



“Capacity-building for the strategic planning and management of natural resources in Belize”



Terminal Evaluation Report

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Implementing Partner:	Ministry of Agriculture, Fisheries, Forestry, Environment and Sustainable Development (MAFFESD)
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Submitted by:
Jean-Joseph Bellamy
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List of Abbreviations and Acronyms

APR	Annual Progress Report
AWP	Annual Work Plan
CCCD	Cross-Cutting Capacity Development
CD	Capacity Development
CDR	Combined Delivery Report (Atlas)
CEO	Chief Executive Officer
CO	Country Office
CPD	Country Programme Document
DAC	Development Assistance Committee
DOE	Department Of Environment
EIA	Environment Impact Assessment
EMIS	Environmental Management Information System
GEF	Global Environment Facility
GSDS	Growth and Sustainable Development Strategy
KBA	Key Biodiversity Area
KPI	Key Performance Indicator
LPAC	Local Project Advisory Committee
M&E	Monitoring and Evaluation
MAFFESD	Ministry of Agriculture, Fisheries, Forestry, Environment and Sustainable Development
MDG	Millennium Development Goal
MDTS	Medium Term Development Strategy
MEA	Multilateral Environmental Agreement
MNR	Ministry of Natural Resources
NIM	National Implementation Modality
NCSA	National Capacity Self-Assessment
NPD	National Project Director
NREPS	Natural Resource and Environmental Policy System
NRV	Natural Resources Valuation
OECD	Organization for Economic Co-operation and Development
PB	Project Board
PIR	Project Implementation Report
PC	Project Coordinator
PMU	Project Management Unit
PPG	Project Preparation Grant
RBM	Results Based Management
SDG	Sustainable Development Goal
SEA	Strategic Environmental Assessment
SIB	Statistical Institute of Belize
SMART	Specific, Measurable, Attainable, Relevant and Time-bound
TE	Terminal Evaluation
TOR	Terms of Reference
UFE	Utilization Focused Evaluation
UN	United Nations
UNCBD	United Nations Convention on Biodiversity
UNDAF	United Nations Development Assistance Framework
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollar

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DISCLAIMER

This report is the work of an independent Evaluator and does not necessarily represent the views, or policies, or intentions of the United Nations Development Programme (UNDP) and/or of the Government of Belize.

EXECUTIVE SUMMARY

This report presents the findings of the Terminal Evaluation (TE) of the UNDP-supported-GEF-Financed-Government of Belize Project “*Capacity-building for the strategic planning and management of natural resources in Belize*”. This TE was performed by an Independent Evaluator, Mr. Jean-Joseph Bellamy on behalf of UNDP.

Belize is situated on the Caribbean coast of Central America south of Mexico’s Yucatan Peninsula and east of Guatemala. The total land area of the country is 22,960 km², 5% of which is distributed in over 1,000 low-lying island cays. Belize’s coast is 280 km and contains the Belize barrier reef, a UNESCO World Heritage Site and the world’s second largest barrier reef. The country is divided into six administrative districts and two physiographic regions: the mountainous central and western regions and the low-lying lands to the north and southern coastal plain. The country’s population of approximately 324,000 is split fairly equally between rural and urban communities, and nearly half of the population is concentrated in coastal centers placing them at elevated risk for natural disasters and sea level rise. Belize ranks 93 out of 187 countries with a Human Development Index of 0.699. In 2013, Belize moved into upper middle-income status according to the World Bank.

Belize has stated its development priorities in numerous planning documents; the main documents include *Horizon 2030*, the *2009-2013 National Poverty Elimination Strategy and Action Plans*, the *Belize Sustainable Tourism Master Plan*, and the *National Medium-Term Development Strategy (MTDS)*. Each of these documents has stressed the sustainable management of the country’s natural resources as being essential to Belize’s long-term growth. The Government of Belize established a specialized ministry to facilitate the elaboration and coordination of a sustainable development pathway for the country: The Ministry of Agriculture, Fisheries, Forestry, Environment and Sustainable Development (MAFFESD). It was given a consolidated mandate of key natural resource management entities in the forestry, fisheries, protected areas, and environmental sectors under the broader banner of sustainable development.

Belize completed its National Capacity Self-Assessment (NCSA) in 2005, which assessed the country’s ability to meet and sustain global environmental objectives. It highlighted the difficulties public institutions faced to fulfill requirements and commitments of the various MEAs while still managing domestic issues. The NCSA identified the main capacity constraints impeding implementation of the three conventions to be as follows:

- Poor harmonization of sectoral policies and poor coordination;
- Poorly integrated land use planning;
- Inadequately developed environmental information systems;
- Resource constraints for an effective management of natural resources; and
- Low levels of understanding of the ecosystems approach to resource management.

The project was formulated on the basis of addressing some of these constraints, by building upon the commitment of the Government of Belize to strengthen its institutional and organizational capacities for natural resource management. The objective of this project is *to strengthen institutional and technical capacities for: a) improved monitoring and assessment; b) natural resource valuation and impact assessment; and c) resource mobilization*. It is to be achieved through the delivery of three expected outcomes:

- Planners, policy-makers, and decision-makers are more effectively achieving national and global environmental priorities;
- Holistic planning and decision-making incorporate global environmental values into the development process;
- Institutional reforms and mobilized financial resources ensure long-term term achievement of Rio Convention obligations, and other MEAs.

Table 1: Project Information Table

Project Title:	<i>Capacity-building for the strategic planning and management of natural resources in Belize</i>		
UNDP Project ID (PIMS #):	4917	PIF Approval Date:	June 14, 2013
GEF Project ID (PMIS #):	5048	CEO Endorsement Date:	August 28, 2014

Project ID:	00090265	Project Document (ProDoc) Signature Date (date project began):	January 13, 2015
Country:	Belize	Date Project Manager hired:	May 15, 2015
Region:	Latin American & the Caribbean	Inception Workshop date:	November 4, 2014 (LPAC meeting)
Focal Area:	Multi-Focal Areas	Midterm Review date:	N/A
GEF-5 Strategic Program:	CD2: To generate, access and use information and knowledge CD4: To strengthen capacities to implement and manage global convention guidelines	Planned closing date:	January 13, 2019
Trust Fund:	GEF	If revised, proposed closing date:	April 13, 2019
Executing Agency:	Ministry of Agriculture, Fisheries, Forestry, Environment and Sustainable Development (MAFFESD)		
Project Financing	at CEO endorsement (USD)		at Completion (USD)
(1) GEF financing:	\$759,000		\$759,000
(2) UNDP contribution:	75,000		87,191
(3) Government: MAFFESD	568,000		735,084
(4) BIOFIN	0		154,472
(5) Total co-financing [2+3+4]:	643,000		976,747
Project Total Cost [1+5]:	1,402,000		1,735,747

This terminal evaluation report documents the achievements of the project and includes four chapters. Chapter 1 briefly describes the objective, scope, methodology, evaluation users and limitations of the evaluation; chapter 2 presents an overview of the project; chapter 3 presents the findings of the evaluation; chapter 4 presents the main conclusions, recommendations and lessons learned and relevant annexes are found at the back end of the report.

Key Findings

A summary of the main conclusions of this TE is presented below.

Project Formulation

a) A very relevant project for Belize which addressed key national priorities and responded to prioritized national needs: The project concept emerged from national priorities based on barriers identified through the NCSA in 2005. It provided the government with additional resources to develop capacities seeking to improve the monitoring of the environment, to make environmental information available to decision-makers, to access tools to be able to value natural resources within the context of development projects and to better track impacts of investments in the environment/biodiversity. The relevance of the project can also be found in several key governmental strategies such as the 2012 sixth edition of the Environmental Statistic for Belize which stated that there were data gaps; the *Horizon 2030 - National Development Framework for Belize 2010-2030* with a strategy to incorporate environmental sustainability into development planning; the *Growth and Sustainable Development Strategy (GSDS) 2016-2019* which set a balance between strategies to drive economic growth and policies that maintain the integrity of its natural environment; and the *Belize's Voluntary National Review for the SDGs (2017)* which emphasizes the importance of the collection and management of data on progress made to achieve the SDGs; and state the need to ensure that a connection exists between the national planning framework and the country's international development commitments.

b) A good project document presenting a coherent *Logical Framework Matrix* and good management arrangements: The project was well formulated. There is a good logical "*chain of results*" – activities, outputs,

outcomes, and objective - to reach the expected results. It was a clear response to national priority needs through a three-pronged approach: a) improving the environmental monitoring and environmental information management; b) integrating natural resources valuation into the development process through Strategic Environmental Assessments (SEAs); and c) develop a resource mobilization strategy to ensure the sustainable implementation of MEAs over the long-term. The management arrangements provided the project with clear roles and responsibilities for all parties including clear reporting lines of authority.

Project Implementation

c) The project used adaptive management to secure project deliverables while maintaining adherence to the overall project design: Adaptive management has been used regularly to adapt to changing conditions. The project has been able to navigate through several government changes including four different CEOs and the amalgamation of few government entities to form the MAFFESD in 2016. The project implementation team has been excellent at managing and adapting to these changes over time. It was a complex project with many “*moving parts*”; it was not an easy project to implement. Yet, the project implementation team demonstrated its capacity to adapt to these changes and secure the delivery of expected results while maintaining adherence to the overall project strategy approved by GEF and the government of Belize.

d) The implementation of the project was efficient; it benefited from a good leadership from MAFFESD: The good management and partnership arrangements led to a good collaboration and participation among Partners/Stakeholders. The project implementation team and the PB prudently allocated project resources. Day-to-day activities were well managed with clear management procedures. The PMU was staffed with a team of two who were seconded to the PMU by MAFFESD. A positive arrangement providing a stronger link between the project, UNDP and MAFFESD, including a more conducive approach for mainstreaming/ institutionalizing project achievements. The GEF grant should be fully expended by the end of the project.

e) The M&E plan to monitor the project with 44 indicators and 54 targets was too complex to be effective and not enough results-based: Too many indicators and targets focus on activities such as workshops or meetings, which are not measuring well the capacities being developed over time by the project to reach its expected outcomes. This M&E plan is not enough results-based, and it imposes a too rigid timing, limiting the project to adapt to changing implementation conditions. The implementation of this extensive M&E plan would be costly for a project of this size. Finally, this M&E plan has not been used much since there was no GEF requirements to produce annual PIRs.

f) Opportunities were missed to network with other similar projects in other countries funded by the GEF to exchange experiences, best practices and lessons learned: This project is part of the GEF CCCD programme funded by GEF6. It includes a portfolio of 30 similar projects throughout the world which are particularly focusing on “*integrating global environmental needs into management information systems*”. These complex projects could have benefited from a worldwide network to link these projects. Opportunities were missed to share, link and exchange best practices and lessons learned among these projects.

Project Results

g) The project has been effective in delivering its expected results: The project was able to achieve what it was intended to achieve; on time and on budget. With a good stakeholder engagement approach, the project enjoyed a good national ownership. It certainly contributed “*to strengthen institutional and technical capacities for: a) improved monitoring and assessment; b) natural resource valuation and impact assessment; and c) resource mobilization*”. MAFFESD and its subordinate agency DOE are now equipped with an infrastructure to process/analyze, report and share environmental monitoring information. It should also be able to provide better analyses of development projects by assessing better the value and trade-offs among investment choices, including assessing how valuable ecosystem services may be affected by changes in ecosystems and how they can provide increased revenue to the Belizean economy. The ministry is now also equipped with tools to track environmental/biodiversity impact investments. Finally, the Ministry of Economic Development and SIB have now a M&E framework to monitor the implementation of the GSDS, that is also aligned with the SDG targets and the MEAs reporting obligations.

h) Three critical success factors contributed to this effectiveness: Three critical success factors explain the effectiveness of the project: (i) the project was well designed, responding to national needs and benefitting from a good engagement and participation of stakeholders; (ii) a good leadership from MAFFESD to guide and supervise the implementation of the project; and (iii) a good flexibility in allocating project resources and implementing activities to be able to respond to stakeholders needs and changes.

i) Project achievements are already well institutionalized and mainstreamed: DOE is the custodian of the environmental information system; the Ministry of Economic Development is the custodian of the M&E framework to monitor the GSDS with the support of SIB; and MAFFESD is the custodian for both the NRV tool and methodology and the tool to track environmental/biodiversity impact investments. These instruments are all mainstreamed within government entities. The project contributed also to the implementation of SDGs in Belize – particularly target 12.8 - through its support for the development of the M&E framework to monitor the GSDS. The gender dimension of the project was considered during the formulation of the project. However, despite that a gender balance was considered for project activities; no gender reporting has been made in progress reports.

j) Limited engagement/participation from civil society organizations (CSOs), despite the strong involvement of some of them in managing and monitoring natural resources: Good “*building blocks*” for improving the availability of environmental information in Belize to be useful for decision-makers have been put in place. However, one area where the project did not put much emphasis is the need to strengthen the collection of environmental data to populate the EIS on an ongoing basis with timely and accurate data and the role that civil society organizations (CSOs) can play as “*environmental data feeders*”. Some CSOs in Belize are much engaged in managing and monitoring natural resources; they are key organizations to work with to improve the collection of environmental information.

Sustainability

k) Project achievements are already institutionalized within government entities; they should be sustainable in the long run: There are no obvious risks to the sustainability of project achievements over the long-term. Most achievements are already well institutionalized; they should be sustained over the medium and long-term. DOE is already the custodian of the environmental information platform; the M&E framework to monitor the GSDS is with the Ministry of Economic Development and the SIB as the central depository of all official statistics produced in Belize; and the NRV guidelines, the environmental/biodiversity impact investment tracking tool and the roadmap for the development of low carbon strategies are with MAFFESD. In addition, the good participation of stakeholders throughout the implementation of the project led to a good ownership of results achieved by the project; which will also contribute to the long-term sustainability of these achievements.

l) The project played a good catalytic role by initiating and demonstrating the value of better and more accessible environmental information: So far, it produced public goods including more capacities to monitor and report on the state of the environment including the alignment with the GSDS, the SDG targets and the reporting obligations of MEAs; to access new technologies such as NRV when conducting environmental impact assessments; and to be able to track environmental/biodiversity impact investments in Belize. From a catalytic role point of view, the project has also demonstrated the usability of these tools, methods, guidelines, skills and knowledge. The “*building blocks*” are in place and well institutionalized; it is now at the stage of being replicated and scaled-up throughout the relevant organizations including non-governmental organizations. All signals point to the anticipation that in the years to come, these achievements will be replicated and particularly scaled-up throughout Belize.

Recommendations

Based on the findings of this terminal evaluation, the following recommendations are suggested.

Recommendation 1: To develop a project concept, including the strengthening of the environmental information

to become part of the GEF7 resource mobilization in Belize. It would include further support to MAFFESD in developing its capacity to monitor the environment and report this environmental information nationally and internationally. A particular focus should be on improving the collection of environmental data and the role that CSOs can play. The funding request could be submitted to the regular GEF funding mechanism but also be part of a larger project concept and be submitted under the *Impact Programmes*, also funded by GEF7.

Recommendation 2: To develop a succinct roadmap for the way forward after the end of the project. It should focus on the critical milestones to be met in the medium-term and document key achievements supported by the project. It would help MAFFESD to keep this priority on its agenda for the foreseeable future

Recommendation 3: All funded activities to prepare multilateral convention reports should use the open environmental information system. It includes the GEF funded enabling activities and funding from other donors to prepare convention reports in the biodiversity and land degradation areas as well as the National Communications, the Biennial Update Reports (BURs), and the Nationally Determined Contributions (NDC) report to UNFCCC.

Lessons Learned

Several lessons learned are presented below:

- A good design leads to a good implementation, which in turn leads to good project results. There is more chance for a project well designed to be a success.
- A project that is a response to clear national needs and priorities is often highly relevant for beneficiaries and its chance of being implemented effectively are maximized.
- Adaptive management provides the flexibility to review and reinvent the approach to implement the project as needed to secure project deliverables while maintaining adherence to the overall project design.
- Strong leadership from the national executing agency and a project board with all similar projects facilitate collaboration and cooperation among projects and government entities as well as engaging stakeholders.
- The completion of PIRs using the GEF template is a good management practice. It is a tool to measure – and record - the progress made by the project. Over time, it becomes the “memory” of the project.
- The application of the UNDP NIM modality is an effective management tool to develop national ownership of projects funded by international donors.
- Gender-based expected results need to be part of the project strategy to become part of the implementation as well as part of reporting project progress to ensure mainstreaming of gender considerations in a project.
- CSOs are often engaged in managing/monitoring natural resources. They need to be involved in initiatives strengthening the collection of environmental data.
- Reforming environmental monitoring in a country is complex. It is not a linear process and often mixed with political agendas and stakeholders’ resistance to change. A 3-year project timeframe is too short.

TE Ratings and Achievement Summary Table

Below is the rating table as requested in the TORs. It includes the required performance criteria rated as per the rating scales presented in Annex 9 of this report. Supportive information is also provided throughout this report in the respective sections.

Table 2: TE Ratings and Achievement Summary Table

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>Rating</i>	2. IA& EA Execution	<i>Rating</i>
M&E design at entry	MS	Quality of UNDP Implementation	HS
M&E Plan Implementation	MS	Quality of Execution - Executing Agency	HS
Overall quality of M&E	MS	Overall quality of Implementation / Execution	HS
3. Assessment of Outcomes	<i>Rating</i>	4. Sustainability	<i>Rating</i>

Evaluation Ratings:			
Relevance	R	Financial resources	L
Effectiveness	S	Socio-political	L
Efficiency	S	Institutional framework and governance	L
Overall Project Outcome Rating	S	Environmental	L
		Overall likelihood of sustainability	L
5. Impact	3		

1. EVALUATION FRAMEWORK

1. This terminal evaluation - a requirement of UNDP and GEF procedures - has been initiated by UNDP-Belize the Commissioning Unit and the GEF Implementing Agency for this project. This review provides an in-depth assessment of project achievements and progress towards its objective and outcomes and recommendations for other similar UNDP-supported and GEF-financed projects in the region and worldwide.

1.1. Objectives

2. The objectives of this Terminal Evaluation (TE) are to promote accountability and transparency, to assess and disclose the extent of project accomplishments against the expected objective and outcomes and how they contribute to the achievements of GEF strategic objectives aimed at global environmental benefits, to draw lessons that can both improve the sustainability of benefits from this project and aid in the overall enhancement of future UNDP programming.

1.2. Scope

3. As indicated in the TORs (*see Annex 2*), the scope of this TE was to conduct an assessment of achievements of project results and the extent to which the project has successfully carried out adaptive management, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of future UNDP programming. The Evaluator framed the evaluation effort using the evaluation criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the UNDP *Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects*. Under each of these criteria, evaluation questions were identified and compiled in an evaluation matrix (*see Annex 3*).

4. The scope of this evaluation was divided into three parts in accordance with the TORs and the *Guidance For Conducting Terminal Reviews of UNDP-Supported, GEF-Financed Projects*. A summary of the scope of this TE is presented below:

I. Project Design and Formulation:

- Review the problem addressed by the project and the underlying assumptions;
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results;
- Review how the project addresses country priorities.
- Review country ownership;
- Review decision-making processes;
- Review the extent to which relevant gender issues were raised in the project design;
- Undertake a critical analysis of the project's log-frame indicators and targets;
- Review the project's objectives and outcomes/components and how feasible they can be reached within the project's time frame;
- Assess how gender aspects are integrated into the project design.

II. Project Implementation

- Review how adaptive management was implemented during the implementation of the project;
- Review overall effectiveness of project management as outlined in the project document;
- Review the quality of execution of the Executing Agency/Implementing Partner(s);
- Review any delays in project start-up and implementation;
- Review how Results-Based Management is being implemented
- Examine the use of the project's results framework/ log-frame as a management tool.
- Consider the financial management of the project, including cost-effectiveness;
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions;

- Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?
- Review the monitoring tools currently being used and the project progress reporting function;
- Review project partnerships arrangements;
- Review stakeholders' participation and country-driven project implementation processes;
- Review project communications;

III. Project Results

- Review the progress made against the log-frame indicators and the end-of-project targets;
- Assess stakeholders' ownership of project achievements;
- Compare and analyze the GEF Tracking Tool at the Baseline with the one completed at the time of TE;
- Identify remaining barriers to achieving the project objective in the remainder of the project;
- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date;
- Assess risks to sustainability in term of financial risks, socio-economic risks, institutional framework and governance risks, and environmental risks.
- Review and possibly identify ways in which the project can further expand its achievements;

1.3. Methodology

5. The methodology that was used to conduct this TE complies with international criteria and professional norms and standards; including the norms and standards adopted by the UN Evaluation Group (UNEG).

1.3.1. Overall Approach

6. The evaluation was conducted in accordance with the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP “*Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects*”, and the UNEG Standards and Norms for Evaluation in the UN System; including gender-responsive evaluation methodology, tools and data analysis techniques. The evaluation was undertaken in-line with GEF principles which are: *independence, impartiality, transparency, disclosure, ethical, partnership, competencies/capacities, credibility and utility*. The process promoted accountability for the achievement of project objective and outcomes and promoted learning, feedback and knowledge sharing on results and lessons learned among the GEF and its Partners.

7. The evaluation adopted a *Utilization Focused Evaluation (UFE)*¹ approach, which is predicated on maximizing the practical value of the evaluation to project stakeholders. The TE was planned and conducted in ways that enhanced the likely utilization of both the findings and of the process itself to inform decisions and improve performance of the project. Using this approach, the Evaluator did not make decisions independently of the intended users, but they rather facilitated decision making amongst the people who will use the findings of the terminal evaluation.

8. The Evaluator developed gender sensitive evaluation tools in accordance with UNDP and GEF policies and guidelines to ensure an effective project evaluation. The evaluation was conducted, and findings were structured around the GEF five major evaluation criteria; which are also the five internationally accepted evaluation criteria set out by the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD). There are:

- *Relevance* relates to an overall assessment of whether the project is in keeping with donors and partner policies, with national and local needs and priorities as well as with its design.

¹ http://www.betterevaluation.org/en/plan/approach/utilization_focused_evaluation

- *Effectiveness* is a measure of the extent to which formally agreed expected project results (outcomes) have been achieved or can be expected to be achieved.
- *Efficiency* is a measure of the productivity of the project intervention process, i.e. to what degree the outcomes achieved derive from efficient use of financial, human and material resources. In principle, it means comparing outcomes and outputs against inputs.
- *Impacts* are the long-term results of the project and include both positive and negative consequences, whether these are foreseen and expected, or not.
- *Sustainability* is an indication of whether the outcomes (end of project results) and the positive impacts (long term results) are likely to continue after the project ends.

9. In addition to the UNDP and GEF guidance for project evaluations, the Evaluator applied to this mandate his knowledge of gender-responsive evaluation methodologies and approaches and his expertise in environmental capacity development, including the application of multilateral environmental agreements in national environmental frameworks. He also applied several methodological principles such as (i) *Validity of information*: multiple measures and sources were sought out to ensure that the results are accurate and valid; (ii) *Integrity*: If needed, any issue with respect to conflict of interest, lack of professional conduct or misrepresentation were immediately referred to the client; and (iii) *Respect and anonymity*: All participants had the right to provide information in confidence.

10. The evaluation was conducted following a set of steps presented in the table below:

Table 3: Steps Used to Conduct the Evaluation

<p><u>I. Review Documents and Prepare Mission</u></p> <ul style="list-style-type: none"> ▪ Start-up teleconference/finalize assignment work plan ▪ Collect and review project documents ▪ Draft and submit <u>Inception Report</u> ▪ Prepare mission: agenda and logistic 	<p><u>III. Analyze Information</u></p> <ul style="list-style-type: none"> ▪ In-depth analysis and interpretation of data collected ▪ Follow-up interviews (where necessary) ▪ Draft and submit <u>draft evaluation report</u>
<p><u>II. Mission / Collect Information</u></p> <ul style="list-style-type: none"> ▪ Fact-findings mission to Belize ▪ Interview key Stakeholders ▪ Further collect project related documents ▪ Mission debriefings / <u>Presentation of key findings</u> 	<p><u>IV. Finalize Evaluation Report</u></p> <ul style="list-style-type: none"> ▪ Circulate draft report to UNDP-GEF and relevant stakeholders ▪ Integrate comments and submit <u>final Evaluation Report</u>

11. Finally, the Evaluator signed and applied the “*Code of Conduct*” for Evaluation Consultants (*see Annex 4*). The Evaluator conducted evaluation activities, which were *independent, impartial* and *rigorous*. This TE clearly contributed to learning and accountability and the Evaluator had personal and professional integrity and was guided by propriety in the conduct of his business.

1.3.2. Evaluation Instruments

12. The evaluation provides evidence-based information that is *credible, reliable* and *useful*. Information was mined from project documents, as secondary information, and as primary information obtained through data-gathering activities conducted for this evaluation; most prominently key informant interviews. Using several evaluation tools and gathering information from different types of stakeholders at different levels of management, the information collected was triangulated² through the concept of “*multiple lines of evidence*”, which validated the findings. To conduct this evaluation the following evaluation instruments were used:

Evaluation Matrix: An evaluation matrix was developed based on the evaluation scope presented in the TOR, the project log-frame and the review of key project documents (*see Annex 3*). This matrix is structured

² *Triangulation*: The use of three or more theories, sources or types of information to verify and substantiate an assessment. By combining multiple data sources, methods, analyses or theories, evaluators seek to overcome the bias that inevitably comes from single informants, single methods, single observations or single theories. (DFID, *Guidance on Evaluation and Review for DFID Staff*, London. 2005)

along the five evaluation criteria and includes all evaluation questions; including the scope presented in the guidance. The matrix provided overall directions for the evaluation and was used as a basis for interviewing people and reviewing project documents.

