

**United Nations Development Programme**  
**Country: Belize**  
**Project Document**



**UNDAF Outcome(s):** *Outcome 3:* By 2011, national frameworks and capacities are in place enhancing the ability to adequately address adaptation to and mitigation of the impact of disasters as well as the comprehensive, equitable, sustainable and effective management of the nation's natural resources.

**Expected CP Outcome(s):** 1.1 Efficient and effective governance structures that work at all levels of the state  
3.2 An operationalized framework for national integrated sustainable development strategy developed

**Expected CPAP Output(s):** 1.1.1 Strengthened capacities at all levels government and non-state actors to formulate, implement and monitor policy and legislation that contribute to improved governance practices  
3.2.1 Strengthened national capacity in dealing with legal and regulatory frameworks under the Multilateral Environmental Agreements, allowing for the adequate mainstreaming of these conventions into national policies and strategies  
3.2.3 Environmental policies and strategies are integrated into the national development agenda, enhancing a comprehensive response to the rights of the vulnerable and excluded groups.

**Implementing partner:** Ministry Of Natural Resources And Environment

**Responsible Parties:** Policy Coordination Unit/ Department of Environment

**Narrative**

Belize is committed to environmentally sound and sustainable development, and has signed on to over 25 multilateral environmental agreements. However, the inadequacy of Belize's institutional framework limits the ability to meet these obligations. This stems in large part from the many pieces of legislative instruments that directly and indirectly affect the management of natural resources and the environment and a lack of coordination in the application of these tools.

This project sets out to minimize the overlapping and conflicting natural resource and environmental policies relevant to the goals and principles of the CBD, CCD and FCCC, as well as to fill identified policy gaps. The multitude of legislation and associated responsible departments will be rationalized in terms of cost-effectiveness and attainment of immediate objectives, such as the development and implementation of co-managed projects among multiple departments that produce synergies. Both government and non-state stakeholders will be better enabled to undertake activities that are mutually supportive of each other, including co-managed projects (such as integrated resource management projects).

Two main outcomes will be funded through this project: A) strengthened policy coordination and planning mechanisms within the Ministry of Natural Resources and Environment (MNRE); and B) Increased capacities for integrating natural resource and environmental management issues into national development framework. A third outcome relates to monitoring, evaluation and the adaptive collaborative management of the project.

Programme Period: **2007-2011**  
 CPAP Programme Component: **Energy & Environment**  
 Project Title: **PIMS 3708: Strengthening Institutional Capacities for Coordinating Multi-Sectoral Environmental Policies and Programmes**  
 Atlas Award ID: **tbd**  
 Start date: **August 2008**  
 End Date: **July 2011**  
 PAC Meeting Date: **tbd**

Estimated annualized budget:	<b>Y1: \$149,300</b>
	<b>Y2: \$173,600</b>
	<b>Y3: \$149,600</b>
Total resources required	<b>USD \$472,500</b>
Total allocated resources:	<b>USD \$472,500</b>
Unfunded budget:	<b>-</b>
In-kind Contributions:	
• Government	<b>USD \$152,400</b>

Agreed by (Implementing Partner): *B. Oleastello* Date: *27th June 2008*  
**CHIEF EXECUTIVE OFFICER**  
**Ministry of Natural Resources and the Environment**

Agreed by UNDP: *[Signature]* Date: *30th June 2008*

# I. MULTI-ANNUAL WORK PLAN BUDGET SHEET

Years: 1/2/3

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME												RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12		Budget Description	Amount	
Output 1.1 Establishment of the Natural Resources and Environmental Policy Sub-committee	1. Activity Result: Established NREPS														MNRE/ PCPU	72100	\$22,000
	- Action 1: Sensitization of Policy makers															71300	\$75,400
	- Action 2: Conduct working group sessions to negotiate most suitable organizational structure of NREPS															71600	\$11,500
	- Action 3: Convening of NREPS every 6 months															72400	\$18,000
	- Initial survey of stakeholders to assess value of NREPS and adequacy of structure															72500	\$7,500
	- Action 3: Convening of NREPS every 6 months															72800	\$10,000
Output 1.2 Improved consultation process with NGOs, CBOs and the private sector and research institutions	2. Activity Result: Non-State Stakeholder Committee														MNRE/PCPU	74500	\$6,000
	Action 1: Establish working group to negotiate organizational structure on proposed NSSC																
	- Action 2: Convening of NSSC every 6 months																

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME												RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12		Budget Description	Amount
Output 1.2 Improved consultation process with NGOs, CBOs and the private sector and research institutions Cont'd	- Action 3: Sensitization workshops/ Forums on Rio Conventions													MNRE/PCPU		
	- Action 4: Survey of decision makers to determine effectiveness on NSSC														<b>TOTAL</b>	<b>\$150,400</b>
Output 2.1: Policy Coordination and Planning unit, MNRE, restructured to more effectively review and integrate national development policies, programmes and plans	3. Activity Result: Re-established PCPU													MNRE/PCPU	71300	\$83,850
	- Action 1: Conduct Comparative study and SWOT analysis of policy interventions supporting Rio Conventions														72200	\$5,000
	- Action 2: Develop strategy document streamlining RIO conventions into MNRE departments														72145	\$56,900
	- Action 3: Undertake assessment of policy coordination effectiveness														71600	\$6,000
	- Action 4: Training of PCPU and MNRE department heads in systems thinking and effective programme evaluation														72140	\$20,000
	- Action 5: Training in Data management and analysis														74500	\$8,250
	- Action 6: Support of PCPU														72500	\$8,250
															74100	\$1,850
															<b>TOTAL</b>	<b>\$190,100</b>

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME												RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12		Budget Description	Amount
Outputs 3.1 Effective Monitoring, Evaluation and Adaptive Collaborative Management	4. Activity Result: Effectively managed project													PMU/PCPU	74100	\$24,000
	- Action 1: Support of PMU												71300		\$10,000	
	- Action 2: monitoring and Evaluation												71200		20,000	
	- Action 3: Project inception meeting												71600		\$9,000	
	- Action 4: Tracking and dissemination of project lesson learnt												74200		\$12,000	
	- Action 5: Coordination NREPS/ NSSC activities												71400		\$36,000	
	- Action 6: Adaptive collaborative management of project												72500		\$6,000	
													72400		\$9,000	
													74500		\$6,000	
												<b>TOTAL</b>	<b>\$132,000</b>			
<b>PROJECT TOTAL</b>													<b>\$472,500</b>			

## Total Budget and Work Plan

<b>Award ID:</b>	00042508
<b>Project ID</b>	00049051
<b>Award Title:</b>	PIMS 3708: Strengthening Institutional Capacities for Coordinating Multi-sectoral Environmental Policies and Programmes
<b>Business Unit:</b>	SLV10
<b>Project Title:</b>	PIMS 3708 CB2 MSP: Strengthening Institutional Capacitates
<b>Implementing Partner (Executing Agency)</b>	Ministry of Natural Resources and Environment (Policy Coordination and Planning Unit)

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)		
<b>OUTCOME 1: Strengthened policy coordination and planning mechanisms within the Ministry of natural Resources and Environment</b>	<b>MNRE/ PCU</b>	<b>62000</b>	<b>GEF</b>	72100	Contractual Services	\$6,000	\$8,000	\$8,000	\$22,000		
				71300	Local Consultants	\$25,800	\$24,800	\$24,800	\$75,400		
				71600	Travel	\$3,500	\$4,000	\$4,000	\$11,500		
				72400	Communications and Audio Visual Equipment	\$7,000	\$5,500	\$5,500	\$18,000		
				72500	Supplies	\$2,500	\$2,500	\$2,500	\$7,500		
				72800	IT Equipment	\$5,000	\$5,000	\$0	\$10,000		
				74500	Miscellaneous	\$2,000	\$2,000	\$2,000	\$6,000		
					<b>sub-total GEF</b>	<b>\$51,800</b>	<b>\$51,800</b>	<b>\$46,800</b>	<b>\$150,400</b>		
				<b>In-kind/ Co-financing</b>	<b>GOB/ MNRE/ MAF</b>	71600	Travel	\$600	\$1,200	\$1,200	\$3,000
						71400	Contractual Services- Individuals	\$2,800	\$2,800	\$2,800	\$8,400
	71400	Professional Services- Survey	\$2,000			\$2,000	\$0	\$4,000			
	74500	Miscellaneous	\$1,200			\$2,400	\$2,400	\$6,000			
		<b>sub-total GOB</b>	<b>\$6,600</b>			<b>\$8,400</b>	<b>\$6,400</b>	<b>\$21,400</b>			
						<b>Total Outcome 1</b>	<b>\$58,400</b>	<b>\$60,200</b>	<b>\$55,200</b>	<b>\$171,800</b>	

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)
<b>OUTCOME 2: Increased Capacities for integrating natural resources and environmental management issues into national development framework</b>	<b>MNRE/ PCU</b>	<b>62000</b>	<b>GEF Trust Fund</b>	71300	Local Consultants	\$32,850	\$30,000	\$21,000	\$83,850
				72200	Equipment and Furniture	\$3,000	\$1,000	\$1,000	\$5,000
				72100	Contractual Services- Training and Educational Services	\$12,300	\$32,300	\$12,300	\$56,900
				71600	Travel	\$2,000	\$2,000	\$2,000	\$6,000
				72100	Contractual Services- Information Technology Services	\$10,000	\$5,000	\$5,000	\$20,000
				74500	Miscellaneous	\$2,750	\$2,750	\$2,750	\$8,250
				72500	Supplies	\$2,750	\$2,750	\$2,750	\$8,250
				74100	Professional Services- Capacity Assessment	\$1,850	\$0	\$0	\$1,850
				<b>sub-total GEF</b>				<b>\$67,500</b>	<b>\$75,800</b>
		<b>In-kind/ Co-financing</b>	<b>GOB/ MNRE</b>	71200	International Consultants	\$	\$	\$	\$
				71600	Travel	\$	\$	\$	\$
				71300	Local Consultants	\$15,000	\$19,000	\$	\$34,000
				71400	Contractual Services- individuals	\$7,000	\$7,000	\$7,000	\$21,000
				<b>sub-total GOB</b>				<b>\$22,000</b>	<b>\$26,000</b>
						<b>Total Outcome 2</b>	<b>\$89,500</b>	<b>\$101,800</b>	<b>\$53,800</b>

