity that was planned (retrofitting sail boats and piloting of new fishing method)</p> <p>The community was cognizant of the project due to the involvement of a diverse group in project activities.</p>
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<p>Developing a Road Map to Restore the Functionality of Monkey River Watershed as a Conveyor of Water and Sediment to Monkey River Village and Port Honduras Marine Reserve</p>	<p>Monkey River Watershed Association</p>	<p>Climate Change Adaptation</p>	<p>1. Design and implement emergency shoreline stabilization measures to avert imminent property loss. 2. Develop a road map of the measures needed to restore the functionality of the Monkey River as a conveyor of water and sediment to the PHMR. 3. Build the capacity of the Monkey River Watershed Association to implement necessary actions in the coming decade(s).</p>	<p>1. Near-term stabilization of the beach at imminently threatened structures based on expert consultation, and a maintenance strategy for these installations and 5 volunteers trained 2. A road map for restoring the Monkey River will be laid out in a written document that describes the outcomes of the planning process and will become the organizing vision for future activities of MRWA. 3. A strengthened MRWA Executive body and all ten communities of the watershed represented and participating in the project's goals, objectives, and activities as well as local stakeholder NGO's that participate in co-management of the landscapes and seascapes of the watershed.</p>	<p>Shore Stabilization structures (2000 ft of Geotubes installed to prevent further beach erosion) installed and still intact; 5 volunteers trained to monitor and maintain Geotube structures; white paper of priorities produced, road map of actions completed, community meetings were held and beach and river clean up completed with 37 residents participating</p>	<p>Project satisfactorily completed. Community satisfied with the beach replenishment activity which signals an optimistic view for continuity of the activities. The education sessions also provided much information on the broader issues of climate change and promoted greater awareness and appreciation for protection of the watershed</p>
<p>Highlighting 20 years of World Heritage designation, BBRRS: Working Towards better Monitoring, Management, and Awareness</p>	<p>Belize Audubon Society</p>	<p>Biodiversity</p>	<p>1. Build and increase public awareness of the BBRRS-WHS; its economic value and actions needed to be taken off the WHS "In Danger" list. 2. Establish Monitoring baselines for digital assessments of mangrove and littoral forest coverage within the BBRRS-WHS; and baseline plant inventory for Half Moon Caye Natural Monument in light of the recent rat eradication initiative, and South Water Caye Marine Reserve as one of the hot spots for development within the WHS.</p>	<p>1. Through collaboratively implemented public events, the number of people aware of the BBRRS—its economic value, threats it faces and importance to get off the "In Danger" list—will increase significantly- 500 people targeted for campaign. 2. Digital analysis and mapping of mangrove and littoral forest within the BBRRS. 3. Baseline for future monitoring of mangrove, littoral forest within the BBRRS. 4. Creation of baseline for plant inventory in HMCNM and in light of</p>	<p>Increase in number of people aware of the BBRRS- WHS (public education and awareness activities including media visits(national coverage), fb page, public forum, - 150 people attended, 1000 WHS passports distributed via publications, 498 persons went on tours) Digital mapping and inventory of the mangrove and littoral forest at HMC</p>	<p>The project was satisfactorily completed. Although it fell short of the participation of the government officials as the trips for these officials did not materialize, this was not a hindrance to success as there was already support from the critical Ministries (Fisheries) and the Cabinet approved action plan for the removal of the BBRRS from the list of sites in danger signalled the broad support.</p>

			<p>3. Improve biosafety management of Half Moon Caye Natural Monument through establishment of measures within the site</p>	<p>the recent invasive species control measures in Half Moon and the “hot spot” nature of SWCMR in regards to development. 5. Implementation of biosafety measure on Half Moon Caye.</p>	<p>and database developed in for HMC and SWC</p> <p>Biosafety measures in place at HMC as part of the rat eradication programme.</p>	
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<p>Planning for the Impacts of Climate Change on the Ecosystems linked to Sustainable Livelihoods of the Turneffe Atoll Marine Reserve (TAMR)</p>	<p>Turneffe Atoll Sustainability Association</p>	<p>Biodiversity</p>	<ol style="list-style-type: none"> 1. Lay the foundation for establishing long-term monitoring of the impacts of elevated sea surface temperatures and increasing CO2 levels on coral reefs, seagrass and mangrove ecosystems, focusing on resilience and ecosystem functions. 2. Conduct mapping of fishing effort targeting lobster and conch, both within the central lagoon and the surrounding reef habitats. 3. Lay the foundation for establishing long-term monitoring of conch, lobster and finfish production, including environmental conditions such as temperature and CO2 levels. 4. Empower and build capacity of fishers and tourism sector partners to take active stewardship by participating in climate change adaptation, monitoring and management. 	<ol style="list-style-type: none"> 1. Thirty eight (38) permanent transects at multiple sites within coral reefs, seagrass and mangroves across the TAMR to track impacts from elevated sea surface temperature and increasing CO2 levels. 2. Inventory of fishing equipment to show distribution of lobster trap/shade within the Central Lagoon and conch and lobster fishing grounds in shallow reef areas. 3. Long-term lobster monitoring sites in Central Lagoon provide data on catch, temperature and CO2 levels. 4. Conch, lobster and finfish monitoring sites in the shallow reef provide long-term data on abundance, temperature and CO2 levels. 5. Catch data reports contribute in identifying trends in production and growth of conch, lobster and finfish. 6. Two stakeholder forums that will be held that will educate fishers and tourism sector on climate change and impacts to their livelihoods. 7. At least 20 stakeholders both from the fishing and tourism sectors are trained as community researchers to assist in collection of data. 8. Two community meetings for fishers and tourism stakeholders to provide input into management strategies to help 	<p>38 Long term monitoring program for lobster, conch, finfish and coral established,</p> <p>Lobster trap inventory and mapping of fishing grounds completed, monthly catch data commenced (28 sites mapped)</p> <p>Fishers and tourism stakeholder were actively engaged. (59 fishers from the 3 communities and 62 fishers and 19 boats at TAMR) (6 tour operators and 4 resorts participated)</p>	<p>Project was satisfactorily completed. Project was ambitious within the timeframe planned and with extension to timeline, the stated objectives were met. More education and awareness needed especially to get buy-in from tour operators.</p>
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				build resilience of critical ecosystems that support fisheries production and tourism activities.		
Strengthening Community Participation in the Protection of the Belize Barrier Reef Complex through Capacity Building and Supporting Implementation of Managed Access	Wabafu Fishermen Association	Capacity Development	<p>1.To Increase participation of fishers from Dangriga in committees that assist with conservation actions for marine protected areas;</p> <p>2. To increase capacity of Wabafu to effectively function as a Team and be able to bring fishers together to advocate for improved management of marine protected areas/ managed access fishing</p>	<p>1.A cohort of 12 Fishers (8 males and 4 females) will be trained in scuba diving for research with the finality that they would be able to assist the MPA Managers in data collection when needed or work with researchers that frequently use Glovers Reef and South Water Caye Marine Reserves.</p> <p>2. A volunteer with expertise will be sourced via the National</p>	Training in leadership, meeting procedure, roles and responsibilities and conflict resolution, open water dive training, fish id, coral, conch, and lobster data collection (20 participants including 12 fishers and 6 community members). 10 members participated in training in	Activities related to 4 of the 6 objectives were completed, these include- the objective to reduce fishers' dependency on fishing by providing training in seaweed farming and the objective related to securing land for the WFA office. Funding for the former did not materialize and securing

			<p>areas.</p> <p>3. To train fishers in data collection methods including scuba diving, and other research methods.</p> <p>4. Empower fishers and their families to be able to better prepare for hurricanes (hurricane preparedness plan and training).</p> <p>5.To develop economic alternatives by implementing a seaweed farms</p>	<p>Emergency Management Organization or Red Cross to give a course on hurricane preparedness.</p> <p>3. Fifteen hurricane preparedness plan will be developed with the assistance of the technical expert.</p> <p>4.WFA will assist in the data collection for the Managed Access Program and Assist in the colour coding of vessels.</p> <p>5. An exchange visit with the Sarteneja Fishermen Association will be conducted to share good practices, lessons learnt and experiences supporting the managed access roll-out.</p> <p>6. 15 members will be trained to establish seaweed farming within the South Water Caye Marine Reserve.</p> <p>7. WFA will secure a piece of land to build its office in the future.</p>	<p>basic maintenance of outboard motors, hurricane preparedness.</p> <p>Sensitization session and readiness of members to comply to managed access</p>	<p>land was not possible within the timeline of the project. It was noted that the organization was recently established and although inexperience to project management, the main components of the project which were directed to capacity building for its board and members of the fishing and tourism community were successfully implemented. The project achieved all other objectives and involved as many stakeholders as possible. In this regard, the project was satisfactorily completed.</p>
<p>Bridging Landscape-Seascape Connectivity between and within Vulnerable Urban Communities in Belize City and the Marine Environment as a Mechanism for Building Urban Resilience to Climate Change.</p>	<p>Belize Association of Planners</p>	<p>Climate Change</p>	<p>1-To increase awareness, knowledge and understanding of the threats and opportunities of the impacts of climate change to urban populations, buildings and infrastructure, and to urban and marine ecosystems and of the landscape/seascape connectivity;</p> <p>2-To strengthen the landscape/seascape connectivity between and within target communities and the marine environment as a means of contributing to the health and integrity of the marine environment;</p>	<p>3 community specific resilience strategy and action plans with governance structures and short term components implemented through community participatory, integrated, gender balancing and democratic approaches and methodology;</p> <p>3 registered community based organizations and support structures characterized by a minimum of 30 % women in decision making for project sustainability and bringing about expected long term changes;</p> <p>4. A cadre of a minimum of 75</p>	<p>Mobilization of critical actors was done to foster collaboration on climate change, (community mobilizers, donors, policy makers, institutional partners), perception surveys conducted, community members participated in meetings, (15 persons from the three vulnerable communities were identified and engaged) building footprint conducted and digitally mapped using drone</p>	<p>The project was a novel project for targeting urban communities in Belize City- the largest municipality and working with urban communities to engage in the topic of climate change. The design of the project proved to be overly ambitious for the relatively short timeframe and resources available. All project objectives were not met. However, the project was able to deliver on several key activities</p>