Documentation Review: The Evaluator conducted a documentation review in Canada and in Belize (*see Annex 5*). In addition to be a main source of information, documents were also used to prepare the fact-findings mission in Belize. A list of documents was identified during the start-up phase and further searches were done through the web and contacts. The list of documents was completed during the fact-findings mission.

Interview Protocol: Based on the evaluation matrix, an interview protocol was developed (*see Annex 6*) to solicit information from stakeholders. As part of the participatory approach, the Evaluator ensured that all parties viewed this tool as balanced, unbiased, and structured.

Mission Agenda: An agenda for the facts-finding mission in Belize was developed during the preparatory phase (*see Annex 7*). The list of Stakeholders to be interviewed was reviewed, ensuring it represents all project Stakeholders. Then, interviews were planned in advance of the mission with the objective to have a well-organized and planned mission to ensure a broad scan of Stakeholders' views during the limited time allocated to the facts-finding mission.

Key Informant Interviews: Stakeholders were interviewed (*see Annex 8*) ensuring that a proper balance of men and women was selected. The semi-structured interviews were conducted using the interview protocol adapted for each interview. All interviews were conducted in person with some follow up using emails when needed. Confidentiality was guaranteed to the interviewees and the findings were incorporated in the final report.

Achievement Rating: The Evaluator rated project achievements using the “*TE Ratings*” guidance provided in the TORs. It included a six-point rating scale to measure progress towards results and project implementation and adaptive management and a four-point rating scale for sustainability (*see Annex 9*).

1.4. Evaluation Output

13. This terminal evaluation report documents the achievements of the project. It starts with an executive summary and includes four chapters. Chapter 1 presents an overview of the project; chapter 2 briefly describes the objective, scope, methodology, evaluation users and limitations of the evaluation; chapter 3 presents the findings of the evaluation; and chapter 4 presents the main conclusions, recommendations and lessons learned. Relevant annexes are found at the back end of the report.

1.5. Limitations and Constraints

14. The approach for this terminal evaluation was based on a planned level of effort of 20 days. It comprised a 5-day mission to Belize to interview key stakeholders and collect evaluative evidence. Within the context of these resources, the Evaluator was able to conduct a detailed assessment of actual results against expected results and successfully ascertains whether the project met its main objective - as laid down in the project document - and whether the project initiatives are, or are likely to be, sustainable after completion of the project. The Evaluator made recommendations for any necessary corrections and adjustments to the overall project work plan and timetable for reinforcing the long-term sustainability of project achievements.

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT³

15. Belize is situated on the Caribbean coast of Central America south of Mexico's Yucatan Peninsula and east of Guatemala. The total land area of the country is 22,960 km², 5% of which is distributed in over 1,000 low-lying island cays. Belize's coast is 280 km and contains the Belize barrier reef (formerly the Belize Barrier Reef Reserve System), a UNESCO World Heritage Site and the world's second largest barrier reef. The country is divided into six administrative districts and two physiographic regions: the mountainous central and western regions and the low-lying lands to the north and southern coastal plain. The country's population of approximately 324,000 is split fairly equally between rural and urban communities, although many of the urban centers lie near the coast, and nearly half of the population is concentrated in coastal centers placing them at elevated risk for natural disasters and sea level rise. The country is a complex mix of ethnic and linguistic groupings shaped by Belize's diverse history as well as its economic geography. In terms of overall human development, Belize ranks 93 out of 187 countries with a Human Development Index of 0.699. In 2013, Belize moved into upper middle-income status according to the World Bank.

16. Belize has stated its development priorities in numerous planning documents; the main documents include *Horizon 2030*, the *2009-2013 National Poverty Elimination Strategy and Action Plans*, the *Belize Sustainable Tourism Master Plan*, and the *National Medium-Term Development Strategy (MTDS)*. Each of these documents has stressed the sustainable management of the country's natural resources as being essential to Belize's long-term growth. The Government of Belize established a specialized ministry to facilitate the elaboration and coordination of a sustainable development pathway for the country: the Ministry of Agriculture, Fisheries, Forestry, Environment and Sustainable Development (MAFFESD). It was given a consolidated mandate of key natural resource management entities in the forestry, fisheries, protected areas, and environmental sectors under the broader banner of sustainable development.

17. To support Belize's development, the government of Belize and the UN System agreed to a new United Nations Development Assistance Framework (UNDAF) 2013-2016. The Belize UNDAF is anchored to the national development vision and priorities of the country. It is a response to key challenges identified in the Common Country Assessment and other national strategies such as *Horizon 2030*; the *MTDS*; and the *National Poverty Elimination Strategy and Action Plans*. The UNDAF's Priority 3 draws on the need for environmental sustainability as identified in these plans and aims to mainstream environmental and natural resource management, disaster risk reduction, and climate change dimensions into public policies and development processes. Outcome 6 of this Priority underscores the importance of bolstering the national sustainable development agenda and its supporting framework.

18. This project is also well aligned to address emerging priorities that were identified in the *Millennium Development Goals (MDG) Report and Post 2015 Agenda*. One such priority acknowledges that all public agencies "gather data but there is no centralized data storage location, or official and formalized channels through which effective exchange of data and data analysis occurs at regular intervals".

19. Belize completed its National Capacity Self-Assessment (NCSA) in 2005, which assessed the country's ability to meet and sustain global environmental objectives. It highlighted the difficulties public institutions faced to fulfill requirements and commitments of the various MEAs while still managing domestic issues. It confirmed that one key barrier to the successful implementation of the Rio Conventions is the complicated network of national legislation and mandates. This convoluted system is further hampered by institutional bottlenecks stemming from insufficient staff numbers and technical capabilities, equipment shortages, and inadequately assigned operational budgets, which together have hindered the overall implementation of the Rio Conventions. The NCSA identified information gaps regarding availability and accessibility to reliable data and identified a need for a formalized national management system for greenhouse gas inventories. Furthermore, it identified the main capacity constraints impeding implementation of the three conventions to be as follows:

³ Information in this section has been summarized from the project document.

- Poor harmonization of sectoral policies and poor coordination;
- Poorly integrated land use planning;
- Inadequately developed environmental information systems;
- Resource constraints for an effective management of natural resources; and
- Low levels of understanding of the ecosystems approach to resource management.

20. The project was formulated on the basis of addressing some of these constraints, by building upon the commitment of the Government of Belize to strengthen its institutional and organizational capacities for natural resource management. It was recognized that barriers to good environmental governance for the global environment is fundamentally an issue of accessing good knowledge and having a good system by which to make best use of this knowledge. The project is conformed with the GEF-5 Cross-Cutting Capacity Development (CCCD) Strategy, programme framework CD2, which calls for strengthening capacities to generate, access and use information and knowledge. The project is also aligned with CD4, which is to strengthen capacities to implement and manage global convention guidelines.

21. The objective of this project is *to strengthen institutional and technical capacities for: a) improved monitoring and assessment; b) natural resource valuation and impact assessment; and c) resource mobilization.* It is to be achieved through the delivery of three expected outcomes (*see more detailed about the project strategy in Annex I*):

- Planners, policy-makers, and decision-makers are more effectively achieving national and global environmental priorities;
- Holistic planning and decision-making incorporate global environmental values into the development process;
- Institutional reforms and mobilized financial resources ensure long-term term achievement of Rio Convention obligations, and other MEAs.

22. This is a project supported by UNDP, GEF, and the Government of Belize. It is funded by a grant from the GEF of USD 759,000, a contribution of USD 75,000 from UNDP (cash) and a contribution of USD 568,000 from the Government of Belize (USD 440,000 in-kind and USD 128,000 cash) for a total financing of USD 1,402,000. The project started in January 2015 and its duration was 3 years but was extended by 15 months to April 2019. It is implemented under the “*National Implementation Modality (NIM)*”. A set of 44 performance indicators with their respective baselines and 54 targets were identified and documented in the Logical Framework Matrix to monitor/measure the performance of the project.

23. The national executing agency is the Ministry of Agriculture, Fisheries, Forestry, Environment and Sustainable Development (MAFFESD)⁴, including its Department of Environment, Department of Fisheries and Coastal Zone Department. Other key stakeholders include the Ministry of Natural Resources and Agriculture, Ministry of Public Services, Ministry of Economic Development, Protected Areas Conservation Trust, Association of Protected Areas Management Organization; Belize Association of Private Protected Areas, NGOs, Civil Society Organizations, Academia, Research Institutions and other actors who participate in the various convention advisory committees such as the Association of Protected Areas Management Organizations, Belize Association of Private protected Areas, National Association of Village Council Organizations and others.

⁴ Formerly called the Ministry of Forestry, Fisheries and Sustainable Development (MFFSD). This ministry was amalgamated with the Department of Agriculture and Environment to become the Ministry of Agriculture, Fisheries, Forestry, Environment and Sustainable Development (MAFFESD). This new ministry was created after the November 2015 election by a resolution of the Prime Minister to ensure resource efficiency and enable coordination between departments that lead natural resource management efforts.

3. EVALUATION FINDINGS

24. This section presents the findings of this TE adhering to the basic structure proposed in the TORs and as reflected in the UNDP project evaluation guidance.

3.1. Project Formulation

25. This section discusses the assessment of the formulation of the project, its overall design and strategy in the context of Belize.

3.1.1. Analysis of Results and Resources Framework

26. The *Logical Framework Matrix* identified during the design phase of this project presents a detailed set of expected results. No changes were made to the *Logical Framework Matrix* during the inception phase. The review of the objective and outcomes indicates a good logical “*chain of results*” – Activities → Outputs → Outcomes → Objective. Project resources have been used to implement planned activities to reach a set of expected outputs (12), which contributed in achieving a set of expected outcomes (3), which together contributed in achieving the overall objective of the project. This *Logical Framework Matrix* also includes - for the objective and each outcome - a set of indicators with baseline and target values to be achieved by the end of the project. These indicators and targets have been used to monitor the performance of the project.

27. As discussed in Section 2 above, this project is a response to capacity gaps and priorities that were initially identified through the NCSA, which was conducted in 2005. This capacity self-assessment found several critical constraints hampering an effective implementation of the Rio Conventions; it includes poor harmonization and coordination of sectoral policies; inadequately developed environmental information systems; poorly integrated land use planning; and low levels of understanding of the ecosystems approach to resource management. Since 2005, Belize strengthened its environmental policy, legislation and programming frameworks, which all highlights capacity development as a priority for meeting national obligations to the Multi-lateral Environmental Agreements (MEAs), including the Rio Conventions. This project responds to this specific cross-cutting capacity development (CCCD) priority.

28. The project sought to catalyze a more effective participation in environmentally sound and sustainable development through strengthening institutional and technical capacities for improving monitoring and assessment of environmental impacts and trends, piloting natural resource valuation into environmental impact assessments, and institutionalize sustainable resource mobilization to strengthen environmental outcomes. The project was also designed as a response to address a set of underlying barriers to environmental management, which hampered the goal of meeting and sustaining global environmental outcomes. At the time this project was formulated, the following barriers were identified⁵:

- Lack of information and limited understanding among political leaders and the general public about the importance of the protected area system;
- Belize had been operating without the benefit of a comprehensive policy and strategy to guide its development; which was leading to inefficient and ineffective institutional arrangements for environmental governance;
- The global financial crisis (2008-2009) had prompted budgetary stress that had led public finances to be redirected away from natural resource management and towards social sector stabilization;
- Resource constraints at multiple levels are direct barriers to the effective management of natural resources; this includes monitoring and evaluating programmes, projects and processes as well as enforcing existing conservation legislation and regulations;

⁵ These barriers were described in the project document.

- The transition of government caused a loss of institutional memory. Furthermore, fragmentation of policies, mandates and responsibilities for sustainable development combined with poor inter-sectoral and inter-agency coordination and communication prevented efficient and effective implementation of the Rio Conventions;
- Capacity building was limited to opportunities through projects. There was insufficient training available to Government staff on technical matters as they relate to the Rio Conventions and how the conventions may create net benefits for the country and its citizens.

29. The logic model of the project presented in the *Logical Framework Matrix* is summarized in table 4 below. It includes one objective, three outcomes and twelve outputs. For each expected outcome and the objective, targets to be achieved at the end of the project were identified.

Table 4: Project Logic Model

Expected Results	Targets at End of Project
<p>Project Objective: To strengthen institutional and technical capacities for: a) improved monitoring and assessment; b) natural resource valuation and impact assessment; and c) resource mobilization</p>	<ul style="list-style-type: none"> • Government staff have learned, applied, and tested best practice tools to integrate natural resource valuation into national decision-making processes for improved implementation of Rio Conventions • Future planning and development will account for the true value of environmental goods and services • Increased capacity within relevant stakeholder groups to address Rio Convention obligations • Gender equality targets per UNDP 2013-2017 Strategic Plan are met
<p>Outcome 1 - Planners, policy-makers, and decision-makers are more effectively achieving national and global environmental priorities</p> <ul style="list-style-type: none"> • Output 1.1: Improved indicators for environmental monitoring and natural resource management • Output 1.2: Uniform data collection methods • Output 1.3: Strengthened real-time monitoring of environmental trends • Output 1.4: Rio Convention criteria and indicators are integrated into sustainable development planning frameworks • Output 1.5: Web-based environmental project database 	<ul style="list-style-type: none"> • At least two senior level meetings are held with each department • Analysis completed by month 5, reviewed by month 6, and endorsed • Indicators prepared, reviewed, and endorsed • Sub-committee meets every four months • Assessment of methodologies drafted, peer-reviewed, and finalized • Workshops completed. Each workshop will have at least 20 unique participants. • Final synthesis workshop convened within one month of the completion of previous workshops • Hardware and software needs identified and approved, and procured and installed • Training on use of new systems provided to at least 75 unique participants with gender balance and appropriate regional representation • Feedback evaluations from workshops with 90% response rate and analysis • High quality training manuals and/or guidelines updated / drafted, peer-reviewed and endorsed • NSDS updated by month 20, with revised draft peer-reviewed and finalized, and approved by the Cabinet • At least 50 relevant participants in the learning-by-doing workshops for each topic • Two sectoral development plans selected for integrating Rio Convention criteria and indicators • Series of workshops to draft new plans and peer-review, validated, and finalized. Plans approved by Cabinet • Web-based portal is structured, beta-tested, and launched • Assessment report is prepared, reviewed, and endorsed • Texts drafted, peer-reviewed, finalized, endorsed, and submitted for Cabinet approval
<p>Outcome 2 – Holistic planning and decision-making</p>	<ul style="list-style-type: none"> • High quality report on best practices and lessons learned drafted and peer-reviewed, finalized, and validated

Expected Results	Targets at End of Project
<p>incorporates global environmental values into the development process</p> <ul style="list-style-type: none"> ● Output 2.1: Natural resource valuation tools ● Output 2.2: Training programme on natural resource valuation ● Output 2.3: SEA implementation guidelines ● Output 2.4: Targeted institutional and legislative reforms for EIA and SEA compliance 	<ul style="list-style-type: none"> ● Expert working group convened ● Tools modified and peer-reviewed, and officially endorsed ● Tools revised based on lessons learned from piloting ● MOA to formally include NRV into decision-making processes signed by relevant parties ● Report on best practices drafted and finalized ● NRV module and training materials drafted and peer-reviewed ● Six training courses, each with at least 15 unique participants at least half of whom are government staff. All technical staff with responsibilities regarding EIAs participate and have an average test score of at least 80%. ● Statistical analysis of incremental learning ● Six learning-by-doing workshops convened in conjunction with training programme ● Institutional analysis and best practices report prepared, and peer-reviewed ● Three workshops with diverse representation from government, private sector, NGOs, and civil society convened ● Guidelines drafted, peer-reviewed and validated, and finalized ● Working group convened with quarterly meetings for two years, and institutionalization within ministry ● At least 10 consultative meetings with senior-decision makers and regulatory/legislative assessment ● SEA policy drafted, peer-reviewed and finalized ● Bill drafted and reviewed and presented at stakeholder workshop ● Discussion forums held in three districts with summary of stakeholder consultations prepared and presented ● NRV bill revised, finalized, endorsed, and submitted for Parliamentary approval ● Ten one-day workshops with at least 50 mid-level and senior decision makers
<p>Outcome 3 – Institutional reforms and mobilized financial resources ensure long-term term achievement of Rio Convention obligations, and other MEAs</p> <ul style="list-style-type: none"> ● Output 3.1: Improved monitoring of resource mobilization ● Output 3.2: Resource mobilization strategy for the financial sustainability of global environment outcomes ● Output 3.3: Capacity building for low carbon development strategies 	<ul style="list-style-type: none"> ● Expert group of at least 20 rotating members convened ● In-depth analysis and best practices drafted, peer-reviewed and finalized ● Guidelines drafted, peer-reviewed, and finalized and endorsed ● Four workshops with at least 25 unique stakeholders at each to be completed ● Analytical report drafted, peer-reviewed and finalized ● Feasibility study on financial instruments drafted, peer-reviewed and finalized ● Operational procedures drafted, tested and piloted, and approved ● Resource mobilization strategy is drafted, peer-reviewed, and finalized and approved ● Independent final evaluation determines project outcomes are capable of raising and allocating funds ● Capacity needs assessment completed ● Four sensitization workshops in four districts with at least 60 participants at each ● Guidelines and training materials drafted, peer-reviewed, and approved

Source: Project Document.

30. The overall project – its rationale, its strategy, its proposed management arrangements and its monitoring and evaluation (M&E) plan - was reviewed during the inception phase. No changes were made to the strategy during this start-up phase and stakeholders reconfirmed the relevance of this project to address the existing need to have access to better environmental information and to facilitate the proactive and constructive engagement of decision-makers across environmental focal areas and socio-economic sectors. In the meantime, stakeholders noted at the Local Project Advisory Committee (LPAC) meeting held on November 4, 2014 that some expected

results of the project were similar to other projects. As a result, participants to this meeting recommended that this matter will be reviewed to avoid duplication of efforts and overlaps and look for synergies among projects with similar targets.

31. The detailed review of the project document conducted for this evaluation revealed a good project formulation with a detailed set of planned activities, which have been expected to lead to the achievement of a set of expected results (see Annex I). It also included an extended set of targets to be achieved by the end of the project (see Section 3.2.4). The project strategy was well integrated in national priorities and benefited from an excellent “country ownership”. The high-level engagement of stakeholders in the implementation of the project can be seen in the composition of the Project Board: out of 12 members, no less than 5 members were Chief Executive Officers (CEOs)⁶ of ministries.

32. In the meantime, the review of the project strategy indicates that this project had a large scope with three distinct components, where each one could be a separate project; it is a kind of “3 in 1” project. One component focused on environmental monitoring and environmental information management; the second component focused on the integration of natural resources valuation into the development process through Strategic Environmental Assessments (SEAs); and the third component focused on resources mobilization to ensure the sustainable implementation of MEAs over the long-term. It was an ambitious project with a large scope, but as a clear response to national priorities and also with the strong ownership of the project by stakeholders, the project was successful in reaching most of its targets.

33. From the start-up, the project was well integrated to activities of the Ministry of Agriculture, Fisheries, Forestry, Environment and Sustainable Development (MAFFESD)⁷. It benefited from a good leadership from the ministry to improve institutional and technical capacities for monitoring and assessment of environmental impacts and trends, for piloting natural resource valuation into environmental impact assessments, and for developing a sustainable resource mobilization for managing natural resources. Overall, the project document has been used as a “blue-print” to guide the project management team through the implementation of the project.

3.1.2. Assumptions and Risks

34. Risks and assumptions were identified and presented in the project document. Four main risks were identified at the outset of this project. There are presented in the table below:

Table 5: List of Risks and Mitigation Measures Identified at the Formulation Phase

Project Risks	Mitigation Measures
1. Inadequate commitment by the Government and other stakeholders	<ul style="list-style-type: none"> • Commitment of the Government to broadening its sustainable development platform (e.g. in establishing the MFFSD)
2. Unable to maintain adequate co-financing and finances for programme continuity	<ul style="list-style-type: none"> • High-level support should help mitigate this risk by facilitating access to co-financing. Also, the generation of high-quality data should help demonstrate the need for co-financing
3. Limited institutional capacities to support project implementation and programme continuity	<ul style="list-style-type: none"> • Project will adopt integrated approaches and set out to strengthen institutional capacity • By improving existing consultation and coordination mechanisms, and promoting information sharing agreements between academia and civil society, the decisions made in relation to the global environment will become more inclusive, legitimate, resilient and robust.

⁶ In the context of Belize, a government CEO is the equivalent of the position of Deputy Minister in other jurisdictions.

⁷ Formerly the Ministry of Forestry, Fisheries and Sustainable Development (MFFSD).

Project Risks	Mitigation Measures
4. Planners and decision-makers are resistant to adopt new attitudes towards the global environment	<ul style="list-style-type: none"> • Involvement of UNDP will ensure, the lack of absorptive capacity does not undermine the project • Improving the valuation process will help decision-making relating to the global environment become more inclusive, legitimate, and robust • The project will be executed in a transparent, holistic, adaptive, and collaborative manner

Source: Project Document

35. The review of these risks indicates that there are essentially covering all risks linked to the implementation of the project. It includes the risk that the government and other stakeholders would not fully commit to the implementation of project activities; the risk that the committed co-financing would not be adequate for the implementation of project activities; the risk of limited institutional capacities to undertake activities supported by the project; and the risk of some resistance to adopt new approaches for managing natural resources. As shown in the table above, mitigation measures were identified for each risk.

36. Additionally, the Evaluator also noted that detailed assumptions were identified and presented in the *Logical Framework Matrix*, which is part of the project document. Under each outcome (3) and objective (1), indicators to measure the performance of the project were identified and assumptions were made to mitigate the risk that the target set by the end of the project would not be met. In summary, risks were well identified during the formulation of the project and their mitigation measures were also adequate as well as the assumptions made. They cover all key risk areas related to the implementation of the project.

37. Nevertheless, despite this good set of risks, when reviewing the progress reports, it seems that the management of these risks was not as it should have been. Initial progress reports produced in 2016, indicate that “*none of the major risks identified escalated during this reporting period*”, which indicate that no particular risks had to be reported. However, starting in around mid-2016, quarterly progress reports started to report risks faced by the project, listed sequentially. Most of these risks are operational in nature and mostly related to the day-to-day operations of the project. For instance, in the 2016 Second Quarterly Report, four risks were reported: Risk No. 1 Stakeholders become disengaged; Risk No. 2 Stakeholders misunderstand project procedures and requirements; Risk No. 3 Lack of proper documentation; and Risk No. 4 Misrepresentation of project reporting and progress. For each one a discussion is presented, and mitigation measures provided. Then, in the next quarterly progress report, another set of five other risks are listed (risk No. 5, 6, 7, 8 & 9), and so on in the following progress reports. Each risk is part of a sequence (1 to n) but no risk log was maintained, monitored and reported when needed as a critical risk during a particular period. This approach provides some valuable information on the day-to-day risks faced by the project during the reported periods. However, the maintenance and monitoring of a risk log would be recommended for proper project management and for providing early warning for any corrective management actions when needed.

3.1.3. Linkages between the Project and Other Interventions

38. As detailed in the project document, this project was part of the government strategy to integrate the principles of sustainable development into national processes. It expected that this project would create a critical mass of expertise and capacities necessary to effectively manage natural resources both as a contribution to the country’s sustainable development pathway and the global environment more broadly.

39. This project was developed within the emerging framework of national sustainable development planning, which included - at the time of formulation of this project - the development of the national sustainable development strategy. This latter process was supported by the UNDP Country Office (CO) and by sustainable development specialists from UNDESA. In addition, through the assistance from the European Union, the government was also improving its governance mechanisms and the associated institutional structures for climate change management for a more effective coordination and synchronization of UNFCCC related processes in

Belize.

40. Additionally, the project was part of a portfolio of projects, which were to be monitored by the Sustainable Development Unit of MAFFESD. It was anticipated that this mechanism would ensure that activities supported by different capacity development initiatives would be coordinated; including the *Third National Communication* process and the GEF-funded *Strengthening National Capacities for the Operationalization, Consolidation, and Sustainability of Belize's Protected Areas System*. Furthermore, coordination would also happen through established structures and platforms such as the Natural Resources Environmental Policy Subcommittee, and nationally established technical advisory committees instituted to advise on specific thematic areas including biodiversity, climate change, integrated water resource management, rural development and coastal zone development.

41. It was also recognized at the time that this project was formulated, that the amalgamation of natural resource ministries under the MAFFESD provided an easier cross-disciplinary coordination; all relevant natural resource management themes were now managed from within one superstructure.

42. It is also important to note that this CCCD project is part of a continuous support from the GEF to Belize. In particular, it is a follow up project to the GEF funded NCSA conducted in Belize in 2005. The NCSA was an innovative approach through which a GEF recipient country would assess its own capacity needs to implement the Rio conventions; and prepare an over-arching national capacity development action plan to maximize synergies between them and address global environmental issues. The process to conduct a NCSA included a set of five steps: (i) Inception; (ii) Stocktaking Exercise; (iii) Thematic Assessments; (iv) Cross-Cutting Analysis; and, (v) Capacity Development Action Plan and NCSA Final Report⁸.

