

# Evaluation of Belize Small Grants Program OAK Re-granting Portfolio

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## Abbreviations

BAS	Belize Audubon Society
BFCA	Belize Fishermen Cooperative Association
BFF	Belize Federation of Fishers
CBO	Community Based Organization
COMPACT	Community Management of Protected Areas
CSO	Community Service Organization
GEF	Global Environment Facility
NGO	Non-Government Organization
NPAPSP	National Protected Areas Policy and System Plan
SACD	Sarteneja Association for Conservation and Development
SGP	Small Grants Program
TIDE	Toledo Institute for Development and Environment
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program

## 1. Executive Summary

This document is a terminal evaluation of the portfolio of ten initiatives within the Small Grants Project (SGP portfolio that were financed by the joint resources of the Global Environment Facility (GEF) and the OAK Foundation, per agreement between the parties. The projects were executed during 2012 and 2016, a period spanning SGP Operational Phases 5 and 6 and included in the United Nations Development Assistance Framework (UNDAF) Belize 2013 to 2016.

This terminal evaluation assessed both outcomes and impact, and was executed in accordance with the terms of reference provided and United Nations Development Program guidelines for terminal evaluation<sup>1</sup>. Since many of the projects were recently concluded or being finalized, this was done in part by identifying the impact toward which the UNDAF 2013 to 2016 efforts are geared and a causal link connecting the SGP outcomes, SGP OAK project outputs, activities and inputs. This approach allowed for an evaluation of the impact of these projects in terms of the likely contribution toward the achievement of the relevant outcomes and outputs.

Consistent with GEF evaluation approach, projects were assigned ratings in the areas of effectiveness, efficiency sustainability, relevance and impact. The evaluations indicated that eight of the ten projects within the portfolio were or are likely or highly likely to see the achievement of outputs of the respective projects and therefore contribute to the anticipated and relevant SGP outcomes. The other two projects were rated moderately unlikely to see achievement of impacts. Both projects were geared toward capacity building, and have almost all outputs achieved. Notwithstanding, there are key constraints linked especially to institutional and financial risks that do not adequately support sustainability.

In terms of evaluation of outcomes and sustainability, the portfolio was found to be relevant to national priorities, to have satisfactory levels of effectiveness and efficiency; and to be moderately likely to be sustainable. Sustainability ratings were positively impacted by low environment and socio-economic risks, and dampened by higher financial and institutional risks.

Some of the positive project performance factors include high levels of engagement of communities in the provision of services along the value chain, or of the target groups and proponents in the project training and other project execution activities. There are also innovative approaches being undertaken, particularly relative to the standard training approach for capacity building that is prevalent in SGP projects. These innovations include demonstration projects, fee based tours and expeditions and a competition to design and implement innovative livelihoods projects.

Drawn from observations made on evaluation site visits, discussions with stakeholders and record review, a number of recommendations are made in this report toward improving effectiveness, efficiency, sustainability and impact. These include incorporating at least two components within projects that finance furnishing or refurbishment of existing or construction of new office spaces or resource centers. The first component is design and implementation of a strategic plan for the strengthening of the proponent organization and the second is a separate, supporting resource mobilization plan to pursue financial sustainability, including the upkeep of the physical infrastructure

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<sup>1</sup> The evaluation terms of reference required both an outcome/portfolio and an output analysis, whilst the United Nations Development Guidelines sets out detailed guidelines for assessment of UNDP-Supported GEF-Financed projects. This latter uses a results based management approach, therefore requiring evaluation of each link in the chain: inputs, activities, outputs, outcomes and impacts.

and streams of income for core programs. Another recommendation is that components included in new initiatives that are geared toward any portion of a multi-year training curriculum should include plans and resources for the completion of each cohort that would benefit from the project. This is especially important where students enrolled in secondary and tertiary level education are the intended beneficiaries of such initiatives. .