			<p>3-To build the capacity of target communities to be stewards of transforming their communities into urban hubs of prosperity and social wellbeing while bridging the landscape/seascape connectivity and contributing to the health and integrity of the marine environment;</p>	<p>gender balanced young urban climate change resilience practitioners is available for continued engagement in building and sustaining resilience to climate change amongst their peers, in their careers and communities; 5. A minimum of 50 gender balance decision and policy makers proportionately representing actors in the urban space are armed with knowledge, skills set and in possession of mainstreamed strategies and actions for continued partnership; 6. Knowledge products on community resilience strategies and actions to disseminate to community residents and students in schools adjacent to or within the community; 7.A real time digital portal for sharing and accessing knowledge in real time is operational and supporting a community and network of urban resilience practitioners.</p>	<p>technology; community action plans developed, brochures developed and distributed, community meetings and trainings sessions held. Engagement of women as community mobilizers. Climate change sensitization sessions held with members of the three communities.</p>	<p>including identifying and mobilizing community actors to lead and develop community action plans, execution of the perception survey, preparation of digital map and buildings footprint. Although the project fell short of the number of community members targeted, the project did mobilize community members, stimulate interest among young people, involved women, identified and built capacity of key community mobilizers and leader to act as stewards of their communities; provided an opportunity to discuss a topic of importance to residents, municipal and national policy and decision makers. The project was moderately successful.</p>
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<p>Celebrating 25 Years of Supporting Community Innovations and Stewardship Through Small Grants in Belize</p>	<p>Wildtracks</p>	<p>Capacity Development</p>	<p>To celebrate 25 years of GEF SGP in Belize, and through this, to raise its profile and awareness of the success of SGP and its partners nationally, regionally and globally, demonstrating that there can be a balance between development and environmental sustainability.</p>	<ol style="list-style-type: none"> 1. An attractive, easy to access publication that highlights 20 key projects (10 landscape and 10 seascape) across Belize 2. A short (8 to 10 minute) video celebrating the achievements of the GEF SGP programme and its project partners over the last 25 years 3. A 2 minute summary video prepared for national television 4. A launching ceremony to celebrate and showcase GEF SGP projects, and providing the platform for presenting the videos and publication <p>Social media-ready photos and information on the selected projects for use on the GEF SGP-Belize website and pages</p>		<p>Project was designed to document, publicize and celebrate the achievements of the GEF-SGP in Belize as part of its 25th anniversary celebrations. The project objectives were met. The Project focussed on knowledge sharing and presents inspirational work of GEF-SGP beneficiaries. Project successfully completed</p>
<p>Contributing to Community Seascape Conservation by Engaging Stakeholders of Ambergris Caye, Belize City and Caye Caulker in Training to Promote Awareness of, Monitor and Protect Manatees</p>	<p>Friends of Swallow Caye</p>	<p>Biodiversity</p>	<ol style="list-style-type: none"> 1. Marine protected areas management effectiveness at Swallow Caye Wildlife Sanctuary will be improving incrementally according to national requirements specifically for monitoring, public awareness, and sustainability. 2. Train community stakeholders from Ambergris Caye, Belize City and Caye Caulker participate in the manatee awareness, monitoring and protection training to reduce threats to manatees and observe regulations within 	<ol style="list-style-type: none"> 1. Enforcement by Ranger and Regulatory Agencies will result in the inappropriate behaviours previously seen at SCWS being reduced or eliminated. 2. Competitiveness of tourism stakeholders in the communities of ABC, in sustainable tourism through manatee awareness and manatee protection training will have improved. 3. Trained stakeholders and visitors will be engaging in responsible manatee protection behaviours within SCWS and the Belize Harbour which should result in reducing the threat of boat collisions with manatees and inappropriate visitor behaviour 	<p>Information center rebuilt and operational. Ranger and Information officer active at site. Training sessions were conducted and well attended and some patrols were conducted.</p>	<p>Project was satisfactorily completed. Project experienced many challenges during execution largely due to limited technical capacity and delays in contributions from other partners. The FOSC enjoyed a high level of community in-kind support and this allowed for resources to be available for critical activities related to capacity building, outreach, and surveillance. Delays were further compounded by the matters outside the control of the project and organizations including</p>

			<p>Swallow Caye Wildlife Sanctuary.</p> <p>3. Increase collaboration with regulatory agencies and community manatee protection groups to increase manatee protection on the seascape level from Reef to River (11 miles Swallow Caye Wildlife Sanctuary, across the Belize Harbour and up Haulover Creek and Belize Old River</p> <p>4. Through improved monitoring and enforcement applying the SMART System and utilizing instant social media.</p>	<p>toward manatees.</p> <p>4. Swallow Caye Wildlife Sanctuary will be benefitting from renewed on site management with staff, functioning visitor facility, increased and appropriate visitation, data collection, enforcement, income generation and a buffer of more responsible navigation in the contiguous seascape, Belize River- Belize Harbour – Swallow Caye Wildlife Sanctuary.</p>		<p>dangerous criminal activities in the area and later the restrictions for movement due to the COVID 19 pandemic.</p>
<p>More corals=More fish: Strengthening Communication of Methods and Results of Over a Decade of Reef Replenishment Work at Laughing Bird Caye National Park, Locally and Regionally</p>	<p>Fragments of Hope Ltd</p>	<p>Biodiversity</p>	<p>1. To improve dissemination of the methods and results to date of this key reef restoration demonstration project, both nationally (locally) and regionally.</p>	<p>1. A socio-economic report generated to quantify direct community financial benefits from 2013- 2018</p> <p>2. Sandwatch implemented in three primary schools: monthly school sessions/activities Jan-Jun, culminating in LBCNP site visit for each school</p> <p>3. Completion of 2nd More Corals=More fish painting, 500 posters, 1000 colouring books, 100 puzzles</p> <p>4. Website updated and maintained</p> <p>5. At least one video created</p> <p>South-south exchange Belize/Jamaica reef restoration practitioners and Cuban visitors hosted two field days in Placencia</p>	<p>Manuscript prepared; 75 students benefited from sand watch program from 3 primary schools. 123 children benefited via 2 summer camps in 2018 and 2019. Field trips conducted. Posters and colouring books, jigsaw puzzle, website produced. Exchange visit with counterparts from Jamaica executed.</p>	

<p>Building Capacity in Proper Solid Waste Management in Belize's Southern Coastal Communities</p>	<p>Southern Environmental Association</p>	<p>International Waters</p>	<p>1. To enhance the knowledge of community members in five southern coastal communities in promoting blue economy through solid waste management and good practices by the end of the project 2.To execute a demonstration project for the use of plastic bags, straws and Styrofoam alternatives and solid waste sorting and disposal in women-lead businesses in Seine Bight and Hopkins by the end of the project.</p>	<p>1.Improved knowledge of community members on Blue Economy through proper solidwaste management by the end of the of the project. Adapted solid waste sorting method by the end of the project.2.2 Businesses transition into use of alternatives for plastic bags, straws, and Styrofoam inSeine Bight and Hopkins by the end of the project.</p>		
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Portfolio Ratings

The performance and achievements of each project were rated to obtain an overall assessment of the re-granting portfolio. The ratings were done in accordance with the UNDP “Guidance for conducting terminal evaluations of UNDP-Supported, GEF-financed Projects, 2012”. The exercise involved the application of the standard evaluation framework to assess parameters such as relevance, project design, effectiveness, efficiency and impact. The effectiveness and efficiency of project outcomes were rated according to the 6-point GEF rating scale, ranging from highly satisfactory (no shortcomings) to highly unsatisfactory (severe shortcomings). Monitoring and evaluation and execution of implementing and executing agencies were also rated to this scale. Relevance was evaluated to be either relevant or not relevant. Sustainability is rated according to a 4-point scale. Ranging from Likely (negligible risks to likelihood of continued benefits after the project ends) to unlikely (severe risks that project outcomes will not be sustained). Impact was rated according to a 3-point scale, including significant, minimal and negligible.

The rating scales are compiled below:

<p>Box 2. Rating Scales:</p> <p>Ratings for Effectiveness, Efficiency, M&E, IA&EA Execution</p> <p>6. Highly Satisfactory (HS) The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency</p> <p>5. Satisfactory (S) There were only minor shortcomings</p> <p>4. Moderately Satisfactory (MS) There were moderate shortcomings</p> <p>3. Moderately Unsatisfactory (MU) The project had significant shortcomings</p> <p>2. Unsatisfactory (U) There were major shortcomings in the achievement of project objectives in terms of relevance, effectiveness or efficiency</p> <p>1. Highly Unsatisfactory (HU) The project had severe shortcomings</p>	<p>Sustainability Ratings:</p> <p>4. Likely (L) Negligible risks to sustainability</p> <p>3. Moderately Likely (ML) Moderate risks to sustainability</p> <p>2. Moderately Unlikely (MU) Significant risks to sustainability</p> <p>1. Unlikely (U) Severe risks to sustainability</p>	<p>Relevance Ratings:</p> <p>2. Relevant (R) 1. Not Relevant (NR)</p> <p>Impact Rating:</p> <p>3. Significant (S) 2. Minimal (M) 1. Negligible (N)</p>
<p>Additional Ratings where relevant Not Applicable (N/A) Unable to Assess (U/A)</p>		
<p>Source: Guidance for conducting terminal evaluations of UNDP-Supported, GEF-financed Projects, 2012, UNDP</p>		

Table 5: Ratings of the Portfolio Projects as per UNDP Guidelines

Grantee Name	Projects	Ratings						
		Relevance	Efficiency	Effectiveness	Sustainability	Impact	Inclusiveness, Equality and Human Rights	TE Comments
Sarteneja Fishermen Association (SFA)	Building Capacity of Sarteneja Village to Contribute to the Success of Managed Access in Belize.	R	S	S	L	S	Significant	Satisfactorily completed
Copperbank Fishermen Association (CBFA)	Building Community Resilience in Copper Bank Village for the Successful Implementation of Managed Access in a Dynamic Fishing Industry	R	S	S	L	S	Significant	Satisfactorily completed
Monkey River Watershed Association (MRWA)	Developing a Road Map to Restore the Functionality of Monkey River Watershed as a Conveyor of Water and Sediment to Monkey River Village and Port Honduras Marine Reserve	R	S	S	L	S	Significant	Satisfactorily completed
Belize Audubon Society (BAS)	Highlighting 20 years of World Heritage designation, BBRRS: Working Towards better Monitoring, Management, and Awareness	R	S	S	L	S	Significant	Satisfactorily completed
Turneffe Atoll Sustainability Association (TASA)	Planning for the Impacts of Climate Change on the Ecosystems linked to Sustainable Livelihoods of the Turneffe Atoll Marine Reserve (TAMR)	R	S	S	L	S	Significant	Satisfactorily completed
Wabafu Fishermen Association (WFA)	Strengthening Community Participation in the Protection of the Belize Barrier Reef Complex through Capacity Building and Supporting Implementation of Managed Access- WFA	R	S	S	L	S	Significant	Satisfactorily completed