43. Based on the three thematic assessments (biodiversity, climate change and land degradation) conducted under this NCSA, six cross-cutting issues related to the implementation of the Rio Conventions in Belize emerged from the cross-cutting analysis. They include:

- Convention management: coordination, financing, institutionalization and public awareness;
- Human resource management: need to create and enhance capacity;
- Environmental information management: data collection, storing, analysis, access and sharing;
- Policy formulation and coordination: harmonization and incorporation of environmental economics in policy formulation;
- Natural resource management: update existing environmental legislation, update roles and responsibilities of environmental institutions, monitoring and enforcement capacities;
- Access to financial resources: capacity to access available resources, identify new national and international sources of funding, mechanism for a more strategic approach to donor support.

44. On the basis of these six cross-cutting issues, an action plan was developed comprising three strategic objectives: 1) promote the development of a comprehensive policy and strategy for sustainable development; 2) pursue a legislative programme to effect the new policy and strategy for land and sustainable development; and 3) initiate institutional redress, including restructuring and capacity building, to bring into effect the preceding objectives.

45. Despite that the focus of these three strategic objectives was not on addressing environmental information management per se, this project was still identified as a critical tool to address some of the most cross-cutting critical issues presented above such as environmental information management but also policy formulation and access to financial resources.

⁸ GEF, Government of Belize (DOE), UNDP, November 2005, *Belize's National Capacity Self-Assessment Report*

3.1.4. Lessons from other Relevant Projects/Initiatives

46. As discussed in the above section, this CCCD project was developed based on critical cross-cutting issues identified under the NCSA but also as a response to the government strategy to develop its national sustainable development framework. There were needs to develop the capacity for managing environmental information better as well as incorporate environmental economics in policy making and improve the access to available and new financial resources to finance the management of natural resources. As a result, this project has clearly been addressing national priorities.

47. In addition to the fact that this project is rooted in the NCSA conducted in 2005, it is also a second GEF funded cross-cutting capacity development project implemented in Belize. The first one titled “*Strengthening Institutional Capacities for Coordinating Multi-Sectoral Environmental Policies and Programmes*” (PIMS 3708), was implemented in Belize from 2008 to 2011. One main result of this project was the support for the establishment of the Natural Resource and Environmental Policy System (NREPS), which allowed for broad consultation on natural resources and environmental policies with state and non-state stakeholders. Overall, this project contributed to the development of capacity of stakeholders to improve the coordination of environmental policies and programmes and provided a set of best practices and lessons learned that were used to develop this second CCCD project.

48. These CCCD projects were also part of a flexible mechanism funded by the GEF to address critical capacity issues related to the implementation of MEAs in countries. The concept of this GEF mechanism is to build on existing mechanisms and structures, addressing national priorities, and using a unique inter-sectoral/inter-ministerial approach. The project is part of a set of projects funded by the GEF under the “*Strategic Approach to Enhance Capacity Building*” policy. Under GEF5⁹, the objective for these projects under this cross-cutting capacity development strategy was “*to address those important capacity needs that will enhance a country’s ability to meet its obligations under the Conventions by creating synergies, while at the same time catalyzing the mainstreaming of multilateral environmental agreements (MEAs) into national policy, management or financial and legislative frameworks*”. It was implemented through five programmatic frameworks: a) to enhance the capacities of stakeholders to engage throughout the consultative process; b) to generate, access and use information and knowledge; c) to strengthen capacities to develop policy and legislative frameworks; d) to strengthen capacities to implement and manage global convention guidelines; and e) to enhance capacities to monitor and evaluate environmental impacts and trends. To this end, these projects have focused on environmental governance systems and mainstreaming global environmental issues into national development programs. It was expected that these projects would strengthen multi-sectoral processes that promote policy harmonization, realize cost-efficiency, and enhance operational effectiveness in convention obligations.

49. However, the Evaluator noted that despite the implementation worldwide of over 30 similar projects to this one under the category “*Improving Environmental Information, Monitoring and Reporting*”, no linkages nor exchanges were developed with other similar projects in other countries. Some of these other projects included: developing an environmental indicator model and a comprehensive data flow system in Croatia; strengthening the monitoring and reporting system for MEAs in Egypt; developing and implementing an integrated multi-convention information and reporting system in Kenya; aligning Albania’s environmental information management and monitoring system with the global environmental reporting; improving the generation, access, and use of environmental information and knowledge related to the MEAs in Cambodia; and increasing St. Lucia’s capacity to monitor MEAs implementation of MEAs and sustainable development. The development of linkages and exchanges among these projects would have potentially provided good synergies, learning from each other’s projects, and access to a greater pool of experts and best practices.

⁹ It was noted that the funding of this CCCD programme under GEF7 was discontinued.

3.1.5. Planned Stakeholder Participation / Gender Considerations

50. Project stakeholders were identified and consulted during the formulation phase of the project. The main target group were government ministries and their subsidiary agencies and departments responsible for environmental data collection and monitoring, EIA and SEA processes as well as institutions responsible for national development planning for matters related to the global environment. It was anticipated that these stakeholders would be involved in negotiating the development of new environmental indicators to strengthen the monitoring of environmental impacts and to mainstream Rio Convention obligations within the country's sustainable development framework. They would also be involved in discussing recommendations for institutional and legislative reforms and in developing capacities of state and non-state stakeholders to more effectively manage the natural resource base, including technical capacities to produce reliable and actionable data for decision-makers involved in the EIA and SEA processes.

51. Stakeholders consultations took place during the development of the project concept and during the formulation stage of the project funded by a GEF Project Preparation Grant (PPG). At this time, three ministries were identified as key stakeholders:

- *Ministry of Forestry, Fisheries, and Sustainable Development*: It was identified as the main national executing agency to play the key coordination role in the implementation of the project;
- *Ministry of Natural Resources and Agriculture*: This ministry would be the main beneficiary of the project through the integration of Rio conventions obligations into their policies, legislation, plans and institutional mandate. This ministry would also coordinate the implementation of the project, particularly in monitoring the progress of the project; and
- *Ministry of Public Services*: Given the ministry's role in training and development of government staff, it was expected that this ministry would participate in activities supported by the project for the development of capacity of staff.

52. Other organizations were also identified as potential participants to project activities; they include:

- *Other government entities*: Ministry of Economic Development; Department of Environment; Department of Fisheries; Coastal Zone Department; Protected Areas Conservation Trust; Association of Protected Areas Management Organization; Belize Association of Private Protected Areas
- *Non-government organizations involved in natural resources management*: NGOs; Civil society organizations; Academia; and Research institutions
- *Non-state actors who participate in the various convention advisory committees*: Association of Engineers, Belize Electricity Limited, Association of Protected Areas Management Organizations, Belize Association of Private protected Areas, Belize Tourism Board, and National Association of Village Council Organizations.
- Environmental Research Institute of the University of Belize

53. It was noted at the formulation stage that the identified non-governmental and community-based organizations play an integral part in the sustainable development architecture of Belize as they are primary partners in the management of the natural resource base of the country. It is clearly demonstrated by their significant participation in the co-management of the protected areas system in Belize as well as their direct involvement in assisting the government with technical expertise in the management of various threats to biodiversity.

54. Finally, key stakeholders have been involved in this project since the development of the project concept and the formulation of the project. A first validation workshop to review the project concept, its strategy and implementation arrangements took place on June 10, 2014. It was followed by a Local Project Advisory Committee Meeting (LPAC) on November 4, 2014 to endorse the final version of the project document, "craft" the roadmap for the implementation of the project and nominate the composition of both the Project Board and the Technical Working Group.

55. The Evaluator also noted that the gender dimension was considered during the formulation stage. It was stated in the project document that “*gender mainstreaming would be highlighted as an important project feature, focusing on the disaggregation of data by gender as environmental management tool, and in accordance with the UNDP 2014-2017 Strategic Plan*”. Under outcome 1, the project was to pay a particular attention to ensure that gender and other social issue would be appropriately integrated in planning and decision-making processes, including assessing the linkages between gender equality, sustainable development and achievement of Rio Convention obligations. All training activities supported by the project were to ensure appropriate gender balance.

3.1.6. Planned Replication Approach

56. The planned replication strategy detailed in the project document consists mostly in continuing the training programme and the learning-by-doing exercises implemented by the project after the end of the project as well as the “*long-term functioning of the national data and information management system*”. It was anticipated that through the replication of training activities, it will ensure the institutional sustainability of best practices for mainstreaming and implementing the Rio Conventions within the national sustainable development framework. It was also assumed that over time, the institutionalization of the integrated monitoring system and natural resource valuation tools would build a strong baseline of technical capacities.

57. It was also recognized that this project, as a medium-size project, had some limitations to undertake all the necessary institutional and legislative reforms that were needed. As such, the project was considered as a catalyst within the context of a long-term approach to implement the Rio Conventions in Belize by strengthening targeted institutional arrangements through improved trainings and learning-by-doing exercises. Through its activities, the project would demonstrate the value of the approach. Finally, it was also envisaged that through good project management arrangements and good stakeholders’ involvement, project achievements would be replicated.

58. The review conducted for this evaluation indicates that the approach for replicating the achievements of the project is not fully convincing. It does not provide details on how this replication of training activities and learning-by-doing exercises would be sustained. Additionally, the Evaluator noted that replicability and dissemination of results were not really part of the project strategy, it is not part of the expected outcomes.

59. However, despite the not-too-convincing replicability strategy, when considering the overall strategy of the project, replicability of project achievements should be ensured. The project has enjoyed a good ownership by key stakeholders, particularly by MAFFESD, the executing agency and project activities have been implemented with a strong leadership from the CEO of this ministry who is also the chair of the project board. As the key ministry for implementing the sustainable development agenda in Belize, MAFFESD has considered this project as one instrument – among others - to implement its sustainable development agenda. Most project achievements have been institutionalized along the implementation and it is expected that these achievements will be sustained and scaled-up as needed to fully reach the goal of the project that is “*to put in place new approaches that will facilitate better development decisions for the global environment*”.

60. In the case of this project, instead of discussing its replicability, a better concept to discuss is up-scaling. The project has succeeded in building foundation blocks for improving environmental monitoring and assessment, for incorporating natural resources valuation into the EIA and SEA processes and for developing a resource mobilization strategy for the financial sustainability of natural resources management (*see Section 3.3*). There are now a set of environmental indicators in place that are also part of the M&E plan of the Growth and Sustainable Development Strategy (GSDS) and which are aligned with the SDGs; a process is under way to include these indicators in thematic plans such as agriculture, energy and tourism plans; a platform to access environmental data is being developed; a process to value natural resources was demonstrated and being incorporated in the EIA guidelines; and a national financing strategy for natural resource management has been initiated. This foundation blocks are now in place; they now need to be consolidated and up-scaled to cover all environmental areas and including the strengthening of mechanisms to collect, store, analyze, report and share environmental data.

3.1.7. UNDP Comparative Advantage

61. At the time of the formulation of the project, the interventions of the UN system in Belize were guided by the UN Development Assistance Framework Belize (UNDAF) 2013-2016. It constituted the framework of reference for the collaborative actions of the UN system in Belize for the 2013-2016 period and was anchored in the national development vision and priorities outlined in “*Horizon 2030*” as well as in sector plans, policies and strategies. This assistance framework identified four broad priorities for UN assistance: 1) advancing human rights with equity, equality and non-discrimination; 2) promoting economic and social well-being, citizen security and justice; 3) environmental and natural resource management, disaster risk reduction and climate change mainstreamed into public policies and development processes; and 4) democratic governance.

62. Under the third priority “*Environmental and natural resource management, disaster risk reduction and climate change mainstreamed into public policies and development processes*”, the expected outcome was “*By 2017, Public policies and development processes are mainstreamed with cross-cutting environmental, disaster risk reduction and climate change dimensions*”. It was recognized that the need to develop a more systematic approach to the issue of unsustainable practices, to rationalize and make more coherent the large number of frameworks, policies, and legislative instruments to ensure better coordination, management and enforcement have been consistently identified as critical in situational analyses of environmental management in Belize.

63. Within this assistance framework, UNDP developed its Country Programme Document (CPD) for Belize for the period 2013-2017. This programme was aligned with the four priorities identified in the UNDAF 2013-2016. Under the environmental priority, the UNDP contribution was “*to provide technical support and limited capital assistance to strengthen the capacity of the government and civil society to take informed action on climate change and disaster risk reduction; as well as providing assistance in the development of national programmes and in national fund-raising efforts*”.

64. UNDP has been a development partner of Belize since 1982, with the signing of a Standard Basic Assistance Agreement (SBAA) between the Government of Belize and UNDP. Since that date and through its five-year programmes, UNDP has been supporting the development of Belize, including the support to strengthen the management of natural resources. The focus of its programme has been on improving the country’s institutional capacities for sound management of its natural resource base as well as for preparedness and resilience to climatic changes and natural disasters. It also includes the support to national response strategies in the areas of biodiversity, sustainable land management, rural development, integrated water resource management, sound chemical management and adaptation/mitigation strategies to climate change; all to protect the natural resource base. An UNDAF evaluation found that this UNDP support - as part of the UN support to the development of Belize – was highly relevant for Belize in its development of policies and plans associated with the internalization of the three Rio Conventions and the country’s sustainable development agenda. One specific objective of the 2013-2017 programme was to align the management of the country’s natural resource base to the economic development needs of the country.

65. In conclusion, UNDP plays a crucial role in helping the government of Belize meet its obligations for environmental protection, providing technical and advisory support for biodiversity conservation, sustainable use and management of natural resources, reduction of hazardous chemical waste, climate change-related risks, and other thematic areas, including support to the national protected area system. UNDP support to Belize has included efforts at improving regulatory frameworks which support the integration of MEAs, with an emphasis on the creation and maintenance of cross-thematic synergies and highlighting the poverty-reducing potential of sound natural resource management practices. The CCCD project is part of this effort, supporting Belize in implementing its sustainable development path.

3.1.8. Management Arrangements

66. The management arrangements planned at the onset of the project included:

- *GEF Implementing Agency*: UNDP serves as the GEF implementing agency for the project.

- *Executing Agency in Belize:* The Ministry of Agriculture, Fisheries, Forestry, Environment and Sustainable Development (MAFFESD)¹⁰ acts as the executing agency and has overall responsibility for timely achieving the project objective and outcomes. MAFFESD designated a senior official to act as the National Project Director (NPD), whom provides the strategic oversight and guidance to project implementation.
- *Project Board (PB):* A PB was constituted to serve as the executive decision-making body for the project. It includes representatives from key partners to the project. The PB provides strategic directions and management guidance for the implementation of the project. The PB ensures that the project remains on course to deliver the desired outcomes of the required quality. The PB approves the Annual Work Plans (AWPs), reviews the Progress Reports, and reviews/approves corrective measures as appropriate and in accordance with UNDP procedures. It met 10 times over the course of the project.
- *National Project Director (NPD):* A senior government official designated by MAFFESD was responsible for management oversight of the project. The NPD is supported by the Project Board and a Project Coordinator (PC).
- *Project Management Unit (PMU):* A PMU was established at MAFFESD to carry out the coordination and day-to-day management of project activities with due time and diligence including preparation of annual work-plans and progress reports. The PMU was administered by a Project Coordinator (PC) and a Project Associate both full time positions.
- *Project Coordinator (PC):* The PC has the responsibility to coordinate and manage the day-to-day implementation of the project on behalf of MAFFESD, within the guidelines laid down by the Project Board (PB). The PC is accountable to the PB for the quality, timeliness and effectiveness of activities carried out, as well as for the use of funds.
- *Consultants/Experts:* As required the project implementation team hires technical expertise to provide technical support for the different components of the project and create knowledge products as needed.
- *Technical Working Group (TWG):* A working group comprised of independent specialists, technical government agency representatives, as well as representatives from stakeholder groups was formed to discuss and deliberate on technical products delivered by the project.
- *Management Procedures:* The financial arrangements and procedures for the project were governed by the UNDP rules and regulations applicable for project implemented through the National Implementation Modality (NIM). All procurement and financial transactions were governed by applicable UNDP and government of Belize regulations, including the recruitment of staff and consultants/experts using standard UNDP recruitment procedures.

67. The Evaluator found that the management arrangements were adequate and effective for the implementation of the project. They provided the project with clear roles and responsibilities for all parties including clear reporting lines of authority. The PB met regularly to monitor the implementation of the project and approve the AWPs. It fulfills its executive decision-making role envisaged at the formulation stage of the project. The good functioning of the PB - including a good leadership from the Chair of this Board - provided an effective way to communicate and keep stakeholders engaged and contributed to an effective use of project resources and a good national ownership of project achievements. In particular, the Evaluator noted the decision made by the PB in 2016 to bring all related projects under one project board to avoid overlaps and induce synergies among these related projects. Led by the Chair of the PB, this decision has been effective in developing stronger collaboration and better allocation of project resources among similar projects; particularly the UNDP BIOFIN initiative and the World Bank Key Biodiversity Areas (KBA) project.

¹⁰ Formerly known as the Ministry of Forestry, Fisheries and Sustainable Development (MFFSD).

3.2. Project Implementation

68. This section discusses the assessment of how the project has been implemented. It assessed how efficient the management of the project was and how conducive it was to contribute to a successful project.

3.2.1. Adaptive Management

69. The project has been well managed. The project implementation team followed UNDP and government of Belize procedures for the implementation of the project and used adaptive management extensively to secure project deliverables while maintaining adherence to the overall project design. The review indicates that project achievements are aligned with the project document that was endorsed by stakeholders. The *Logical Framework Matrix* included in the project document has been used as a guide to implement the project (see Section 3.1.1). An efficient implementation team has been in place, detailed work plans have been guiding the implementation, assignments were conducted with the required participation of relevant stakeholders, progress of the project was well monitored, mostly through quarterly progress reports, which were reviewed by the Project Board.

70. The project was implemented with a good logical process. Each assignment was conducted following well-defined terms of reference and/or feasibility studies. Comprehensive assessments and analyzes were conducted at the beginning of the project to assess existing government instruments and their respective capacities. Then, based on these analyses, capacity gaps were identified and plans of actions to address these gaps were developed and implemented.

71. Adaptive management has been used regularly to adapt to a changing environment. The project has been able to navigate through several government changes, including working with four different CEOs and the amalgamation of the Department of Agriculture and Environment with MFFSD to form a new ministry: MAFFESD. A particular difficult period for the implementation of the project was for most of 2016. Following the last general election in early November 2015, a reshuffling of the government occurred in early 2016, including the amalgamation of few government entities to form the MAFFESD. Additionally, the new CEO at the time led the restructuring of the PB of three similar projects by amalgamating these 3 project boards into a unique PB. These changes had - in the short term - a negative impact on the project and necessitated the project team and UNDP to rebuild partnerships with new key stakeholders including new CEOs. However, following a few months of uncertainty, the excellent leadership of the CEO and its ministry (MAFFESD) was able to re-launch an effective implementation of the project during the last part of 2016 and with the use of an adaptive management approach, the implementation of the project was able to get back on track. The new management arrangements with one PB for multiple projects has provided a better coordination of project objectives, which resulted in greater synergies among these projects.

72. Overall, the Evaluator noted that the project implementation team was able to work well with four different CEOs (four different PB Chairs) over its lifetime. It benefited from an excellent support from each CEOs and their leadership to guide the project certainly contributed to the effectiveness of this project.

73. The review conducted for this evaluation indicates that the implementation team was excellent at managing and adapting to these changes over time. When reviewing the scope of the project with its three distinct components focusing on: a) environmental monitoring and environmental information management; b) integration of natural resources valuation into the development process through SEAs; and c) resources mobilization to ensure the sustainable implementation of MEAs over the long-term, it is obvious that it was a complex project with many “moving parts”. It was not an easy project to implement. The global experience of reforming this area of environmental monitoring and decision-making show that it is not an easy and linear process. It is often mixed with political agendas and often some resistance to change in these existing institutions. It was a difficult project to implement and the implementation team demonstrated its capacity to adapt to these changes and secure the delivery of expected results while maintaining adherence to the overall project strategy approved by GEF.

3.2.2. Partnership Arrangements

74. As discussed in Section 3.1.5 and 3.1.8, stakeholder engagement and management arrangements of the project were adequate for the implementation of the project; they provided the project with clear roles and responsibilities for each party. In addition, the collaboration with other related projects, particularly the UNDP BIOFIN initiative and the KBA project were good and provided good synergies among these projects. As discussed in section 3.2.1 above, the change of approach for the functioning of the PB has been effective. It allowed the project to establish effective partnership arrangements with not only key government institutions involved in the implementation of the project but also good collaboration with the BIOFIN initiative¹¹ and the KBA project¹².

75. This partnership arrangement was critical for the success of the project. Under the good leadership from MAFFESD, it brought all key players in Belize “around the same table” to discuss progress, challenges and solutions to move forward, while at the same time avoiding overlaps of projects interventions. This approach contributed to the development of a good country ownership of projects achievements, including the development of capacities of key entities to become the custodian of project achievements. The Evaluator found that the cooperation between the project management team, UNDP, MAFFESD and the other PB members has been excellent and will certainly contribute to the long-term sustainability of project achievements.

76. Overall, the project implementation team enjoyed a good collaboration with all stakeholders; particularly with key stakeholders such as MAFFESD, SIB, and MNR, etc. and also with consultants and experts whom provided their expertise throughout the implementation of the project. The collaboration happened through formal meetings, workshops but also through regular more informal communications among each other to keep everybody abreast of the progress made. Throughout the implementation of project activities, the flow of communications kept all stakeholders engaged in the project. The PMU, composed of a Project Coordinator and a Project Associate, both full-time, fulfilled its coordination role, provided a good collaboration approach, and communicated well the progress made by the project to keep all Stakeholders up-to-date and engaged in the project.

3.2.3. Project Finance

77. As indicated in Section 3.1.8, the implementation modality of the project to allocate, administer and report on project resources is the UNDP support to NIM¹³ (National Implementation Modality) approach; that is project activities are carried out by the project management team under supervision of MAFFESD, the national executing agency for the project.

78. The financial records are consolidated into the UNDP-ATLAS system as the accounting and financial system for all UNDP projects. It allows the project management team to obtain financial reports to the last point of data entry. These reports - Combined Delivery Reports (CDRs) - produce financial information broken down by line items such as local consultant fees, travel tickets, printing and publications, utilities, etc. and presented by outcome (three + project management).

79. The Evaluator also noted that two micro-assessments of MAFFESD had been conducted during the lifetime of the project: 2016 and 2018. These micro-assessments have been conducted within the context of the common

11 BIOFIN works with the government of Belize in providing decision makers in environmental management, finance and planning with economic information about the value and trade-offs among different policies and investment choices, including evaluating how valuable ecosystem services may be affected by changes in ecosystems and how they can provide increased revenue to the Belizean economy.

12 The KBA project is funded by GEF and The World Bank is the implementing agency. Its objective is *to strengthen natural resource management and biodiversity conservation through the mitigation of threats to Key Biodiversity Areas (KBAs) in Belize.*

13 UNDP defines NIM (National Implementation Modality) as the management of UNDP programme activities in a specific programme country carried out by an eligible national entity of that country. It is expected to contribute most effectively to: (i) greater national self-reliance by effective use and strengthening of the management capabilities, and technical expertise of national institutions and individuals, through learning by doing; (ii) enhanced sustainability of development programmes and projects by increasing national ownership of, and commitment to development activities; and (iii) reduced workload and integration with national programmes through greater use of appropriate national systems and procedures. (Source: UNDP Financial Resources)

operational (harmonized) framework for transferring cash to government and non-governmental Partners also called *Harmonized Approach to Cash Transfers (HACT)*. The purpose of these micro assessments is to assess a Partner’s financial management capacity to determine the overall risk rating and assurance activities. The overall risk assessments of these two micro-assessments were in both cases moderate; though some improvements are noted. The risk for subject areas such as programme management, organizational structure, accounting policies and procedures went from moderate in the first assessment to low in the second assessment.

80. Two financial audits of the finances of the project were completed at the time of the terminal evaluation: a first audit for the period 2016-2017 (2 years) and a second audit for the period 2018. Regarding the first audit, the auditors made *Qualified Opinions* on the statement of expenses and the statement of cash position. The auditors found some discrepancies totaling an overstatement of USD 61,443, which were corrected following the audit. The second audit for 2018 stated an *Unmodified Opinion*: “*In our opinion the Combined Delivery Report (CDR) in Annex 1 presents fairly, in all material respects, the expense of USD 130,611.89 incurred by the project for the period 1 January to 31 December 2018 in accordance with agreed upon accounting policies*”.

81. The total approved investment in the project was set at USD 1,402,000, of which USD 759,000 constituted the grant funding from GEF and USD 643,000 to be co-financed.

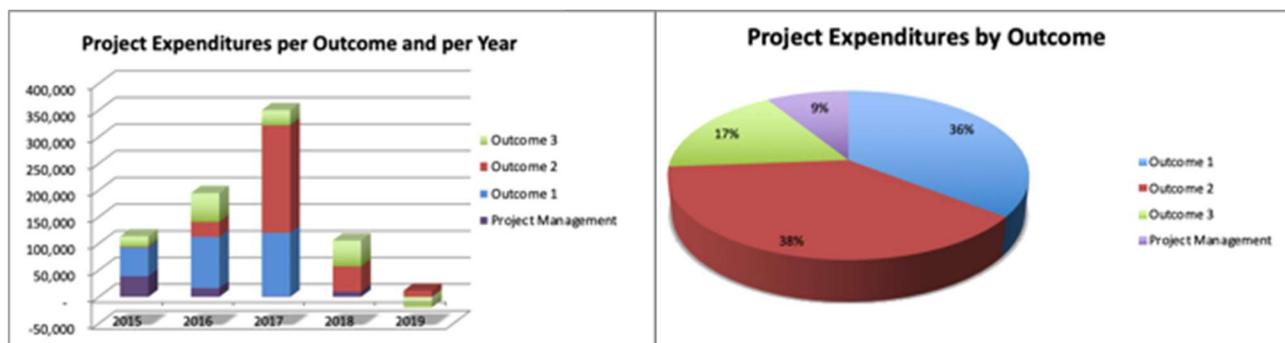
GEF Funds

82. The review of financial records as recorded in the UNDP Atlas system indicates that over 99% of the GEF grant was expended at the time of the evaluation. It is expected that 100% of the GEF grant will be expended by the end of project in May 2019. The breakdown of project expenditures by outcome and by year is presented in the table below.