Overall, project design can be improved by replicating the approach of mentoring such as that incorporated in the Northern projects (where BAS, Chunox Fishermen and SACD are proponents). In addition, the successes of the SGP OAK portfolio should be promoted more effectively, particularly through the use of social media. SGP OAK success stories, and especially the innovations, should be shared in order to ensure effectively replication and upscaling.

## 2. Introduction

This report presents the result of a terminal evaluation of the portfolio of projects executed through the Belize Global Environment Facility (GEF) Small Grants Program (SGP). The projects, which were executed between 2012 and 2016, were financed through a grant from the OAK Foundation, matching funds from the GEF and co-financing inputs from beneficiaries or partners. The evaluation responds to the terms of reference at Annex 1, and was done in accordance with United Nations Development Programme (UNDP) guidelines for monitoring and evaluation and for the assessment of UNDP-supported GEF-financed projects.

The remainder of this section describes the evaluation objectives and approach, and Section 3 sets out the background and context within which the projects financed with OAK re-granting and matching GEF funds were designed and implemented. This is important to the evaluation of portfolio relevance. Section 4 includes the overview and assessment of the portfolio, and key recommendations are presented in section 5.

### 2.1 Evaluation Objective and Criteria

Consistent with the terms of references, this evaluation is intended to highlight successes and lessons learned through an analysis of the portfolio of projects that will allow for improved design and execution in future initiatives. It is focused on outcome and output analysis, so that the main thrusts of the assessments are as set out below, drawn from the terms of reference TOR).

**Portfolio/Outcome analysis:** Detailing how those initiatives funded have contributed to the overall progress of objective realization (including contributing factors and constraints);

**Output analysis:** Focusing on the relevance of and progress made in terms of the individual project outputs within the UNDP/ OAK Portfolio (including analysis of project activities, sustainability factors, and non-intentional results and cascading/ripple effect of investment).

Evaluation of the outcome/portfolio and an output analysis was further refined to conform to United Nations Development guidelines for assessment of UNDP-Supported GEF-Financed projects. This calls for an assessment of each of the following links in the results chain: inputs, activities, outputs, outcomes and impacts. Outcomes include such factors as stronger institutional capacity, higher public awareness and changes in behaviour, and transformed policy framework or markets (UNDP, 2012, p.20). Impacts can be actual or anticipated and cover negative or positive changes such as verified environmental stress or improvement in livelihoods (ibid).

### 2.2 Approach

The evaluation was performed through an initial desktop review and continuous document research throughout the period, as well as-

- a) site visits and face-to-face discussions with beneficiaries;
- b) telephone interviews with members of the SGP Steering Committee;
- c) examination of file records; and
- d) discussions with SGP staff.

The list of persons with which discussions were held can be found at Annex 2.

The results of the discussions and interviews, of document and record review and of observations during field visits were analyzed to identify key aspects of portfolio performance in accordance with TOR. Assessment points included-

- a) the design of the project given the stated objectives;
- b) Factors that helped or slowed implementation;
- c) Elements of the project that provide for continuity beyond the SGP grant;
- d) Ways in which the projects have influenced policy decisions or have been replicated; and
- e) The extent to which proponents were able to leverage their outputs and program to enable related work.

The filters above were part of a wider set of areas of inquiry to assess the relevance of the portfolio activities to national priorities and GEF objectives, the level of efficiency, effectiveness and sustainability of the achievement of objectives, and their realized or likely impact. Taking account of the findings, these factors were rated in accordance with UNDP guidelines. The TOR also required evaluation of the gender equity components of the portfolio, and identification of unintended and ripple effects. These were incorporated into the analysis.



## 3. Background and Context

### 3.1. Relevant National Priorities

Since the start of the 1990s Belize has established a track record of continued and deepening commitment to protecting its rich biodiversity and to strengthening the capacity of communities that depend on its natural resource base to achieve sustained livelihoods whilst supporting measures to ensure its protection. This track record has been outlined in a number of assessments and reports over the years, and includes signature and ratification of various international conventions, as well as formulation and implementation of policies and strategies that together support the dual objectives of conservation and livelihoods. The conventions which the SGP most directly supports include the United Nations Convention on Biological Diversity, the Convention to Combat Desertification and the Framework Convention on Climate Change. These were signed and ratified during the period June 1992 to July 1998. The commitments under these conventions reinforced in national instruments such as the National Protected Areas Policy and System Plan (NPAPSP) which came into effect in 2005, and which was updated in 2015.