Belize Association of Planners (BAP)- (need to verify information)	Bridging Landscape-Seascape Connectivity between and within Vulnerable Urban Communities in Belize City and the Marine Environment as a Mechanism for Building Urban Resilience to Climate Change.	R	MS	MS	L	S	Significant	Satisfactorily completed
Wildtracks	Celebrating 25 Years of Supporting Community Innovations and Stewardship Through Small Grants in Belize	R	S	S	L	S	Significant	Satisfactorily completed
Friends of Swallow Caye (FOSC)	Contributing to Community Seascape Conservation by Engaging Stakeholders of Ambergris Caye, Belize City and Caye Caulker in Training to Promote Awareness of, Monitor and Protect Manatees- FOSC	R	S	S	L	S	Significant	Satisfactorily completed
Fragment of Hope Ltd(FOH)	More corals=More fish: Strengthening Communication of Methods and Results of Over a Decade of Reef Replenishment Work at Laughing Bird Caye National Park, Locally and Regionally	R	S	S	L	S	Significant	Satisfactorily completed
Southern Environmental Association (SEA) (activities financed by GEF in progress)	Building Capacity in Proper Solid Waste Management in Belize's Southern Coastal Communities	R	S	S	L	S	Significant	Satisfactorily Completed
	Overall Rating	R	10 S, 1 MS	10 S, 1 MS	11 L	11 S	11 S	Satisfactory

Key:

For Relevance :R=Relevant, NR= Not Relevant

For Efficiency, Effectiveness and Sustainability: HS= Highly Satisfactory, S Satisfactory, MS= Moderately Satisfactory, MU= Moderately Unsatisfactory, U= Unsatisfactory

For Impact, Inclusiveness, Gender and Human Rights: S= Significant, M= Minimal, N= Negligible

Source: Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF Financed Projects, 2012,UNDP

The portfolio outcome was assessed based on the findings of the performance of the execution of the projects across the re-granting portfolio. Like the assessment for the projects within the re-granting portfolio, the assessment was structured around the evaluation questions pertaining to the criteria of relevance, effectiveness, efficiency. Sustainability, impact and the cross-cutting issues of human rights, gender equality and inclusion of indigenous groups and other vulnerable groups and marginalized stakeholders. The following table presents a summary of the performance and outcome of the re-granting portfolio.

Table 6: Matrix for rating the achievement of project outcomes

Project Name: UNDP Re-granting Partnership Phase II: Towards Sustainable Management of Belize's Seascape						
Outcome and Evaluation Criteria	Indicator	Baseline	End of project Target	End of Project Status	TE comments	Rating s
1. Relevance						
Overall relevance of the project					All projects across the portfolio were determined to be relevant. The interventions via the re-granting component were all aligned with the UNDP CPD, the GEF SGP OP6 and national strategies and policies such as the national fisheries policy and strategy for managed access fishery, the national protected areas policy and systems plan, the Cabinet approved action plan for removing the BBRRSWHS from the list of sites in danger, the Horizon 2030 national development strategy, the GSDS medium term development strategy, the national environmental policy and plan and the management plan for the respective protected areas targeted. Key component of these strategies are to foster an enabling environment for communities to play an active role in conservation, natural resources and protected areas management	R
2. Effectiveness						

Overall assessment of the project results					Average of the ratings of the individual outcomes	HS
Output1: Strengthened institutional/organizational capacities for networking and participation in the sustainable use and management of Belizean natural resources	1.1 Number of CSO's and NGOs engaged in supporting sustainable management of natural resources	0	8	Exceeded target: 11 beneficiaries	Exceeded Expectations: Civil society organizations capacity were strengthened, new organizations formed and existing ones benefitted from organizational strengthening (technical skills developed and operational financial and management systems in place and in use) and institutional development training (governance: role and responsibility of the Board)	HS
	1.2 Number of beneficiary organizations benefiting from SGP grant maker plus programme	0	24	Exceeded Target: 28 beneficiaries total participates in the grantmaker+ programme		
Output 2a. Support provided through small grants to communities and non-governmental organizations for the effective management of coastal marine resources	2.1 Number of <u>new positive response actions</u> (projects) demonstrating innovation and <u>best practices</u> by men and women in natural resources management	0	15	Exceeded target: 33 New actions- 3 grants targeting stakeholders about new fisheries legislation on managed access; 23 new micro businesses established for wives of fishers; 2 fishermen exchanges, 1 sensitization trip for families of fishers; members from 3 urban communities engaged in climate change sessions, building footprint digitally mapped for these urban communities; shoreline stabilization measures in place for monkey river community, 2 new community organizations' capacity strengthened;	Exceeded Expectations: Of note were the grants to the Sarteneja Fishermen Association, Copper Bank Fishermen Association, the Wabafu Fishermen Association and TASA targeted key stakeholder in relation to new fisheries legislation. The support to the Monkey River Watershed Association for shoreline stabilization activity was new as well as the urban community engagement sessions facilitated by the Belize Association of Planners to increase awareness about the impacts of climate change. The project implemented by Southern Environmental Association targeting women and supporting the blue economy was also new and established a positive step forward to advance reducing waste and minimizing the stress on the marine environment.	HS
Output 2b. Improved productivity, the provision of sustainable livelihoods and essential	3.1 Number of jobs and livelihoods (disaggregated by sex) created and supported through the sustainable	0	11	Exceeded Target: Total of 23 women engaged- 14 women of Sarteneja village and 9 women of Copperbank village (all wives of fishers) trained in income	Exceeded Expectations.	

environmental services.	utilization of Belize's marine resources			generating livelihood activities and started micro enterprises.		
Efficiency, Project Implementation and Execution						
Overall Efficiency						HS
Overall quality of project implementation and adaptive management (implementing agency)					UNDP provided exceptional oversight of implementation especially via its role on the NSC, the reporting to donor partner and coordinating donor forums. Technical guidance and administrative oversight allowed for timely execution.	HS
Quality of execution (executing agency)					All projects were implemented in accordance with norms and standards, beneficiaries expressed high satisfaction with the level of support, mentoring and care from the GEF SGP Coordinator and the team and the timeliness of the support. There was also high satisfaction with the flexibility of the GEF SGP policies and procedures which allowed for adjustments to project activities and in light of changes at the community level and also with regards to the projects where the design of the activities did not appropriately reflect the desires of the stakeholders (CBFA).	HS
Efficiency (project cost effectiveness and timeliness)					The project was executed within the approved budget and although individual project timelines had to be adjusted, deliverables were met within the overall GEF SGP programming	S
Sustainability						
Overall sustainability					All projects were rated Likely to sustain activities and outputs due to the the level of ownership and stakeholder engagement. Beneficiaries such as BAS, FOSC, FOH, TASA, noted that project achievements resulting from this UNDP/OAK Foundation support will be maintained via further grant support (applications developed and submitted); the CBFA, SFA, WFA, SEA-capacity building components facilitated engagement and empowerment of women and youths. Although	L

					the new livelihood activities have been interrupted by the COVID 19 pandemic the capacity built will be capitalized on once the situation changes. Support for advance education for the young people of the communities promotes empowerment of youths and provides opportunity for young people to actively participate in community-led governance of natural resources.	
Impact (expected and unexpected changes that contributed to changes or enabled progress to reducing stresses to the environment					In response to the evaluation criteria question, all projects significantly contributed to the advancement of environmental objectives – the projects across the portfolio had a high level of engagement around key developmental issues and at a time when the level of public discourse had been at an all-time high. Specific national development issues that were publicly ventilated included the managed access fishery; de-listing of BBRRS-WHS and stronger protection for this; coastal and marine resources protection and climate change. These efforts were complemented by and aligned with the efforts of other CSO partners, international NGOs and ensured the Government’s commitment to implementation of strategies outlined in the GSDS, the NPAPSP (community and indigenous peoples involvement), the coastal zone plan, solid waste plan (reduction of waste and recycling action), environmental action plan, (pollution control and mitigation), climate change policy and the Fisheries strategies (managed access, MPA expansions)	S
Inclusiveness (this assesses human rights and gender issues and the extent to which the project supported the inclusion of women, youth, marginalized and vulnerable groups)					All 11 projects were designed to ensure women’s participation. Furthermore, the empowerment and engagement of women and young people were a core focus of the BAP the WFA, CBFA, SFA, SEA projects and the FOH, BPA projects was designed and led by women.	S

Table 6 above highlights that the re-granting project performed as follows: In terms of Relevance, the project was in fact aligned to national, international, and local strategies and plans. In relation to effectiveness and efficiency, the project was highly satisfactory. The project also performed exceptionally well in relation to sustainability and received a Likely rating and likewise for impact and inclusiveness where the rating was Significant.

Findings in response to evaluation criteria

1. Relevance:

EQ 1. How does the project relate to the environment and development priorities at the local, regional and national levels?

Sub questions: Are the planned outputs and outcome consistent with national and local policies and priorities and needs of intended beneficiaries?

EQ 2. What is the effectiveness and efficiency of the of the OAK regranting scheme in delivering localized sustainable development benefits?

Sub question. Extent to which the scheme responds to human development priorities, empowerment and gender equality issues.

EQ 3. What overall lessons have been learned?

FINDING

The UNDP OAK Foundation re-granting partnership was designed to contribute to the GEF SGP O6 priorities. The GEF SGP Operational 6 programmatic priorities are aligned to the National Protected Areas Policy and System Plan, Belize's National Biodiversity Strategy and Action Plan (NBSAP), the national Climate Change Policy, Strategy and Action Plan, Belize's Nationally Determined Contributions (NDCs), the Convention on Biological Diversity (CBDs), and the Sustainable Development Goals (SDGs) 1,5,7,11,13,14,15 and 17 and the fisheries management strategy for managed access fisheries, the blue economy and the coastal zone management plan. Therefore, all projects financed under this UNDP OAK Foundation re-granting partnership were determined to be relevant as they were aligned with the GEF SGP Operational Phase 6 priorities, national and local priorities and strategies. Furthermore, the overall objective of the project was designed to contribute to the CPD Outcome 2 and Output 2.1 of the UNDP Country Programme Document for Belize 2017-2021, the Growth and Sustainable Development Strategy (GSDS) and the Horizon 2030 long term strategy for Belize and other key national strategies including the national protected areas policy and systems plan for the inclusion of communities in shared governance of protected areas and conservation, the national environment policy and solid waste management policy for mitigating pollution and managing solid waste. The areas of national priorities outlined in the TOR and to which the projects responded to were:

- *Consolidation and empowerment of local CSO network contributing to sustainable growth and development- all projects were designed by CSO's and included the participation of key stakeholder groups such as fishers, fishers'*

- wives, students, tour guides(women and men), tour operators, community leaders. Three of the projects were formulated and executed by newly established community based fishermen associations. These included the Sarteneja Fishermen Association, Copper Bank Fishermen Association and the Wabafu Fishermen Association.
- *Enhanced sustainability of marine and coastal ecosystems which support national development, local livelihoods and provision of environmental service-* 9 of the 11 projects directly invested time and resources in the strengthening the management of the important coastal and marine resources and biodiversity. The other two projects formulated and executed by Wildtracks and Southern Environmental Association(SEA) respectively focussed on knowledge sharing and best practices. The project executed by Wildtracks focussed on highlighting the achievements of the GEF SGP in Belize as part of its 25th anniversary. This project was designed to capture knowledge, lessons and best practices in community-led conservation and involved a high level of interaction with numerous CSOs who have worked in partnership with the UNDP and GEF SGP over the years to conserve and protect natural resources. The project formulated and executed by SEA focussed on capacity building for micro-business women in Placencia Village to invest in business practices that would mitigate pollution, reduce waste and the stresses to the marine and coastal systems caused by land based sources of pollution. This would ultimately mitigate pollution of the marine system which is the basis for the blue economy.
 - *Entrepreneurial and innovative actions expanding opportunities for sustainable livelihoods of vulnerable and marginalized communities.* The three projects formulated and executed by the fishermen associations (SFA, CBFA, WFA) facilitated the wives of fishers to contribute to the household income and participate in decision making. The support also promoted the empowerment of youth of the fishing communities through the tuition scholarships and facilitated the inclusion of indigenous Garifuna communities of Stann Creek District by providing training in tourism and fisheries for community members including women.