Table 6: UNDP-GEF Project Funds Disbursement Status (in USD)

Component	Budget (USD)	2015	2016	2017	2018	2019 ¹⁴	Total (USD)	Outcome/ Total Expenses
Outcome 1	254,000	53,834	96,119	119,510	-	-	269,463	36%
Outcome 2	313,000	958	27,789	201,008	47,047	11,842	288,644	38%
Outcome 3	123,000	19,980	54,009	28,667	48,574	-19,293	131,937	17%
Project Management	69,000	38,872	16,669	1,001	10,131	-	66,672	9%
TOTAL	759,000	113,644	194,585	350,186	105,752	-7,451	756,716	100%

Sources: UNDP Atlas Financial Reports (Combined Delivery Reports to May 2019 (CDRs)) and information collected from the project management team.



83. The review of these financial figures indicates that about 36% of the total GEF grant was expended on outcome 1 that was to produce better environmental information for decision-makers. Another 38% of the total

14 It includes actual expenditures to Mid-May 2019

GEF grant was expended on outcome 2 that was to demonstrate natural resource valuation (NRV) and integrate it into the EIA and SEA processes. Another 17% was expended on outcome 3 that was to develop a resource mobilization strategy to sustain the financing of natural resource management in Belize. The remaining expenditures (9%) were expended on project management. When comparing the actual expenditures to the original budget per outcome, slight deviations were observed: overspent by 6% on outcome 1, underspend by 8% on outcome 2, overspent by 7% on outcome 3 and underspent by 3% on project management.

84. The actual disbursement profile per year as shown on the diagram above differs slightly from the budget profile detailed in the project document. At the formulation stage it was anticipated that the project would expend about the same amount each year for 3 years. The actual disbursements (see diagram above) indicate a profile whereby the project disbursements were lower during year 1 and year 2 of implementation (respectively 15% and 26% of the total grant). It was followed by a high disbursement in year 3 with over USD 350,000 disbursed (46%); then the fourth year was the completion year (14%).

85. As of mid-May 2019, actual project expenditures are USD 756,716 or just under 100% of the total GEF grant. A remaining amount of USD 2,284 is left to be disbursed/expended during the remaining weeks. Based on the review of project financial reports, the Evaluator confirms that the GEF grant of USD 759,000 will be fully expended by the end of the project.

86. The review of AWP budgets against the yearly actual expenditures (GEF grant) indicates some variances. In particular, the disbursement of only 47% of the budget allocated for 2016 is in line with the issues faced by the project during this year (see Section 3.2.1), which resulted in a slower year than anticipated. However, as indicated in the table below, the rate of disbursement accelerated in 2017. The table below indicates that for the first year, the project spent 80% of the AWP budgets, followed by 47% for the years 2016 and 78% for the peak year of 2017.

Table 7: Annual Work Plans versus Actual Expenditures (GEF grant)

Years	AWP Budgets	Actual Expenditures	% Spent
2015	141,497	113,644	80%
2016	411,031	194,585	47%
2017	450,771	350,186	78%
2018	100,585	105,752	105%

Sources: Project AWPs and UNDP-Atlas CDR Reports

Co-financing

87. The co-financing commitments at the outset of the project totaled the amount of USD 643,000, including USD 75,000 in cash from UNDP (TRAC), USD 128,000 in cash from MAFFESD and USD 440,000 in-kind from MAFFESD for a total co-financing of the project of \$643,000. The review noted that these two commitments were confirmed by official letters at the outset of this project from both UNDP and from the Ministry of Forestry, Fisheries & Sustainable Development (as called at the time of the formulation of the project). The table below indicates the breakdown of this co-financing.

Table 8: Co-financing Status

Partner	Type	Commitments (USD)	Actuals (USD)
UNDP (TRAC)	Cash	75,000	87,191
MAFFESD	Cash	128,000	0

Partner	Type	Commitments (USD)	Actuals (USD)
MAFFESD	In-kind	440,000	735,084
BIOFIN	Cash	0	154,472
Total (USD)		643,000	976,747

Source: Project Document and information collected from the project management team.

88. As of mid-May 2019, UNDP cash co-financing contribution to the project recorded in the UNDP Atlas system was USD 87,191 or over 116% of the initial cash co-financing commitment. Regarding the co-financing contribution from MAFFESD, the reported figures provided to the Evaluator totaled \$735,084, which is over the commitment of \$568,000 made at the outset of the project. In addition, the good collaboration with the BIOFIN project ended with the cash co-financing of joint activities in 2017 and 2018 totaling \$154,472. Based on the assessment conducted by the Evaluator, it confirmed that MAFFESD, as the executing agency of the project, has contributed critical resources to the implementation of this project. Through its CEO, the ministry fulfilled its leadership role to guide the implementation of the project. The CEO has been chairing the PB with a strong commitment (including his time) for a smooth implementation of the project. Additionally, the ministry provided an office space for the PMU and more importantly, seconded 2 staff full time to the project (Project Coordinator and Project Associate). These contributions are a testimony of the government co-financing the project.

89. As discussed in section 3.1.5 and 3.1.8, the project has benefited from a strong partnership with MAFFESD and its subordinate entities, including DOE who has become the custodian of key project achievements such as the Environmental Information System (EIS) developed to manage environmental information and knowledge. These entities have been fully committed and engaged in the implementation of the project. The review conducted by the Evaluator indicates that the good participation of stakeholders in the implementation of the project – including the collaboration with the BIOFIN project – has been translated into a good co-financing of the project, surpassing the committed contributions estimated during the formulation of the project.

3.2.4. Monitoring & Evaluation (M&E) Approach

90. A Monitoring Framework and Evaluation Plan was developed during the formulation of the project in accordance with UNDP and GEF procedures. A total indicative cost of USD 34,000 was budgeted, representing about 4.5% of the total GEF grant. This plan listed monitoring and evaluation activities that were to be implemented during the lifetime of the project, including this terminal evaluation. The plan was based on the *Logical Framework Matrix* that included a set of performance monitoring indicators along with their corresponding sources of verification.

91. The M&E plan was reviewed during the inception phase and no changes were made to it. A summary of the operating modalities of the M&E plan identified at the outset of the project is as follows:

- *Performance indicators*: A set of 44 indicators with their respective baselines and 54 targets were identified and documented in the *Logical Framework Matrix*. These indicators and targets were to be used to monitor/measure the performance of the project;
- *Project Initiation Workshop* to review the project strategy and the M&E plan and to instill an understanding and ownership of the project's goals and objectives among the project team, government and other stakeholder groups.
- *Day-to-day Monitoring of Implementation Progress*, a responsibility of the Project Coordinator, to monitor the implementation of annual work plans and its indicators/targets;
- *Periodic Monitoring of Implementation Progress*, undertaken by the UNDP CO through quarterly progress reports produced by the Project Coordinator;
- *Annual Monitoring*, to occur through annual PB meetings to review the progress of the project, based on annual progress reports prepared by the Project Coordinator;

- Independent Final Evaluation to focus on the cost-effectiveness, efficiency and timeliness of project implementation and performance; to highlight issues requiring decisions and actions; and present initial lessons learned about project design, implementation and management;
- Terminal Review to be held by the PB near the end of the project;
- Project Initiation Report to be prepared immediately after the initiation workshop and including the detailed first year work plan;
- Annual Project Reports / Project Implementation Reports (APR/PIRs), these reports measure the progress made by the project during the past year and overall since its inception. They include a review of the development objective, measuring the progress made - using the performance indicators - to achieve the overall expected objective and outcomes;
- Quarterly Progress Reports, a UNDP requirement, these reports are recorded in Atlas. They highlight the progress made during the past quarter and potential challenges faced by the project;
- Project Terminal Report, a comprehensive report to summarize all activities supported by the project and outputs achieved as well as lessons learned.
- Learning and Knowledge Sharing: Results from the project to be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.
- Financial Audit: to be conducted by the legally recognized auditor of UNDP Belize, following UNDP Financial Regulations and Rules and applicable Audit policies.

92. The set of indicators to measure the progress of the project was reviewed by the Evaluator. The project was approved with a set of 44 indicators, which were presented in the *Logical Framework Matrix* with their respective baselines and 54 related targets to be achieved by the end of the project. These indicators and targets were reviewed during the inception phase, but no changes were made. The list of indicators and their respective targets are presented in the table below:

Table 9: List of Performance Indicators

Project Outcomes	Indicators	Targets
<p>Project Objective: To strengthen institutional and technical capacities for:</p> <p>a) improved monitoring and assessment; b) natural resource valuation and impact assessment; and c) resource mobilization</p>	<ol style="list-style-type: none"> 1. Monitoring and assessment of environmental impacts and trends are better enabled 2. Technical and management staff sufficiently trained in the use and application of natural resource valuation tools, and decision-makers fully aware of natural resource valuation tools 3. Financial framework for delivering on Rio Conventions obligations is strengthened 	<ul style="list-style-type: none"> • Government staff have learned, applied, and tested best practice tools to integrate natural resource valuation into national decision-making processes for improved implementation of Rio Conventions • Future planning and development will account for the true value of environmental goods and services • Increased capacity within relevant stakeholder groups to address Rio Convention obligations • Gender equality targets per UNDP 2013-2017 Strategic Plan are met
<p>Outcome 1 - Planners, policy-makers, and decision-makers are more effectively achieving national and global environmental priorities</p> <ul style="list-style-type: none"> • Output 1.1: Improved indicators for environmental monitoring and natural resource management • Output 1.2: Uniform data collection methods • Output 1.3: Strengthened real-time monitoring of environmental trends • Output 1.4: Rio Convention criteria and indicators are integrated into 	<ol style="list-style-type: none"> 4. In-depth analysis of data needs and indicators 5. Comprehensive set of environmental, natural resource, and sustainable development indicators 6. Expert sub-committee meetings 7. Assessment of current methodologies for collecting and analyzing data and information 	<ul style="list-style-type: none"> • At least two senior level meetings are held with each department before month 4 • Analysis completed by month 5, reviewed by month 6, and endorsed by month 8 • Indicators prepared, reviewed, and endorsed by month 12 • Sub-committee meets every four months beginning no later than month 4 • Assessment of methodologies drafted by month 5, peer-reviewed by month 8, and finalized by month 12 • Workshops begin no earlier than month 13 and are completed by month 17. Each

Project Outcomes	Indicators	Targets
<p>sustainable development planning frameworks</p> <ul style="list-style-type: none"> ● Output 1.5: Web-based environmental project database 	<p>8. Learning-by-doing workshops on improved data collection and analysis</p> <p>9. Synthesis workshop on cross-fertilization among three Rio Conventions</p>	<p>workshop will have at least 20 unique participants.</p> <ul style="list-style-type: none"> ● Final synthesis workshop convened within one month of the completion of previous workshops
	<p>10. Strengthened technological and technical capacities for real-time monitoring</p> <p>11. Hardware and software for improved data/information management and monitoring systems identified and installed, and training provided</p> <p>12. Training manuals / guidelines on use of improved system</p>	<ul style="list-style-type: none"> ● Hardware and software needs identified and approved by month 12, and procured and installed by month 15 ● Training on use of new systems provided to at least 75 unique participants with gender balance and appropriate regional representation by month 18 ● Feedback evaluations from workshops with 90% response rate and analysis by month 31 ● High quality training manuals and/or guidelines updated / drafted by month 20, peer-reviewed and endorsed by month 22
	<p>13. Improved environmental indicators integrated into NSDS</p> <p>14. Global environmental priorities integrated into targeted sectoral development plans</p> <p>15. Workshops with state and non-state stakeholders to update selected sectoral development plans</p>	<ul style="list-style-type: none"> ● NSDS updated by month 20, with revised draft peer-reviewed and finalized by month 24, and approved by the Cabinet by month 33 ● At least 50 relevant participants in the learning-by-doing workshops for each topic ● Two sectoral development plans selected for integrating Rio Convention criteria and indicators by month 24 ● Series of workshops to draft new plans and peer-review them by month 29, validated by month 30, and finalized by month 32. Plans approved by Cabinet by month 33
	<p>16. Technological structure of data and information management system improved to include a web-based portal</p> <p>17. Assessment report recommending changes to regulatory framework</p> <p>18. Expert working group drafts recommended regulatory and legislative texts</p>	<ul style="list-style-type: none"> ● Web-based portal is structured, beta-tested, and launched by month 16 ● Assessment report is prepared, reviewed, and endorsed by month 18 ● Texts drafted by month 24, peer-reviewed and finalized by month 27, endorsed by month 28, and submitted for Cabinet approval by month 31
<p>Outcome 2 – Holistic planning and decision-making incorporates global environmental values into the development process</p> <ul style="list-style-type: none"> ● Output 2.1: Natural resource valuation tools ● Output 2.2: Training programme on natural resource valuation ● Output 2.3: SEA implementation guidelines 	<p>19. Expert review of lessons learned and best practices on natural resource valuation</p> <p>20. Natural resource valuation tools selected and modified for Belize by expert working group</p> <p>21. NRV tools integrated into key decision-making processes</p>	<ul style="list-style-type: none"> ● High quality report on best practices and lessons learned drafted by month 6 and peer-reviewed, finalized, and validated by month 7 ● Expert working group convened by month 3 ● Tools modified and peer-reviewed by month 7, and officially endorsed by month 9. ● Tools revised by month 26 based on lessons learned from piloting

Project Outcomes	Indicators	Targets
<ul style="list-style-type: none"> ● Output 2.4: Targeted institutional and legislative reforms for EIA and SEA compliance 		<ul style="list-style-type: none"> ● MOA to formally include NRV into decision-making processes signed by relevant parties by month 12
	<ul style="list-style-type: none"> 22. Report on best practices and lessons learned for designing and implementing a training programme on natural resource valuation 23. Training modules and materials for NRV training programme 24. Training courses for state and non-state stakeholders on NRV 25. Learning-by-doing piloting of skills in selected development projects through workshops in conjunction with training programme 	<ul style="list-style-type: none"> ● Report on best practices drafted by month 9 and finalized by month 10 ● NRV module and training materials drafted and peer-reviewed by month 12 ● Six training courses, each with at least 15 unique participants at least half of whom are government staff. All technical staff with responsibilities regarding EIAs participate and have an average test score of at least 80%. ● Statistical analysis of incremental learning ● Six learning-by-doing workshops convened in conjunction with training programme
	<ul style="list-style-type: none"> 26. Institutional analysis of policy assessment 27. Sensitization workshops to raise stakeholder awareness of SEA process 28. Set of guidelines for improving SEA implementation 	<ul style="list-style-type: none"> ● Institutional analysis and best practices report prepared by month 6, and peer-reviewed by month 7 ● Three workshops with diverse representation from government, private sector, NGOs, and civil society convened by month 12 ● Guidelines drafted by month 13, peer-reviewed and validated by month 14, and finalized by month 15
	<ul style="list-style-type: none"> 29. Expert working group meets regularly 30. Consultations with senior-level decision-makers to discuss legislative and policy reforms to EIA and SEA processes 31. Assessment on current legislative and regulatory environment 32. SEA policy to enable more effective Rio Convention implementation 33. Bill to integrate NRV into planning and development processes with full input from stakeholders 34. Series of one-day sensitization workshops to raise awareness 	<ul style="list-style-type: none"> ● Working group convened by month 3 with quarterly meetings for two years, and institutionalization within ministry by month 32 ● At least 10 consultative meetings with senior-decision makers by month 10 and regulatory/legislative assessment by month 12 ● SEA policy drafted by month 14, peer-reviewed by month 15 and finalized by month 16 ● Bill drafted and reviewed by month 18 and presented at stakeholder workshop by month 20. ● Discussion forums held in three districts by month 22 with summary of stakeholder consultations prepared and presented by month 23 ● NRV bill revised, finalized, endorsed, and submitted for Parliamentary approval by month 24 ● Ten one-day workshops with at least 50 mid-level and senior decision makers between months 20 and 30
<ul style="list-style-type: none"> ● Outcome 3 – Institutional reforms and mobilized financial resources ensure long-term achievement of Rio Convention obligations, and other MEAs 	<ul style="list-style-type: none"> 35. Expert finance and economic group leads in-depth analysis of current financial tracking mechanisms 36. New guidelines for financial tracking mechanism 	<ul style="list-style-type: none"> ● Expert group of at least 20 rotating members convened by month 23 ● In-depth analysis and best practices drafted by month 25, peer-reviewed and finalized by month 26

Project Outcomes	Indicators	Targets
<ul style="list-style-type: none"> ● Output 3.1: Improved monitoring of resource mobilization ● Output 3.2: Resource mobilization strategy for the financial sustainability of global environment outcomes ● Output 3.3: Capacity building for low carbon development strategies 	37. Learning-by-doing workshops to pilot improved guidelines for tracking mechanism	<ul style="list-style-type: none"> ● Guidelines drafted by month 27, peer-reviewed by month 28, and finalized and endorsed by month 30 ● Four workshops with at least 25 unique stakeholders at each to be completed by month 33
	38. In-depth financial analysis of monitoring and enforcement of environmental legislation in Belize 39. Best practices and financial/economic instruments for resource mobilization identified and tested for feasibility 40. Operational procedures for allocation of funds for natural resource management 41. Resource mobilization strategy informed by best practices and lessons learned	<ul style="list-style-type: none"> ● Analytical report drafted by month 25, peer-reviewed and finalized by month 26 ● Feasibility study on financial instruments drafted by month 27, peer-reviewed by month 28 and finalized by month 30 ● Operational procedures drafted by month 26, tested and piloted by month 30, and approved by month 31. ● Resource mobilization strategy is drafted by month 28, peer-reviewed by month 29, and finalized and approved by month 32 ● Independent final evaluation by month 36 determines project outcomes are capable of raising and allocating funds
	42. Assessment of capacity needs to prepare low carbon development strategies 43. Learning-by-doing sensitization workshops to improve understanding of low carbon development options 44. Guidelines and training manuals to build capacity to implement integrated global environmental and sustainable development strategies	<ul style="list-style-type: none"> ● Capacity needs assessment completed by month 26 ● Four sensitization workshops in four districts with at least 60 participants at each by month 28 ● Guidelines and training materials drafted by month 30, peer-reviewed by month 32, and approved by month 33

Source: Project Document and PIRs

93. In addition to this set of indicators and targets the project was to be monitored with the use of a scorecard to assess the development of related capacities in Belize. This scorecard was completed at the outset of the project to establish a baseline (2014). It provided another set of performance indicators to measure the progress made in developing the capacities needed for the project to achieve its expected results. However, the Evaluator noted that this scorecard has not been updated since the outset of the project (*see Section 3.3.2*).

94. The M&E plan – including its set of performance indicators and targets and the capacity development scorecard - provided the project with a marginally satisfactory framework to measure its progress/performance; it is a complex plan with too many indicators (44) and targets (54). Additionally, the review of these indicators and their respective targets reveals that they are not fully SMART¹⁵ indicators. There are specific, measurable, attainable and time-bound but not relevant enough, particularly their targets. They are too focus on activities and not enough on measuring how well the project is progressing toward achieving its expected outcomes and objectives (expected results of the project). Too many targets focus on activities such as workshops or meetings. These targets would be OK for measuring how annual work plans are progressing, but lots of them are not measuring well the capacities being developed over time by the project to reach its expected outcomes.

95. The detailed review of these targets indicates that they are progressive and sequential. They allow the measurement of progress overtime by setting up milestones to be met by the project (timebound). For instance, to

15 SMART: Specific, Measurable, Attainable, Relevant and Time-bound

measure how well output 1.2 - that is to develop uniform data collection methods - is being delivered, a series of four indicators and four targets were identified. Measuring the progress made in achieving this output, the project need to support a) expert sub-committee meetings (every four months beginning no later than month 4); b) assessment of current methodologies for collecting and analyzing data and information (drafted by month 5, peer-reviewed by month 8, and finalized by month 12); c) learning-by-doing workshops on improved data collection and analysis (begin no earlier than month 13 and are completed by month 17. Each workshop will have at least 20 unique participants); and d) synthesis workshop on cross-fertilization among three Rio Conventions (convened within one month of the completion of previous workshops). The same logic applies for measuring progress for the other outputs.

96. This is a logical approach, but it is not enough results-based. It forces the project implementation team to focus much more on completing activities as opposed to use a more Results-Based Management (RBM) approach focusing on the results to be achieved. Additionally, it also imposes a certain rigor in the implementation with limited flexibility to adapt to changing conditions. The proposed timing for these 54 targets represents in fact the implementation schedule of the entire project. What happens when slippages occur? The entire timing of these targets would be thrown off. In the case of this CCCD project, which faced significant implementation difficulties (delays) in 2016, the schedule to reach these targets on time became obsolete by the end of 2016.

97. The full implementation of this M&E plan would be costly for a project of this size. Tracking 44 indicators and 54 targets would require much effort for a result that would not be fully satisfactory. Conducting workshops and meetings are mechanisms to develop skills and knowledge of participants. It does not measure well the degree of achievements of expected results of the project. Fewer indicators and targets would be needed for such project focusing on expected results.

98. It was also noted during the review of this M&E plan that due to the fact that the GEF grant was below USD 1M, there was no GEF requirement to produce Project Implementation Reviews (PIRs). Additionally, the Evaluator noted that these indicators and targets have been used only for two APRs (2016 and 2017). These two reports do not follow the template of PIRs. There are less informative in measuring the overall progress made by the project than PIRs.

99. Most of the progress of the project has been reported in quarterly reports called “*End of Stage Reports*”. These reports were presented and endorsed at each PB meetings. The review of these reports reveals that they are good progress reports to track the progress made in implementing annual work plans. They include basic data such as expenditures, highlights of the quarter and discussions on project plan outlook, business case review (validity of the project’s business case), project issues, risk review and lessons learned. They also include an annex (Annex A) rating progress toward the outputs, using activity-based targets for the quarter; as well as a status of activities by outputs as Annex B.

100. In conclusion, the M&E plan – including its set of performance indicators and the capacity development scorecard – was a complex framework to measure the project’s progress/performance. There were too many indicators (44) and targets (54); it was not enough based on an RBM approach and the timing to achieve these targets did not provide enough flexibility to adapt to changing conditions. Moreover, this monitoring framework was not used much to measure the progress made by the project; no PIR were produced and only two APRs were drafted. These reports do not provide the “*full picture*” of how well the project has been progressing over time. The Evaluator found that, as a lesson, the production of annual PIRs are a good monitoring tool to record the progress made, to flag any implementation issues and to provide a concise documentation product on how the project has been progressing. Nevertheless, the weak monitoring at the outcome and objective level for this project was compensated by an excellent monitoring of the implementation of annual work plans drafted by the Project Coordinator and under the guidance and supervision of the PB.

3.2.5. Contribution of UNDP and Implementing Partner

101. The quality of UNDP implementation and the quality of execution of the MAFFESD - as respectively the

GEF implementing agency and the national executing agency of the project - to support the implementation of the project was satisfactory. In their respective area of responsibility, they provided good support to the implementation team to ensure an efficient use of GEF resources and an effective implementation of the project. Both institutions participated actively in the design and the implementation of the project.

102. Overall, UNDP has been providing effective support to the government of Belize including the implementation of GEF funded projects which are part of the sustainable development portfolio (Energy, Environment and Disaster Risk Reduction) of the UNDP Belize Country Office. Regarding this project, UNDP provided the required guidance to apply UNDP project management procedures such as procurement, hiring and contracting as well as financial management and guidance for reporting project progress. UNDP played a role of quality assurance over the implementation of the project, ensuring that the required qualities for project activities were fulfilled. Overall, UNDP backstopped the project with its own resources, supported the project management team throughout the implementation including the participation in the decision-making process for implementing the project through the PB. The Evaluator noted the excellent relationship that exists between UNDP and the Partners of the project, including MAFFESD, Ministry of Economy, Ministry of Natural Resources and SIB; it has been conducive to an effective collaboration in implemented the project.

103. MAFFESD, as the national executing agency, played an important role in the implementation of this project as the main government anchor point of the project. The CEO of the Ministry chaired the PB; providing good leadership in guiding the implementation of the project. Overall, MAFFESD, including its subordinate agency DOE, played an important facilitator role for the project. It also provided the government/institutional context for the legitimization of project-supported activities; particularly for integrating the NRV approach in the EIA processes, for exploring the application of SEA in Belize and for strengthening access to sustainable financing for biodiversity conservation and environmental management. MAFFESD also provided resources to the project as per its commitment to co-finance the project up to the amount of USD 568,000, including the secondment of two staff to the PMU for the duration of the project. Finally, it is worth noting that during the lifetime of this project, Belize had four different Chief Executive Officers and one amalgamation of government entities to form the MAFFESD following the November 2015 elections. Despite these changes, the project was able to perform well throughout.