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)		
OUTCOME 3: Monitoring, Evaluation and Adaptive Collaborative Management	MNRE/ PCU	62000	GEF	74100	Professional Services (Financial/ P Performance Audit)	\$6,000	\$9,000	\$9,000	\$24,000		
				71300	Local Consultants (Evaluation)	\$0	\$10,000	\$0	\$10,000		
				71200	International Consultant (Evaluation)	\$0	\$0	\$20,000	\$20,000		
				71600	Travel	\$1,500	\$1,500	\$1,500	\$4,500		
				74200	Audio Visual & Print Production Cost (Lessons Learnt)	\$2,000	\$5,000	\$5,000	\$12,000		
				<b>sub-total GEF</b>		<b>\$9,500</b>	<b>\$25,500</b>	<b>\$35,500</b>	<b>\$70,500</b>		
		In-kind/ Co-financing	GOB	71400	Contractual Services- Individuals	\$2,000	\$1,000	\$1,000	\$4,000		
				71400	Professional Services (Evaluation)	\$	\$4,500	\$4,500	\$9,000		
				<b>sub-total GOB</b>		<b>\$2,000</b>	<b>\$5,500</b>	<b>\$5,500</b>	<b>\$13,000</b>		
							<b>Total Outcome 3</b>	<b>\$11,500</b>	<b>\$31,000</b>	<b>\$41,000</b>	<b>\$83,500</b>



GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)	
PROJECT MANAGEMENT UNIT	MNRE/ PCU	62000	GEF	71400	Contractual Services- Individuals	\$12,000	\$12,000	\$12,000	\$36,000	
				72400	Communications and Audio Visual Equipment	\$3,000	\$3,000	\$3,000	\$9,000	
				71600	Travel	\$1,500	\$1,500	\$1,500	\$4,500	
				72500	Office Supplies	\$2,000	\$2,000	\$2,000	\$6,000	
				74500	Miscellaneous	\$2,000	\$2,000	\$2,000	\$6,000	
					<b>sub-total</b>	<b>\$20,500</b>	<b>\$20,500</b>	<b>\$20,500</b>	<b>\$61,500</b>	
		In-kind/ Co-financing	GOB	73100	Rental and maintenance premises-rent	\$4,500	\$4,500	\$4,500	\$13,500	
				73100	Rental and maintenance premises-utilities	\$3,000	\$3,000	\$3,000	\$9,000	
				71400	Contractual Services	\$13,000	\$13,000	\$13,000	\$39,000	
				71600	Travel	\$500	\$500	\$500	\$500	
				<b>sub-total GOB</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>\$63,000</b>		
						<b>Total Management</b>	<b>\$41,500</b>	<b>\$41,500</b>	<b>\$41,500</b>	<b>\$124,500</b>
							<b>Total GEF</b>	\$149,300	\$173,600	\$149,600
						<b>Total GOB Co-financing/ In-Kind</b>	\$51,600	\$60,900	\$39,900	\$152,400
<b>PROJECT TOTAL</b>						<b>\$200,900</b>	<b>\$234,500</b>	<b>\$189,500</b>	<b>\$624,900</b>	

<b>GEF</b>		\$149,300	\$173,600	\$149,600	\$472,500
<b>MNRE (Cash/ In-Kind)</b>	Government	\$51,600	\$60,900	\$39,900	\$152,400
<b>MAF</b>	Government				
<b>TOTAL</b>		\$200,900	\$234,500	\$189,500	\$624,900

**Outcome 1: Strengthened policy coordination and planning mechanisms within the Ministry of Natural Resources and Environment (MNRE)**

**Output 1.1: Establishment of the Natural Resource and Environmental Policy Sub-committee (NREPS)**

The Natural Resource and Environmental Policy Sub-committee (NREPS) will be established to increase the understanding of the high-level policy-makers in the NHDAC of the linkages between natural resource and environmental protection and socio-economic development, such as poverty alleviation. In much the same way as the NHDAC function is to provide advice on social policy and not on programme or project implementation, so is the function of the NREPS to provide advice on natural resource and environmental policies. Programme and project implementation will remain with governmental agencies and departments.

The NREPS will also serve to monitor and analyze the effectiveness of policy interventions (programmes, plans and projects) that have a direct bearing on the implementation of CBD, CCD and FCCC, as well as other multilateral environmental agreements. The NREPS will function similarly to the NHDAC by facilitating meaningful participation and consultation on natural resource and environmental issues. The aim of these consultations is to reconcile the overlap and gaps among the multitude of natural resource and environmental policies, legislations and regulation, as well as to make recommendations to the NHDAC for follow-up, and ultimately for consideration by Cabinet.

The NREPS would be grounded in the key principles of inclusiveness, transparency, legitimacy, and accountability. In order to ensure that natural resource and environmental policies be effectively coordinated, the full complement of their policies should be considered. This requires that membership of the NREPS include senior representatives from each of the governmental departments responsible for agriculture, archaeology, energy, environment, fisheries, forests, lands, mining, protected areas, meteorology, and tourism. Non-state stakeholders should also be represented on the NREPS, to be agreed by non-state stakeholders. NREPS should be designed and established in such a way that all key stakeholders endorse it, and recommendations are followed up within the NHDAC, Cabinet, relevant departments and non-state stakeholders.

### **Output 1.1 Indicators**

- a. Establishment of the NREPS
- b. The NREPS is composed of senior directors of all the various governmental departments that implement policy (ies) affecting natural resources and the environment, including the Focal Points of all the multilateral environmental agreements (e.g., CBD, CCD, FCCC, CITES, RAMSAR); senior representation from the Ministry of Finance; and non-state stakeholder representation.
- c. The NREPS meets every six months, with a minimum quorum of 70% representation at the senior director level. Within two weeks of this meeting, the Ministerial Heads (e.g., CEOs) of the NREPS meet to follow-up on NREPS' recommendations.
- d. Large sample size survey indicates the high value of the NREPS, including its ability to successfully influence the NHDAC to act on NREPS recommendations.
- e. The NREPS is chaired by the MNRE at the CEO level.
- f. NREPS recommendations are technically and politically feasible and under implementation within one year of being made.

### **Activities**

- a. Sensitization of policy-maker representatives to the NHDAC of the linkages between natural resource and environmental protection (for both national and global benefits) and socio-economic development. Sensitization will be specifically targeted to how natural resource and environment

policies support the attainment of socio-economic objectives, particularly poverty alleviation and income generation.

- b. Over the period of six months, Working Group I sessions will be convened to negotiate the organizational structure of the proposed NREPS. The first meeting will be a plenary session inviting all CEOs of Ministries to initiate consultations and active participation in the formulation of the NREPS. Even though certain Ministries may not end up being members of the NREPS, it is important to have these ministries represented early on to ensure that all Cabinet members view the NREPS as a legitimate institutional structure. Non-state stakeholders are to participate in this Policy Working Group as observers to ensure the transparency of the design of the NREPS.
- c. Convening of the NREPS every six months: Preparation of briefing material for the NREPS; Preparation of policy recommendations for the NHDAC.
- d. Nation-wide survey of decision-makers (local, village and regional governmental authorities), technocrats, and non-state stakeholder organizations to assess the value of the NREPS, undertaken at the end of year 2 and at the end of year 3 (conclusion of the project). Undertaken as part of the same survey on the value of the NSSC (see output 1.2).

### **Output 1.2: Improved consultation process with NGOs, CBOs, and the private sector and research institutions**

An institutional complement to the NREPS, the Non-State Stakeholder Committee (NSSC) is an important element of the project, which serves to ensure the inclusiveness of organizations that contribute to the implementation of the three Rio Conventions. The principle behind the NSSC is in keeping with the best practice of participatory monitoring and evaluation, wherein local stakeholders share their expertise in the design, management and monitoring of projects<sup>1</sup>.

The NSSC will be organized in such a way that the membership of non-state stakeholders is equitable and balanced, and that the community of non-state stakeholders view the NSSC as a legitimate mechanism. This will come about through the participatory process of NSSC formation, as well as the mechanism by which the NSSC is institutionalized into the process of policy coordination. Thus, the NSSC must have a formal relationship with the PCPU and the NREPS.

The NSSC will contribute valuable information as part of the PCPU's evaluation and coordination of natural resources and environmental policies and programmes. The NSSC will also serve to help NGOs, the private sector, community based organizations and other stakeholders to improve their collaboration and partnerships, helping meet one of the priorities of the NCSA.

### **Output 1.2 Indicators**

- a. The NSSC is established and meets every six months, timed appropriately with the convening of the NREPS.
- b. The NSSC is composed of broad representation of NGOs, private sector, CBOs and civil society, with a rotating chairperson, who represents the non-state stakeholders at the NREPS bi-annual meeting.
- c. Increased numbers of non-state stakeholders are registered under the NGO Act
- d. Large sample size survey indicates the high value of the NSSC.

### **Activities**

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<sup>1</sup> See UNDP's 2004 thematic study "Participatory Monitoring and Evaluation: Approaches to Sustainability", <http://www.capacity.undp.org/>.

- a. Over a period of six months, Working Group II sessions will be convened to negotiate the organizational structure of the proposed NSSC. The Working Group sessions will be designed as part of a comprehensive process of consultation among non-state stakeholders, to be designed by expertise in policy dialogue and conflict resolution. Careful attention will be paid to ensure balanced representation and inputs by non-state stakeholders from all regions of Belize, indigenous groups, and types of non-state stakeholders, e.g., private sector, CBO, academia, and NGO. The Working Group should therefore be comprised of sub-working groups, to be determined on the basis of initial consultations and agreed to at the first session of the Working Group's convening of the whole.
- b. Convening of the NSSC every six months, appropriately timed before the convening of the NREPS: Preparation of briefing material for the NSSC; Preparation of policy recommendations for the NREPS.
- c. Sensitization workshops will be targeted to non-state stakeholders, including representatives of the media and journalists, to raise their understanding of the benefits to accrue from national implementation of the three Rio Conventions.
- d. Nation-wide survey of decision-makers (local, village and regional governmental authorities), technocrats, and non-state stakeholder organizations to assess the value of the NSSC, undertaken at the end of year 2 and at the end of year 3 (conclusion of the project). Undertaken as part of the same survey on the value of the NREPS (see output 1.1).

**Outcome 2: Increased capacities for integrating natural resource and environmental management issues into national development framework**

**Output 2.1: Policy Coordination and Planning Unit, MNRE, restructured to more effectively review and integrate national development policies, programmes, and plans**

As a consultative process, the NREPS requires material support from a supporting organizational entity. This entity already exists in the form of the Policy Coordination and Planning Unit (PCPU) within the Ministry of Natural Resources and Environment (MNRE). The MNRE has taken the initiative to proceed with the strengthening of the PCPU, drafting Terms of Reference and hiring two new (contract) staff (See Annex 5). Not only will the PCPU support the work of the NREPS, but it will also support the work of the individual government departments by facilitating coordination and collaboration between and among other government departments and programmes. The PCPU will also organize the Non-State Stakeholder Committee (NSSC) to facilitate the coordination of their inputs to the work of the NREPS and member government agencies and departments.