In addition to the update of the NPAPSP, recent indicators of national priorities include a newly completed Growth and Sustainable Development Strategy (GSDS) for the period 2016 to 2019. The GSDS' overall objective is "to improve the quality of life for all Belizeans, living now and in the future" and it is described as being-

"an integrated systems approach based on the principles of sustainable development, and on three notable drivers that are common to successful developing countries: a proactive role for the state, tapping into global markets, and innovative social policy (p. 1, Government of Belize, March 2016).

The GSDS consists of a "Belize Framework for Sustainable Development" and an enabling "Program of Action" (outlined at Annex 3), which in turn comprises of "Critical Success Factors" each with a set of "Necessary Conditions". The Critical Success Factors (CSF) are-

- a) optimal National Income and Investment;
- b) enhance Social Cohesion and Resilience;
- c) sustained or Improved Health of Natural, Environmental, Historical and Cultural Assets; and
- d) enhance Governance and Citizen Security.

The integrity of Belize's natural resource base is one of the main focuses of the GSDS. In addition to the CSF 3 which includes necessary conditions such as "Ecosystem Management", "Protected Areas" and "Marine and Aquatic Resources", priorities to which the GEF SGP program responds are included in CSF 2-necessary condition 2.5: Effective Livelihoods Programs and CSF 1-necessary conditions 1.6.2-encourage entrepreneurship and business innovation.

At the macro level Belize's priorities are also represented in the Horizon 2030 framework, which recognizes the natural environment as "the source and .basis of economic and social progress" and includes strategies for the pursuit of environmental sustainability and promotion of clean energy.

SGP activities respond to relevant sector strategies, such as the strategic result of a green and resilient Belize which is the main pillar of the 2014-2024 National Environmental Policy and Strategy, as well as providing for "the accounting of economic benefits of protected areas and better harnessing of effective partnerships in natural resources management" (Ministry of Forestry, Fisheries and Sustainable

Development, Government of Belize, March 2015, p.9) and “the urgent and critical need for public and private sector understanding and support for protected areas” (ibid).

It is important to note that the national priorities outlined above guide the articulation of the United Nations Development Assistance Framework (UNDAF) Belize 2012-2016. The UNDAF sets out the specific areas of national priorities that the United Nations development partners will support for a given period, along with indicators for measuring success. As the main instrument for collaboration between national authorities and agencies and the United Nations partners, it provides a guiding post for both UNDP and GEF initiatives and by extension those within the OAK-financed portfolio.

### **3.2. Overview of the GEF Small Grants Programme and COMPACT**

The GEF Small Grants Program channels resources to non-government and community based organizations to reconcile their needs with global environmental priorities. SGP delivers its support to communities worldwide during numbered cycles referred to as Operational Phases (OP). Specific GEF priorities around which this work is built are-

- a) Biodiversity conservation
- b) Abatement of climate change
- c) Protection of international waters
- d) Prevention of land degradation and
- e) Elimination of persistent organic pollutants

The portal <http://94.126.173.140/index.cfm?module=ActiveWeb&page=WebPage&s=WhatdoesSGPdo> describes the SGP objectives as-

- Develop[ing] community level strategies and implement[ing] technologies that could reduce threats to the global environment if they are replicated over time; and
- Gather[ing] lessons from community-level experience and initiat[ing] the sharing of successful community-level strategies among CBOs and NGOs, host governments, development aid agencies GEF and others working on a regional or global scale.

SGP has been operational in Belize since 1993, when the programme was first established under the Belize Enterprise for Sustainable Development. The programme was transferred to the UNDP Belize Country Office in 1995. The operations of SGP Belize are anchored by a country team made up of a national coordinator and a programme assistant. The team works closely with the national steering committee (NSC) that provides technical inputs to and oversight of the programme on a voluntary basis. NSC membership is drawn mainly from civil society and comprises a cross-sector of technical expertise.