104. In addition to the role of MAFFESD, which played a key role in the implementation of the project, it is also important to note the positive role and engagement played by other government ministries and agencies. They satisfactorily fulfilled their project obligations/responsibilities by collaborating with the project and participated in project activities when appropriate. It includes the Statistical Institute of Belize (SIB), which was not identified as a stakeholder during the formulation phase of this project. As the central depository of all official statistics produced in Belize, SIB played a key role in supporting the development of the M&E component of the Growth and Sustainable Development Strategy (GSDS) in partnership with the project. The engagement of these government entities in project supported activities also played a major role in legitimatizing achievements of the project in their respective areas; hence contributing to the long-term sustainability of project achievements.

3.3. Project Results

105. This section discusses the assessment of project results; how effective was the project to deliver its expected results, how sustainable these achievements will be over the long-term, and what are the remaining barriers limiting the effectiveness of the project.

3.3.1. Overall Achievements/Results

106. As presented in Sections 3.1, the project has been implemented through three (3) components. The implementation progress is measured through a set of 44 indicators and 54 targets to be achieved by the end of the project. Below is a table listing key results achieved by the project against each expected outcome, using the corresponding targets to measure the progress made. Additionally, a color “*traffic light system*” code was used to represent the level of progress achieved by the project.

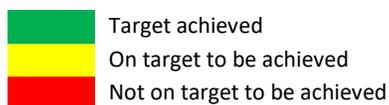


Table 10: List of Achievements vs. Expected Outcomes

Expected Results	Project Targets	Results	TE Assess.
<p>Outcome 1 - Planners, policy-makers, and decision-makers are more effectively achieving national and global environmental priorities</p> <ul style="list-style-type: none"> ● Output 1.1: Improved indicators for environmental monitoring and natural resource management ● Output 1.2: Uniform data collection methods ● Output 1.3: Strengthened real-time monitoring of environmental trends ● Output 1.4: Rio Convention criteria and indicators are integrated into sustainable development planning frameworks ● Output 1.5: Web-based environmental project database 	<ul style="list-style-type: none"> ● At least two senior level meetings are held with each department ● Analysis completed by month 5, reviewed by month 6, and endorsed ● Indicators prepared, reviewed, and endorsed 	<ul style="list-style-type: none"> ● Sustainable Development Indicator including prioritized list of environmental indicators identified ● M&E framework to monitor implementation of the GSDS and aligned with MEAs and SDGs reporting obligations completed and endorsed by the government 	
	<ul style="list-style-type: none"> ● Sub-committee meets every four months ● Assessment of methodologies drafted, peer-reviewed, and finalized ● Workshops completed. Each workshop will have at least 20 unique participants. ● Final synthesis workshop convened within one month of the completion of previous workshops 	<ul style="list-style-type: none"> ● Harmonizing data collection methods completed through a partnership with SIB in the context of strengthening the national statistical system of Belize ● Developed data sharing protocols (agreements) with the support of SIB (to be formally launched in Jul. 2019) and to be signed with key development ministries ● Supported the institutional reform regarding the environmental statistic unit (move from MNR to MAFFESD) ● Training delivered to DOE staff to develop their capacity for data collection associated with the Environmental Information Management System. 	
	<ul style="list-style-type: none"> ● Hardware and software needs identified and approved, and procured and installed ● Training on use of new systems provided to at least 75 unique participants with gender balance and appropriate regional representation ● Feedback evaluations from workshops with 90% response rate and analysis ● High quality training manuals and/or guidelines updated / drafted, peer-reviewed and endorsed 	<ul style="list-style-type: none"> ● Information technologies procured for DOE to facilitate information gathering and data analysis 	
	<ul style="list-style-type: none"> ● NSDS updated by month 20, with revised draft peer-reviewed and finalized, and approved by the Cabinet 	<ul style="list-style-type: none"> ● Rio conventions criteria have been considered and included within the National Indicator Framework document 	

Expected Results	Project Targets	Results	TE Assess.
	<ul style="list-style-type: none"> • At least 50 relevant participants in the learning-by-doing workshops for each topic • Two sectoral development plans selected for integrating Rio Convention criteria and indicators • Series of workshops to draft new plans and peer-review, validated, and finalized. Plans approved by Cabinet 	<ul style="list-style-type: none"> • Guidelines for institutional cooperation among government agencies to better integrate sustainable development considerations into planning and budgeting functions • Agriculture, energy and tourism plans have been selected for integrating UNCBD targets 	
	<ul style="list-style-type: none"> • Web-based portal is structured, beta-tested, and launched • Assessment report is prepared, reviewed, and endorsed • Texts drafted, peer-reviewed, finalized, endorsed, and submitted for Cabinet approval 	<ul style="list-style-type: none"> • EIMS developed at DOE supporting a web-platform for information sharing 	
<p>Outcome 2 – Holistic planning and decision-making incorporates global environmental values into the development process</p> <ul style="list-style-type: none"> • Output 2.1: Natural resource valuation tools • Output 2.2: Training programme on natural resource valuation • Output 2.3: SEA implementation guidelines • Output 2.4: Targeted institutional and legislative reforms for EIA and SEA compliance 	<ul style="list-style-type: none"> • High quality report on best practices and lessons learned drafted and peer-reviewed, finalized, and validated • Expert working group convened • Tools modified and peer-reviewed, and officially endorsed • Tools revised based on lessons learned from piloting • MOA to formally include NRV into decision-making processes signed by relevant parties 	<ul style="list-style-type: none"> • Best practices on NRV review completed and used to build national capacities for environmental valuation • NRV Methodological Guidelines completed • Integrated/transferred NRV capacities into regular work programmes of government of Belize staff • New mangrove legislation integrates NRV and is under review by government 	
	<ul style="list-style-type: none"> • Report on best practices drafted and finalized • NRV module and training materials drafted and peer-reviewed • Six training courses, each with at least 15 unique participants at least half of whom are government staff. All technical staff with responsibilities regarding EIAs participate and have an average test score of at least 80%. • Statistical analysis of incremental learning • Six learning-by-doing workshops convened in conjunction with training programme 	<ul style="list-style-type: none"> • Training modules on NRV developed • Training of 25 national civil servants completed, including departmental heads of the government of Belize as well as key technical officials from key natural resource management authorities 	
	<ul style="list-style-type: none"> • Institutional analysis and best practices report prepared, and peer-reviewed • Three workshops with diverse representation from government, private sector, NGOs, and civil society convened • Guidelines drafted, peer-reviewed and validated, and finalized 	<ul style="list-style-type: none"> • Best practices on SEA including best practices on SEA training completed • Policy recommendations for implemented SEA in Belize completed 	

Expected Results	Project Targets	Results	TE Assess.
	<ul style="list-style-type: none"> ● Working group convened with quarterly meetings for two years, and institutionalization within ministry ● At least 10 consultative meetings with senior-decision makers and regulatory/legislative assessment ● SEA policy drafted, peer-reviewed and finalized ● Bill drafted and reviewed and presented at stakeholder workshop ● Discussion forums held in three districts with summary of stakeholder consultations prepared and presented ● NRV bill revised, finalized, endorsed, and submitted for Parliamentary approval ● Ten one-day workshops with at least 50 mid-level and senior decision makers 	<ul style="list-style-type: none"> ● In collaboration with the KBA project, EIA guidelines being revised 	
<p>Outcome 3 – Institutional reforms and mobilized financial resources ensure long-term achievement of Rio Convention obligations, and other MEAs</p> <ul style="list-style-type: none"> ● Output 3.1: Improved monitoring of resource mobilization ● Output 3.2: Resource mobilization strategy for the financial sustainability of global environment outcomes ● Output 3.3: Capacity building for low carbon development strategies 	<ul style="list-style-type: none"> ● Expert group of at least 20 rotating members convened ● In-depth analysis and best practices drafted, peer-reviewed and finalized ● Guidelines drafted, peer-reviewed, and finalized and endorsed ● Four workshops with at least 25 unique stakeholders at each to be completed 	<ul style="list-style-type: none"> ● Assessment of national institutional structure and finance frameworks completed. ● Costing of achieving ministerial biodiversity targets as well as the policy and institutional assessments and the development of a sustainable resource mobilization plan for biodiversity and environmental management in Belize completed 	
	<ul style="list-style-type: none"> ● Analytical report drafted, peer-reviewed and finalized ● Feasibility study on financial instruments drafted, peer-reviewed and finalized ● Operational procedures drafted, tested and piloted, and approved ● Resource mobilization strategy is drafted, peer-reviewed, and finalized and approved ● Independent final evaluation determines project outcomes are capable of raising and allocating funds 	<ul style="list-style-type: none"> ● In coordination with the national BIOFIN developed an Environmental/Biodiversity Impact Investment Tracking Tool using Key Performance Indicators (KPI) mapped to national targets from NBSAP and GSDS ● Training modules on Impact Investment Tracking Tool completed ● Training on Impact Investment Tracking Tool delivered ● Recommendations for scaling-up the use of the tracking tool nationally 	
	<ul style="list-style-type: none"> ● Capacity needs assessment completed ● Four sensitization workshops in four districts with at least 60 participants at each ● Guidelines and training materials drafted, peer-reviewed, and approved 	<ul style="list-style-type: none"> ● Low Carbon Development Pathway developed and presented to the National Climate Change Office within the Government of Belize. 	

Source: Adapted from project progress reports and information collected during the mission.

107. The review of achievements of the project indicates an effective project; it is on track to deliver its expected results by mid-2019. The project was able to achieve what it was intended to achieve. As discussed in Section 3.2.1 the project used adaptive management extensively to provide flexibility in the project’s approach working with partners and related government institutions and adapting to changing conditions. Also, as discussed in section 3.1.1 and 3.1.4, the project is a clear response to national needs and, with stakeholders engaged in all project activities, the project enjoyed a good national ownership.

108. As discussed in Section 3.1.1, the implementation of the project has been divided into three main pathways: 1) Component one focused on environmental monitoring and environmental information management; 2) Component two focused on the integration of natural resources valuation into the development process through Strategic Environmental Assessments (SEAs); and 3) Component three focused on resources mobilization to ensure the sustainable implementation of MEAs over the long-term.

109. The assessment conducted for this TE identified three critical success factors that explain this effectiveness: (i) the project was well designed, responding to national needs and benefitting from a good engagement and participation of stakeholders. It became part of the government response to improve environmental monitoring and management of environmental information, to improve the government’s capacity to value natural resources when conducting environmental impact assessments, and to be able to track environmental/biodiversity impact investments; (ii) a good leadership from MAFFESD to guide and supervise the implementation of the project, including the chairing of the PB and the decision to have a unified PB for all environmental capacity development related projects, and the secondment of 2 staff to the project; and (iii) a good flexibility (using adaptive management) in allocating project resources and implementing activities to be able to respond to stakeholders needs and changes. It is worth noting here that despite four different CEOs and one amalgamation of government entities to form the MAFFESD, the project was still able to deliver its expected results on time and on budget.

110. As a result of the implementation of activities supported by the project, Belize is now better equipped to monitor and report on the state of its environment including the alignment with the GSDS, the SDG targets and the reporting obligations of MEAs. It can also better value natural resources when conducting environmental impact assessments, and to be able to track environmental/biodiversity impact investments. Finally, through capacity development activities, skills and knowledge were transferred to staff involved in the implementation of these activities. Considering the list of results presented above, the project delivered most of the results expected at the outset of the project; on time and on budget. It is also important to note that in addition to these tangible outputs, the project also supported several assessments, analyses, and studies necessary to develop such activities as well as guidelines, training manuals, etc.

3.3.2. Attainment of Project Objective / Impact

111. The review of project achievements presented in the previous section 3.3.1 reveals that the implementation was successful and met the expected outcomes planned at the outset of the project. Belize is now better equipped to monitor and report on the state of its environment, to value natural resources when conducting environmental impact assessments, and to be able to track environmental/biodiversity impact investments. The table below presents the key results of this project against the objective and its performance indicator/target.

Table 11: List of Achievements vs. Objective

Expected Result	Project Target	Results	TE Assess.
Project Objective: To strengthen institutional and technical capacities for: a) improved monitoring and assessment; b) natural resource valuation and impact	<ul style="list-style-type: none"> Government staff have learned, applied, and tested best practice tools to integrate natural resource valuation into national decision-making 	<ul style="list-style-type: none"> Capacities and the tools for the use of Natural Resource Valuation (NRV) were successfully integrated within the work programmes of key natural resource management entities within the government of Belize. Supported national efforts to establish the monitoring and evaluation framework of the national GSDS, 	

Expected Result	Project Target	Results	TE Assess.
assessment; and c) resource mobilization	<p>processes for improved implementation of Rio Conventions</p> <ul style="list-style-type: none"> • Future planning and development will account for the true value of environmental goods and services • Increased capacity within relevant stakeholder groups to address Rio Convention obligations • Gender equality targets per UNDP 2013-2017 Strategic Plan are met 	<p>which is also the official channel of the government to implement and monitor programmes supporting the implementation of SDG targets in Belize and also becoming the tool to monitor the implementation of MEAs in Belize.</p> <ul style="list-style-type: none"> • Implemented an Environmental/Biodiversity Impact Investment Tracking Tool and developed a sustainable resource mobilization plan for biodiversity conservation and sustainable use. 	

Source: Adapted from project progress reports and information collected during the field mission

112. When comparing key results with the objective, the project certainly contributed “to strengthen institutional and technical capacities for: a) improved monitoring and assessment; b) natural resource valuation and impact assessment; and c) resource mobilization”. The project will definitely have a long-term positive impact on strengthening the monitoring and reporting on the state of the environment in Belize, the valuation of natural resources when conducting environmental impact assessments, and the ability to track environmental/biodiversity impact investments. MAFFESD and its subordinate agency DOE are now equipped with an infrastructure to process/analyze, report and share environmental monitoring information; including norms, standards, procedures, protocols and a web-based system to store and share environmental information. The ministry should also be able to provide better analyses of development projects by assessing better the value and trade-offs among investment choices, including assessing how valuable ecosystem services may be affected by changes in ecosystems and how they can provide increased revenue to the Belizean economy. Finally, the Ministry of Economic Development and SIB have now a M&E framework to monitor the implementation of the GSDS, that is also aligned with the SDG targets and the MEAs reporting obligations.

113. From a capacity development point of view, a scorecard was developed at the formulation stage to monitor the progress made in strengthening capacities against a baseline determined at the outset of the project. As part of the GEF CCCD programme, measuring the performance of this type of project does not lend itself readily to programme indicators, such as improving the estimation of greenhouse gas emissions, reducing the percentage of people to the impact of climate change, or percentage increase of protected areas containing endangered endemic species. Instead, CCCD projects are measured by output, process, and performance indicators that are proxies to the framework indicators of improved capacities for the global environment. To this end, a scorecard has been developed by UNDP, UNEP and GEF to measure the progress made in strengthening crosscutting capacities in five major areas: stakeholder engagement; information and knowledge; policy and legislation development; management and implementation; and monitoring and evaluation. The result of this scorecard is presented in the table below.



Table 12: Scorecard on Capacity Results

Capacity Results	Score at beginning of project	Score at end of project

CR 1: Capacities for engagement	6/9	/9
CR 2: Capacities to generate, access and use information and knowledge	7/15	/15
CR 3: Capacities for strategy, policy and legislation development	4/9	/9
CR 4: Capacities for management and implementation	3/6	/6
CR 5: Capacities to monitor and evaluate	2/6	/6
Total:	22/45	/45

114. Unfortunately, this scorecard has not been used by the project implementation team. No mid-term nor end of project scores were provided to the Evaluator, nor any recent survey or capacity assessment. The baseline scores (at the time of formulation of the project) indicate low capacities to generate, access and use information and knowledge as well as low capacities for strategy, policy and legislation development and low capacities to monitor and evaluate. Overall, the baseline score was just under 50% (22/45) of the maximum score.

115. In the meantime, despite the good progress made by the project to address the cross-issues identified in the NCSA (see Section 3.1.3), it is only a beginning. The project has been able to make a good contribution toward building some good foundations. However, more efforts and resources are needed to consolidate these achievements. By the end of the project, the EMIS should be completed; the next big step will be to populate the system on an ongoing basis with timely and accurate data, including a quality data collection system. The M&E framework to monitor the implementation of the GSDS is ready to be used; the next phase will be to use it, produce timely analyses and report quality environmental information. The NRV tool is also ready to be used as part of any EIA/SEA process; the next phase is to scale-up the use of the tool to value natural resources of all development projects. Finally, the development of a tool to track environmental/biodiversity impact investments is available; it now needs to be implemented nationwide. When considering the project resources and its timeline, good “*building blocks*” have been put in place; however, much more is needed to consolidate these achievements.

Remaining barriers to achieve the project objective

116. As discussed in section 2 and 3.1.3 of this report, the rationale of this project was based on addressing some critical barriers. Few of these barriers that the project has been addressing are a) Inadequate existing environmental information systems, including data collection, storing, analysis, access and sharing; b) Access to financial resources including a more strategic approach to donor support; c) conventions management, including the financing of national obligations; and d) policy formulation and coordination, including the harmonization and incorporation of environmental economics in policy formulation.

117. Despite that it is difficult to measure the contribution of the project in removing these key issues, the review conducted for this terminal evaluation confirms that project activities contributed in the partial removal of these issues. As discussed above and in the previous section 3.3.1, MAFFESD and its subordinate agency DOE are now equipped with an infrastructure to process/analyze, visualize and share environmental monitoring information. It should also be able to provide better analyses of development projects by assessing better the value and trade-offs among investment choices. The Ministry of Economic Development and SIB have now a M&E framework to monitor the implementation of the GSDS, that is also aligned with the SDG targets and the MEAs reporting obligations. Belize has now an adequate environmental information infrastructure in place, a framework to monitor its sustainable development and tools to value natural resources as well as to track investments in biodiversity protection and conservation.

118. In the meantime, interviews conducted during this evaluation reveal that few barriers may still hinder future progress. It includes the lack of financial resources. Belize has benefited from donor contributions in this area, mostly through three projects which have provided critical additional financial resources: this project, the UNDP-BIOFIN initiative and the World Bank/GEF KBA project. However, this CCCD project and KBA are coming to an end soon. The government of Belize will only rely on the BIOFIN project as external financing support for the

foreseeable future. Yet, a Biodiversity Expenditure Review (BER) conducted by the BIOFIN initiative over the period 2012-2017, indicates that 60% of investments made in biodiversity preservation and conservation were from donor agencies. There is a need to find additional financial resources for the coming years. Another barrier to future progress may be the lack of human resources. In order to use the system, the tools and the monitoring framework, additional human resources may be needed in the respective organizations. Finally, the project did not put much emphasis on the collection of environmental data and the role of non-governmental organizations. This is a critical area in moving forward with the production of quality timely and accurate environmental information over time. These barriers may hinder progress in the area of environmental management and monitoring, but it is also important to consider that the environment sector is well positioned on the agenda of the government, including a Prime Minister and its government who understand well the value of natural resources and its contribution to the economy of Belize.

3.3.3. Relevance

119. As discussed in chapter 3.1, the project has been relevant for Belize. Its timing was good; it provided the government with additional resources to develop capacities seeking to improve the monitoring of the environment, to make environmental information available to decision-makers, to access tools to be able to value natural resources within the context of development projects and to better track impacts of investments in the environment/biodiversity. The project concept emerged from national priorities to strengthen these areas.

120. The project was formulated on the basis of a good review of barriers, issues, capacity gaps and priorities, which were originally identified through the NCSA process in 2005 and analyzed during the PPG phase. This assessment found the management of environmental information, the incorporation of environmental economics in policy formulation and access to financial resources for the management of natural resources were among key barriers hampering the implementation of MEAs in Belize.

121. The lack of environmental data was also highlighted in the 2012 sixth edition of the Environmental Statistic for Belize. It is stated in this report that there are still some data gaps; and they earnestly ask data producers to help close these gaps which are indispensable in better evaluating the state of the natural environment in Belize.

122. The relevance of the project can also be found in the *Horizon 2030 - National Development Framework for Belize 2010-2030*. It is a long-term development framework for Belize representing the consolidated views of many stakeholders. It is not a plan with projects and programmes but a framework within which planning in all sectors is to take place going forward to the year 2030. One strategy of *Horizon 2030* is to incorporate environmental sustainability into development planning and strengthen protected areas management. It includes the introduction of natural resources accounting into the GDP of Belize; an area of intervention of the CCCD project with the support to the implementation of a natural resource valuation model in Belize.

123. Furthermore, within this *Horizon 2030 Framework*, the government of Belize developed its long-term development plan: *Growth and Sustainable Development Strategy (GSDS) 2016-2019*. At the core of the GSDS is a hierarchical framework of inter-related goals and objectives called the “*Belize Framework for Sustainable Development*” (BFSD). Under the overarching goal of the GSDS that is “*to improve the quality of life for all Belizeans, living now and in the future*”, four critical success factors (CSFs) were identified as subsidiary goals. The third CSF is “*Sustained or Improved Health of Natural, Environmental, Historical and Cultural Assets*”. It recognized that Belize’s natural assets contribute to a sense of national identity, and their unique characteristics contribute to the profile of Belize in the international community. Furthermore, it states that the right balance will be maintained between strategies to drive economic growth, and policies that maintain the integrity of its natural environment. This strategy is to be monitored through a comprehensive national statistical system (NSS), which is being developed by SIB. This M&E framework includes a comprehensive set of indicators, which are aligned with the SDGs targets. This framework was developed with the support of the CCCD project, demonstrating again the high relevance of the project.

124. Finally, the need for quality environmental data was also highlighted as part of a statement made in the

Belize's Voluntary National Review for the SDGs (2017). It stated that “A significant challenge in achievement of the GSDS and SDG targets is the collection and management of data which is a key component of successful achievement of goals and targets and the ability to make evidence-based decisions”. Furthermore, this same review discusses the need to measure the successful achievement of national development objectives. To that end it states that a M&E framework to measure the achievements of the GSDS is being developed and that it will ensure that a connection exists between the national planning framework and the country's international development commitments. By capturing SDG indicators as part of a national M&E framework, the SDGs become part of the national plan. Progress towards the SDG targets is then monitored through the monitoring of national goals which fulfil international 2030 Agenda commitments. This is a transformative process whereby the SDGs are mainstreamed into the development plans and will be monitored as part of monitoring the national development progress. It is said to be the country's primary step in the localization of SDGs in Belize. Considering that the CCCD project has been supporting the development of this M&E framework, it illustrates once more the high relevance of this project for the government of Belize.

125. The project is also highly relevant within the GEF Cross-Cutting Capacity Development (CCCD) programme. As discussed in section 3.1.4, the CCCD programme is a flexible mechanism funded by the GEF to address critical capacity issues related to the implementation of MEAs in countries. The concept of this mechanism is to build on existing mechanisms and structures, addressing national priorities, and using a unique inter-sectoral/inter-ministerial approach. This project is part of a set of projects funded by the GEF under the “*Strategic Approach to Enhance Capacity Building*” policy. Under GEF6¹⁶, the strategy for this CCCD programme states that “it will facilitate the acquisition, exchange and use of knowledge, skills, good practices, behavior necessary to shape and influence national planning and budgeting processes and implementation in support of global environmental benefits”. It had five objectives (a) to integrate global environmental needs into management information systems; (b) to strengthen consultative and management structures and mechanisms; (c) to integrate Multilateral Environmental Agreements' provisions within national policy, legislative, and regulatory frameworks; (d) to pilot innovative economic and financial tools for Convention implementation; and (e) to update NCSAs. The review found that this project, seeking to strengthen the management and the access of environmental information by decision-makers is well aligned with the CCCD programme strategy; falling mostly under the first objective that is to integrate global environmental needs into management information systems.

126. Finally, as discussed in section 3.1.7, the project is also relevant for UNDP in Belize. As part of its country programme, UNDP has been supporting the government of Belize to meet its obligations for environmental protection, by providing technical support and limited capital assistance to strengthen the capacity of the government and civil society to take informed action on climate change and disaster risk reduction. It also provides assistance to the government in the development of national programmes and in national fund-raising efforts. The project is well aligned with the third priority of the UNDAF 2013-2016 that is “*environmental and natural resource management, disaster risk reduction and climate change mainstreamed into public policies and development processes*”.

3.3.4. Efficiency

127. As discussed in some sections above, the project has been efficiently implemented. The review of the management and partnership arrangements revealed that the project enjoyed a good collaboration with all key stakeholders with a good participative approach through the PB, as well as constant informal communications through phone, emails, and visits. The project management team prudently allocated project resources.

128. Furthermore, as discussed in section 3.2.1, the review revealed that the project management team used adaptive management to secure project deliverables while maintaining adherence to the overall project design. Adaptive management have been used regularly to adapt to a constantly changing environment; including the change of leadership for the project with four different CEOs during the lifetime of the project. Using an adaptive

¹⁶ It was noted that the funding of this programme under GEF7 was discontinued.

management approach has been particularly successful in 2016. Following the November 2015 national election, a reshuffling of the government structure occurred in early 2016, including the amalgamation of few government entities to form the MAFFESD. Additionally, the new CEO at the time led the restructuring of the PB of three similar projects – including the CCCD project - by amalgamating these 3 project boards into a unique PB for all three projects. These changes impacted negatively the project - in the short term - and necessitated the project team and UNDP to rebuild partnerships with new key stakeholders. However, following a few months of uncertainty, the excellent leadership of the CEO and its ministry (MAFFESD) was able to re-launch an effective implementation of activities and get the project back on track. Through this type of adaptation, the project demonstrated its ability to adapt to changing environment.