2. Effectiveness

EQ 1. To what extent have the expected outcomes and objectives of the project been achieved?

EQ 1. What observed changes (or progress toward changes) can be attributed to UNDP's activities and outputs?

Sub question: or the extent to which the observed changes or outcome can be attributed to UNDP contribution?

FINDING

Members of the PSC noted that there was a temporary suspension of project implementation during the first year resulting from the passage of Hurricane Earl which required the UNDP and GEF SGP teams to redirect their efforts to support the national efforts to address the immediate impact of Hurricane Earl. This caused a slight delay in developing of concepts to full proposals. In response to this, the UNDP and GEF SGP teams quickly adjusted their operations to allow for targeted call for concepts and provided greater support to targeted beneficiaries in developing proposals and significantly reduced delays. Capacity building, community and stakeholder empowerment were the core focus of this project. The evaluation noted that all beneficiary organizations executed activities aligned with the core focus. The overall empowerment of communities and key stakeholders can be attributed to the project design with clear alignment of the project goal and objectives with national and local strategies and communities desire to engage in conservation and sustainable use of the natural resources. The strength of the executing partner, GEF-SGP was visible in the clear monitoring, oversight, and supportive role it played in the development of the portfolio of projects and execution of each project. Stakeholders interviewed expressed their high satisfaction with the GEF SGP team, specifically their knowledge and experience working with marginalized and vulnerable communities and stakeholders that allowed for appropriate responses to address the changing circumstances in communities during project implementation.

The partnership expected to strengthen the capacity of 8 CSOs for meaningful participation in natural resources management and 28 beneficiary organizations' participation in the grant maker+ program. The evaluation highlighted that the project provided grants for 11 CSOs to participate in natural resources management, thereby exceeding the target. These 11 beneficiaries of the second phase of the regranting partnership participated in the grant maker+ programme adding to the number of beneficiary organizations from phase 1 for a total of 28 beneficiaries. The project also targeted the creation of 19 new livelihood activities; at the end of the project 14 women from Sarteneja received training in various livelihood activities and were facilitated with micro loans for their start-ups and 9 women from Copper Bank communities received certificate training in the food service industry and were supported with capital investment for their start-ups for a total of 23 new livelihood activities thus exceeding the target. Through the eleven projects and with OAK Foundation support, UNDP-SGP has met both project objectives outlined in the UNDP OAK Foundation partnership agreement and have made notable contributions towards the protection and conservation of Belize marine resources.

Based on the performance of the projects across the portfolio, the effectiveness of implementation of the portfolio was ranked as **highly satisfactory**.

- Capacity building, community and stakeholder empowerment was the core focus of this project. All beneficiary organizations executed activities aligned with the core focus. In the case of the Copper Bank Fishermen Association's (CBFA) project, initially, the intervention targeted fishers with the aim of transitioning fishers from the current fishing practice by piloting a new sustainable fishing method, however, the fishers were not willing to participate in piloting the new method. As soon as the CBFA realized this activity was not possible during the lifetime of this project, activities were

refocussed to build capacity of women. The new intervention targeted the wives of fishers by equipping them with the skills and tools to invest in livelihood activities. Wives were trained in food preparation and were provided capital support to embark on income generating activities in the food service industry. Project funds also supported tuition scholarships for high school students also of fishing families to continue to pursue higher education. The result is that key stakeholder (wives of fishers and youths) was empowered and actively engaged with the CBFA. The Sarteneja Fishermen Association's project was also effective in that it surpassed the target for capacity building. The project planned for training for 22 tour guides, however 31 persons participated in the training, this is in addition to the 10 fishers who participated in the fishermen exchange with counterparts in the PHMR. The Wabafu Fishermen Association project also saw the participation of community residents, including women, in the various livelihood enhancement trainings that were made available via the UNDP/OAK Foundation project.

- The overall empowerment of communities and key stakeholders can be attributed to the project design and clear alignment of the project goal and objectives with national and local strategies and community and stakeholders desire to engage in conservation and sustainable use of the natural resources. The strength of the executing partner, GEFSGP was visible in the clear monitoring, oversight and supportive role it played in the execution of each project. Stakeholders interviews expressed their high satisfaction with the GEF SGP team, specifically, the knowledge and experience working with marginalized and vulnerable communities and stakeholders and the responses to the changing circumstances in communities.
- The project planned on strengthening the capacity of 8 CSOs for meaningful participation in natural resources management and 28 beneficiary organizations' participation in the grant maker+ program. The project actually supported projects for 11 CSOs to participate in natural resources management, thereby surpassing this target. This second phase of the regrating partnership realized 11 new beneficiary organization adding to the number of beneficiary organizations from phase 1. The project also targeted the creation of 19 livelihood activities; at the end of the project 14 women from Sarteneja received training in various livelihood activities and were facilitated with micro loans for their start-ups and 9 women from Copperbank communities received certificate training in the food service industry and were supported with capital investment for their start-ups for a total of 23 new livelihood activities. At the time of the evaluation, due to the COVID 19 pandemic all economic activities were at a standstill. An assessment of whether these micro enterprises will rebound is necessary.

3. Efficiency

EQ 1. Have resources (funds, expertise, time, staffing) available to the project been utilized in the most appropriate and economic way possible towards the achievement of results?

EQ 2. Was the project implemented efficiently, in-line with international and national norms and standards?

EQ 3. How did partnerships influence the efficiency of the project in delivering against its portfolio? i.e. estimating all projects of the portfolio towards a development outcome. Look at delivery rates, reason some are implemented more quickly than others and overall management

EQ 4. To what degree has UNDP incorporated and fostered South-South cooperation, knowledge management in the implementation of this project?

Sub question: How beneficial have they been?

FINDING

The organizational capacity of the beneficiary institutions factored greatly during the execution of their respective projects which affected overall project performance. The community-based organizations and especially the recently established fishermen associations had to put in place operational and organizational systems, including office and human resources, prior to implementing projects while the established NGOs had greater experience in organizational and project management, available technical and human resources and management systems. The mentorship and close support from the GEF SGP team during project execution were instrumental in the level of success during project execution. As a result of the varying levels of organizational and institutional capacity among beneficiary organizations and the project management support provided, ten (10) of the 11 projects were rated as satisfactory for this evaluation criteria and 1 as moderately satisfactory (See table 5). The knowledge exchange activities geared at facilitating fishers' information exchange and foster collaboration provided much insight for fishers and yielded positive impressions with those fishers who were being sensitized about the new fisheries managed access program. UNDP's priority for the inclusion of women and youth from the project design stage also yielded positive reactions from the communities as can be seen by the participation of women at the meetings, their productive engagement in the livelihood training, their dedication to sustaining their enterprise and their commitment to repay the micro loan for their micro businesses.

In terms of the UNDP/GEF-SGP capacity. The strong grant making capabilities and community level focus of the of the GEF SGP demonstrated its efficiency and effectiveness during project execution by adapting to the changing circumstances in the communities to address issues affecting project implementation. Furthermore, UNDP strategic positioning of the partnership allowed for the leveraging of resources from other national and well-established donor partners such as PACT and GEF to ensure that more resources are available to support communities and conservation. The grantmaker+ program allows allowed for greater collaboration among grantees working within the same communities and with the same government and other civil society partners.

The performance of the implementing and executing agencies and the achievement of overall results were ranked as highly satisfactory the overall performance of the portfolio was ranked as **highly satisfactory** for this evaluation criteria.

Specific areas noted include:

The levels of development of the beneficiary institutions factored greatly during the execution of their respective projects thus affecting project performance. For instance, three of the organizations have been established and recognized as large Non-government Organizations (NGO). These included the BAS, SEA and TASA; 6 recognized as community-based, grass roots organizations (SFA, CBFA, WFA, MRWA, FOSC and FOH). In the case of the Wabafu and Copper Bank Fishermen Associations, these were only recently established and the grants would have been the first project to be implemented so these organizations had to put in place governance and operational systems including office, human resources, management and financial systems. In the case of the FOSC, having been established for a while continued to experience challenges with operational sustainability over the years as it is wholly dependent on donor funding and community donations. As per the interview with FOSC, the remote and isolated location of the field office makes it difficult to maintain staff. Individuals who were recruited uses the opportunity as a springboard to launch their careers in tourism. In all these cases, the dedication and commitment on the part of the Associations' Boards, who are all volunteers, must be commended. This level of community commitment and dedication sends a strong signal about the desires of community mobilizers and leaders to advance conservation objectives.

4 Sustainability

EQ 1. To what extent will the benefits of UNDP's work in this area continue?

Sub question: Is the level of national ownership and the measures that serve to enhance national capacity enough to guarantee the sustainability of results?

EQ 2. Is there a resource mobilization strategy in place for the programme to ensure the continuation of benefits?

Sub question: Are national partners contributing financial and other resources towards the continuity of the results?

Sub question: Are there public/private partnership in place?

EQ 3. Is there an exit strategy for the project and how feasibly is it?

FINDING

The main approach to sustainability was to foster local ownership for continuity through strengthening civil society organizations, including community-based organizations (CBOs). The grants to the various CBOs facilitated institutional strengthening of these organizations and strengthened the organizational systems and programs of the established NGOs. In this regard, these local partners are now equipped to use the foundation set in place by this project to continue to implement the activities and build on the successes to scale up where possible.