Building on the NCSA institutional assessment, specialized expertise would undertake a targeted analysis of the specific overlapping and undermining character of policy interventions correlated across the three Rio Conventions, including CITES, Ramsar, and other MEAs. This baseline analysis will help the PCPU, government departments and non-state organizations target the overlap and conflicting policies and programmes. Whereas this expertise will be contracted for this exercise, this expertise will be institutionalized in the PCPU through training and workshops on systems thinking and programme evaluation<sup>2</sup>.

Training will be directed towards reconciling the collection and management of data and information needed to prepare national reports and communications to the CBD, CCD, and FCCC. This training will not duplicate the activities funded by the GEF to establish Belize's Clearing-House Mechanisms or similar

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<sup>2</sup> System analysis is an approach that develops cognitive skills in conceptualizing causal models of complex social systems. Programme evaluation uses a set of social research procedures to systematically analyze the effectiveness of interventions.

activities by other donors. Rather, training will be targeted to PCPU staff and NREPS members to be able to identify their data and information needs, and assess the quality of that data and information so that they may assess the implications of policy and programme overlap and undermining, PCPU staff must be able to interpret pertinent data and information.

## **Outcome 2 Indicators**

- a. Independent organizational analysis of an improved Policy Coordination and Planning Unit, with new Terms of Reference, endorsed by project stakeholders and approved by MNRE and UNDP.
- b. By the end of the project, regular governmental budgetary appropriations meet the full operating cost of the PCPU (i.e., PCPU operating costs are not to be funded by extra-budgetary resources). This includes the conversion of PCPU contract staff positions to that of governmental employee positions, benefiting from a waiver of the Staff Containment Policy.
- c. Programming document outlining the strategic implementation of policy interventions by year 1.5 (project mid-point).
- d. Independently conducted, a large sample size survey of government staff in NREPS departments and non-state stakeholders indicate improvements in policy coordination and interventions.

## **Activities**

- a. Building upon the NCSA institutional assessments, undertake a comparative study and SWOT analysis of the full set of policy interventions by both government and non-state stakeholders that help meet the Belize's international commitments to multilateral environmental agreements (MEAs), including the three Rio Conventions, and correlated with national policies and legislation. This will constitute the key baseline study for this project.
- b. Complementing the baseline study above, develop an over-arching strategy document that streamlines implementation of existing natural resource and environmental legislation and regulation across the focal areas of the Rio Conventions.
- c. Undertake an assessment of policy coordination effectiveness by comparing two annual reviews (at the end of years 2 and 3) of policy interventions against the baseline study.
- d. Specialized expertise in institution building conducts an independent organizational analysis of an improved Policy Coordination and Planning Unit. This is followed up with consultations between the MNRE, MAFC and MFA, among any other relevant Ministry to support the proposed new and improved structure with financial support to ensure long-term funding of the PCPU.
- e. Training in systems thinking and programme evaluation. An appropriate short-term, intensive training programme at an accredited institution will be identified, which may include overseas.
- f. Training in data management and analysis: PCPU staff and NREPS members will be trained in recognizing and identifying the critical data and information needs to undertake their work. Training will be such caliber as to indicate the quality and validity of data and information.

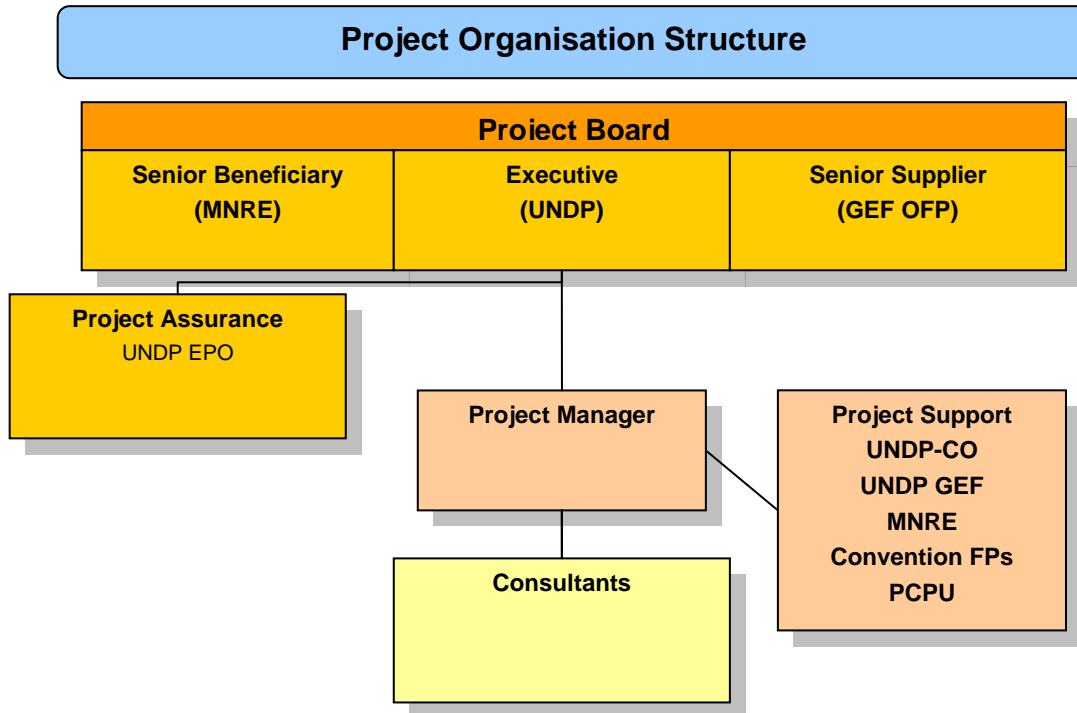
## **Outcome 3: Monitoring, Evaluation, and Adaptive Collaborative Management**

### **Output 3.1: Lessons Learned**

The convening of the NREPS and NSSC will include an agenda item "Lessons Learned", serving as the venue for members to deliberate critically on the lessons learned from past experiences with natural resource and environmental policy. These discussions should also include recommendations for members to implement. Institutionalizing improvements based on lessons learned from testing new modalities for improving the efficiency of streamlining, reducing overlap, and minimizing mutual exclusivity of policies to operationalize the Rio conventions will be a central mandate of the NREPS and NSSC.

Adaptive collaborative management of the project will be ensured through the early and active involvement of the full range of stakeholders in the decision-making processes, i.e., the NSSC and NREPS, as well as the UNDP Tri-Partite Review meetings. This will strengthen the legitimacy of the recommendations made, particularly in catalyzing the necessary modifications to project management. Recommendations for improving policy coordination in the NREPS will be followed up by Tri-Partite Review meetings and any other policy discussion as required by UNDP to revise project design.

## II. MANAGEMENT ARRANGEMENTS



This AWP will be nationally executed (NEX-modality) and is an integral part of the UNDP Country Programme Action Plan (CPAP) 2007 – 2011 signed between the Government of Belize and UNDP in December 2006. The signing of the UNDP CPAP 2007-2011 constitutes a legal endorsement by the Government of Belize of the fact that the signing of this AWP by UNDP and MNRE establishes a legal agreement between both parties for the implementation of this AWP by Policy Coordination Unit, who acts as the Executing Agency.

To ensure UNDP’s accountability for programming activities and use of resources, while fostering national ownership, appropriate management arrangements and oversight of UNDP programming activities will be established. The management structure will respond to project’s needs in terms of direction, management, control and communication. As the project is cross-functional and involves various stakeholders, its structure will be flexible in order to adjust to ongoing changes in the context. The UNDP Project Management structure consists of roles and responsibilities that bring together the various interests and skills involved in, and required by, the project.

UNDP will act as the GEF Implementing Agency for this project. As an implementing agency, UNDP brings to the table a wealth of experience working with governments in the arena of reform, and is well-positioned to assist in both capacity building and institutional strengthening. As always, the UNDP Country Office and UNDP-GEF Regional Coordination Unit (Panama) will be answerable as the agency responsible for transparent practices, appropriate conduct and professional auditing. Staff and consultants will be contracted according to the established rules and regulations of the United Nations and all financial transactions and agreements will similarly follow the same rules and regulations.

The Ministry of Natural Resources and Environment (MNRE) PCPU is proposed as the Executing Agency for the project. A Project Director from within the Policy Coordinating and Planning Unit (PCPU) will be assigned to provide general project oversight (part of their co-financing). MNRE will also establish a Project Management Unit (PMU) for the day-to-day management of project activities, which will be supported by the staff and network of experts within the PCPU. The Executing Agency will subcontract



specific components of the project to specialized government departments, research institutions, as well as NGOs.

**Government Cooperating Agency:** The Government Cooperating Agency is the governmental unit directly responsible for the government's participation in each UNDP-assisted project. In the case of the initiative developed under the Pathway III – Targeted Cross-cutting Capacity Building - of the GEF Strategic Approach to Enhancing Capacity Building, the Government Cooperating Agency is represented by the Ministry of Natural Resources and Environment. A representative of the MNRE will perform the role and functions of the Senior Beneficiary in the Project Board.

**Implementing Partner:** MNRE serving as the Implementing Partner/ Executing Agency (EA). The EA is responsible and accountable for managing the different components of project according to the approved work plan, including the daily monitoring of project interventions. The EA may contract service providers to assist in successfully delivering of project outputs.

**Project Execution Group/ Project Board:** The Project Execution Group/ Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager. Responsibilities of the PEG/PB include making recommendations for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, the PEG/PB decisions should be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.

In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Officer. In addition, the PEG/PB plays a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. This group is consulted by the Project Manager for decisions when Project Manager's tolerances (normally in terms of time and budget) have been exceeded (flexibility). Based on the approved annual work plan (AWP), the PEG/PB may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

This group contains three roles:

1. Executive: individual representing the project ownership to chair the group.
2. Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the project.
3. Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

The project will re-constitute the NCSA steering committee as the PEG/PB for this project, which will consist of senior directors from MNRE, MAF, MED, and MFA, as well as a representative from UNDP and a non-state stakeholder as observer<sup>3</sup>.

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<sup>3</sup> The governmental representation will include the heads of the Department of the Environment, Forest Department, Coastal Zone Management Authority, Lands and Survey Department, Protected Areas Management Programme. The non-state stakeholder will be selected on the basis of consultations from the non-state stakeholder community.

**Project Assurance:** Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role.

**Project Manager:** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document-, to the required standard of quality and within the specified constraints of time and cost. A Project Manager will be hired using project funds and will be based within MNRE; this individual is different from the Implementing Partner's representative aka the Project Director.

**Project Support:** The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. UNDP EPO/ Finance/ Operations Managers will provide technical, financial, administration and management support to the Project Manager as required by the needs of the project or Project Manager. Additional support roles will be undertaken by UNDP- GEF Regional Bureaus.

Proper acknowledgement to GEF and UNDP for providing funding and support, the GEF and UNDP logos are to appear on all relevant UNDP-GEF project publications, project hardware, among other items. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgment to GEF.