129. The efficiency of the project was also the result of a well-managed day-to-day activities. Using a participative approach and a good transparent communication approach, project activities were implemented with a good engagement of stakeholders and clear management procedures. The excellent relationship between UNDP, the implementation team and stakeholders also contributed to an efficient implementation. It was also noted in this regard the effective secondment of two staff by MAFFESD to the PMU. The Project Coordinator is an Officer of MAFFESD who has been seconded to the project for managing its implementation and will return to her position at the ministry one the project will be completed. This arrangement has been positive for the effectiveness of the project, providing a stronger link between the project, UNDP and MAFFESD, including a more conducive approach for mainstreaming/institutionalizing project achievements. As a result, the project did not work as a separate entity but as part of the ministry's initiatives.

130. Finally, external expertise and contractors were hired as needed to ensure the implementation of activities. An emphasis was on hiring national experts and contractors and when needed additional expertise had been sourced internationally. This approach allowed Belize – as a country - to develop a greater technical expertise in-country and in some instances, it provided opportunities to develop new expertise areas. It was the case for the development of the NRV initiative. Project decision-makers decided to source an international firm to develop this initiative. The Institute for Environmental Studies of Amsterdam, from the Netherlands was selected and hired to initiate the development of an NRV capacity in Belize. It identified the tools adapted to the Belizean context and developed a training programme. The same happened for conducting a feasibility study on implementing a SEA process in Belize. The firm GET s.r.o. from the Czech Republic was selected and hired for this assignment. Finally, the Indufor firm from Washington DC, USA was selected and hired to review the establishment of an environmental/biodiversity impact investment tool in Belize. These initiatives have been opportunities for the domestic consulting community to be exposed to these new concepts, tools and methodologies and acquire new expertise.

131. Despite the fact that it is always difficult to analyze the cost-benefit of such projects, the review of all management elements of the project confirm that the implementation of the project was an efficient operation that created a good value for money. The prudent approach to engage project funds was translated into good value for money and the use of adaptive management allowed for the identification and implementation of activities that were very responsive to immediate needs of stakeholders, and the need to achieve the expected results.

3.3.5. Country Ownership

132. As discussed in other sections of this report, the country ownership has been excellent. The project has addressed key national priorities to make environmental information available to decision-makers. It was designed on the basis of a good contextual review – including national priorities - and it was a response to several barriers, which were identified through the NCSA in 2005. It has been implemented through a good participative approach engaging stakeholders all the way from the design of project activities to their implementation. The project became part of the government agenda to address better access to environmental information through better environmental monitoring but also through the valuation of natural resources to be used when assessing development projects and through tracking the impacts of investments made in the environmental sector, particularly in biodiversity protection and conservation.

133. As discussed in other sections of this report, MAFFESD provided an excellent leadership to guide the implementation of the project and provided also critical resources such as the secondment of two staff to lead the day-to-day implementation of project activities and the office space within the ministry for the PMU. It demonstrates the country ownership of the project by national stakeholders. Additionally, the timing of the project has also been a good opportunity to be able to timely collaborate with the Ministry of Economic Development and SIB to develop the national M&E framework to monitor the national sustainable development strategy (GSDS). Finally, one other indicator of this good country ownership is that despite the four changes of CEOs at MAFFESD during the lifetime of this project, the project management team was able to keep stakeholders much engaged in the implementation of the project.

134. It is expected that this good country ownership will contribute to the long-term sustainability of project achievements. These achievements are already well mainstreamed into the management systems and instruments used by MAFFESD – including DOE - the Ministry of Economic Development and SIB; they should be sustained over the long-term. Based on observations collected during the field mission for this evaluation, building blocks developed with the support of the project should be sustained over the long term. It has been a successful phase in improving access to environmental information, including a strengthened approach to monitor the state of the environment in Belize; which should provide more accurate and timely information to decision-makers.

3.3.6. Mainstreaming

135. The review of project achievements indicates that most of them are already institutionalized and mainstreamed within appropriate entities. DOE is the custodian of the environmental information system; the Ministry of Economic Development is the custodian of the M&E framework to monitor the GSDS with the support of SIB; and MAFFESD is the custodian for both the NRV tool and methodology and the tool to track environmental/biodiversity impact investments. These instruments are all mainstreamed within government entities and they should contribute in improving the management of natural resources over the medium and long-term.

136. This project - as a direct response to national priorities with limited time and resources - was to develop capacities in better managing environmental information, putting an economic value on natural resources and tracking the impacts of investments in the environmental sector and particularly in biodiversity protection and conservation. All these interventions have contributed in improving the environmental governance framework in the country, including fund-raising efforts through tracking investments in biodiversity; which is part of the UNDP priorities stated in its CPD.

137. Within the context of implementing SDGs in Belize, the project has clearly contributed to the monitoring of the implementation of SDGs. It supported the development of the M&E framework to monitor the GSDS, which is aligned with the SDGs targets. In that regard, the Evaluator noted that in late 2013 Belize volunteered to act as a “*pilot country*” within the UN system to help demonstrate how national development planning could work in harmony with the “*Post-2015 Development Agenda*”. This support had included the development and prioritization of a set of environmental indicators to monitor the state of the environment in Belize, aligned with the monitoring requirement of the national development planning strategy (GSDS) and also with the MEAs reporting requirements (obligations). The review of the global targets and indicators indicates that the project has particularly contributed to one target under the SDG 12 that is “*By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature*” (target 12.8); however by strengthening the availability of reliable environmental information in Belize, the project has also contributed indirectly to several other targets such as targets 12.2, 12.b, 15.9, 15.a, 17.9 and 17.19.

138. Regarding poverty alleviation – a UNDP priority – the objective of the project is such that it did not have direct links to promote poverty alleviation. It would only be that by improving the monitoring of environmental impacts, the management of the environment should also improve over the long term, and by extension, it could be said, that it may have a positive impact to alleviate poverty; however, the project does not per se promote poverty alleviation.

139. Finally, despite that the gender dimension was considered during the formulation of the project and stated in the project document as “*gender mainstreaming would be highlighted as an important project feature*”, the Evaluator noted that no reporting on gender considerations has been made. Information collected during the mission of the Evaluator in Belize indicates that a gender balance was considered for activities supported by the project; however, no reporting has been made in progress reports. It was also noted that the UNDAF 2013-2016 was underpinned by gender equality as part of the broad guidelines to develop these assistance frameworks; however, no particular gender equality strategies were included in this framework. In the meantime, it was stated in the UNDP Country Programme Action Plan 2013-2017 that “*gender mainstreaming processes in Belize still need considerable strengthening with regard to data collection and mainstreaming actions, particularly within government*”.

3.3.7. Sustainability

140. The sustainability strategy detailed in the project document focuses on the need to ensure that institutional reforms are secured and through Memoranda of Agreement signed between the project and Partners. It was anticipated that these agreements would be over three years – the duration of the project – as an incentive for the active engagement of stakeholders in improving the management of environmental information, particularly global environmental data and information that need to be systematically measured and coded. As a result, it was expected that these arrangements would facilitate the sharing of environmental data and information as well as improving the awareness and understanding of the value of an effective monitoring and evaluation of the global environment.

141. It is a valid strategy though somewhat lacking some clarity. The strategy relies on securing institutional reforms, when the focus of the project is more on strengthening procedures and mechanisms such as improving the management of environmental information, introducing tools to value natural resources, and tracking the investments made in the environmental sector. Additionally, a key element that was missing in this strategy is the ongoing institutionalization of the project achievements. It was done through a good participative approach whereby key stakeholders were engaged, and leading project supported activities. It resulted in a strong ownership and the almost immediate institutionalization of these achievements, which should contribute to the long-term sustainability of these achievements.

142. Before discussing the various risks below, the Evaluator noted that overall project achievements are already well institutionalized within the institutions engaged in monitoring the environment in Belize. DOE is already the custodian of the environmental information platform and its related norms, standards and procedures developed with the support of the project; the M&E framework to monitor the GSDS is with the Ministry of Economic Development and the SIB as the central depository of all official statistics produced in Belize; and the NRV guidelines, the environmental/biodiversity impact investment tracking tool and the roadmap for the development of low carbon strategies are with MAFFESD. In addition, as discussed in section 3.3.5, the good participation of stakeholders throughout the implementation of the project led to a good ownership of results achieved by the project; which will certainly contribute to the long-term sustainability of these achievements.

Financial risk to Sustainability

143. There is no particular financial risk to sustainability of project achievements. As discussed throughout this report, the project has delivered “*building blocks*” for improving the management of environmental information, valuing natural resources, monitoring the national development strategy and tracking the investments impacts in the environment. This is a good step forward. Technologies, tools, methodologies, guidelines, manuals, skills and knowledge are now in place to carry forward. Despite that much more efforts are needed to continue the development of related capacities, no major recurrent costs will emerge after the closure of the project. Project achievements are already owned/institutionalized by their respective custodian organizations. These achievements are aligned with the capacity of these organizations and no recurrent costs to maintain project achievements are out of reach for these organizations. All project assets - such as office equipment - were transferred to the national executing agency as per UNDP guidelines. In addition, the review confirms the government’s commitment to continue to strengthen the areas of intervention of the CCCD project. It has been a priority for the government. All

indicators show that these priorities will stay on the government/ministry agenda for the foreseeable future.

Socio-economic risk to Sustainability

144. The review indicates that there is no socio-economic risk to sustainability. In the worst-case scenario which would be that the project has a limited impact over the long term, no negative effect is anticipated other than the continuation of the “*business as usual*” scenario, which would keep the priority needs to be addressed. Nevertheless, the current scenario is that the project has progressed adequately, and it is expected that project achievements will be sustained over the long term. It is a good step forward to improve national capacities to better manage environmental information, to value natural resources and to track impacts of investments in environment/biodiversity. Much more is needed in these areas but the CCCD project supported the development of “*building blocks*” on which MAFFESD could expand in the future. No socio-economic risks due to this project are anticipated in the future.

Institutional framework and governance risk to Sustainability

145. Similar to above, no institutional framework and governance risk to sustainability are anticipated. As discussed earlier, the project is a direct response to address a set of underlying barriers revolving around environmental information systems; access to financial resources; conventions management; and incorporation of environmental economics in policy formulation. A good step forward was made with the support of the CCCD project to acquire new technologies (tools) to better manage environmental information, value natural resources, monitor the national development strategy and track the investment impacts in the environment. It has been accompanied by the development of capacities of staff in the relevant institutions focusing on transfer of skills and knowledge. In addition, data sharing agreements with key institutions to share datasets with MAFFESD and SIB have been drafted and are in the process of being reviewed and should be signed mid-2019. It is anticipated that MAFFESD will continue in the same direction to strengthen its capacity to better monitor and report on the status of the environment in Belize, better assess the potential impacts of development projects on the value of natural resources and better track the investments made in the environmental/biodiversity sector.

Environmental risk to Sustainability

146. The review did not find any environmental risks to the sustainability of project outcomes. The project has supported the development of a better environmental information management, the introduction of a tool to value natural resources, a M&E framework to monitor the GSDS and a tracking tool to measure the impact of investments in environment/biodiversity. Ultimately, the achievements of the project that is “*to strengthen institutional and technical capacities for: a) improved monitoring and assessment; b) natural resource valuation and impact assessment; and c) resource mobilization*”, should have medium and long-term positive environmental impacts over the natural resources in Belize. Better monitoring of the environment, putting a value on natural resources, monitoring the progress made by the GSDS and tracking the investments made in the environment should result/contribute to a more sustainable approach for managing natural resources in Belize.

3.3.8. Catalytic Role

147. The GEF defines the catalytic role of projects as one of the ten operational principles for the development and implementation of the GEF work program. The GEF hopes to fund projects in such a way so as to attract additional resources, pursue strategies that have a greater result than the project itself, and/or accelerate a process of development or change. It recognizes that its support is catalytic in nature: “*it does not achieve impact on its own but rather in collaboration with its partners, especially through follow-up actions by governments and other agents at different scales*”. The GEF’s catalytic role¹⁷ is characterized as a three-phased approach consisting of foundational activities, then demonstrations, and finally investments. Within this context, the review of the catalytic role of the CCCD project is to consider the extent to which the project has demonstrated: a) the production of a “*public good*”, b) demonstration(s), c) replication, and d) scaling up of the project achievements.

17 GEF, March 22, 2013, *Fifth Overall Performance Study of the GEF – First Report: Cumulative Evidence on the Challenging Pathways to Impact*

148. Considering this definition of the catalytic role, the CCCD project has had a good catalytic role so far. The project produced public goods with more capacities to monitor and report on the state of its environment including the alignment with the GSDS, the SDG targets and the reporting obligations of MEAs; access to new technologies such as NRV when conducting environmental impact assessments; and be able to track environmental/biodiversity impact investments in Belize. So far, these public goods have been demonstrated and interviews and observations conducted during the mission in Belize confirm the need for such capacities, tools and procedures. The foundations developed with the support of the project have demonstrated the usefulness of such methods, guidelines, tools and system. Belize is now better equipped with these instruments. The project is ending but the national agenda to improve the monitoring of the environment, sharing this information, using NRV to better assess the potential impacts of development projects, and tracking the impacts of investments in the environmental sector will go on and move forward to the next phase, which should be the consolidation of these building blocks.

149. As of the time of this evaluation, the project is closing. From a catalyst role point of view, the project has developed “*public goods*”, demonstrated the usability of the tools, methods, guidelines, skills and knowledge. It is now at the state of being replicated and scaled-up throughout the relevant organizations including non-governmental organizations for some of these tools and methods. As it was discussed in other sections of this report, project achievements benefit from a good national ownership, most of these achievements are already institutionalized and all signals point to the long-term sustainability of these achievements. It is anticipated that in the years to come, these achievements will be replicated and particularly scaled-up throughout Belize.

4. Conclusions, Recommendations and Lessons

4.1. Conclusions

Project Formulation

a) A very relevant project for Belize which addressed key national priorities and responded to prioritized national needs.

150. The project has been very relevant for Belize. The project concept emerged from national priorities based on barriers identified through the NCSA in 2005. It provided the government with additional resources to develop capacities seeking to improve the monitoring of the environment, to make environmental information available to decision-makers, to access tools to be able to value natural resources within the context of development projects and to better track impacts of investments in the environment/biodiversity.

151. The relevance of the project can also be found in several key governmental strategies. The 2012 sixth edition of the Environmental Statistic for Belize stated that there were data gaps; and asked data producers to help close these gaps which are critical in better evaluating the state of the natural environment in Belize. In the *Horizon 2030 - National Development Framework for Belize 2010-2030*, one strategy is to incorporate environmental sustainability into development planning. It includes the introduction of natural resources accounting into the GDP of Belize; an area of intervention of the CCCD project, which supported the implementation of a natural resource valuation model. Furthermore, the *Growth and Sustainable Development Strategy (GSDS) 2016-2019* states that the right balance will be maintained between strategies to drive economic growth and policies that maintain the integrity of its natural environment. This strategy is to be monitored through a comprehensive national statistical system (NSS), which is being developed by SIB with the support of the project. This M&E framework includes a comprehensive set of indicators, which are aligned with the SDGs targets. Finally, the *Belize's Voluntary National Review for the SDGs (2017)* mentioned the development of this M&E framework and particularly the collection and management of data as a critical element to successfully achieve the goals and targets of the GSDS. It stated that this framework will ensure that a connection exists between the national planning framework and the country's international development commitments. It concluded that this is a transformative process whereby the SDGs are mainstreamed into the development plans and will be monitored as part of monitoring the national development progress. Considering that the CCCD project has been supporting the development of this M&E framework, it

demonstrates the relevance of this project for the government of Belize.

b) A good project document presenting a coherent *Logical Framework Matrix* and good management arrangements.

152. The project was well formulated. There is a good logical “*chain of results*” – activities, outputs, outcomes, and objective - to reach the expected results. It was a clear response to national priority needs, which were identified through the NCSA in 2005, including the need to improve the management of environmental information, the need to incorporate environmental economics in policy formulation and to have a greater access to financial resources for the management of natural resources. The project was conceptualized on the basis of addressing these barriers. It was a direct response to national priorities through a three-pronged approach: a) improving the environmental monitoring and environmental information management; b) integrating natural resources valuation into the development process through Strategic Environmental Assessments (SEAs); and c) develop a resource mobilization strategy to ensure the sustainable implementation of MEAs over the long-term. The management arrangements were adequate and effective. They provided the project with clear roles and responsibilities for all parties including clear reporting lines of authority. Additionally, the CEO of MAFFESD provided a good leadership through the PB to guide and supervise the implementation of the project. The good collaboration among Partners resulted in a good allocation of project resource and an excellent country ownership.

Project Implementation

c) The project used adaptive management to secure project deliverables while maintaining adherence to the overall project design.

153. Adaptive management has been used regularly to adapt to changing conditions. The project has been able to navigate through several government changes including four different CEOs and the amalgamation of few government entities to form the MAFFESD in 2016. The project implementation team has been excellent at managing and adapting to these changes over time. The project also benefited from an excellent support from each CEOs and their leadership to guide the project through chairing the PB. It was a complex project with many “*moving parts*”; it was not an easy project to implement. Experiences with other similar projects indicate that it is not an easy and linear process. It is often mixed with political agendas and often face some resistance to change in existing institutions. Nevertheless, the project implementation team demonstrated its capacity to adapt to these changes and secure the delivery of expected results while maintaining adherence to the overall project strategy approved by GEF and the government of Belize.

d) The implementation of the project was efficient; it benefited from a good leadership from MAFFESD.

154. The project has been efficiently implemented. The good management and partnership arrangements led to a good collaboration and participation among Partners/Stakeholders. The project used a good participative approach to engage stakeholders through the PB, as well as constant informal communications through phone, emails, and visits. The project implementation team and the PB prudently allocated project resources. Day-to-day activities were well managed with clear management procedures. The excellent relationship between UNDP, the implementation team and stakeholders also contributed to an efficient implementation. The PMU was staffed with a team of two who were seconded to the PMU by MAFFESD. A positive arrangement providing a stronger link between the project, UNDP and MAFFESD, including a more conducive approach for mainstreaming/institutionalizing project achievements. It is expected that the GEF grant will be fully expended by the end of the project.

e) The M&E plan to monitor the project with 44 indicators and 54 targets was too complex to be effective and not enough results-based.

155. The M&E plan to measure the progress/performance of the project was too complex with too many indicators (44) and targets (54). A lot of indicators and targets are too focused on activities and not enough on

measuring how well the project is progressing toward achieving its expected outcomes and objectives (expected results of the project). Too many targets focus on activities such as workshops or meetings, which would be OK for measuring how annual work plans are progressing, but there are not measuring well the capacities being developed over time by the project to reach its expected outcomes. Despite a certain logic to this M&E plan, it is not enough results-based, and it imposes a too rigid timing, limiting the project to adapt to changing implementation conditions. The implementation of this extensive M&E plan would be costly for a project of this size. Finally, this M&E plan has not been used much since there was no GEF requirements to produce annual PIRs. Instead, most of the progress of the project has been well reported in quarterly reports, tracking the progress made in implementing annual work plans and using another set of annually and activity-based indicators.

f) Opportunities were missed to network with other similar projects in other countries funded by the GEF to exchange experiences, best practices and lessons learned.

156. This project is part of the GEF CCCD programme funded by GEF6. It includes a portfolio of 30 similar projects throughout the world, which are all focused on “*facilitating the acquisition, exchange and use of knowledge, skills, good practices, behavior necessary to shape and influence national planning and budgeting processes and implementation in support of global environmental benefits*”. These 30 projects are also particularly focusing on “*integrating global environmental needs into management information systems*”. It is an area known as complex, involving many players, lots of coordination needs and requiring highly skilled expertise. These projects could have benefited from a worldwide network to link these projects. Opportunities were missed to share, link and exchange best practices and lessons learned among these projects, including the localization and availability of expertise and the access to optimal resources to develop such systems.

Project Results

g) The project has been effective in delivering its expected results.

157. The project is on track to deliver its expected results by mid-2019; on time and on budget. It was able to achieve what it was intended to achieve and as a clear response to national needs and stakeholders engaged in all project activities, the project enjoyed a good national ownership. The project certainly contributed “*to strengthen institutional and technical capacities for: a) improved monitoring and assessment; b) natural resource valuation and impact assessment; and c) resource mobilization*”. Belize is now better equipped to monitor and report on the state of its environment including the alignment with the GSDS, the SDG targets and the reporting obligations of MEAs. It can also better value natural resources when conducting environmental impact assessments, and to be able to track environmental/biodiversity impact investments. Finally, through capacity development activities, skills and knowledge were transferred to staff involved in the implementation of these activities.

158. MAFFESD and its subordinate agency DOE are now equipped with an infrastructure to process/analyze, report and share environmental monitoring information; including norms, standards, procedures, protocols and a web-based system to store and share environmental information. The ministry should also be able to provide better analyses of development projects by assessing better the value and trade-offs among investment choices, including assessing how valuable ecosystem services may be affected by changes in ecosystems and how they can provide increased revenue to the Belizean economy. Finally, the Ministry of Economic Development and SIB have now a M&E framework to monitor the implementation of the GSDS, that is also aligned with the SDG targets and the MEAs reporting obligations.

h) Three critical success factors contributed to this effectiveness.

159. Three critical success factors explain the effectiveness of the project: (i) the project was well designed, responding to national needs and benefitting from a good engagement and participation of stakeholders. It became part of the government instruments to address the identified priorities; (ii) a good leadership from MAFFESD to guide and supervise the implementation of the project; and (iii) a good flexibility (using adaptive management) in allocating project resources and implementing activities to be able to respond to stakeholders needs and changes.

i) Project achievements are already well institutionalized and mainstreamed.

160. Most project achievements are already institutionalized and mainstreamed within appropriate entities. DOE is the custodian of the environmental information system; the Ministry of Economic Development is the custodian of the M&E framework to monitor the GSDS with the support of SIB; and MAFFESD is the custodian for both the NRV tool and methodology and the tool to track environmental/biodiversity impact investments. These instruments are all mainstreamed within government entities. Project interventions have contributed in improving the environmental governance framework in the country, including fund-raising efforts through tracking investments in biodiversity; which is part of UNDP priorities in Belize.

161. The project contributed also to the implementation of SDGs in Belize through its support for the development of the M&E framework to monitor the GSDS. In particular, it contributed to target 12.8 “*By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature*”. Regarding the gender dimension of the project, it was considered during the formulation of the project. However, despite that a gender balance was considered for activities supported by the project; no gender reporting has been made in progress reports.

j) Limited engagement/participation from civil society organizations (CSOs), despite the strong involvement of some of them in managing and monitoring natural resources.

162. The project made a good contribution in building good foundations for improving the availability of environmental information in Belize to be useful for decision-makers. Good “*building blocks*” have been put in place; however, one area where the project did not put much emphasis is the need to strengthen the collection of environmental data to populate the EIS on an ongoing basis with timely and accurate data and the role that civil society organizations (CSOs) can play as “*environmental data feeders*”. It is a critical area in moving forward feeding an information system with quality, timely and accurate data and be able to produce quality environmental information over time. Some CSOs in Belize are much engaged in managing and monitoring natural resources; they are key organizations to work with to improve the collection of environmental information.

Sustainability

k) Project achievements are already institutionalized within government entities; they should be sustainable in the long run.

163. There are no obvious risks to the sustainability of project achievements over the long-term. Most achievements are already well institutionalized within the institutions engaged in monitoring the environment in Belize; they should be sustained over the medium and long-term. DOE is already the custodian of the environmental information platform and its related norms, standards and procedures developed with the support of the project; the M&E framework to monitor the GSDS is with the Ministry of Economic Development and the SIB as the central depository of all official statistics produced in Belize; and the NRV guidelines, the environmental/biodiversity impact investment tracking tool and the roadmap for the development of low carbon strategies are with MAFFESD. In addition, the good participation of stakeholders throughout the implementation of the project led to a good ownership of results achieved by the project; which will also contribute to the long-term sustainability of these achievements.

l) The project played a good catalytic role by initiating and demonstrating the value of better and more accessible environmental information.

164. So far, the project has had a good catalytic role. It produced public goods including more capacities to monitor and report on the state of its environment including the alignment with the GSDS, the SDG targets and the reporting obligations of MEAs; to access new technologies such as NRV when conducting environmental impact assessments; and to be able to track environmental/biodiversity impact investments in Belize. From a

catalytic role point of view, the project has also demonstrated the usability of these tools, methods, guidelines, skills and knowledge. The “*building blocks*” are in place and well institutionalized; it is now at the stage of being replicated and scaled-up throughout the relevant organizations including non-governmental organizations. All signals point to the anticipation that in the years to come, these achievements will be replicated and particularly scaled-up throughout Belize.

4.2. Recommendations

165. Based on the findings of this terminal evaluation, the following recommendations are suggested.

Recommendation 1: It is recommended to develop a project concept, including the strengthening of the environmental information to become part of the GEF7 resource mobilization in Belize.

Issue to Address

166. Better environmental data is a critical need for environmental management/monitoring in Belize as well as for national development and for international reporting obligations (MEAs and SDGs). The initial GEF7 STAR allocation for Belize is USD 4.6M (USD 1M for climate change, 2.6M for biodiversity and 1M for land degradation). This allocation is fully flexible; that is, it can be programmed across the three focal areas as needed. Under the GEF7 cycle, the funding of the CCCD programme was discontinued. Belize is still at an early stage to plan the use of GEF7 financial resources; hence there are funding opportunities for projects related to the GEF strategies in climate change, biodiversity, and land degradation. It is recommended to develop a project concept, which would include further support to MAFFESD in developing its capacity to monitor the environment and report this environmental information nationally and internationally. A particular focus should be on improving the collection of environmental data and the role that CSOs can play.