Indicators of local ownership and continuity

- ❖ Active participation of women in the training programs for livelihood development and support for start-up microenterprise where 23 wives of fishers have been equipped to undertake income generating activities, add to the household income and

participate in decision making. Empowerment of women with the skills to participate in tourism industry and the empowerment of women entrepreneurs to adopt new business practices in support of the blue economy and reduce waste and environmental degradation have all been successfully achieved

- ❖ The provision of tuition scholarships for students of fishing families have provided economic relief to fishing families and support further education and empowerment of 35 youths.
- ❖ 18 fishers have been equipped with the knowledge and tools to comply with the new fisheries managed access program rules and requirements to ensure their continued participation in fisheries sector and in resource management
- ❖ The establishment of littoral forest inventory and establishment of long-term research and monitoring programs to collect data on mangroves, seagrass, coral, shellfish and finfish in various protected areas including Half Moon Caye, South Water Caye and Turneffe Atoll Marine Reserve and the long-term coral research and transplant program at Laughing Bird Caye are foundations to continue data driven resource management
- ❖ Empowerment of 3 urban community leaders to advocate for proper urban planning and implementation of climate adaptation actions in support of vulnerable urban communities serve as a strong foundation to educate and engage urban communities and vulnerable populations on climate change
- ❖ Shoreline stabilization training and greater community awareness of the impacts of climate change on vulnerable coastlines provides community residents with knowledge to take decisions in the interest of their wellbeing and livelihoods.

As noted in the end of project evaluation and interviews with stakeholders, beneficiary organizations started to pursue grant funding opportunities from other donors to continue activities and/or build on the achievements of their respective project. These include the ecological monitoring work at Turneffe, Half Moon Caye and South Water Caye Reserves on establishing the marine research and monitoring programs; the efforts to continue the research on corals by Fragments of Hope and to replicate and scale up the coral transplant program in other areas in Belize and the Caribbean are indicators of beneficiary institutions commitment to continuity. The Belize Association of Planners presented and submitted grant applications to several funding agencies, including the IDB, to continue with the community engagement programs and to support implementation of the community actions plans and the partnership they have established with Belize City Council and the National Climate Change office are also strong indicators that the work will continue.

In terms of sustainability, the overall rating was **likely** for continuity of the achievements. The sustainability of these successes however will continue to hinge on the public/private partnerships and an active and inclusive CSO network which must be supported by the international partners. Although the COVID 19 pandemic continues to have unprecedented impact on the sustainability of the programs and continuity of activities and many organizations, including donor partners have repurposed funds, reduced their budget and reduced or suspended operations, the use of technology to continue to communicate and collaborate is

evolving at a rapid pace. This is a timely opportunity for CSOs to capitalize on social media to promote their work.

5. Impact

EQ 1. Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?

EQ 2. What has been the impact of UNDP's engagement ?

Sub question: What are the direct or indirect, intended, or unintended changes that can be attributed to UNDP's assistance?

EQ 3 To what degree has UNDP advocated for equality and inclusive development, and contributed to empowering and addressing the needs of disadvantaged groups and vulnerable populations?

EQ 4 What are the key factors contributing to OAK results?

Sub question: To what extent have OAK results been up taken or mainstreamed by communities or beneficiary groups?

Sub question What are the factors favouring or hindering this?

FINDING

The UNDP OAK Foundation partnership supported interventions that facilitated activities to prepare fishers to participate in the national managed access programme aimed at safeguarding the marine resources through effective engagement of fisherfolks in resource governance and management. The projects across the portfolio had a high level of engagement of CSOs and especially community-based, grass roots organizations and community stakeholders. The projects selected and the beneficiary organizations involved fishers, fishers' wives, tour guides, youth and micro business owners who utilized the resources of key marine protected areas. The capacity building initiatives sensitized fishers about the managed access program, strengthened existing organizations and build capacity of the new fishermen associations to empower them to participate in management of fisheries resources, enabled their continued care and stewardship and introducing new and sustainable fishing tools and practices. Fishers and tour guides of the northern fishing communities of Sarteneja, Chunox and Copper Bank all utilized the areas within the Lighthouse Reef (Half Moon Caye), Turneffe and Glovers Reef Atolls while the fishers and tour guides of Dangriga and Placencia primarily utilize the resources within the South Water Caye Marine Reserve. The cumulative effect of the capacity building support for these stakeholders, via the small grants, has provided necessary, relevant and timely investment to empower and engage fishers, tour guides and communities to improve their integration into the managed access program, increase options for income diversification and to actively participate in various aspects of resources management.

As per the rating scale and in response to the questions pertaining to the impact evaluation criteria, all 11 projects were ranked significant in terms of impact. The overall rating for impact was **significant**. These interventions have established a viable path to reduce the stress on these important marine protected areas and safeguard the resources.

- ❖ The capacity building and institutional strengthening activities are the foundation to enable progress towards reduced environmental stress and/or improved ecological status. The activities such as the fishermen exchanges provided reinforcements to convince fishers of the need to transition to more sustainable and responsible methods of fishing.
- ❖ The participation of tour guides and tour operators in active networks that monitor manatee population at Swallow Caye, those who assist with the coral transplanting at Laughing Bird Caye and shoreline stabilization program at Monkey River are strong indicators of community engagement and enabling conditions that promote stewards for resource protection.
- ❖ Livelihood development training and support for higher education facilitated empowerment of key stakeholders such as women and youth within the fishing communities.
- ❖ National sensitization of policies and strategies such as the mandatory compliance by fishers to the requirements of the managed access fishery, climate change adaptation, pollution control and mitigation and solid waste management regulations for businesses, strengthened mangrove regulations, legislation prohibiting offshore drilling, gill nets, single use plastics, cessation on the sale of national lands in the BBRRS-WHS, the gender policy and large support for indigenous communities have established the foundation for a viable path to change in behaviours of fishers, businesses and communities to implement sustainable fishing practices, adapt good business practices and continue to act as stewards for conservation and environmental protection.

7. Gender equality and Human Rights

EQ 1. To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?

EQ 2. Is the gender marker data assigned to this project representative of reality?

EQ 3. To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

FINDING

All projects were designed to include women in some or most of the project activities. For instance, the projects that were designed and implemented by the fishermen associations comprised of objectives specific to women's empowerment and engagement in livelihood trainings. The project entitled Bridging Landscape-Seascape Connectivity between and within Vulnerable Urban Communities in Belize City and the Marine Environment as a Mechanism for Building Urban Resilience to Climate Change. This project was geared at creating and sustaining a community of urban climate change practitioners engaged in building climate change resiliency of people, buildings and infrastructure and ecosystems to the impact of climate change. While the project was ambitious in its design, it was pioneering in that it specifically targeted women and other vulnerable groups in three urban communities in largest urban centre of the country. This support to vulnerable communities in Belize City by establishing the link between inner-urban community landscape and seascape was significant and paved the way for similar projects

to tackle the pressing issue of climate change in urban settings. The Southern Environmental Association's project also targeted 15 women micro entrepreneurs and focussed on engaging these women in adapting sustainable business practices for waste management in line with supporting the blue economy. The inclusion of wives of fishers of the northern communities of Sarteneja and Copper Bank and the youth of these communities were also instrumental in pursuing the objectives of gender and inclusiveness. Overall, the portfolio of projects set out a clear path that included active engagement and inclusion of women, youth and vulnerable groups and leveraged the strong track record of the GEF-SGP's work with community-led groups and CSOs.

Conclusions.

Relevance, Effectiveness, Efficiency, Sustainability, Impact, Inclusion and Human Rights.

Conservation success is dependent on the continuous engagement of communities and inclusion of key stakeholders especially women and youth and their participation in the management of natural resources. The UNDP OAK Foundation partnership supported several noteworthy projects that have contributed towards reducing environmental stress and/or improving ecological and ecosystem status, and inclusion of communities in protected areas management. The interventions of the regranting program also supported initiatives for the successful implementation of the managed access program which was rolled out nationally by the Belize Fisheries Department in 2016.

- I. The projects had positive impacts on the fishing families as wives and children were beneficiaries of support via the project. Women were empowered to contribute financially to household and the children were empowered through the tuition scholarships that were made available to pursue secondary and tertiary level education. Fishers now have a better understanding and appreciation for the managed access regime and are equipped to participate in the program.
- II. The fisheries sector will continue to contribute significantly to the economy and livelihoods. Value additions and diversification in the fisheries sector can expand livelihood opportunities and continue to create jobs. Exports of marine products continue to positively contribute to the economic and social development of the communities involved in the sector.
- III. Commitment from fishers is needed from the onset. Proper stakeholder analysis and participation is key to project success especially for fisheries managed access projects and those projects involving new associations. Any proposed change in fishers' livelihood directly affects the lives of fishers and their families and if not fully assessed and/or sensitive to fishers' needs can quickly be received negatively by the intended beneficiaries. For instance, there were design flaws in the CBFA projects. The project assumed that fishers were willing to adopt new fishing practices. The fact that fishers were unwilling to adopt highlighted that during project design, adequate engagement with the target audience must be a done to get support. With regards to the TASA

project, the organization had to invest more time and resources to conduct separate meetings with fishers of different communities and separate meetings with tourism stakeholder, this was a similar experience with FOSC. In the case of the Belize Association of Planners (BAP) project which was directed at urban communities; the dynamics of each community needs to be assessed as part of the project design to allow for effective use of resources and sourcing of appropriate technical expertise to work with vulnerable urban communities. These project experiences highlighted that proper stakeholder diagnostics is also necessary to ensure proper planning and coordination of schedules with the targeted stakeholders and for the optimum use of limited project resources.

- IV. Watershed restoration is key to marine and coastal ecosystems and an effective strategy to mitigate the impacts of climate change. The residents of Monkey River Village were more aware of the contributing factors to the erosion of the river and the inevitable impacts on the community. The project provided a valuable platform to renew support from the community and key national partners to highlight the local impacts resulting from unsustainable land use compounded by the effects of climate change. This project also highlighted the value of maintaining and/or restoring riparian and littoral forest as economically, socially, and environmentally important and critical ecosystems and the continuous involvement of communities to act as stewards translating into conservation success.
- V. The use of social media proved to be a cost-effective means to reaching a wide audience. 10 of the 11 beneficiary organizations utilized social media platforms to expand visibility and reach and to inform of their work and to engage their communities and stakeholders.
- VI. The collaboration between and among grantees and promoted by the UNDP and GEF SGP facilitated positive engagements. In relation to climate change, the project implemented by the Monkey River Watershed Association was a collaboration of various state and non-state partners and worked to engage the community in the development of innovations and the implementation of actions for solutions to local challenges of erosion exacerbated by climate change. The collaborative project between UB-ERI and TASA supported long term monitoring of critical marine species and the support to BAS and BTIA for highlighting the 20th Anniversary of the WHS designation of BBRRS contributed to the national public awareness strategy of value of the BBRRS-WHS and contributed to actions that resulted in the BBRRS WHS to be removed from the list of sites in danger.
- VII. The mentorship and grants maker plus support continues to serve as valuable tools to empower and engaged smaller NGOs and CBOs. This direct support and guidance make the difference in enabling appropriate project design and effective implementation.