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### III. MONITORING FRAMEWORK AND EVALUATION

Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures. The project team and the UNDP Country Office (UNDP-CO) will undertake monitoring and evaluation activities, with support from UNDP-GEF, including by independent evaluators in the case of the mid-term and final evaluations. The Logical Framework Matrix describes performance and impact indicators for project implementation along with their corresponding means of verification. The Budget of the UNDP project document correlated with the Work Plan in the UNDP project document provides delivery and disbursement targets. A tracking tool for CB-2 will be developed by GEF, to be used as part of monitoring and evaluation activities to assess project delivery. The Work Plan is provisional, and is to be reviewed during the first Project Steering Committee and endorsed at the Project Initiation Workshop.

A project initiation workshop will be conducted with the full project team, Project Director, relevant government counterparts, co-financing partners, the UNDP-CO, with representation from the UNDP-GEF Regional Coordinating Unit as appropriate. Non-state stakeholders should be represented at this workshop. The fundamental objective of the initiation workshop will be to assist the project team to understand and take ownership of the project's goals and objectives, as well as finalize preparation of the project's first annual work plan on the basis of the project's log-frame matrix. This will include reviewing the log frame (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise, finalize the Annual Work Plan (AWP) with precise and measurable performance (process and output) indicators, and in a manner consistent with the expected outcomes for the project.

Additionally, the purpose of the initiation workshop will be to: (i) introduce project staff to the UNDP-GEF expanded team which will support the project during its implementation, namely the CO and responsible Project Management Unit<sup>4</sup> (PMU) staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and PMU staff with respect to the project team; (iii) provide a detailed overview of UNDP-GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the combined Annual Project Reports - Annual Project Implementation Reviews (APR/PIRs), Project Execution Group (PEG) meetings, as well as mid-term and final evaluations. The initiation workshop will also provide an opportunity to inform the project team on UNDP project-related budgetary planning, budget reviews, and mandatory budget re-phasing.

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

The initiation workshop will present a schedule of M&E-related meetings and reports. The Lead National Consultant (LNC) in consultation with UNDP will develop this schedule, and will include: (i) tentative time frames for PEG/PB meetings, sittings of Working Groups I and II, which serve as advisory mechanisms for the development of the NREPS and NSSC respectively; and (ii) project-related monitoring and evaluation activities.

Day-to-day monitoring of implementation progress will be the responsibility of the LNC based on the project's Annual Work Plan and its indicators. The LNC will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

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<sup>4</sup> The Project Management Unit (PMU) will be located within the organization structure of the Policy Coordination and Planning Unit (PCPU). The PCPU provides administrative overhead and support to the PMU.

The LNC will fine-tune outcome and performance indicators in consultation with the full project team at the initiation workshop, with support from UNDP-CO and assisted by the UNDP-GEF. Specific targets for the first year implementation performance indicators, together with their means of verification, will be developed at the initiation workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the Project Team, and agreed with the Executing Agency (MNRE) and key project partners sitting on the PEG/PB.

Periodic monitoring of implementation progress will be undertaken by the UNDP-CO through the provision of quarterly reports from the PM. Furthermore, specific meetings may be scheduled between the PMU, the UNDP-CO and other pertinent stakeholders as deemed appropriate and relevant (particularly the PEG/PB members). Such meetings will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

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

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

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

The UNDP-CO, in consultation with the UNDP-GEF Regional Coordinator and members of the PEG, has the authority to suspend disbursement if project performance benchmarks are not met as per delivery rates, and qualitative assessments of achievements of outputs. A project initiation report will be prepared immediately following the initiation workshop. This report will include a detailed First Year Work Plan divided in quarterly time-frames as well as detailed activities and performance indicators that will guide project implementation (over the course of the first year). This Work Plan will include the proposed dates for any visits and/or support missions from the UNDP-CO, the UNDP-GEF Regional Coordinating Unit, or consultants, as well as time-frames for meetings of the project decision making structures (e.g., PEG/PB, Working Groups I and II). The report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months time-frame.

The initiation report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may effect project implementation, including any unforeseen or newly arisen constraints. When finalized, the report will be circulated to project counterparts who will be given a period of one calendar month in which to respond with comments or queries.

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

An APR/PIR is to be prepared on an annual basis by June, but well in advance (at least one month) in order to be considered at the PEG/PB meeting. The purpose of the APR/PIR is to reflect progress achieved in meeting the project's Annual Work Plan and assess performance of the project in contributing to intended outcomes through outputs and partnership work. The APR/PIR is discussed by the PEG/PB, so that the resultant report represents a document that has been agreed upon by all of the key stakeholders. A standard format/template for the APR/PIR is provided by UNDP-GEF. This includes the following:

- An analysis of project performance over the reporting period, including outputs produced and, where possible, information on the status of the outcome;
- The constraints experienced in the progress towards results and the reasons for these;
- The three (at most) major constraints to achievement of results;
- Annual Work Plans and related expenditure reports;
- Lessons learned; and
- Clear recommendations for future orientation in addressing key problems in lack of progress.

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

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

During the last three months of the project, the PMU will prepare the project terminal report. This comprehensive report will summarize all activities, achievements and outputs of the project, lessons learned, objectives met or unmet, structures and systems implemented, capacities development, among others. Together with the independent final evaluation, the project terminal report is one of two definitive statements of the project's activities during its lifetime. The project terminal report will also recommend further steps, if necessary, in order to ensure sustainability and replicability of the project outcomes and outputs.

An independent mid-term evaluation (MTE) will be undertaken at the end of the second year of project implementation. The MTE will determine progress being made towards the achievement of outcomes and will identify corrective actions, as needed. The MTE will focus on: a) the cost-effectiveness, efficiency and timeliness of project implementation and performance; b) highlight issues requiring decisions and actions; and c) present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between UNDP and MNRE. The Terms of Reference for this MTE will be prepared by the UNDP-CO based on guidance from the UNDP-GEF Regional Coordinating Unit.

## Indicative Monitoring and Evaluation Work Plan and Corresponding Budget

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team Staff time</i>	Time frame
Inception Workshop	<ul style="list-style-type: none"> <li>▪ Project Coordinator</li> <li>▪ UNDP CO</li> <li>▪ UNDP-GEF</li> </ul>	\$2,000	Within first two months after the project team has been recruited
Inception Report	<ul style="list-style-type: none"> <li>▪ Project Team</li> <li>▪ UNDP CO</li> </ul>	None	Immediately following IW
Conduct METT	<ul style="list-style-type: none"> <li>▪ Project team</li> </ul>	None	Mid-term and end
PIR	<ul style="list-style-type: none"> <li>▪ Project Team</li> <li>▪ UNDP CO</li> <li>▪ UNDP-GEF</li> </ul>	None	Annually
TPR and TPR report	<ul style="list-style-type: none"> <li>▪ Government Counterparts</li> <li>▪ UNDP CO</li> <li>▪ Project team</li> <li>▪ UNDP-GEF Regional Coordinating Unit</li> </ul>	None	Every year, upon receipt of APR
Steering Committee Meetings	<ul style="list-style-type: none"> <li>▪ Project Coordinator</li> <li>▪ UNDP CO</li> </ul>	\$1,000	Following Project IW and subsequently at least once a year
Performance Audit (Annual Review of policy coordination)	<ul style="list-style-type: none"> <li>▪ UNDP-CO</li> <li>▪ Project Director</li> <li>▪ Hired Consultant</li> </ul>	\$18,000 (Total)	Year 2 and year 3
Mid term Evaluation	<ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ Hired consultants as needed</li> </ul>	\$10,000	To be determined by Project Team and UNDP CO
Final External Evaluation	<ul style="list-style-type: none"> <li>▪ Project team,</li> <li>▪ UNDP CO</li> <li>▪ UNDP-GEF Regional Coordinating Unit</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	\$20,000	At the end of project implementation
Terminal Report	<ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ UNDP CO</li> </ul>	None	At least one month before the end of the project
Lessons learned	<ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ UNDP-GEF Regional Coordinating Unit</li> </ul>	\$12,000 (Total)	Yearly
Financial Audit	<ul style="list-style-type: none"> <li>▪ UNDP CO</li> <li>▪ Project team</li> </ul>	\$6,000 (Total)	Yearly
Visits to field sites (UNDP staff travel costs to be charged to IA fees)	<ul style="list-style-type: none"> <li>▪ UNDP Country Office</li> <li>▪ UNDP-GEF Regional Coordinating Unit (as appropriate)</li> <li>▪ Government representatives</li> </ul>	\$1,000 (Total)	Yearly
<b>Total Indicative Cost</b> <i>Excluding project team staff time and UNDP staff and travel expenses</i>		<b>US\$ 70,000</b>	

An independent final evaluation will take place three months prior to the terminal tripartite review meeting, and will focus on the same issues as the mid-term evaluation. The final evaluation will also look at project outcomes and their sustainability. The final evaluation should also provide recommendations for follow-up

activities, as appropriate. The terms of reference for the final evaluation will be prepared by the UNDP-CO based on guidance from the UNDP-GEF Regional Coordinating Unit.

The LNC will provide the UNDP Resident Representative with certified periodic financial statements and an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in UNDP's Programming and Finance manuals. The audit will be conducted by the legally recognized auditor of UNDP Belize.