167. The funding request could be submitted to the regular GEF funding mechanism. It could also be part of a larger concept project and be submitted under the *Impact Programmes*, also funded by GEF7. *Impact Programmes* is a concept developed under the GEF7 cycle to help countries pursue holistic and integrated approaches for greater transformational change in key economic systems, and in line with their national development priorities. The *Impact Programmes* collectively address major drivers of environmental degradation and/or deliver multiple benefits across many thematic dimensions that the GEF is mandated to deliver. Three main areas for action to foster transformational impact were identified: 1) promoting sustainable food systems to tackle negative externalities in value chain; 2) promoting deforestation-free agricultural commodity supply chains; and 3) promoting large-scale restoration of degradation landscapes for sustainable production and ecosystem services. The focus is on reducing the threats from where and how food is produced.

Recommendation 2: It is recommended to develop a succinct roadmap for the way forward after the end of the project.

Issue to Address

168. The project ended in May 2019. It succeeded in delivering key achievements in three main areas: a) environmental monitoring and environmental information management; b) natural resources valuation into the development process through Strategic Environmental Assessments (SEAs); and c) resource mobilization strategy to ensure the sustainable implementation of MEAs over the long-term. The government is committed to continue to strengthen these areas, which are much relevant in the context of national development in Belize. In order to help MAFFESD move forward, it is recommended that the project put together a succinct roadmap to propose the way forward focusing on the critical milestones to be met in the medium-term. This roadmap should also document key achievements supported by the project. It would help MAFFESD to keep this priority on its agenda for the foreseeable future.

Recommendation 3: It is recommended that all funded activities to prepare multilateral convention

Issue to Address

Belize is now equipped with a data infrastructure to store, manage and report environmental information. It is recommended that all funded activities to prepare convention reports use the EIS platform. It includes the GEF funded enabling activities and funding from other donors to prepare convention reports in the biodiversity and land degradation areas as well as the National Communications, the Biennial Update Reports (BURs), and the Nationally Determined Contributions (NDC) report to UNFCCC. The use of the platform will reinforce/demonstrate the usefulness and consolidate/validate the system.

4.3. Lessons Learnt

169. Several lessons learned are presented below. There are based on the review of project documents, interviews with key informants and analysis of the information collected for this evaluation:

- A good design leads to a good implementation, which in turn leads to good project results. There is more chance for a project well designed to be a success. Every steps of the way count in the success of a project; it is a lot easier to succeed when all these steps are relevant and clear to be implemented.
- A project that is a response to clear national needs and priorities is often highly relevant for beneficiaries and its chance of being implemented effectively are maximized.
- Adaptive management is a key management instrument for this type of project, providing the necessary flexibility to review and reinvent the approach to implement the project as needed to secure project deliverables while maintaining adherence to the overall project design.
- Strong leadership from the national executing agency and a project board with all similar projects facilitate collaboration and cooperation among projects and government entities as well as engaging stakeholders resulting in more effective interventions.
- Despite not being a GEF requirement for such small size project, the completion of PIRs using the GEF template is a good management practice. It is a tool to measure – and record - the progress made by the project. Over time, it becomes the “memory” of the project, particularly when there are project staff turnover, and it provides good accountability for what the project has achieved.
- The application of the UNDP NIM modality is an effective management tool to develop national ownership of projects funded by international donors.
- In order to ensure mainstreaming of gender considerations in a project, it is critical that gender-based expected results be part of the project strategy to become part of the implementation of activities as well as part of reporting project progress.
- CSOs are often engaged in managing/monitoring natural resources, particularly protected areas and biodiversity protection and conservation. They play a key role in the collection of environmental data. They should be key stakeholders in any initiative strengthening the collection of environmental data.
- Reforming the environmental monitoring function in a country is complex and it is not a linear process. It is often mixed with political agendas and a certain resistance to change in existing institutions. A 3-year project timeframe is too short; it does not provide any time contingency for operational and political risks linked to elections, change of government, but also no time to consolidate project achievements before the end of the project.

Annex 1: Project Expected Results and Planned Activities

The table below was compiled from the list of expected results and planned activities as anticipated in the project document. It was used during the assignment by the Evaluator as a succinct summary of what is expected from this project. Progress made against these expected results and expected targets was assessed during this evaluation and reported in the TE report.

Long-term goal: To put in place new approaches that will facilitate better development decisions for the global environment

Project Objective: To strengthen institutional and technical capacities for: a) improved monitoring and assessment; b) natural resource valuation and impact assessment; and c) resource mobilization

Intended Outcomes	Expected Outputs	Budget per Outcome	Indicative Activities
Outcome 1 – Planners, policy-makers, and decision-makers are more effectively achieving national and global environmental priorities	Output 1.1: Improved indicators for environmental monitoring and natural resource management	GEF \$254,000 Co-financing \$171,000	<ul style="list-style-type: none"> Carry out an in-depth institutional analysis of data needs and indicators used in environmental monitoring, natural resource management, and Rio Convention reporting. Detail a comprehensive set of environmental, natural resource, and sustainable development indicators
	Output 1.2: Uniform data collection methods		<ul style="list-style-type: none"> Form an expert sub-committee under NEAC on data collection standards and quality assurance, co-chaired by the Department of Environment, MFFSD and MNRA. Assess current methodologies for collecting and analyzing data and information, with particular attention to harmonized methodologies and metrics, relevance, validity, and quality Carry out learning-by-doing workshops to implement recommendations for improved data and information collection and analysis
	Output 1.3: Strengthened real-time monitoring of environmental trends		<ul style="list-style-type: none"> Strengthen the technological and technical capacities to create data and information needed for real-time monitoring Update and prepare, as appropriate, a set of training manuals and/or guidelines
	Output 1.4: Rio Convention criteria and indicators are integrated into sustainable development planning frameworks		<ul style="list-style-type: none"> Learning-by-doing workshops to integrate new and improved global environmental indicators into the National Sustainable Development Strategy Integrate global environmental priorities into NSDS and targeted sectoral development plans
	Output 1.5: Web-based environmental project database		<ul style="list-style-type: none"> Improve the technological structure of existing data and information management systems to include a web-based portal Assess all regulatory mechanisms governing data sharing and recommend changes to make data more accessible across government and other institutions Convene expert working group to draft recommended regulatory and legislative texts

Intended Outcomes	Expected Outputs	Budget per Outcome	Indicative Activities
<p>Outcome 2 – Holistic planning and decision-making incorporates global environmental values into the development process</p>	<p>Output 2.1: Natural resource valuation tools</p>	<p>GEF \$313,000</p> <p>Co-financing \$275,000</p>	<ul style="list-style-type: none"> • Conduct an expert review of lessons learned and best practices on natural resource valuation • Select a set of existing tools to value environmental goods and services for application within the context of Belize • Integrate resource valuation tools into key decision-making processes
	<p>Output 2.2: Training programme on natural resource valuation</p>		<ul style="list-style-type: none"> • Collate best practice and lessons learned materials for the design and implementation of a NRV training programme • Prepare training modules and materials for a NRV training programme that incorporates existing NRV tools and adapts them for the Belizean context • Undertake the learning-by-doing application of these new skills in one targeted, high-value development project that will be selected based on consultations with relevant stakeholders from government, private sector, NGOs, and civil society
	<p>Output 2.3: SEA implementation guidelines</p>		<ul style="list-style-type: none"> • Conduct expert review of SEA to identify best practices and lessons learned for modifying SEA guidelines within Belize • Convene sensitization workshops to raise stakeholder awareness of the SEA process • Prepare a set of guidelines for improving SEA implementation within existing policy and planning structures in Belize • Carry out a series of learning-by-doing workshops and associated exercises to apply SEA guidelines to the National Sustainable Development Strategy
	<p>Output 2.4: Targeted institutional and legislative reforms for EIA and SEA compliance</p>		<ul style="list-style-type: none"> • Convene an expert working group on policy and legislative support convened under the MFFSD and co-chaired by the Ministry of Natural Resources and Agriculture • Assess the current legislative and regulatory environment regarding EIA and SEA • Draft SEA policy to facilitate the institutionalization of the modified SEA guidelines to more accurately assess Rio Convention obligations • Draft legislative text(s) for integrating natural resource valuation into national planning and development processes • To institutionalize NRV into developmental planning, undertake a series of one-day sensitization workshops to raise awareness among mid-level and senior decision-makers and planners
<p>Outcome 3 – Institutional reforms and mobilized financial resources ensure long-term term achievement of Rio Convention</p>	<p>Output 3.1: Improved monitoring of resource mobilization</p>	<p>GEF \$123,000</p> <p>Co-financing \$73,000</p>	<ul style="list-style-type: none"> • Establish expert group of finance and economic experts from the government, private and non-government sectors to conduct an in-depth review of the current state of financial resource tracking in Belize • Prepare new guidelines for financial tracking mechanism to ensure transparency and accountability for the management of international and private finance flows • Convene learning-by-doing workshops to institutionalize revised guidelines for improved tracking of financial flows

Intended Outcomes	Expected Outputs	Budget per Outcome	Indicative Activities
obligations, and other MEAs	Output 3.2: Resource mobilization strategy for the financial sustainability of global environment outcomes		<ul style="list-style-type: none"> • Undertake an in-depth financial and economic analysis of the monitoring and enforcement of environmental legislation in Belize • Identify best practices and innovative financial and economic instruments for resource mobilization • Formulate operational procedures for the allocation of resources to finance decentralized resource management that delivers global environmental benefits • Taking into account the Horizon 2030 national development framework as well as the Medium-Term Development Strategy 2010-2013, draft a resource mobilization strategy
	Output 3.3: Capacity building for low carbon development strategies		<ul style="list-style-type: none"> • Undertake assessment of capacity needs for low carbon development strategies • Undertake a series of learning-by-doing sensitization workshops with participants from government and non-government sectors to improve understanding of critical linkages among the Rio Conventions, National Sustainable Development Strategy, the Growth and Poverty Reduction Strategy, and green economy concepts, in particular low carbon development options • Collate guidelines and training manuals to build capacity to implement integrated global environmental and sustainable development strategies
Project Management		GEF: \$69,000 + Co-financing: \$124,000	
Total Budget		GEF: \$759,000 + Co-financing: \$643,000 = <u>Total: \$1,402,000</u>	

Source: Project Document

Annex 2: Terms of Reference

TERMINAL EVALUATION TERMS OF REFERENCE

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of **Capacity-building for the strategic planning and management of natural resources in Belize 00090265 (PIMS #4917.)**

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

PROJECT SUMMARY TABLE

Project Title:	Capacity-building for the strategic planning and management of natural resources in Belize			
GEF Project ID:	5048		<i>at endorsement</i> <i>(Million US\$)</i>	<i>at completion</i> <i>(Million US\$)</i>
UNDP Project ID:	PIMS# 4917 Atlas Output ID 00090265	GEF financing:	759,000	759,000
Country:	Belize	IA/EA own: Government: MFFSD (IN-KIND) MFFSD (GRANT)	75,000 440,000 128,000	87,190.57 440,000 128,000
Region:	LAC			
Focal Area:	Multi Focal Area – Capacity Development	Other:		
FA Objectives, (OP/SP):	CD2 To generate, access and use information and knowledge CD4 To strengthen capacities to implement and manage global convention guidelines	Total co-financing:	643,000	655,190.57
Executing Agency:	Ministry of Forestry, Fisheries and Sustainable Development	Total Project Cost:	1,402,000	1,414,190.57
Other Partners involved:	United Nations Development Programme	ProDoc Signature (date project began):		01/13/2015
		(Operational) Closing Date:	Proposed: 01/13/2018	Actual: 12/31/2018

OBJECTIVE AND SCOPE

The project builds upon the commitment of the Government to pursue sustainable development as indicated by the recently established Ministry of Forestry, Fisheries and Sustainable Development. The barriers to good environmental governance for the global environment are fundamentally an issue of accessing good knowledge and having a good system by which to make best use of this knowledge. GEF funds will be used to train government staff through directed workshops on how to collect and manage data and information relevant to planning best practices for global environmental governance in the three Rio Convention focal areas. The project's strategy emphasizes a long-term approach to institutionalizing capacities to meet MEA obligations through a set of learning-by-doing activities that lay the foundation for effective decision-making and policy-making regarding global environmental benefits. Specifically, the project will be implemented through three linked components, namely, the strengthening of an integrated environmental monitoring and evaluation system, the integration of natural resource valuation into the Environmental Impact

Assessment process, and institutional and financial reforms to ensure long-term benefits to the global environment. Active participation of stakeholder representatives in the full project life cycle facilitates the strategic adaptation of project activities in keeping with project objectives. Moreover, the inclusion of nonstate stakeholders contributes to the adaptive collaborative management of project implementation and promotes long-term sustainability of project outcomes.

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

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

EVALUATION APPROACH AND METHOD

An overall approach and method¹⁸ for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the [UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects](#). A set of questions covering each of these criteria have been drafted and are included with this TOR ([Annex C](#)) The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

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

- **Statistical Institute of Belize**
- **Department of Environment- Environment Management Information System (EMIS)**

Interviews will be held with the following organizations and individuals at a minimum:

(list key stakeholders).

Stakeholder List	Contact Person	Email
Department of the Environment	Edgar Ek	deputy@environment.gov.bz
GEF Operational Focal Point/ Chief Executive Officer		
Ministry of Agriculture, Fisheries, Forestry, the Environment and Sustainable Development	Dr. Percival Cho	ceo@environment.gov.bz
Project Manager	Judene Tingling Linares	cd2.coordinator@environment.gov.bz
Project Board Members		
United Nations Development Programme	Diane Wade-Moore	diane.wade@undp.org
Ministry of Economic Development, Petroleum, Investment, Trade & Commerce	Carlos Pol	Director.PPU@med.gov.bz
Environmental Research Institute	Leandra Cho Ricketts	lricketts@ub.edu.bz
Statistical Institute of Belize	Dr. Leopold Perriott	lperriott@mail.sib.org.bz
Association of Protected Areas Management Organization (APAMO)	Jose Perez	execdirector@apamobelize.org
Belize Association of Private Protected Areas (Oswaldo Sabido	oswaldosabido@gmail.com

¹⁸ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

BAPPA)		
Ministry of Economic Development, Petroleum, Investment, Trade & Commerce	Lincoln Blake	director.investment@itc.gov.bz
Ministry of Natural Resources	Kerry Belisle	ceo@naturalresources.gov.bz

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

EVALUATION CRITERIA & RATINGS

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

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA& EA Execution	<i>rating</i>
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

PROJECT FINANCE / COFINANCE

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

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants	75,000	87,190.57	128,000	128,000			203,000	215,190.57
Loans/Concessions								
• In-kind support			440,000	440,000			440,000	440,000
• Other								
Totals	75,000	87,190.57	568,000	568,000			643,000	655,190.57

MAINSTREAMING

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

gender.

IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.¹⁹

CONCLUSIONS, RECOMMENDATIONS & LESSONS

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

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in **Belize**. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

EVALUATION TIMEFRAME

The total duration of the evaluation will be **20** days according to the following plan:

Activity	Timing	Completion Date
Preparation	3 days	March 11, 2019
Evaluation Mission	5 days	March 18th – 22nd 2019
Draft Evaluation Report	10 days	April 12th 2019
Final Report	2 days	10 May 2019

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission.	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission	To project management, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO for uploading to UNDP ERC.

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

TEAM COMPOSITION

The evaluation team will be composed of (1 *international evaluator*). The consultant shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The Team members must present the following qualifications:

¹⁹ A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROTI Handbook 2009](#)

- A Master’s degree in natural resource management / environmental management / business / public administration or other related disciplines
- Minimum 7 years of relevant professional experience
- Knowledge of UNDP and GEF
- Previous experience with results-based monitoring and evaluation methodologies;
- At least two GEF funded project evaluation experiences with focus on multi-focal area capacity development project, e.g. on the three thematic areas of the 3Rio convention namely Climate Change, Biodiversity, and Land Degradation
- Technical knowledge in the targeted focal area(s) – Multi-Focal Areas – Capacity Development
- Excellent command of English (oral and written)

EVALUATOR ETHICS

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

PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
10%	Upon acceptance and approval of the Inception Report
40%	Following submission and approval of the 1ST draft terminal evaluation report
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

APPLICATION PROCESS

Applicants are requested to apply by **March 6th 2019**. Individual consultants are invited to submit applications together with their CV and financial proposal for these positions. The application should contain a current and complete C.V. in English with indication of the e-mail and phone contact. Shortlisted candidates will be requested to submit a price offer indicating the total cost of the assignment (including daily fee, per diem and travel costs).

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply. Proposals are required to be submitted by email or in 1 sealed envelope clearly labeled RFP:

Consultancy Terminal Evaluation (TE) of Capacity-building for the strategic planning and management of natural resources in Belize 00090265 (PIMS #4917)

United Nations Development Programme

Attn: Procurement Associate

3rd Floor, Lawrence Nicholas Building, Belmopan

Cayo District, Belize, C.A.

Tel: (501) 822-2688, 0467, 4228

Email: procurement.bz@undp.org

ANNEXES TO TERMS OF REFERENCE

- Annex A: Project Logical Framework
- Annex B: List of Documents to be reviewed by the evaluator
- Annex C: Evaluation Questions
- Annex D: Rating Scales
- Annex E: Evaluation Consultant Code of Conduct and Agreement Form
- Annex F: Evaluation Report Outline
- Annex G: Evaluation Report Clearance Form

Annex 3: Evaluation Matrix

The evaluation matrix below served as a general guide for the evaluation. It provided directions for the evaluation; particularly for the collection of relevant data. It was used as a basis for interviewing people and reviewing project documents. It also provided a basis for structuring the evaluation report as a whole.

Reviewed Component	Sub-Question	Indicators	Sources	Data Collection Method
Review criteria: Relevance - How does the project relate to the main objectives of the GEF, UNDP and to development decisions for the global environment in Belize?				
<i>Is the project relevant to GEF objectives?</i>	<ul style="list-style-type: none"> How does the Project support the related strategic priorities of the GEF; particularly its CCD strategy? Were GEF criteria for project identification adequate in view of actual needs? 	<ul style="list-style-type: none"> Level of coherence between project objectives and those of the GEF 	<ul style="list-style-type: none"> Project documents GEF policies and strategies GEF web site 	<ul style="list-style-type: none"> Documents analyses Interviews with government officials and other partners
<i>Is the project relevant to UNDP objectives?</i>	<ul style="list-style-type: none"> How does the project support the objectives of UNDP in this sector? 	<ul style="list-style-type: none"> Existence of a clear relationship between project objectives and country programme objectives of UNDP 	<ul style="list-style-type: none"> Project documents UNDP strategies and programme 	<ul style="list-style-type: none"> Documents analyses Interviews with government officials and other partners
<i>Is the project relevant to Belize's development decisions for the global environment?</i>	<ul style="list-style-type: none"> Does the project follow the government's stated priorities? How does the Project improve Belize's development decisions for the global environment in Belize? Does the project address the identified problem? How country-driven is the Project? Does the Project adequately take into account national realities, both in terms of institutional framework and programming, in its design and its implementation? To what extent were national partners involved in the design of the Project? 	<ul style="list-style-type: none"> Degree to which the project improved Belize's development decisions for the global environment Degree of coherence between the project and national priorities, policies and strategies; particularly related to planning decisions Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities? Level of involvement of Government officials and other partners into the project Coherence between needs expressed by national stakeholders and UNDP criteria 	<ul style="list-style-type: none"> Project documents National policies, strategies and programmes Key government officials and other partners 	<ul style="list-style-type: none"> Documents analyses Interviews with government officials and other partners
<i>Does the project address the needs of target beneficiaries?</i>	<ul style="list-style-type: none"> How does the project support the needs of target beneficiaries? Is the implementation of the project being inclusive of all relevant Stakeholders? Are local beneficiaries and stakeholders adequately involved in project formulation and implementation? 	<ul style="list-style-type: none"> Strength of the link between project expected results and the needs of target beneficiaries Degree of involvement and inclusiveness of beneficiaries and stakeholders in project design and implementation 	<ul style="list-style-type: none"> Beneficiaries and stakeholders Needs assessment studies Project documents 	<ul style="list-style-type: none"> Document analysis Interviews with beneficiaries and stakeholders
<i>Is the project internally</i>	<ul style="list-style-type: none"> Was the project sourced through a demand-driven approach? 	<ul style="list-style-type: none"> Level of coherence between project expected results and internal project design logic 	<ul style="list-style-type: none"> Program and project documents Key project stakeholders 	<ul style="list-style-type: none"> Document analysis Key Interviews

Reviewed Component	Sub-Question	Indicators	Sources	Data Collection Method
<i>coherent in its design?</i>	<ul style="list-style-type: none"> ▪ Is there a direct and strong link between project expected results (<i>Logical Framework</i>) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc.)? ▪ Is the length of the project conducive to achieve project outcomes? 	<ul style="list-style-type: none"> ▪ Level of coherence between project design and project implementation approach 		
<i>How is the project relevant in light of other donors?</i>	<ul style="list-style-type: none"> ▪ With regards to Belize, does the project remain relevant in terms of areas of focus and targeting of key activities? ▪ How does GEF help to fill gaps (or give additional stimulus) that are crucial but are not covered by other donors? 	<ul style="list-style-type: none"> ▪ Degree to which the project was coherent and complementary to other donor programming in Belize ▪ List of programs and funds in which future developments, ideas and partnerships of the project are eligible? 	<ul style="list-style-type: none"> ▪ Other donors' policies and programming documents ▪ Other donor representatives ▪ Project documents 	<ul style="list-style-type: none"> ▪ Documents analyses ▪ Interviews with other donors
Future directions for similar Projects	<ul style="list-style-type: none"> ▪ What lessons have been learnt and what changes could have been made to the project in order to strengthen the alignment between the project and the partners' priorities and areas of focus? ▪ How could the project better target and address priorities and development challenges of targeted beneficiaries? 		<ul style="list-style-type: none"> ▪ Data collected throughout evaluation 	<ul style="list-style-type: none"> ▪ Data analysis
Review criteria: Effectiveness – To what extent have the expected outcomes and objectives of the project been achieved?				
<i>How is the project effective in achieving its expected outcomes?</i>	<ul style="list-style-type: none"> ▪ How is the project being effective in achieving its expected outcomes? <ul style="list-style-type: none"> ○ Planners, policy-makers, and decision-makers are more effectively achieving national and global environmental priorities ○ Holistic planning and decision-making incorporates global environmental values into the development process ○ Institutional reforms and mobilized financial resources ensure long-term term achievement of Rio Convention obligations, and other MEAs 	<ul style="list-style-type: none"> ▪ New methodologies, skills and knowledge to improve the development decisions for the global environment ▪ Change in capacity for information management: knowledge acquisition and sharing; effective data gathering, methods and procedures for reporting. ▪ Change in capacity for awareness raising: <ul style="list-style-type: none"> ○ Stakeholder involvement and government awareness ○ Change in local stakeholder behavior ▪ Change in capacity in policy making and planning: <ul style="list-style-type: none"> ○ Policy reform ○ Legislation/regulation change ○ Development of national and local strategies and plans ▪ Change in capacity in implementation and enforcement: <ul style="list-style-type: none"> ○ Design and implementation of risk assessments ○ Implementation of national and local strategies and action plans through adequate institutional frameworks and their maintenance ○ Monitoring and evaluation ▪ Change in capacity in mobilizing resources: 	<ul style="list-style-type: none"> ▪ Project documents ▪ Key stakeholders including UNDP, project team, representatives of gov. and other partners ▪ Research findings 	<ul style="list-style-type: none"> ▪ Documents analysis ▪ Meetings with main project partners ▪ Interviews with project beneficiaries

Reviewed Component	Sub-Question	Indicators	Sources	Data Collection Method
		<ul style="list-style-type: none"> ○ Leverage of resources ○ Human resources ○ Appropriate practices ○ Mobilization of advisory services 		
<i>How is risk and risk mitigation being managed?</i>	<ul style="list-style-type: none"> ▪ How well are risks and assumptions being managed? ▪ What is the quality of risk mitigation strategies developed? Are they sufficient? ▪ Are there clear strategies for risk mitigation related with long-term sustainability of the project? 	<ul style="list-style-type: none"> ▪ Completeness of risk identification and assumptions during project planning ▪ Quality of existing information systems in place to identify emerging risks and other issues? ▪ Quality of risk mitigations strategies developed and followed 	<ul style="list-style-type: none"> ▪ Atlas risk log ▪ Project documents and evaluations ▪ UNDP, project staff and project partners 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews
Future directions for similar Projects	<ul style="list-style-type: none"> ▪ What lessons have been learnt for the project to achieve its outcomes? ▪ What changes could have been made (if any) to the formulation of the project in order to improve the achievement of project's expected results? ▪ How could the project be more effective in achieving its results? 		<ul style="list-style-type: none"> ▪ Data collected throughout evaluation 	<ul style="list-style-type: none"> ▪ Data analysis
Review criteria: Efficiency – Has the project been implemented efficiently, cost-effectively and in-line with international and national norms and standards?				
<i>Is project support channeled in an efficient way?</i>	<ul style="list-style-type: none"> ▪ Was adaptive management used or needed to ensure efficient resource use? ▪ Does the <i>Logical Framework</i> and work plans and any changes made to them used as management tools during implementation? ▪ Are accounting and financial systems in place adequate for project management and producing accurate and timely financial information? ▪ How adequate is the M&E framework (indicators & targets)? ▪ Are progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes? ▪ Is project implementation as cost effective as originally proposed (planned vs. actual) ▪ Is the leveraging of funds (co-financing) happened as planned? ▪ Are financial resources utilized efficiently? Could financial resources have been used more efficiently? ▪ How is RBM used during project implementation? ▪ Is the project decision-making effective? ▪ Does the government provide continuous strategic directions to the project's formulation and implementation? 	<ul style="list-style-type: none"> ▪ Availability and quality of financial and progress reports ▪ Timeliness and adequacy of reporting provided ▪ Level of discrepancy between planned and utilized financial expenditures ▪ Planned vs. actual funds leveraged ▪ Cost in view of results achieved compared to costs of similar projects from other organizations ▪ Adequacy of project choices in view of existing context, infrastructure and cost ▪ Quality of RBM reporting (progress reporting, monitoring and evaluation) ▪ Occurrence of change in project formulation/ implementation approach (i.e. restructuring) when needed to improve project efficiency ▪ Existence, quality and use of M&E, feedback and dissemination mechanism to share findings, lessons learned and recommendation on effectiveness of project design. ▪ Cost associated with delivery mechanism and management structure compare to alternatives ▪ Gender disaggregated data in project documents 	<ul style="list-style-type: none"> ▪ Project documents and evaluations ▪ UNDP, representatives of gov. and project staff ▪ Beneficiaries and project partners 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Key interviews