Recommendations

Focus should continue to be directed towards the following:

- I. Support for preparation of feasibility studies to pilot new fishing methods in the communities affected by the managed access program could improve project design and coupled with the knowledge exchange would lead to a greater degree of implementation success.
- II. Technical support for the fishermen associations to build their membership base, strengthen their governance and organizational systems, improve project management capacities to continue to serve as strong liaison with the communities and protected areas managers.
- III. Continue to empower the wives of fishers by facilitating capacity building initiatives in micro enterprise and encourage their involvement in supporting the fishermen associations and to take leading roles in mobilizing community development initiatives. This can be in collaboration with effective partners in other sectors such as sugar for the northern communities and tourism for the southern communities as well as national development agencies such as the credit unions, Belize Trade and Investment Development Enterprise (BELTRAIDE) and Development Finance Corporation (DFC) via their microloan programs.
- IV. The growing youth population in rural Belize presents an opportunity to engage with and empower young people. Efforts to pursue activities that promote entrepreneurship and build capacity of young people in the fishing communities would be strategic interventions to engage and empower the youth population. Once the young people realize that there are viable options for income generation other than fishing, they will pursue careers other than fishing.
- V. Conservation success will be tied to sustaining the support for the families of fishers via education for the youths and support for wives. Continue to include fisher families, women, and youth in projects to change behaviours and diversify livelihood activities in the communities which will result in sustaining the wins and accomplishment of the projects. Women are now more interested in supplementing their husband's income in the household and participate in decision making relating to their families. Their priority seems to be educating their children beyond primary school level.
- VI. Knowledge exchange visits provides a practical framework to strengthen collaboration between management and users. This type of activity should continue to be supported to capitalize on the interest from the Belizean fishers and counterparts. These knowledge exchanges should be done more often and as an activity integrated in the programme of work of protected areas managers and in collaboration with the fishermen associations.
- VII. Stakeholder consultation remains a critical factor in designing relevant and appropriate interventions. The cultural and socioeconomic challenges that hindered performance during implementation of the projects related to the fisher communities and the urban communities highlighted that although the problems that the projects were working to solve were relevant, the interventions needed to be culturally and

socially appropriate and sensitive to the target audience to ensure buy-in and ownership from the design stage.

- VIII. The fishing communities continue to demonstrate their commitment for safeguarding natural resources and their willingness to participate in conservation activities. This is evident in the number of sessions conducted with fishers and by the number of organizations working in the same communities. Notwithstanding their busy schedules, the fisherfolk continue to participate in meetings. This is noted in the Turneffe Atoll Sustainability Association Trust (TASA), Belize Audubon Society (BAS)/Belize Tourism Industry Association (BTIA), Sarteneja Fishermen Association (SFA), Copper Bank Fishermen Association (CBFA) and Wabafu Fishermen Association (WFA) projects which targets the same fishing communities.
- IX. Knowledge exchange visits provides a practical framework to strengthen collaboration between management and users. This type of activity should continue to be supported since there is interest from the Belizean fishers and counterparts. These knowledge exchanges should be done more often and as part of the programme of work of protected areas managers and in collaboration with the fishermen associations.

Lessons Learned

- I. Collaboration and coordination of fishers from different fishing villages proved difficult due to fishing groups having varying schedules. Fishers should be integral in the project design and schedules should be planned around the off-fishing times and/or project managers should consider meeting with fishers in the evenings at their fishing camps although this would be more costly it may prove more effective
- II. Managed access education needs to intensify as fishers are still not clear on expectations. Fishers are apprehensive to try new methods without understanding the full impact and the how the changes will be financed. Feasibility studies of the methods that would work for fishers from the different fishing communities is necessary to explore the best option for the fishers based on the transitional cost and the practicality for fishers. The use of “fisher champions”- those fishers who have embraced sustainable methods- would be useful to promote and scale up these methods among fishers and implement the managed access program
- III. The stakeholder diagnosis is critical to project design. This should be a mandatory process in the design of all projects. There are some fishers who are not willing to diversify or adopt new practices as fishing has been their way of life and is culturally ingrained. As such, the outputs and outcomes must be realistic based on issues raised in the stakeholder diagnosis.
- IV. A greater need to produce socio-economic and feasibility studies that will quantify and show fishermen and their families that other jobs (other skills training) would generate same or more income than fishing may be powerful and help to convince them that income diversification is worth exploring.
- V. Literacy of fishermen continues to be a challenge when introducing new skills and trainings. Adopting innovative and non-traditional modes of training must be explored to offset the literacy challenges among fishermen that invariably constrains the outcome in training sessions. Practical methods of engagement of fishers will need to be adapted including fundamental reading and writing classes for fishers and in their first language (Spanish).
- VI. Women demonstrated high level of commitment and dedication to their livelihoods and to contributing to the household income. The fact that by the end of the project all micro loans were repaid by the women micro entrepreneurs, provided a good foundation for sustainability and to encourage more women to participate in the livelihood activity.
- VII. The empowerment of women via livelihood development is a strong force for community engagement. Empowerment of women through skills training and livelihood development allows for women to be contributors to the household and play a role in decision making should continue.
- VIII. Investment in scholarships also empowers the youths, especially students from fishing families to play an active role in advocating for conservation and sustainable use of natural resources. Tuition scholarships could be tied to commitment from the beneficiaries to volunteer with local CSOs.
- IX. Monkey River Watershed Association and Belize Association of Planners project highlighted the knowledge gaps at the community level on climate change. Knowledge sharing about climate change and the impacts on ecosystems and communities is

even more critical and necessary to help communities adjust their way of life to adapt to the impacts. In addition to the unsustainable land use upstream, the community was made aware that the broader issues contributing to the erosion problem is largely attributed to the location of the village at the river mouth and the rising sea levels and wave dynamics.

- X. The reporting back to fishers and stakeholders is critical to gain trust and support. The presentation of the technical and scientific reports to fishers and their communities and to tour guides on the status of the lobster, conch and finfish fishery and especially highlighting their contribution to the report helped to gain trust and buy-in for the conservation and management of the natural resources. This level of engagement helped to reduce the mistrust among fishers and regulating agencies and protected areas managers and garner support for resource management.
- XI. Providing incentives for fishers to participate in data collection, especially during the closed seasons, will continue to strengthen the collaboration and ownership for the managed access program and improve management. This is especially considering that the Fisheries Department and its co-management partners have limited resources for data collection.

I. Annexes

Annex 1: Terms of Reference for the Evaluation



INDIVIDUAL CONSULTANT PROCUREMENT TERMS OF REFERENCE

Description of the assignment: Final Evaluation National Consultant

Project title: UNDP Re-granting Partnership Phase II: Towards Sustainable Management of Belize's Seascape

Period of assignment/services (if applicable): One and Half Month (30 Working Days)

BACKGROUND

Belize is a natural resource-based economy. Fisheries in 2015 contributed 17% to the Belizean economy. Belize's fisheries sector supports the livelihoods of an estimated 3,000 artisanal or small-scale fishers. The country's coast and seascape feature also support a vibrant tourism sector which is the largest contributor to national GDP and the largest creator of jobs in Belize. Belize's coastal and marine resources, however, are under significant threats of overexploitation and unsustainable use, degradation due to the stresses of development and pollution. These fragile resources now also face emerging threats of climate change. The proposed initiative supports a community approach to conservation and seascape management.

The goal of the OAK Regranting Partnership initiative was designed to utilize the small granting modality for fund disbursement. The project seeks to **support the participation of local communities in conservation and shared governance of the Belize Barrier Reef Reserve System World Heritage Site**. The initiative stipulated the use of OAK foundation funds for the co-financing of community small grants in support of the conservation and sustainable use of the resources. The Small granting window supports projects that adopt community landscape and seascape approach to conservation.

Priority actions in regranting processes included the:

- Consolidation and empowerment of a local CSO network contributing to sustainable growth and development;
- Enhanced sustainability of marine and coastal ecosystems which support national development, local livelihoods and provision of environmental services;
- Entrepreneurial and innovative actions expanding opportunities for sustainable livelihoods of vulnerable and marginalized coastal communities.

The evaluation will be conducted in Belize covering the sites where the projects have been implemented. Depending on the restrictive measures related to COVID-19, the evaluation is subject to virtual mode including possible travels to selected communities. All work of the Individual consultant shall be done within the guidelines and protocols set by the local and national government. Coordination/meetings shall be done through phone or online communication until such time that the restrictions are lifted.

PROJECT INFORMATION		
Project title	UNDP Re-granting Partnership Phase II: Towards Sustainable Management of Belize's Seascape	
Atlas ID	SLV10: 0094261 – BLZ10: 00124336	
Corporate outcome and output	CPD Outcome No. 2. Inclusive and sustainable solutions adopted for the conservation, restoration, and use of ecosystems and natural resources. Indicative Output(s) with gender marker ² : Output 2.1 Local livelihood opportunities expanded through the sustainable use of common natural resources.	
Country	Belize	
Region	RBLAC	
Date project document signed	June 29 th 2017	
Project dates	Start March 2016	Planned end December 2020
Project budget	USD 500,000	
Project expenditure at the time of evaluation	USD 398,009.78	
Funding source	OAK Foundation (12081)	
Implementing party ¹	United Nations Development Programme (UNDP)	

¹ [It is the entity that has overall responsibility for implementation of the project \(award\), effective use of resources and delivery of outputs in the signed project document and workplan.](#)

PURPOSE OF THE EVALUATION

The UNDP/ OAK Regranting Programme is approaching the end of its implementation cycle and as consistent with UNDP project management policies and procedures, the project must undergo an assessment of its performance in relation to previously prescribed objectives and intended results. The planned evaluation is to be seen as the terminal evaluation for the current 2nd Phase of UNDP/OAK regranting partnership, and serves the purpose of capturing lessons learnt, assessing the impact of interventions of beneficiaries and the natural resource base demonstrating accountability for results (assessing sustainability and replicability features) and is meant to inform future best programming approach and strategy.

EVALUATION SCOPE AND OBJECTIVES

The project was designed to engage local communities in conservation and shared governance of the Belize Barrier Reef Reserve System World Heritage Site. The OAK foundation funds co-financed community level projects supported under the GEF SGP OP6 priorities with an aim of conservation and sustainable use of the resources by implementing a community landscape and seascape approach to conservation. The Terminal Evaluation will be conducted according to the guidance, rules and procedures established by UNDP as reflected in the UNDP Evaluation Guidelines².