## Quality Management for Project Activity Results

### Logical Framework

Project Strategy	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline value	Target value and date		
<p><b>Long-term goal:</b> To improve management and protection of Belize's natural resources and environment, resulting in improvements to meet national commitments to multilateral environment agreements.</p>					
<p><b>Project objective:</b></p> <p>To coordinate Belize's natural resource and environmental policies in such a way that creates synergies for the national implementation of the CBD, CCD and FCCC.</p>	<p><b>Outcome indicators:</b></p> <ul style="list-style-type: none"> <li>▪ Non-state stakeholders and senior government technocrats systematically review natural resource and environmental policies in a holistic manner.</li> <li>▪ Policy recommendations to modify policy interventions are reviewed and acted upon in a timely manner by Cabinet.</li> <li>▪ Fewer incidences of policy overlap, duplication and conflict. Policy gaps identified and filled.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Natural resource and environmental policies are implemented with little coordination with other related natural resource and environmental policies.</li> <li>▪ Policy interventions often result in overlap, duplication of effort, and weak implementation due to stretch human and institutional capacities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ By the end of the project, a consultative approach made up of the NSSC and NREPS is established, tested and institutionalized to systematically assess the implications of policies and their interventions.</li> <li>▪ By the end of the project, the staffing and administration of the Policy Coordination and Planning Unit to service the NSSC and NREPS is financed through government appropriations</li> </ul>	<ul style="list-style-type: none"> <li>▪ PSC Meeting Minutes.</li> <li>▪ Working Group meeting reports.</li> <li>▪ UNDP Quarterly reports.</li> <li>▪ Bi-annual meeting reports of the NSSC and NREPS</li> <li>▪ APRs and PIRs</li> <li>▪ Independent mid-term and final evaluation reports.</li> <li>▪ Rio Convention national reports and communications</li> <li>▪ NHDAC Cabinet submissions.</li> <li>▪ Cabinet directives</li> <li>▪ Newspaper articles</li> </ul>	<ul style="list-style-type: none"> <li>▪ The GoB and UNDP-GEF continue to support this strategy towards institutionalizing capacity development.</li> <li>▪ Long-term sustainability of project benefits assured by GoB budgetary appropriations and not by extra-budgetary resources.</li> <li>▪ The project will be executed in a holistic, adaptive, collaborative, integrative, and iterative manner.</li> <li>▪ Individual government agencies remain committed to participating at a senior level in the NREPS.</li> <li>▪ Recommendations by the NREPS to the NHDAC are effectively integrated within the policy directives handed down by Cabinet.</li> <li>▪ Policy and institutional reforms and modifications recommended by NHDAC and endorsed by Cabinet are politically, technically and financially feasible.</li> </ul>



Project Strategy	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline value	Target value and date		
<b>Outcome 1:</b> Strengthened policy coordination and planning mechanisms within the Ministry of Natural Resources and Environment (MNRE).					
<p>Output 1.1</p> <p>Establishment of the Natural Resource and Environmental Policy Sub-committee (NREPS)</p>	<ul style="list-style-type: none"> <li>▪ NREPS is chaired by the MNRE CEO</li> <li>▪ The NREPS is comprised of senior directors of key governmental departments and agencies, in particular MNRE, MAFC and Finance.</li> <li>▪ The NREPS meets every six months, with a minimum of 70% quorum at the senior director level</li> <li>▪ NREPS recommendations are deemed technically and politically feasible, and under implementation within one year of being made.</li> <li>▪ Policy and programme reforms underway on the basis of Cabinet directives initiated under the NREPS.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Natural resource and environmental issues are the responsibility of the NHDAC. However, these issues are marginally considered at best, with little oversight on the impacts of policy interventions.</li> <li>▪ Consultations between and among departments and agencies are not systematic (many are <i>ad hoc</i>). They do not fully know what each other are doing.</li> <li>▪ Policy interventions are stalled when unforeseen consequences arise due to overlap, duplication or conflicting strategies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Within six months of project implementation, the NREPS has been constituted.</li> <li>▪ By the mid-point of the project, the NREPS has met at least twice.</li> <li>▪ By the mid-point of the project, the NHDAC has effectively incorporated policy recommendations from the NREPS and reported these to Cabinet.</li> <li>▪ At the project mid-point and end, Cabinet has issued policy reform directives in response to policy recommendations initiated under the NREPS.</li> <li>▪ At the end of year 3, the independent evaluation has confirmed the best modality for the institutional sustainability of the NREPS as a consultative mechanism proposed by the PSC.</li> <li>▪ By the end of the project, all NHDAC members have attended at least one sensitization workshop.</li> </ul>	<ul style="list-style-type: none"> <li>▪ NHDAC Cabinet submissions.</li> <li>▪ Cabinet directives</li> <li>▪ Independent mid-term and final evaluations.</li> <li>▪ Large sample size survey undertaken annually.</li> <li>▪ Training, working group and sensitization workshop attendance records and certificates</li> <li>▪ NREPS Meeting minutes and records</li> </ul>	<ul style="list-style-type: none"> <li>▪ MNRE, MAFC, MF and MNDIC, among others remain committed to supporting the role of NREPS and its linkage with NHDAC</li> <li>▪ GoB and UNDP agree to maintain the NREPS as a sub-committee during the life of the project.</li> <li>▪ NHDAC members accept the legitimacy of the NREPS as a NHDAC sub-committee.</li> <li>▪ Committee “fatigue” does not set in, resulting in poor NREPS attendance and “old boys’ club” mentality.</li> </ul>

Project Strategy	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline value	Target value and date		
<p>Output 1.2: The Non-State Stakeholder (NSSC) established</p>	<ul style="list-style-type: none"> <li>▪ The NSSC is composed of the full range of non-state stakeholders.</li> <li>▪ The NSSC meets every six months and prior to the meetings of the NREPS.</li> <li>▪ NSSC is chaired on a rotating basis.</li> <li>▪ Increased number of non-state stakeholders are registered under the NGO Act</li> <li>▪ NGO capacity is strengthened to galvanize the impact of their efforts by improved cooperation, collaboration and partnership, as well as their increased role in informing policy and programme reforms.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Non-state stakeholders do not effectively coordinate their programmes, including those that are members of NGO associations.</li> <li>▪ Non-state stakeholders do not have meaningful way to inform policy and programme reform and modifications, limited through personal networks and historical relationships.</li> <li>▪ Relevant activities of non-state stakeholders are not considered as part of Belize’s actions to implement Rio Conventions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Within six months of project implementation, the NSSC has been constituted.</li> <li>▪ At the mid-point of the project, the NSSC has met at least twice.</li> <li>▪ At the project mid-point and end, the NREPS has effectively incorporated policy recommendations from the NSSC.</li> <li>▪ At the end of years 1, 2 &amp; 3 non-state stakeholders deem the NSSC as a legitimate organizational mechanism.</li> <li>▪ At the end of year 3, the independent evaluation has confirmed the best modality for the institutional sustainability of the NSSC as a consultative mechanism proposed by the PSC.</li> <li>▪ By the end of the project, a doubling of NGOs registered under the NGO Act (from 51 to at least 100).</li> <li>▪ By the end of the project, at least 50 non-state stakeholders attended sensitization workshops</li> </ul>	<ul style="list-style-type: none"> <li>▪ NREPS briefing notes to NHDAC.</li> <li>▪ NHDAC Cabinet submissions</li> <li>▪ Cabinet directives</li> <li>▪ Independent mid-term and final evaluations.</li> <li>▪ Large sample size survey undertaken annually.</li> <li>▪ Working group and sensitization workshop attendance records and certificates</li> <li>▪ NSSC meeting minutes and records</li> <li>▪ NGO Act Registration records.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Non-state stakeholders maintain interest and actively participate in the NSSC.</li> <li>▪ Non-state stakeholders are willing to work together; particularly environmental and advocacy NGOs.</li> <li>▪ NREPS members actively support the role and work of the NSSC</li> <li>▪ NHDAC value the role and work of the NSSC</li> <li>▪ Committee “fatigue” does not set in, resulting in poor NSSC attendance and “old boys’ club” mentality.</li> </ul>

Project Strategy	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline value	Target value and date		
<b>Outcome 2:</b> Increased capacities for integrating natural resource and environmental management issues into national development framework.					
<p>Output 2.1: Policy Coordination and Planning Unit, MNRE, restructured to more effectively review and integrate national development policies, programmes, and plans</p>	<ul style="list-style-type: none"> <li>▪ PCPU is effectively servicing the NREPS and channelling inputs from the NSSC to government agencies and NREPS.</li> <li>▪ Policy interventions of individual government agencies are more streamlined.</li> <li>▪ Increased inter-agency collaboration and cooperation in policy and programme formulation, implementation, M&amp;E</li> <li>▪ Non-state stakeholders increase submissions to PCPU on their programmes and activities, and are better informed of natural resource and environmental policy interventions.</li> <li>▪ Web portals within an existing CHM serve to receive on-line inputs from non-state stakeholders and to provide updates on policy coordination.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The PCPU presently exists, and was recently staffed with two additional contract officers through extra-budgetary resources.</li> <li>▪ There is some overlap between the policy coordination activities of the PCPU and those of individual departments and agencies.</li> <li>▪ PCPU does not provide adequate briefing materials to MNRE and NHDAC.</li> <li>▪ Non-state stakeholders' access to decision-making processes is the result of personal connections and <i>ad hoc</i>, with high transaction cost for new entrants.</li> </ul>	<ul style="list-style-type: none"> <li>▪ By project's end, the PCPU operations to continue the same level of policy coordination are fully financed through government budgetary appropriations, not extra-budgetary resources.</li> <li>▪ By project mid-point, agreements among departments, agencies, and non-state stakeholders concluded for the systematic sharing of data and information.</li> <li>▪ By project mid-point, programming document prepared outlining strategic implementation of policy interventions.</li> <li>▪ By project mid-point, training provided to PCPU staff.</li> <li>▪ At the end of years 2 &amp; 3, assessment of policy coordination effectiveness compared against baseline study undertaken at project onset.</li> <li>▪ At the end of years 1, 2 &amp; 3, large sample size surveys undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Baseline comparative study and SWOT analysis undertaken.</li> <li>▪ Over-arching strategy document prepared.</li> <li>▪ NHDAC Cabinet submissions.</li> <li>▪ Cabinet directives.</li> <li>▪ Independent mid-term and final evaluations.</li> <li>▪ Large sample size survey undertaken annually.</li> <li>▪ Training, working group and sensitization workshop attendance records and certificates.</li> <li>▪ PSC Meeting minutes and records.</li> <li>▪ Internet accessibility and availability checked frequently.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Long-terms sustainability assured by GoB budgetary appropriations and not by extra-budgetary resources (requires waiver of Staff Containment Policy).</li> <li>▪ The PMU operates as an integral part of the PCPU. The PMU and PCPU are seen as one and the same.</li> <li>▪ PCPU does not take up additional functions that go beyond the scope of policy coordination.</li> </ul>

Project Strategy	Objectively verifiable indicators			Sources of verification	Assumptions
	Indicator	Baseline value	Target value and date		
<b>Outcome 3: Monitoring, Evaluation, and Adaptive Collaborative Management</b>					
Output 3.1: Lessons Learned	<ul style="list-style-type: none"> <li>NSSC and NREPS meetings include an agenda item “Lessons Learned”, focusing on opportunities, successes and failures to improve policy coordination</li> </ul>	<ul style="list-style-type: none"> <li>Valuable experiences exist with respect to the challenges to effective policy coordination; however, these are not effectively channelled in ways to effect institutional improvements.</li> </ul>	<ul style="list-style-type: none"> <li>NREPS and NSSC meeting minutes include a summary of the lessons learned discussion.</li> <li>At the end of years 1, 2 &amp; 3, lessons learned prepared and widely disseminated.</li> </ul>	<ul style="list-style-type: none"> <li>PIR, TPR, progress reports</li> <li>Lessons Learned brochure (3x yearly)</li> <li>Lessons Learned report (3x yearly)</li> <li>Wide circulation verified by NSSC members</li> </ul>	<ul style="list-style-type: none"> <li>NSSC and NREPS members are committed to discuss lessons learned in meetings, as well as to make concerted efforts to implement the ensuing recommendations.</li> </ul>
Output 3.2: Evaluations	<ul style="list-style-type: none"> <li>Independent Final Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>A number of past studies (under the NCSA and before) were undertaken on the challenges of policy coordination, upon which this project was designed.</li> </ul>	<ul style="list-style-type: none"> <li>Within 3 months of project closure, an independent final evaluation of the project is undertaken</li> </ul>	<ul style="list-style-type: none"> <li>Independent final evaluation report prepared and submitted</li> </ul>	<ul style="list-style-type: none"> <li>Consultant hired to prepare the final evaluation does not have any conflict of interest with the project.</li> <li>Terms of Reference for the preparation of the final evaluation represents best practice</li> </ul>