Reviewed Component	Sub-Question	Indicators	Sources	Data Collection Method
	<ul style="list-style-type: none"> Have these directions provided by the government guided the activities and outcomes of the project? Are there an institutionalized or informal feedback or dissemination mechanisms to ensure that findings, lessons learned and recommendations pertaining to project formulation and implementation effectiveness were shared among project stakeholders, UNDP staff and other relevant organizations for ongoing project adjustment and improvement? Does the project mainstream gender considerations into its implementation? 			
<i>How efficient are partnership arrangements for the project?</i>	<ul style="list-style-type: none"> Was the government engaged? How does the government demonstrate its ownership of the projects? Did the government provide a counterpart to the project? To what extent partnerships/linkages between institutions/ organizations are encouraged and supported? Which partnerships/linkages are facilitated? Which one can be considered sustainable? What is the level of efficiency of cooperation and collaboration arrangements? (between local actors, UNDP and relevant government entities) Which methods were successful or not and why? 	<ul style="list-style-type: none"> Specific activities conducted to support the development of cooperative arrangements between partners, Examples of supported partnerships Evidence that particular partnerships/linkages will be sustained Types/quality of partnership cooperation methods utilized 	<ul style="list-style-type: none"> Project documents and evaluations Project partners UNDP, representatives of gov. and project staff Beneficiaries 	<ul style="list-style-type: none"> Document analysis Interviews
<i>Does the project efficiently utilize local capacity in implementation ?</i>	<ul style="list-style-type: none"> Was an appropriate balance struck between utilization of international expertise and local capacity? Does the project support mutual benefits through sharing of knowledge and experiences, training, technology transfer among developing countries? Did the Project take into account local capacity in formulation and implementation of the project? Was there an effective collaboration with scientific institutions with competence in environmental management and monitoring? 	<ul style="list-style-type: none"> Proportion of total expertise utilized taken from Belize Number/quality of analyses done to assess local capacity potential and absorptive capacity 	<ul style="list-style-type: none"> Project documents and evaluations UNDP, project team and project partners Beneficiaries 	<ul style="list-style-type: none"> Document analysis Interviews
Future directions for similar Projects	<ul style="list-style-type: none"> What lessons can be learnt from the project on efficiency? How could the project have more efficiently addressed its key priorities (in terms of management structures and procedures, partnerships arrangements etc...)? What changes could have been made (if any) to the project in order to improve its efficiency? 		<ul style="list-style-type: none"> Data collected throughout evaluation 	<ul style="list-style-type: none"> Data analysis
Review criteria: Impacts - Are there indications that the project has put in place new approaches that will facilitate better development decisions for				

Reviewed Component	Sub-Question	Indicators	Sources	Data Collection Method
<i>the global environment?</i>				
<i>How is the Project effective in achieving its long-term objective?</i>	<ul style="list-style-type: none"> ▪ Will the project achieve its objective that is to strengthen institutional and technical capacities for a) improved monitoring and assessment; b) natural resource valuation and impact assessment; and c) resource mobilization? 	<ul style="list-style-type: none"> ▪ Changes in capacity: <ul style="list-style-type: none"> ○ To pool/mobilize resources ○ To provide an enabling environment, ○ For implementation of related strategies and programmes through adequate institutional frameworks and their maintenance, ▪ Changes in use and implementation of sustainable alternatives ▪ Changes to the quantity and strength of barriers such as change in: <ul style="list-style-type: none"> ○ Information and understanding of the protected area system ○ Resource constraints for the RNM ○ Institutional memory ○ Capacity in implementation, monitoring and evaluation ○ Harmonization of sectoral policies and poor coordination; ○ Integrated land use planning; ○ environmental information systems; and ○ Understanding of the ecosystems approach to resource management 	<ul style="list-style-type: none"> ▪ Project documents ▪ Key stakeholders ▪ Research findings 	<ul style="list-style-type: none"> ▪ Documents analysis ▪ Meetings with UNDP, project team and project partners ▪ Interviews with project beneficiaries and other stakeholders
<i>How is the Project impacting the local environment?</i>	<ul style="list-style-type: none"> ▪ What are the impacts or likely impacts of the project on? <ul style="list-style-type: none"> ○ Local environment; ○ Poverty; and, ○ Other socio-economic issues. 	<ul style="list-style-type: none"> ▪ Provide specific examples of impacts at those three levels, as relevant 	<ul style="list-style-type: none"> ▪ Project documents ▪ Key stakeholders ▪ Research findings 	<ul style="list-style-type: none"> ▪ Data analysis ▪ Interviews with key stakeholders
Future directions for the Project	<ul style="list-style-type: none"> ▪ How could the project build on its successes and learn from its weaknesses in order to enhance the potential for impact of ongoing and future initiatives? 		<ul style="list-style-type: none"> ▪ Data collected throughout evaluation 	<ul style="list-style-type: none"> ▪ Data analysis
Review criteria: Sustainability - To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?				
<i>Are sustainability issues adequately integrated in project design?</i>	<ul style="list-style-type: none"> ▪ Were sustainability issues integrated into the formulation and implementation of the project? ▪ Does the project employ government implementing and/or monitoring systems? ▪ Is the government involved in the sustainability strategy for project outcomes? 	<ul style="list-style-type: none"> ▪ Evidence/quality of sustainability strategy ▪ Evidence/quality of steps taken to address sustainability 	<ul style="list-style-type: none"> ▪ Project documents and evaluations ▪ UNDP, project staff and project partners ▪ Beneficiaries 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews

Reviewed Component	Sub-Question	Indicators	Sources	Data Collection Method
<i>Did the project adequately address financial and economic sustainability issues?</i>	<ul style="list-style-type: none"> Did the project adequately address financial and economic sustainability issues? Are the recurrent costs after project completion sustainable? 	<ul style="list-style-type: none"> Level and source of future financial support to be provided to relevant sectors and activities after project end? Evidence of commitments from international partners, governments or other stakeholders to financially support relevant sectors of activities after project end Level of recurrent costs after completion of project and funding sources for those recurrent costs 	<ul style="list-style-type: none"> Project documents and evaluations UNDP, project staff and project partners Beneficiaries 	<ul style="list-style-type: none"> Document analysis Interviews
<i>Are there organizational arrangements and continuation of activities issues?</i>	<ul style="list-style-type: none"> Are project results well assimilated by organizations and their internal systems and procedures? Is there evidence that project partners will continue their activities beyond project support? Has there been a buy-in process, or was there no need to sell the project and buy support? What degree is there of local ownership of initiatives and results? Were appropriate ‘champions’ being identified and/or supported? 	<ul style="list-style-type: none"> Degree to which project activities and results have been taken over by local counterparts or institutions/organizations Level of financial support to be provided to relevant sectors and activities by in-country actors after project end Number/quality of champions identified 	<ul style="list-style-type: none"> Project documents and evaluations UNDP, project staff and project partners Beneficiaries 	<ul style="list-style-type: none"> Document analysis Interviews
<i>Is there an adequate enabling environment to sustain the project achievements?</i>	<ul style="list-style-type: none"> Are laws, policies and frameworks addressed through the project, in order to address sustainability of key initiatives and reforms? Are the necessary related capacities for lawmaking and enforcement built? What is the level of political commitment to build on the results of the project? 	<ul style="list-style-type: none"> Efforts to support the development of relevant laws and policies State of enforcement and law making capacity Evidence of commitment by the political class through speeches, enactment of laws and resource allocation to priorities 	<ul style="list-style-type: none"> Project documents and evaluations UNDP, project staff and project partners Beneficiaries 	<ul style="list-style-type: none"> Document analysis Interviews
<i>Will institutional and individual capacities adequate at the end of the project</i>	<ul style="list-style-type: none"> Is the capacity in place at the national, and local level adequate to ensure sustainability of results achieved to date? 	<ul style="list-style-type: none"> Elements in place in those different management functions, at appropriate levels (national and local) in terms of adequate structures, strategies, systems, skills, incentives and interrelationships with other key actors 	<ul style="list-style-type: none"> Project documents and evaluations UNDP, project staff and project partners Beneficiaries Capacity assessments available, if any 	<ul style="list-style-type: none"> Interviews Documentation review
<i>Are there any social and/or political sustainability issues?</i>	<ul style="list-style-type: none"> Did the project contribute to key building blocks for social and political sustainability? Did the project contribute to local Stakeholders’ acceptance of the new practices? 	<ul style="list-style-type: none"> Example of contributions to sustainable political and social change with regard to the management and monitoring of the environment 	<ul style="list-style-type: none"> Project documents and evaluations UNDP, project staff and project partners Beneficiaries 	<ul style="list-style-type: none"> Interviews Documentation review

Reviewed Component	Sub-Question	Indicators	Sources	Data Collection Method
<i>Will achievements be replicable?</i>	<ul style="list-style-type: none"> ▪ Were project activities and results replicated elsewhere and/or scaled up? ▪ What was the project contribution to replication or scaling up of innovative practices or mechanisms to improve the management of chemicals? ▪ Does the project has a catalytic role? 	<ul style="list-style-type: none"> ▪ Number/quality of replicated initiatives ▪ Number/quality of replicated innovative initiatives ▪ Volume of additional investment leveraged 	<ul style="list-style-type: none"> ▪ Other donor programming documents ▪ Beneficiaries ▪ UNDP, project staff and project partners 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews
<i>Are there any challenges to sustainability of the Project</i>	<ul style="list-style-type: none"> ▪ What are the main challenges that may hinder sustainability of efforts? ▪ Have any of these been addressed through project management? ▪ What could be the possible measures to further contribute to the sustainability of efforts achieved with the project? 	<ul style="list-style-type: none"> ▪ Challenges in view of building blocks of sustainability as presented above ▪ Recent changes which may present new challenges to the project 	<ul style="list-style-type: none"> ▪ Project documents and evaluations ▪ Beneficiaries ▪ UNDP, project staff and project partners 	<ul style="list-style-type: none"> ▪ Document analysis ▪ Interviews
Future directions for the project	<ul style="list-style-type: none"> ▪ Which areas/arrangements under the project show the strongest potential for lasting long-term results? ▪ What are the key challenges and obstacles to the sustainability of results of project initiatives that must be directly and quickly addressed? ▪ Are national decision-making institutions (Parliament, government, etc.) ready to improve their measures to transform the development decisions for the global environment in Belize? 		<ul style="list-style-type: none"> ▪ Data collected throughout evaluation 	<ul style="list-style-type: none"> ▪ Data analysis

Annex 4: UNEG Code of Conduct for Evaluation Consultants

Evaluators / Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Name of Consultant:

Jean-Joseph Bellamy

Signed in: Ottawa on May 1, 2019

Signature: _____



Annex 5: List of Documents Reviewed

Alexandra Fischer, October 1, 2012, Terminal Evaluation of Project: Strengthening Institutional Capacities for Coordinating Multi-Sectoral Environmental Policies and Programmes

Carla Barnett, Adele Catzim-Sanchez, Dorla Humes, June 10, 2011, Horizon 2030 Belize – Final Report: Preparing Horizon 2030 – Long Term National Development Framework for Belize

CCCD Project, Numerous Technical Reports under each output/outcome

CCCD Project, Numerous Management Reports: AWP, Finances, Project Board Meetings Minutes, Annual and Quarterly Progress Reports and PIF, CEO Approval and Project Document

GEF, GEF 5 Focal Area Strategies

GEF-IEO, November 18, 2008, Evaluation of the GEF Catalytic Role – Conceptual Framework

GEF-IEO, October 2008, Evaluation of the GEF Catalytic Role – A Qualitative Analysis of Project Documents

GEF-IEO, October 2008, Evaluation of the GEF Catalytic Role – A Qualitative Analysis of Terminal Evaluations

GEF, March 22, 2013, Fifth Overall Performance Study of the GEF – First Report: Cumulative Evidence on the Challenging Pathways to Impact

GEF, Medium-Sized Project Proposal: Strengthening Institutional Capacities for Coordinating Multi-Sectoral Environmental Policies and Programmes

GEF, UNDP, Government of Belize, Belize’s National Capacity Self Assessment Report

Government of Belize, 2012, Environmental Statistics for Belize

Government of Belize, 2017, Belize’s Voluntary National Review for the Sustainable Development Goals

Government of Belize, Caribbean Development Bank, July 2010, Belize – Medium Term Development Strategy 2010-2013

Government of Belize, September 2009, National Poverty Elimination Strategy and Action Plan (NPESAP), 2009-2013

Government of Belize, UNDESA, Belize National Sustainable Development Report

Institute for Gender and Development Studies, UWI, Policy Critique – National Gender Policy of Belize

MAFFESD, Biodiversity Finance Initiative – Policy Brief

Ministry of Economic Development, Belize 2016-2019 – Growth and Sustainable Development Strategy

Ministry of Tourism, Civil Aviation and Culture, Belize Tourism Board, June 2011, National Sustainable Tourism Master Plan for Belize 2030 – Executive Summary

National Women’s Commission, March 2013, Part 2 The Revised National Gender Policy (Updated Version 2013)

PACT, April 2018, Conservation Investment Strategy 2018-2021

PACT, December 5, 2017, Policy on Gender and Equality

Robert Johnson, July 2002, National Gender Policy: Belize

The World Bank, July 8, 2014, Project Appraisal Document on a Proposed Grant from the GEF in the Amount of USD 6.09M to Belize for a Management and Protection of Key Biodiversity Areas Project

UN, 1982, Standard Basic Assistance Agreement – Belize

UN, April 2, 2012, Draft Country Programme Document for Belize, 2013-2017

UN Caribbean, UN Multi-Country Sustainable Development Framework in the Caribbean 2017-2021
UN, Government of Belize, UN Development Assistance Framework Belize 2013-2016
UN, July 8, 2016, Country Programme Document for Belize (2017-2021)
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Annex 6: Interview Protocol

Note: This is a guide for the Interviewer (a simplified version of the evaluation matrix). Not all questions were asked to each interviewee; it was a reminder for the Interviewer about the type of information required to complete the evaluation and a guide to prepare the semi-structured interviews. Confidentiality was guaranteed to the Interviewees and the findings once “triangulated” were incorporated in the report.

I. RELEVANCE - *How does the project relate to the main objectives of the GEF, UNDP and to development decisions for the global environment in Belize?*

- I.1. Is the Project relevant to GEF objectives?
- I.2. Is the Project relevant to UNDP objectives?
- I.3. Is the project relevant to Belize’s development decisions for the global environment?
- I.4. Does the Project address the needs of target beneficiaries?
- I.5. Is the Project internally coherent in its design?
- I.6. How is the Project relevant in light of other donors?

Future directions for similar projects

- I.7. What lessons have been learnt and what changes could have been made to the project in order to strengthen the alignment between the project and the partners’ priorities and areas of focus?
- I.8. How could the project better target and address priorities and development challenges of targeted beneficiaries?

II. EFFECTIVENESS – *To what extent have the expected outcomes and objectives of the project been achieved?*

- II.1. How is the Project effective in achieving its expected outcomes?
 - Planners, policy-makers, and decision-makers are more effectively achieving national and global environmental priorities
 - Holistic planning and decision-making incorporates global environmental values into the development process
 - Institutional reforms and mobilized financial resources ensure long-term term achievement of Rio Convention obligations, and other MEAs
- II.2. How is risk and risk mitigation being managed?

Future directions for similar projects

- II.3. What lessons have been learnt for the project to achieve its outcomes?
- II.4. What changes could have been made (if any) to the formulation of the project in order to improve the achievement of project’s expected results?
- II.5. How could the project be more effective in achieving its results?

III. EFFICIENCY - *Has the project been implemented efficiently, cost-effectively and in-line with international and national norms and standards?*

- III.1. Is adaptive management used or needed to ensure efficient resource use?
- III.2. Do the *Logical Framework* and work plans and any changes made to them used as management tools during implementation?
- III.3. Are accounting and financial systems in place adequate for project management and producing accurate and timely financial information?
- III.4. How adequate is the M&E framework (indicators & targets)?
- III.5. Are progress reports produced accurately, timely and respond to reporting requirements including adaptive management changes?
- III.6. Is project implementation as cost effective as originally proposed (planned vs. actual)
- III.7. Is the leveraging of funds (co-financing) happening as planned?

- III.8. Are financial resources utilized efficiently? Could financial resources have been used more efficiently?
- III.9. How is RBM used during project implementation?
- III.10. Are there an institutionalized or informal feedback or dissemination mechanism for lessons learned for ongoing project adjustment and improvement?
- III.11. Does the project mainstream gender considerations into its implementation?
- III.12. Is the government engaged?
- III.13. To what extent are partnerships/ linkages between institutions/ organizations encouraged and supported?
- III.14. Which partnerships/linkages are facilitated? Which one can be considered sustainable?
- III.15. What is the level of efficiency of cooperation and collaboration arrangements? (between local actors, UNDP, and relevant government entities)
- III.16. Is an appropriate balance struck between utilization of international expertise and local capacity?
- III.17. Did the project take into account local capacity in design and implementation of the project?

Future directions for the project

- III.18. What lessons can be learnt from the project on efficiency?
- III.19. How could the project have more efficiently addressed its key priorities (in terms of management structures and procedures, partnerships arrangements, etc., ...)?

IV. IMPACTS - *Are there indications that the project has put in place new approaches that will facilitate better development decisions for the global environment?*

- IV.1. Will the project achieve its objective that is to to strengthen institutional and technical capacities for a) improved monitoring and assessment; b) natural resource valuation and impact assessment; and c) resource mobilization?
- IV.2. How is the project impacting local environment and socio-economic issues?

Future directions for the project

- IV.3. How could the project build on its successes and learn from its weaknesses in order to enhance the potential for impact of ongoing and future initiatives?

V. SUSTAINABILITY - *To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?*

- V.1. Were sustainability issues adequately integrated in project formulation?
- V.2. Does the project adequately address financial and economic sustainability issues?
- V.3. Is there evidence that project partners will continue their activities beyond project support?
- V.4. Are laws, policies and frameworks being addressed through the project, in order to address sustainability of key initiatives and reforms?
- V.5. Is the capacity in place at the national and local levels adequate to ensure sustainability of results achieved to date?
- V.6. Does the project contribute to key building blocks for social and political sustainability?
- V.7. Are project activities and results being replicated elsewhere and/or scaled up?
- V.8. What are the main challenges that may hinder sustainability of efforts?

Future directions for the project

- V.9. Which areas/arrangements under the project show the strongest potential for lasting long-term results?
- V.10. What are the key challenges and obstacles to the sustainability of results of project initiatives that must be directly and quickly addressed?
- V.11. Are national decision-making institutions (Parliament, government, etc.) ready to improve their measures to transform the development decisions for the global environment in Belize?

Annex 7: Evaluation Mission Agenda

Project Terminal Evaluation: *Agenda for April 13-17, 2019*

Time	Monday, May 13, 2019	Tuesday, May 14, 2019	Wednesday, May 15, 2019	Thursday, May 16, 2019	Friday, May 17, 2019	
08:00	Pick up from KenMar's Bed and Breakfast					
08:30	Meeting with Diane Wade Moore (Programme Analyst UNDP) and Ismirla Andrade, UNDP Office	Pick up from KenMar's Bed and Breakfast	Meeting with Leandra Ricketts, Director, Environmental Research Institute SKYPE: lricketts_bz	Pick up from KenMar's Bed and Breakfast		
09:00		Meeting with Edgar Ek Department of Environment	Pick up from KenMar's Bed and Breakfast	Meeting with Oswaldo Sabido, Director, Belize Association of Private Protected Areas (at UNDP)		
09:30			Meeting with Jose Perez, Executive Director, APAMO, Hummingbird Highway/ APAMO Office, Belmopan			
10:00						
10:30					Meeting with Judene Tingling, Project Manager Market Square Building	
11:00	Meeting with Chief Executive Officer, Percival Cho, CEO Office (Market Square Building)					
11:30						
12:00	Pick up from MAFFESDI (Market Square)					
12:30	Lunch	Lunch	Lunch	Lunch	Lunch	
01:00						
01:30	Meeting with Judene Tingling, Project Manager, UNDP OFFICE	Meeting with Hannah Martinez, National Coordinator BIOFIN, BIOFIN Office, Belmopan	Meeting with Jeavon Hulse, Senior Environmental Officer, DOE, Telephone Call (620-2989)			
02:00					Meeting with Carlos Pol, Director Policy and Planning Unit Ministry of Economic Development, MED Office, Belmopan	
02:30						

Time	Monday, May 13, 2019	Tuesday, May 14, 2019	Wednesday, May 15, 2019	Thursday, May 16, 2019	Friday, May 17, 2019
03:00	Meeting with Colin Young, Past CEO SSB Office		Meeting with Dr. Leopold Perriott, Statistical Institute of Belize, SIB Office Belmopan		Debriefing Meeting with UNDP Diane Wade Moore and RR a.i. UNDP Office, Belmopan
03:30					
04:00		Meeting with Lincoln Blake, Director, Ministry of Economic Development, Petroleum, Investment, Trade and Commerce	Meeting with Kerry Belisle, CEO Ministry of Natural Resources, Belmopan	Meeting with German Novelo, Project Manager/ KBA Project, Market Square Building	
04:30					
05:00	Drop off at KenMars Bed and Breakfast, Belmopan	Drop off at KenMars Bed and Breakfast	Drop off at KenMars Bed and Breakfast	Drop off at KenMars Bed and Breakfast	Drop off at KenMars Bed and Breakfast

Annex 8: List of People Interviewed

#	Name	Position	Organization
Mr.	Aldo Jose Garcia	Resident Representative	UNDP
Mr.	Carlos Pol	Director	Policy and Planning Unit Ministry of Economic Development
Dr.	Colin Young	Chief Executive Officer	Social Security Board
Ms.	Diane Wade Moore	Programme Analyst	UNDP
Mr.	Edgar Ek	Deputy Chief Environmental Officer	Department of Environment
Mr.	German Novelo	Project Manager	KBA Project
Ms.	Hannah Martinez	National Coordinator	BIOFIN
Ms.	Ismirla Andrade	Programme Associate	UNDP
Mr.	Jeavon Hulse	Senior Environmental Officer	Department of Environment, MAFFESD
Mr.	Jose Perez	Executive Director	APAMO
Ms.	Judene Tingling	Project Manager	MAFFESD
Mr.	Kerry Belisle	Chief Executive Officer	Ministry of Natural Resources
Mr.	Kevin Hill	Senior Consultant	Consultant
Ms.	Leandra Ricketts	Director	Environmental Research Institute
Dr.	Leopold Perriott	Director General	Statistical Institute of Belize
Mr.	Lincoln Blake	Director	Ministry of Economic Development, Petroleum, Investment, Trade and Commerce
Mr.	Oswaldo Sabido	Director	Belize Association of Private Protected Areas
Dr.	Percival Cho	Chief Executive Officer	MAFFESD
Mr.	Tom Twining-Ward	Regional Technical Advisor	UNDP

Met 19 people (5 women and 14 men)

Annex 9: Rating Scales

As per UNDP-GEF guidance, the TE Evaluation Team used the following scales to rate the project:

- A 6-point scale to rate the project effectiveness, efficiency, overall project outcome Rating, M&E, IA & EA Execution
- A 4-point scale to rate the sustainability of project achievements
- A 2-point scale to rate the relevance of the project

Ratings for Project effectiveness, efficiency, overall project outcome Rating, M&E, IA & EA Execution		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”.
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project’s closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

Ratings for Progress Relevance		
2	Relevant (R)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.
1	Not Relevant (NR)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.

Ratings for Impact: Improvement, Environmental Stress Reduction, Progress Towards Stress/Status Change	
3	Significant
2	Minimal
1	Negligible

Annex 10: Audit Trail

The audit trail is presented in a separate file.

Annex 11: Evaluation Report Clearance Form

EVALUATION REPORT CLEARANCE FORM

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____

Signature: _____ Date: _____

UNDP RTA

Name: _____

Signature: _____ Date: _____

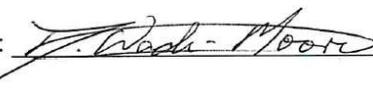
Annex 11: Evaluation Report Clearance Form

EVALUATION REPORT CLEARANCE FORM

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: Diane Wade-Moore

Signature:  Date: 24/07/2019

UNDP RTA

Name: Tom Twining-Ward

Signature:  Date: 2 August 2019