The objective of the evaluation is to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. In order to attain this objective, the evaluation will cover the 2 project outputs as identified in the Project Document.

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 beneficiary institutions, in addition to the core personnel involved in the project implementation activities.

Therefore, the evaluation should be able to:

- o Provide guidance on the current status of the programme intervention in order to inform future decisions regarding the strategic direction of possible future programme and a possible future programme;
- o Assess the extent to which the programme has addressed the issues of gender inclusion, women's equality and empowerment, and the extent to which gender perspectives have been mainstreamed into the design and implementation of the project;
- o Identify any activities which should be expanded; and any "quick win" initiatives that UNDP should engage in; determine whether there are certain activities that UNDP should not be engaged in or pursue;

² http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf

- o Identify risk factors which may hinder progress and propose risk mitigation/management strategies to ensure success and effective implementation.

EVALUATION CRITERIA AND KEY GUIDING QUESTIONS

Questions should be grouped according to the four OECD-DAC evaluation criteria: (a) relevance; (b) effectiveness; (c) efficiency; (d) sustainability; and (e) impact (and/or other criteria used).

The evaluation will be guided by the following questions: The evaluator is expected to amend, complete and submit final questions as part of an evaluation inception report, and shall include it as an annex to the final report.

Relevance:

1. How does the project relate to the environment and development priorities at the local, regional and national levels?
2. What is the effectiveness and efficiency of the of the OAK regranting scheme in delivering localized sustainable development benefits?
3. What overall lessons have been learned?

Effectiveness:

1. To what extent have the expected outcomes and objectives of the project been achieved?
2. What observed changes can be attributed to UNDP's activities and outputs?

Efficiency:

1. Have resources (funds, expertise, time, staffing) available to the project been utilized in the most appropriate and economic way possible towards the achievement of results?
2. Was the project implemented efficiently, in-line with international and national norms and standards?
3. How did partnerships influence the efficiency of the project in delivering against its portfolio?
4. To what degree has UNDP incorporated and fostered South-South cooperation, knowledge management in the implementation of this project? How beneficial have they been?

Sustainability:

- 1) To what extent will the benefits of UNDP's work in this area continue?
- 2) Is the level of national ownership and the measures that serve to enhance national capacity enough to guarantee the sustainability of results?

- 3) Is there a resource mobilization strategy in place for the programme to ensure the continuation of benefits? Are national partners contributing financial and other resources towards the continuity of the results? Are there public/private partnership in place?
- 4) Is there an exit strategy for the project and how feasibly is it?

Impact:

- 1) Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?
- 2) What has been the impact of UNDP's engagement? What are the direct or indirect, intended or unintended changes that can be attributed to UNDP's assistance?
- 3) To what degree has UNDP advocated for equality and inclusive development, and contributed to empowering and addressing the needs of disadvantaged groups and vulnerable populations?
- 4) What are the key factors contributing to OAK results?
- 5) To what extent have OAK results been up-taken or mainstreamed by communities or beneficiary groups? What are the factors favoring or hindering this?

Evaluation cross-cutting questions

Human rights

1. To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?

Gender equality

1. To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
2. Is the gender marker data assigned to this project representative of reality?
3. To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

METHODOLOGY

The evaluation will be carried out by an external evaluator and will engage a wide array of stakeholders and beneficiaries, including national and local government officials, donors, civil society organizations, academics and subject experts, private sector representatives and community members.

The evaluation is expected to take a "theory of change" (TOC) approach to determine causal links between the interventions that UNDP has supported and observed progress in the achievement of expected results at national and local levels. The

evaluator(s) will develop a logic model of how UNDP interventions are expected to lead to the expected changes.

Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups, surveys and site visits.

The evaluation should also adopt other approaches and methods likely to yield most reliable and valid feedback to the evaluation questions and scope. In consultation with the program units, evaluation managers and key stakeholders, the evaluator(s) should develop the most appropriate, objective and feasible methods to address objectives and purpose of the evaluation. It is expected that the evaluation will take into consideration both the qualitative and quantitative approaches, and will therefore encompass a number of methods including:

- Desk review of relevant documents such as the studies relating to the country context and situation, project documents, progress reports, and other evaluation reports.
- Discussions with senior management and programme staff.
- Interviews and focus group discussions with partners and stakeholders.
- Field visits to selected areas (if possible, taking into consideration the guidelines and protocols set by the local and national government)
- Questionnaires and participatory techniques for gathering and analysis of data.
- Consultation and debriefing meetings.

DELIVERABLES

The consultant will be expected to generate the following deliverables:

1. Evaluation Inception Report: (10-15 pages) The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluations interviews, survey distribution or field visits). Prior to embarking on the data collection exercise, the consultant will be required to prepare an inception report which details the understanding of what is being evaluated and why, and how he/she proposes to answer the evaluation questions. The inception report will provide a more detailed methodological approach, identification of data availability, sources and collection method as well as the evaluation plan that includes the schedule of activities to be performed and the respective results.

2. Draft Evaluation Report: The consultant will be required to submit a draft evaluation report for review to UNDP to ensure that it meets the required quality criteria. A report template structure of the evaluation report to meet the minimum standard requirements is attached as **Annex A**

3. Final Evaluation Report: The final evaluation report will include all comments/inputs provided to the draft report to ensure that all concerns that may have been raised are addressed.

In order to accomplish these deliverables, the consultant is expected to perform the following activities:

- o Review documents and consult with UNDP team to better understand the project, including its design process, implementation aspects and expected results;
- o Review the project results and resources framework, progress and financial reports, monitoring reports and contribution agreements signed with partners;
- o Prepare and conduct interviews with key stakeholders and project beneficiaries;
- o Conduct a comprehensive analysis of the results reported vis a vis evidence data collected in the field in order to assess its relevance, effectiveness, efficiency, sustainability and impact;
- o Conduct a project SWOT (strengths-weaknesses-opportunities-threat) analysis on the basis of findings from the documents review and collected information;
- o Assess the project approach to communication and knowledge management and make on how to strengthen these aspects;
- o Organize a session to present the final evaluation report for validation by the key stakeholders, including donor, beneficiaries, project stakeholders and civil society organizations.

Deliverables	Estimated Duration to Complete	Review and Approvals Required
Inception Report including overall methodology and tools for data collection and analysis	5 Working Days	Review by CO Evaluation Focal Point and approved by Program Unit
Draft Evaluation Report: The consultant will be required to submit a draft evaluation report for review to UNDP to ensure that it meets the required quality criteria.	15 working days.	Review by CO Evaluation Focal Point and approved by Program Unit
Final Evaluation Report: The final evaluation report will include all comments/inputs provided to the draft report to ensure that all concerns that may have been raised are addressed	10 working Days	Review by CO Evaluation Focal Point and approved by Program Unit

EXPERTISE REQUIRED COMPETENCIES

The evaluation will be conducted by a qualified consultant with proven experience of projects and programs evaluations particularly those implemented by UNDP. The consultant must meet the below detailed skills, knowledge and expertise:

Academic Qualification:

- Master's degree in natural resource management, environmental management or other related fields;
- Certification in Evaluation is desirable;

Experience and knowledge

- Proven 5 years' experience in managing or/and evaluating development programs/projects, especially with UNDP;
- Experience in project development, result based management and portfolio evaluation will be considered an asset
- Good understanding and knowledge of the Belizean context with regard to coastal zone management, community management of natural resources
- Technical knowledge and experience in cross-cutting issues such as gender, capacity development; and rights-based approaches to programming is an asset;
- Experience in monitoring and evaluation of development portfolios and projects
- Strong analytical skills;
- Strong oral, communications and writing skills;
- Excellent writing, research, analysis and presentation skills
- Experience in the use of computers and office software packages as well as web based management systems
- Fluency in English and Spanish

Key Competences

Functional:

- Strong analytical, negotiation and communication skills, including ability to produce high quality practical advisory reports and knowledge products,
- Professional and/or academic experience in one or more of the areas of the Development or knowledge management field.

Project and Resource Management:

- Ability to produce high quality outputs in a timely manner while understanding and anticipating the evolving client needs.
- Ability to focus on impact and results for the client, promoting and demonstrating an ethic of client service.
- Ability to work independently, produce high quality outputs.

Communications and Advocacy:

- Strong ability to write clearly and convincingly, adapting style and content to different audiences and speak clearly and convincingly.
- Strong presentation skills in meetings with the ability to adapt for different audiences.
- Strong analytical, research and writing skills with demonstrated ability to think strategically.
- Strong capacity to communicate clearly and quickly.
- Strong inter-personal, negotiation and liaison skills.

EVALUATION ETHICS

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS

- The consultant will report to the Programme Analyst on a weekly basis as work against deliverables progress. He/she will be accountable to UNDP on the timeliness and quality of the deliverables.
- The consultant will be required to conduct interviews with UNDP staff, counterparts, implementing partners, donor representatives, beneficiaries and other parties relevant to this evaluation, as identified by UNDP. All work of the Individual consultant shall be done within the COVID -19 guidelines and protocols set by the local and national government.
- UNDP will assist in the facilitation of introduction letter
- The consultant is responsible for providing his/her own computer and mobile phones for use during this assignment.

DUTY STATION

This consultancy will be in the Belize with mission travel to some of the locations as deemed appropriate for the purpose of this evaluation if necessary. The consultant may be required to travel to other Districts in Belize for the purpose of this evaluation. This will be determined by the Programme Analyst.

TIMEFRAME

- a) The contract will come into effect on 16 November 2020 and end on 31st December 2020

- b) The consultant will work for a period of 30 working days

PRICE PROPOSAL AND SCHEDULE OF PAYMENTS

The lump sum amount must be "all-inclusive". It will include consultancy fees based on a six day working week, and it will include per diem fees, food incidental and other expenses related to the execution of the assignment. The contract price is fixed.

The schedule and percentage payments will follow the timelines of the below-mentioned deliverables:

- Completion of first deliverables, 30% of the installment.
- Completion of second deliverables, 30% of the installment.
- Completion of third deliverables, 40% of the installment.

Notes:

The term "All inclusive" implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Consultant are already factored into the final amounts submitted in the proposal.

DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

Interested individual consultants must submit the following documents/information to demonstrate their qualifications in one single PDF document:

- Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP
- Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- **Financial proposal:** Financial proposal: that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided

ATTACHMENTS TO TOR.