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## IV. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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

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

## ANNEX 1: RISK ANALYSIS

### MODIFIED OFFLINE RISK LOG

<b>Project Title:</b> <i>Mainstreaming into National Development Plans Sound Management of Chemicals (SMC) Priorities for Key Development Sector (s) in Belize and Associated Improved SMC Governance</i>	<b>Award ID:</b> 00042508	<b>Date:</b> 23/06/2008
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#	Description	Type	Impact & Probability	Countermeasures / Mngt response	Owner
1	Inadequate “buy-in” by large stakeholder body	Strategic	Insufficient buy-in by project primary stakeholders can result in failure of the project to adequately realize project deliverables, particularly sustainability of the actions proposed by the project.  P = 2 I = 4	Establishment of the NREPS and NSSC designed to take place in a transparent, fully participatory, and inclusive manner, taking into account a full set of variables needed to make them effective  Large consultative programme incorporated in project design.	Project Manager
2	Continued productivity of existing NHDAC	Operational	Much of the work associated with mainstreaming natural resources management into development planning process is tied in to the NREPS link to NHDAC which serves as a sounding board for planning advising the MED. Disruption within the NHDAC structure may impact project deliverable.  P = 3 I = 4	Recent cabinet decisions have resulted in a re-rationalization of the NHDAC which has catalyzed a national strengthening process ensuring some degree of stability within the body.  With new political mandates this risk needs to be clearly monitored and changes be made in initial project approach to accommodate any changes.	MNRE/ Project Manager
3	Disruption of Project processes due to	Environmental	Traditionally natural disasters have resulted in	This risk is considered under UNDP’s Business	DOE/UNDP

	natural disasters		<p>significant time lags in projects as resources are directed away from the project to responding to the disasters.</p> <p>P = 3 I = 3</p>	Continuity Plan.	
4	Institutional Sustainability	Organizational	<p>The PCPU within the MNRE has been traditionally staffed with political appointees as oppose to established public service positions, this weakens the structure and makes it very vulnerable to disruption, increasing the potential for unsustainability of interventions.</p> <p>P = 4 I = 5</p>	<p>Institutional sustainability will be enhanced by the project building in mechanisms of accountability.</p> <p>Discussions with the Ministry during the time of project development resulted in an agreement to establish positions within the PCPU and staffing these positions with competent personnel</p> <p>Sustainability is also assured though the ability of the project to adapt to changing circumstances.</p> <p>Hosting arrangements for the project can be renegotiated allowing the project to be placed within a line department with established permanent staff. Capacity building of established staff is recommended.</p> <p>capacity building efforts</p>	MNRE/ UNDP

## **ANNEX 2: APPROVED PROPOSAL DOCUMENT**

The following PRODOC should be utilized alongside the proposal document approved by the GEF Secretariat on the 8<sup>th</sup> March 2008. Details of project Outcomes and deliveries are elaborated within the text of the above mentioned document.



## **ANNEX 3: Terms of References**

### **Terms of Reference – Project Manager/ Lead National Consultant**

#### **CHARACTERISTICS**

The MSP executing agency with the assistance of UNDP Belize, will hire the Project Manager to carry out the duties specified below, and to provide further technical assistance as required by the project team to fulfill the objectives of the MSP project. He/she will be responsible for ensuring that the project meets its obligations to GEF and the UNDP, with particular regards to the management aspects of the project including staff supervision, stakeholder liaison, implementation of activities, and reporting. The Project Manager (PM) will head the PMU, and will be responsible for day-to-day management of project activities and the delivery of its outputs. The PM will support and be guided by the Project Steering Committee (PSC) and will coordinate the activities of all partners, staff and consultants as they relate to the execution of the project.

**Type of Position:** Consultant

**Duration:** 36 months

Total Amount: \$36,000.00

#### **Qualifications:**

The candidate should be highly motivated and capable of working independently. Ability to work with a wide variety of people from governments, agencies, NGOs, and research institutions is essential. A good understanding of the institutional framework is highly desirable. In addition the consultant should have:

- University degree in Environmental Management or related area to at least the Masters level;
- Training in project management;
- Facilitation skills and experience;
- Demonstrated ability in managing and supervising project activities;
- Experience in the preparation of national reports and relevant international and national documentation;
- Demonstrated experience in capacity building initiatives, notably at the systemic and institutional levels;
- Familiarity with the three relevant global conventions;
- Knowledge of the experts and institutions involved in capacity development in the three thematic areas;
- Good working relations with both government and non-government entities;
- Strong communication skills (verbal and written);
- An openness to a fully participatory and consultative approach to project implementation; and
- Computer skills including a working knowledge of Word, Power Point, Excel and Microsoft Projects.

#### **TASKS**

The Project Management Unit will be housed within the Policy and Coordination Unit of the Ministry of Natural Resources and the Environment. The Project Manager (PM) will head the PMU, and will be responsible for day-to-day management of project activities. The Project Manager will contribute technical expertise to the various assessments, and be responsible for compiling the various consultants' reports, and preparing guidance notes to the NREP and the NSSC. The Project Manager will ensure proper coordination of all activities, and will manage and approve the activities and outputs of the consulting teams.

Among the PM's specific duties will be to:

- Develop a project work plan under the general supervision of the Project Steering Committee / Project Execution Group and in close consultation and coordination with UNDP Country office, Executing Agencies, implementing partners and relevant donors;
- Act as the secretary of the PSC/ PEG;
- Coordinate, manage and monitor the implementation of all project activities by the local experts, consultants, sub-contractors and co-operating partners;
- Organize PSC meetings;

- Ensure effective communication with the relevant authorities, institutions and government departments in close collaboration with the PSC;
- Foster, establish and maintain links with other related national and international programmes and National Projects;
- Organize, contract and manage the consultants and experts, and supervise their performance;
- Coordinate and oversee the preparation of the outputs of the project;
- Manage the project finances, oversee overall resource allocation and where relevant submit proposals for budget revisions with the help of the UNDP officer;
- Coordinate the work of all stakeholders under the guidance of the Project Unit and the PSC;
- Ensure that information is available to the IMPSC about all Government, private and public sector activities, which impact on capacity development;
- Ensure consistency between program elements and related activities provided or funded by other donor organizations;
- Foster and/or establish links with other related GEF programs;
- Work with and support the legal and cross-cutting consultant in synergizing national laws and policies on cross-cutting issues relevant to the three thematic areas;
- Prepare and submit to the UNDP and the PSC regular progress and financial reports;

## **Terms of Reference – NGO/ Civil Society Liaison Officer (PCPU)**

### **CHARACTERISTICS**

**Type of Position:** Consultant

**Duration:** 36 months

Total Amount: \$45,000.00 USD

**Qualifications:** The candidate should be highly motivated and capable of working independently. Proven ability to work with a wide variety of non-state/ civil society actors is essential.

- Candidates should have a Bachelors degree in Social Sciences a background in Environmental Management
- Exceptional Ability/ experience and qualifications in area of NGO management
- Facilitation skills and experience;
- Demonstrated experience in capacity building initiatives, notably at the systemic and institutional levels;
- Good working relations with both government and non-government entities;
- Strong communication skills (verbal and written);
- An openness to a fully participatory and consultative approach to project implementation; and
- Computer skills including a working knowledge of Word, Power Point, Excel and Microsoft Projects.

**TASKS:** The NGO Liaison Officer will be housed within the Policy and Coordination Unit of the Ministry of Natural Resources and the Environment. It will be the overall responsibility of this individual to function as the secretariat officer for the NSSC, to be established through the support of the GEF supported initiative and for the overall facilitation of the required consultative processes.

Among the NGO Liaison Officer's specific duties include the:

- Strengthening of GOB's policy and Operational methods to collaborate effectively with civil Society organizations
- Develop relationships and provide ongoing liaison between GOB and civil society
- The development and maintenance of a charter indicating NGO status and principal area of work as it relates to the various conventions
- Facilitating the participation of civil society representative on Established NREPS
- Facilitation of NGO to Government and government policy making process
- Dissemination of convention and policy information among civil society counterparts
- Ease communications between the GOB and civil society
- Develop and implement NGO capacity building strategy as it relates to NGO participation in convention/ national development priorities.
- Responsible for advocacy and media efforts related to NGO participation in national planning.

## **Terms of Reference – Independent Final Project Evaluation**

**Type of Position:** Consultant International

**Duration:** 15 Days

**Total Amount:** \$20,000.00 USD

### **I. INTRODUCTION**

#### **UNDP/GEF Monitoring and Evaluation (M&E) policy**

The Monitoring and Evaluation (M&E) policy at the project level in UNDP/GEF has four objectives: i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and iv) to document, provide feedback on, and disseminate lessons learned. A mix of tools is used to ensure effective project M&E. These might be applied continuously throughout the lifetime of the project – e.g. periodic monitoring of indicators -, or as specific time-bound exercises such as mid-term reviews, audit reports and final evaluations.

In accordance with UNDP/GEF M&E policies and procedures, all regular and medium-sized projects supported by the GEF should undergo a final evaluation upon completion of implementation. A final evaluation of a GEF-funded project (or previous phase) is required before a concept proposal for additional funding (or subsequent phases of the same project) can be considered for inclusion in a GEF work program. However, a final evaluation is not an appraisal of the follow-up phase.

Final evaluations are intended to assess the relevance, performance and success of the project. It looks at early signs of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. It will also identify/document lessons learned and make recommendations that might improve design and implementation of other UNDP/GEF projects.