Annex A - UNDP evaluation report template a

Annex B - Inception report template

Annex C - Code of conduct for evaluation in the united nations system

Annex 2: List of persons interviewed/contacted

Box 1: List of stakeholders/persons contacted

Name	Organization	Date	Comments
Valdemar Andrade	TASA	16-12-2020	Virtual meeting
Gil Williams	TASA	16-12-2020	Virtual meeting
Eliceo Cob	TASA	16-12-2020	Virtual meeting
Maria Vega	FOSC	18-12-2020	Virtual meeting
Marcial Alamina	FOSC	18-12-2020	Virtual meeting
Briony Ysaguirre	FOSC	18-12-2020	Virtual meeting
Lisa Carne	FOH	21-12-2020	Phone conversation
Leonel Requena	GEF SGP	14-12-2020	Virtual meeting
Josue Oliva	GEF SGP	14-12-2020	Virtual meeting
Angeline Valentine	NSC (OAK Foundation)		Email/Phone
Nayari Diaz- Perez	NSC (PACT)		Email
Roseli Lisbey	Ministry of Natural Resources		Email
Diane Wade	UNDP		

Annex 3: UNDP Project Document- Project Results Framework

V. RESULTS FRAMEWORK

<p>Intended Outcome as stated in the UNDAF/Country[or Global/Regional] Programme Results and Resource Framework: Contributing Outcome (CPD): CPD Outcome No. 2. Sustainable and Resilient Belize - Inclusive and sustainable solutions adopted for the conservation, restoration, and use of ecosystems and natural resources.</p> <p>SP Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded</p>									
<p>Outcome indicators as stated in the Country [or Global/Regional] Programme Results and Resources Framework, including baseline and targets: Indicator: # of new positive response actions demonstrating innovation and best practices by men and women in natural resource management</p> <p>Baseline (2017): 0 Target (2018): 16</p> <p>Data source: Ministry of Economic Development, Ministry of Rural Development, UNDP SGP programmes</p> <p>Indicator: Percentage of women participating in UNDP supported sustainable livelihoods options.</p> <p>Baseline (2017): 0 Target (2018): 30%</p> <p>Data source: UNDP SGP Programmes</p>									
<p>Applicable Output(s) from the UNDP Strategic Plan: Output 1.3. - Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste</p>									
<p>Project title and Atlas Project Number: UNDP Re-granting Partnership Phase II: Towards Sustainable Management of Belize's Seascape - 00094261</p>									
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	Baseline		TARGETS (by frequency of data collection)			FINAL	DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3		

Output 1: Strengthened institutional/organizational capacities for networking and participation in the sustainable use and management of Belizean Natural resources	1.1 Number of CSOs and NGOs engaged in and supporting sustainable management of natural resources	<i>Project Field Reports; Programme Assurance/Monitoring Reports, SGP Project Database</i>	0	2016	3	2	2	8	Project Evaluation, Beneficiary Survey
	1.2 Number of beneficiary organizations benefiting from SGP grant maker plus programme		0	2016	8	8	8	24	Portfolio Evaluation, Survey
Output 2a: Support provided through small grants to communities and non-governmental entities for the effective management of coastal and marine resources	2.1 Indicator: # of new positive response actions (projects) demonstrating innovation and best practices by men and women in natural resource management	<i>Project Field Reports; Programme Assurance/Monitoring Reports, SGP Project Database</i>	0	2016	5	5	5	15	Project Evaluation, Beneficiary Survey
Output 2b: Improved productivity, the provision of sustainable livelihoods and essential environmental services.	3.1 # of jobs and livelihoods (disaggregated by sex) created and supported through the sustainable utilization of Belize's marine resources		0	2016	3	4	4	11	Project Evaluation, Beneficiary Survey

Annex 5: Results chain conceptual model

The results chain is determined by the causal links between the project outputs and outcomes to impact. The UNDP guidelines define each link in the chain. Applying the concept of the analytical framework, a mapping of the causal links in the result chain of the UNDP/OAK Foundation Re-granting programme is presented in Table 1 below which identifies the intended outcomes and activities.

<u>Box 2. Results Chain concept</u>
Inputs Financial, human and material resources used for the project
Activities Actions taken through which the project inputs are mobilized to produce specific outcome
Outputs Products and services that result from the project
Outcomes The likely or achieved short-term effects of an intervention’s outputs. Examples of outcomes could include but are not limited to stronger institutional capacities, higher public awareness (when leading to change of behaviour), and transformed policy frameworks or markets
Impacts Actual or anticipated positive or negative changes in global environmental benefits, as verified by environmental stress and/or status change, and considering sustainable development impacts, including changed livelihood

Annex 6: GEF-SGP Operational 6 priorities



Table 2. SGP Contribution to National Priorities/GEF-6 Corporate Results

1 SGP OP6 strategic initiatives	2 GEF-6 corporate results by focal area	National Priorities Horizon 2030 and 1 st GSDS Period	GSDS Critical Success Factor 3: Sustained or improved health of natural, environmental, historical, and cultural assets	3 Briefly describe the SGP Country Programme niche relevant to national priorities/other agencies	4 Briefly describe the complementation between the SGP Country Programme UNDP CO strategic programming
Community landscape/seascape conservation	<i>Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society</i>	Sustainable Use and Management of the natural resource base (tourism, agriculture, protected areas/ecosystems) as the foundation of sustainable development Continue the sustainable management of Belize's landscape and seascapes with the aim of building climate resilience, ensuring water and food security, reducing disaster risk, and preserving Belize's natural and cultural heritage	<ul style="list-style-type: none"> - Complete and implement the National Land Use Policy and Integrated Planning Framework. - Complete a Water Master Plan, a National Groundwater and Surface Water Assessment, and a Water Vulnerability Profile, and pay particular attention to situations that need to be urgently addressed including the potential depletion and contamination of water resources. - Implement sustainable forest management, including protected areas management as a tool to ensure watershed protection for water and food security. - Continue implementation of the Solid Waste Management Project (SWMP); and develop similar interventions to improve waste disposal within the southern and northern thirds of the country. - Continue mainstreaming climate change considerations into national development planning. - Implement the Integrated Coastal Zone Management Plan (ICZMP), including the development of a marine spatial plan. - Implement the Action Plan to Remove Belize's World Heritage Site from the Danger List - Establish the National Protected Areas System and its related Policies and Plans of Action. - Implement the National Environmental Policy and Strategy 2014-2024; and National Biodiversity Strategy and Action 	<p>Support capacity building initiatives in landscape/seascape management planning and approaches</p> <p>Support the development of strategic interventions at landscape/seascape towards achieving sustainable use and management of marine and terrestrial resources. Scaling down of national plans at the local level</p> <p>Support sustainable livelihood activities within selected landscape/seascape</p> <p>Support the implementation of key strategies and actions outlined in existing Conservation Action Plans, with emphasis on ensuring connectivity of key biological corridors overlapping proposed OP6 landscapes and seascapes.</p>	<p>The UNDP Country Office programme strategy has priority themes for action:</p> <ul style="list-style-type: none"> i) Poverty Reduction; ii) Democratic Governance; iii) Crisis Prevention and Recovery iv) HIV and Development; v) Women Empowerment; vi) Environment and Energy; and vii) Human Development. <p>The strategy proposes to provide support and complementarity in the areas of:</p> <ul style="list-style-type: none"> i) Environment and Energy; v) HIV and Development; iii) Crisis Prevention and Recovery; iv) Women Empowerment, particularly in vulnerable and high risk areas;



			<p>Plan.</p> <ul style="list-style-type: none"> - Complete the Review of the Mangrove Regulations - Complete and implement other critical policies, plans, and projects, in the area of forests, fisheries, oil spill contingency, land-based and marine pollution in readiness for the Green Climate Fund. 		v) Democratic Governance through the CSO-Government dialogue platform.
Innovative climate-smart agro-ecology;	<i>Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)</i>	Rationalize land use planning to support sustainable economic activities Improve agricultural production and efficiency through sustainable and climate smart best practices Continue the sustainable management of Belize's coastal zone and protected areas system with the aims of building climate resilience, ensuring water and food security, reducing disaster risk, and preserving Belize's natural and cultural heritage		<p>Support capacity building initiatives in climate smart agricultural production and agro-forestry</p> <p>Support the implementation of climate smart agricultural best practices in prioritized landscapes and seascapes (coastal zone)</p> <p>Support the integration of agriculture, tourism and forestry best practices in prioritized Landscapes (biological corridors)</p> <p>Support climate smart sustainable livelihood activities in production buffer zones within the selected landscapes/seascapes</p>	
Energy access co-benefits	<i>Support to transformational shifts towards a low-emission and resilient development path</i>	Facilitate the development or emergence of other types of employment generating opportunities, including activities related to renewable energy, aquaculture, real estate, medical tourism and information and communication technology (ICT), in order to absorb excess labour supply. Continue the sustainable management of Belize's coastal zone and protected areas system		<p>SE4ALL - energy for development – look at a broader support of Secretary General Energy For All!</p> <p>Support capacity building and awareness on Low Carbon Energy (LCE) access options in communities without access to electricity in prioritized areas</p> <p>Support LCE access options for electricity and cooking in communities without access to electricity</p> <p>Support private sector- community</p>	

		with the aim of building climate resilience, ensuring water and food security, reducing disaster risk, and preserving Belize's natural and cultural heritage		partnerships which promote shifts towards energy technologies with low carbon emissions. GOB's "Waste to energy portfolio" being supported by the UNDP.	
Local to global chemicals coalitions	<i>Increase in phase-out, disposal and reduction of releases of POPs, ODS, mercury and other chemicals of global concern.</i>	Improve the health and well-being of Belizeans, through a variety of social and environmental policies and initiatives.		Support increasing public awareness on POPs and piloting actions of the POPs National Implementation Plan.	
CSO-Government dialogue platforms	<i>Enhance capacity of civil society to contribute to implementation of MEAs (multilateral environmental agreements) and national and sub-national policy, planning and legal frameworks</i>	An effective governance framework that ensures: 1) citizen participation, accountability of political leaders; and effective management of public resources to meet public needs.		Support to civil society in coordination to participate in national level dialogue platforms. Support capacity building of civil society organizations in negotiation, conflict resolution and good governance principles to prepare for dialogue among themselves and with Government	
Social inclusion (gender, youth, indigenous peoples)	<i>GEF Gender Mainstreaming Policy and Gender Equality Action Plan and GEF Principles for Engagement with Indigenous Peoples</i>	An effective governance framework that ensures: 1) citizen participation, accountability of political leaders; and effective management of public resources to meet public needs.		Support coordination activities and capacity building to promote women's, youth and IP's participation and leadership in community initiatives at the local and national levels. The SGP will support initiatives which incorporate women, youth and IP participation throughout OP6. The CPS will adopt a Human Rights approach to participation.	
Contribution to global knowledge management platforms	<i>Contribute to GEF KM efforts</i>	An effective governance framework that ensures: 1) citizen participation, accountability of political leaders;		Utilization of horizontal and south-south knowledge sharing Contribute to the use of existing knowledge platforms	

		resources to meet public needs.		national and international levels to promote knowledge sharing on innovative community initiatives	
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Annex 7: List of references

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[TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf](#)