### **II. OBJECTIVES OF THE EVALUATION**

The objective of the evaluation is to fully review and assess the results achieved by the project during the period of implementation, as well as the impacts and sustainability of these. The Evaluation has been initiated in accordance with UNDP/GEF M&E policies and procedures and will be jointly financed through the project resources, UNDP/Belize. Specifically, the evaluation should include the following aspects:

- To evaluate the attainment of project objectives and outcomes as documented in the Project's Logical Framework Matrix
- To evaluate project achievements according to GEF Project Review Criteria including Implementation approach, Country Ownership/Drivenness, Stakeholder Participation/Public Involvement, Sustainability, Replication approach, Financial planning, Cost-effectiveness, Monitoring and Evaluation (see Annex 1 for terminology)
- Assess strengths and weaknesses in implementation, which might have affected the project's success
- Document lessons learned and best practices from the experience of the project and where these can be disseminated and replicated, both to other GEF projects, as well as with national authorities in follow-up to the project

### **III. PRODUCTS EXPECTED FROM THE EVALUATION**

The project evaluation team will produce two specific products. A) a draft written report which will be sent to the UNDP/Belize ARR within two weeks of completion of the in-country part of the mission for distribution and comments among UNDP and the Government of Belize, and a final written report which will again be circulated to the relevant stakeholders. The final report should be submitted within two weeks of receiving the comments on the draft report. Comments to the draft report should concentrate on possible factual errors in terms of data, rather than questioning the impressions of the evaluator. If there are discrepancies between the impressions and findings of the evaluation team and the involved parties these should be explained in annex attached to the final report. Both reports should be provided in hard copy and on diskette in MS Word to the UNDP Assistant Representative Belize for

distribution and B) a verbal presentation of evaluation findings at the end of the assignment in Belize, given to the UNDP Resident Representative in Belize or his representative and other relevant partner agencies.

The consultant will be responsible for the preparation of the final report with inputs from the national consultant and other members of the evaluation team. The level of inputs by individual team members will be dependent on specific agreements made during the review period in Belize. The evaluation report would summarize the findings, assessment of performance, lessons learned, recommendations and the description of best practices following the outline presented below and including the scope and specific issues provided in Annex 1.

1. Executive summary
2. Introduction
3. The project(s) and its development context
4. Findings and Conclusions
  - 4.1 Project formulation
  - 4.2 Implementation
  - 4.3 Results
5. Recommendations
6. Lessons learned
7. Annexes

#### **IV. METHODOLOGY OF THE EVALUATION**

The evaluation will start with a desk review of all the relevant documentation and reports on project activities for the duration of the project period. A list of documentation will be provided by UNDP-Belize. The documentation will be provided to the evaluators in advance of the mission to Belize.

Upon arrival of the international consultant to Belize, the evaluation team will receive a Briefing by UNDP/Belize and by the project manager. This will be followed by a series of interviews and meetings with key individuals within the project and government, and with participating agencies, NGOs and private sector organizations. The list of key individuals is to be prepared by the Project prior to arrival of the International Consultant. Field visits will also be conducted as necessary to key project sites or areas in consultation with the project manager, UNDP, GoB and the Evaluation Team. The consultants will do a home-based follow up for completion of the draft evaluation report for circulation and review, and the incorporation of comments for the final evaluation report. At the end of the mission in Belize, after the submission of the final evaluation report, the evaluator will provide a verbal version of their findings as explained in section III.

#### **V. EVALUATION TEAM**

The team will be comprised of an international consultant and a national consultant, who will work closely with the project. The candidates will be selected by common consent by the UNDP/Belize, UNDP/GEF in Panama and the Government of Belize.

The International Consultant is expected to have an excellent understanding of the principles of organizational management and development, with an emphasis on systems management, and also be familiar with project management in general, and GEF projects in particular. They will also be chosen based on their experience in M&E, preferably with GEF project evaluations. The consultant will be responsible for delivery of the final report and the presentation of the report findings to project partners and sectoral stakeholders.

The National Consultant will be knowledgeable of the institutions responsible for environmental management in Belize and the stakeholders involved. S/he will also be familiar with the status of convention implementation, laws of Belize and the issues that are relevant to Belize, but provide a perspective from outside the immediate project environment. The national consultant can provide inputs to the final report, as agreed during the evaluation review.

#### **VI. IMPLEMENTATION ARRANGEMENTS/SCHEDULE**

UNDP/Belize will be the main operational point for this evaluation. The office will liaise with the project team in the MNRE to set up stakeholder interviews, arrange the field visits, coordinate the hiring of the consultants, ensure the timely payment of fees, travel, and per diems. The National Consultant will arrange the meetings, plan the field visits, and gather the necessary documentation.

The estimated number of days for the evaluation is 15 p/days days for the international consultants, and 11 p/days for the national consultant (excluding the period where the draft report is circulated for comments). The time allocation is expected to be as follows:

- Desk Review prior to in-country mission: **2 working days** for **international consultant** (including travel time to and from Belize), and **1 working day** for **national consultant**
- Arrangement of meetings and field visits: **1 working day** for **national consultant**
- Internal Briefings and meetings with stakeholders in Belmopan and Belize City: **4 working days** for both consultants
- Field trips, stakeholder interviews in the field: **2 working days** for both consultants.
- Validation of preliminary findings with UNDP Country Office and GOB stakeholders: **1 working day** for both consultants
- Preparation of draft final report: **3 working days** for **international consultants**, **1 working day** for **national consultant**
- Preparation of final report & presentation: **3 working days** for the **international consultants (Team leader to spearhead activities)**

An indicative schedule is provided in the table below; the evaluation team will provide a more precise itinerary before the evaluation exercise commences.

Task/Days	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Arrange meetings & field visits	*																	
Desktop review		**	*															
Interviews and meetings				*	*	*	*											
Field visits & interviews				**	**	**	**	*	*									
Validate preliminary findings										*	**							
Prepare draft report & circulate										*	**	**						
Prepare and submit final report													**	**	**			

\* National Consultant

\*\* International Consultant

## VII. SCOPE OF THE EVALUATION- SPECIFIC ISSUES TO BE ADDRESSED.

This section describes the categories that the evaluation will look into in line with the evaluation report outline included in section III. It also highlights specific issues to be addressed under each broad category. Annex I provides more detailed guidance on terminology and the GEF Project review Criteria should be an integral part of this TORs.

### 1. Executive summary

- Brief description of project
- Context and purpose of the evaluation
- Main conclusions, recommendations and lessons learned

### 2. Introduction

- Purpose of the evaluation
- Key issues addressed
- Methodology of the evaluation
- Structure of the evaluation

### 3. The project(s) and its development context

- Project start and its duration
- Problems that the project seek to address
- Immediate and development objectives of the project
- Special Issues: While likely to be covered as part of the comprehensive evaluation, the following issues have been identified for special attention:
  - 1) Institutional governance for project implementation
  - 2) Financial sustainability
  - 3) Capacity building of the monitoring, research and data management components
  - 4) Policy formulation and impact
  - 5) Stakeholder participation and ownership
  - 6) Public awareness and image
  - 7) Linkages made by the project to issues of sustainable livelihoods
  - 8) Regional ICZM linkages or collaboration achieved
  - 9) Level and quality of support and advisory service provided by UNDP and by GEF
  - 10) Level of improvement and effectiveness of management of the marine protected areas affected by the project
- Main stakeholders
- Results expected

### 4. Findings and Conclusions

In addition to a descriptive assessment, all criteria marked with (R) should be rated using the following divisions: Highly Satisfactory, Satisfactory, Marginally Satisfactory, and Unsatisfactory

#### 4.1 Project Formulation

- Conceptualization/Design (R). This should assess the approach used in design and an appreciation of the appropriateness of problem conceptualization and whether the selected intervention strategy addressed the root causes and principal threats in the project area. It should also include an assessment of the logical framework and whether the different project components and activities proposed to achieve the objective were appropriate, viable and responded to contextual institutional, legal and regulatory settings of the project. It should also assess the indicators defined for guiding implementation and measurement of achievement and whether lessons from other relevant projects (e.g., same focal area) were incorporated into project design.
- Country-ownership/Driveness. Assess the extent to which the project idea/conceptualization had its origin within national, sectoral and development plans and focuses on national environment and development interests.
- Stakeholder participation (R) Assess information dissemination, consultation, and “stakeholder” participation in design stages.
- Replication approach. Determine the ways in which lessons and experiences coming out of the project were/are to be replicated or scaled up in the design and implementation of other projects (this also related to actual practices undertaken during implementation).
- Other aspects to assess in the review of Project formulation approaches would be UNDP comparative advantage as IA for this project; the consideration of linkages between projects and other interventions within the sector and the definition of clear and appropriate management arrangements at the design stage.

#### 4.2. Project Implementation

- Implementation Approach (R). This should include assessments of the following aspects:
  - (i) The use of the logical framework as a management tool during implementation and any changes made to this as a response to changing conditions and/or feedback from M and E activities if required.
  - (ii) Other elements that indicate adaptive management such as comprehensive and realistic work plans routinely developed that reflect adaptive management and/or; changes in management arrangements to enhance implementation.
  - (iii) The project's use/establishment of electronic information technologies to support implementation, participation and monitoring, as well as other project activities.

- (iv) The general operational relationships between the institutions involved and others and how these relationships have contributed to effective implementation and achievement of project objectives.
- (v) Technical capacities associated with the project and their role in project development, management and achievements.
  - Monitoring and evaluation (R). Including an assessment as to whether there has been adequate periodic oversight of activities during implementation to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan; whether formal evaluations have been held and whether action has been taken on the results of this monitoring oversight and evaluation reports.
  - Stakeholder participation (R). This should include assessments of the mechanisms for information dissemination in project implementation and the extent of stakeholder participation in management, emphasizing the following:
    - (i) The production and dissemination of information generated by the project.
    - (ii) Local resource users and NGOs participation in project implementation and decision making and an analysis of the strengths and weaknesses of the approach adopted by the project in this arena.
    - (iii) The establishment of partnerships and collaborative relationships developed by the project with local, national and international entities and the effects they have had on project implementation.
    - (iv) Involvement of governmental institutions in project implementation, the extent of governmental support of the project.
  - Financial Planning: Including an assessment of:
    - (i) The actual project cost by objectives, outputs, activities
    - (ii) The cost-effectiveness of achievements
    - (iii) Financial management (including disbursement issues)
    - (iv) Co-financing <sup>5</sup>
- Sustainability. Extent to which the benefits of the project will continue, within or outside the project domain, after it has come to an end. Relevant factors include for example: development of a sustainability strategy, establishment of financial and economic instruments and mechanisms, mainstreaming project objectives into the economy or community production activities.
- Execution and implementation modalities. This should consider the effectiveness of the UNDP counterpart and Project Co-ordination Unit participation in selection, recruitment, assignment of experts, consultants and national counterpart staff members and in the definition of tasks and responsibilities; quantity, quality and timeliness of inputs for the project with respect to execution responsibilities, enactment of necessary legislation and budgetary provisions and extent to which these may have affected implementation and sustainability of the Project; quality and timeliness of inputs by UNDP and GoC and other parties responsible for providing inputs to the project, and the extent to which this may have affected the smooth implementation of the project.

#### 4.3. Results

- Attainment of Outcomes/ Achievement of objectives (R): Including a description and rating of the extent to which the project's objectives (environmental and developmental ) were achieved using Highly Satisfactory, Satisfactory, Marginally Satisfactory, and Unsatisfactory ratings. If the project did not establish a baseline (initial conditions), the evaluators should seek to determine it through the use of special methodologies so that achievements, results and impacts can be properly established.

This section should also include reviews of the following:

- Sustainability: Including an appreciation of the extent to which benefits continue, within or outside the project domain after GEF assistance/external assistance in this phase has come to an end.
- Contribution to upgrading skills of the national staff

#### 5. Recommendations

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

Actions to follow up or reinforce initial benefits from the project

Proposals for future directions underlining main objectives

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<sup>5</sup> Please see guidelines at the end of Annex 1 of these TORs for reporting of co-financing



## **6. Lessons learned**

This should highlight the best and worst practices in addressing issues relating to relevance, performance and success.

## **7. Evaluation report Annexes**

Evaluation TORs

Itinerary

List of persons interviewed

Summary of field visits

List of documents reviewed

Questionnaire used and summary of results

Comments by stakeholders (only in case of discrepancies with evaluation findings and conclusions).

## **Terms of Reference - Consultancy: Organizational Management Analysis of the PCPU**

### **CHARACTERISTICS**

**Type of Position:** Consultancy (Local Consultant)

**Duration:** 2 months

Total Amount: \$15,000.00 USD

**Background:** The **Organizational Management Analysis** (OMA) is an essential element of organizational development. The value of the Organizational Management Analysis is in providing a description of where and organization is at present and informs decision regarding the direction to be taken to increase effectiveness of the organization.

**Qualifications:** Consultant must be experience in change management and strategic planning

### **TASKS:**

Specific tasks to be undertaken by qualified consultant include:

- Conduct Organizational assessment inclusive of SWOT analysis to assess performance of PCPU
- Assess continuing appropriateness of the PCPU in consultation with MNRE, MAF and MAFC
- Comparative analysis of various existing and/ or proposed structure for PCPU
- Recommendation of the appropriate organizational structure in line with the PCPU proposed direction and goals.
- Design the appropriate long-term organizational structure and the intermediate organizational alignment
- Analysis of job requirements and definition of job responsibilities of new PCPU staff complement
- Development Financing strategy for improved PCPU

**Terms of Reference - Consultancy:** Capacity Building PCPU/ LIC (Training Data management and analysis)

## **CHARACTERISTICS**

**Type of Position:** Consultancy (Local Consultants/ Academia)

**Duration:** 3 months

Total: \$9,900.00

**Background:** In an effort to institutionalize efforts in reporting and meeting required obligations under the various MEA's. It is proposed that PCPU staff, LIC staff and NREPS members be trained in recognizing and identifying the critical data and information needs to undertake their work. Training will be such caliber as to indicate the quality and validity of data and information. A second component of this training is meant to build national capacities for continuous national monitoring and the development of relevant reports and studies to support country's commitments to various MEA.

**Qualifications:** Academic Institution or selected consultant must demonstrate capability to develop and deliver targeted training to meet the needs of the project beneficiaries to facilitate their contribution to over arching project goals. Proven capacities in information management are a must.

## **TASKS:**

**Based on convention/ national planning requirements, approved academic institution or consultant will develop and deliver a training module responding to national needs in data management and analysis.**

**Specific task to be undertaken include:**

- Identify, review, assess and recommend priorities and actions for the Data Management Programme Area
- Designing data collection systems to facilitate decision making and convention reporting
- Investigate the existence of tools allowing for collaboration, appropriate coordination and liaison with data management bodies and other bodies
- Developing capacity building module which provides competencies that ensures the full integration and effective cooperation of data management activities within the processes guiding decision making
- Train respective government and civil society partners using developed module

**Terms of Reference - Consultancy:** Capacity Building PCPU (Training in Systems Thinking/ Effective Programme Evaluation)

## **CHARACTERISTICS**

**Type of Position:** Consultancy (Local Consultant)

**Duration: 15 Working Days**

Total: \$18,000.00

**Background:** One of the biggest breakthroughs in how we understand and guide change in organizations is systems theory and systems thinking. "Systems thinking is a discipline for seeing wholes, recognizing patterns and interrelationships, and learning how to structure those interrelationships in more effective, efficient ways. Systems theory brings a new perspective for managers to interpret patterns and events in their organizations. In the past, managers typically took one part and focused on that. Then they moved all attention to another part. The problem was that an organization could, e.g., have wonderful departments that operate well by themselves but don't integrate well together. Consequently, the organization suffers as a whole. In view of the coordination role meant to be taken on the PCPU this planned approach in which the PCPU are expected to recognize the various parts of the government and non-governmental sector involved in natural resources and convention management, and, in particular, the interrelations of the parts this new approach is seen as being necessary to facilitate the desired outcome.

**Qualifications: Consultant must display proven competencies in change management and personnel development.**

- **TASKS:**

**Consultant/ Team required to undertake training for the PCPU specifically as it relates to:**

- Creating an understanding of the systems thinking perspective
- Development of preliminary systems thinking model for MNRE PCPU
- Demonstration of linkages between system structure and system behaviour
- Role of feedback
- Building experience in using causal loop diagrams
- Conceptualize problems
- Find effective interventions
- Demonstrate practical value of systems thinking
- Explore ways of using system archetypes
- Discuss benefits and some limitations of systems thinking

**Terms of Reference: Working Group (NREPS/ NSSC Formalization)**

**Duration:** 6 months

**The Nature of the Working Group**

The group is a high-level advisory body reporting to the Ministry of Natural Resources NCSA 2 project. The Group is tasked negotiate the organizational structure of the proposed NREPS and NSSC and provide practical recommendations for consideration by the Ministry of Natural Resources and Environment, Government of Belize.

**The Purpose of the Working Group**

The Working Group will assist GO B in developing structures for the implementation of long-term, comprehensive and integrated measures that are supportive of sustainable development, and MEA

**Membership of the Working Group**

The Group shall consist of up to 12 members, representing various governmental departments and civil society actors participating in the delivery of national obligations under various MEAs.

**Frequency of Meetings**

The Working Group will meet as necessary for the timely and effective delivery of results.

**General Topics**

1. The role of Government in MEA delivery
3. The role of multilateral environmental agreements (MEAs), the potential for the harmonization of national standards, intellectual property rights
4. Integration of MEAs into national development planning tools

## Terms of Reference - Consultancy: Streamlining Strategy

### CHARACTERISTICS

**Type of Position:** Consultancy (Local Consultants)

**Duration:** 4 months

Total:\$20,000.00

**Background:** Belize has ratified the UN Convention on Biological Diversity (UNCBD) on December 30, 1993, the UN Framework Convention on Climate Change (UNFCCC) on October 31, 1994 and the Convention to Combat Desertification (UNCCD) on July 23, 1998. Implementation of the respective national commitments and obligations of the three conventions in the country has largely been ad-hoc and uncoordinated resulting in sub-optimal impact. Adhering to the global environmental commitments and accruing local benefits in Belize will require a comprehensive capacity evaluation that identifies and scopes systemic bottlenecks, which hinder the effective execution of obligatory activities.

While Belize has strived to design and create an enabling environment to promote national sustainable development, there has been limited progress in this arena due to poor and uncoordinated planning, shortages of trained technical personnel, shortage of funding and the general inefficiencies and unresponsiveness of the bureaucratic processes.

The Belize's NCSA institutional assessment of the three Rio Conventions provides a very good overview of the state of affairs governing natural resource and environmental management in Belize. This study provides a clear picture of overlaps among a number of policies and legislations and in addition indicated a lack of synergy in the implementation of the various RIO Conventions as well as other supporting MEAs such as CITES and Ramsar which would also help meet the country's commitments to the Rio Conventions. The true extent of overlaps or mutual exclusivities of environmental policies however is not fully determined as they are not operationalized as policy interventions (i.e., programmes and projects). Through this consultancy the MNRE hopes to determine the extent of overlaps and to develop a strategy for the streamlining of all national policies and legislation in an effort to minimize duplication of efforts and to create synergies among national efforts to respond to the various MEA requirements.

**Qualifications:** Consultant must be knowledgeable of the laws of Belize and the legal framework in which these laws are administered as well as display competency in strategic planning and development.

#### TASKS:

- A review of existing legislation, institutional and policy frameworks, and of overlaps in legislation and institutional mandates related to MEAs;
- Assessment of ways of harmonizing laws and regulations to provide a more efficient legal and policy framework, and of the financial issues/challenges relevant to such efforts;
- Legal responsibilities and relevant activities of ministries, agencies and other government bodies;
- Identify the role of the private sector and other relevant stakeholders in the Legal framework related to the thematic areas;
- The existence of relevant legal information and databases;
- Capacity constraints and priorities for action from the Legal perspective; and
- Financial resources to execute action plans, monitoring, evaluation and reporting frameworks and capacity constraints and priorities for action.
- National strategy development/ recommendations for streamlining national policies and legislation

## **Terms of Reference: - Consultancy: Mid Term Evaluation**

### **CHARACTERISTICS**

**Type of Position:** Consultancy (Local Consultants)

**Duration:** 3 weeks

Total:\$10,000.00

**Introduction:** The Monitoring and Evaluation (M&E) policy at the project level in UNDP/GEF has four objectives: i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and iii) to document, provide feedback on, and disseminate lessons learned. A mix of tools is used to ensure effective project M&E.

In accordance with UNDP/GEF M&E policies and procedures, all projects with long implementation periods) are strongly encouraged to conduct mid-term evaluations. In addition to providing an independent in-depth review of implementation progress, this type of evaluation is responsive to GEF Council decisions on transparency and better access of information during implementation.

Mid-term evaluations are intended to identify potential project design problems, assess progress towards the achievement of objectives, identify and document lessons learned (including lessons that might improve design and implementation of other UNDP/GEF projects), and to make recommendations regarding specific actions that might be taken to improve the project. It is expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from monitoring. The mid-term evaluation provides the opportunity to assess early signs of project success or failure and prompt necessary adjustments.

### **Required**

### **Qualification:**

At least 5 years of proven experience with:

- The logical framework approach and other strategic planning approaches;
- M&E methods and approaches (including quantitative, qualitative and participatory);
- Planning, design and implementation of M&E systems;
- Training in M&E development and implementation and/or facilitating learning-oriented analysis sessions of M&E data with multiple stakeholders;
- Data and information analysis
- Report writing.

She/He must also have:

- A solid understanding of environmental management , with a focus on participatory processes, joint management, and gender issues;
- Familiarity with and a supportive attitude towards processes of strengthening local organizations and building local capacities for self-management;
- Willingness to undertake regular field visits and interact with different stakeholders, especially primary stakeholders;
- Computer skills;
- Leadership qualities, personnel and team management (including mediation and conflict resolution);
- Language skills as required.

Desirable:

- Knowledge of the focal area in which the project operates;
- Understanding of UNDP and GEF procedures;
- Experience in data processing and with comput