SGP Belize activities were complemented by the Community Management of Protected Areas (COMPACT) Programme, which was initiated within the GEF SGP office in 2001. The programme was transferred that same year to the non-governmental organization Programme for Belize, but returned to the SGP office after a three year period (2001 to 2004). COMPACT consequently operated within the SGP office from 2004 to 2012, when financing from the United Nations Foundation ended.

COMPACT activities were managed by a Coordinator who reported to the SGP National Coordinator. The programme was overseen by the SGP Steering Committee and focused on-

“Demonstrate[ing] how community-based initiatives can significantly increase the effectiveness of biodiversity conservation in the co-management of globally significant protected areas by

working to improve the livelihoods of local populations.”  
[http://94.126.173.140/index.cfm?module=ActiveWeb&page=WebPage&s=compact\\_1](http://94.126.173.140/index.cfm?module=ActiveWeb&page=WebPage&s=compact_1),  
downloaded August 6th, 2016.

The set of initiatives funded under the agreement between the OAK Foundation and the United Nations Development Programme were executed over two operational phases—OP5 and OP6. The OAK grants provided an opportunity for COMPACT focus and objectives to be continued over the remainder of OP5. As of the start of OP6, COMPACT initiatives were merged into the Small Grants Programme, and pursued mainly under the seascape focus of (pers. communication, L. Requeña, 08/09/2016).

### **3.3. SGP Belize Country Programme Priorities**

The SGP national team works with national stakeholders to formulate country programme strategies which tailor the broader SGP objectives being pursued in an operational phase to the relevant national priorities. Key national priority areas that inform the development of the Belize country strategies are protection of biodiversity and international waters, mitigation of land degradation and climate change, and alleviation of poverty (see Annexes 4 through 7). Specific areas of investments identified within the country programme strategies for these operational are identified below.

#### ***Operational Program 5 Investment Areas***

The results framework for OP 5 (Outcomes, Indicators, Means of Verification and Activities) was structured around Immediate Objectives. Of these the main ones supported by the SGP and COMPACT activities were –

1. Support trans-boundary water body management with community-based initiatives.
2. Enhance and strengthen capacities of CSO (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines and monitor and evaluate environmental impacts and trends.
3. Poverty Reduction, Livelihoods and Gender.

#### ***Operational Program 6***

The structure of OP6 differed from that of OP5, with the results framework built around components. Those supported by SGP and COMPACT activities include-

1. Community Landscape and Seascape Conservation.
2. CSO-Government Policy and Planning Dialogue Platform.
3. Promoting Social Inclusion.
4. Global Reach for Citizen Practice-Based Knowledge Program.

The OP6 Country Strategy document further sets out the following specific areas of focus of community projects to be targeted for supported by the program during this cycle

1. Alternative livelihood and income generation that looks at equitable alternative sources or methods of using natural resources.
2. Value adding to income generating projects that utilize natural resources.
3. Including best practices in traditional, cultural and economic activities.

4. Reducing impact on the adjacent resources and protected areas.
5. Capacity building in the areas of business management, marketing and record keeping.
6. Information dissemination and community participation.
7. Pilot projects for community based small and medium enterprises.

### **3.4 SGP and OAK Foundation collaboration**

OAK Foundation is a private grant-making organization focused on key areas that include Environment, Issues Affecting Women and International Human Rights. OAK Foundation's environment focus covers mitigation of climate change and protection of wildlife and marine environment. The agency's contribution to the SGP in Belize was recorded at a significantly high level as far back as 2007, when the SGP County Case Study showed OAK Foundation cumulative cash co-financing of SGP projects totaled \$208,201. This was a significant portion of total cash co-financing of \$849,638 (Mendoza, Puri, Negi, 2007, pp. 26, 35). Through this collaboration OAK sought to build on the comparative advantages of the SGP which included a system of continuous grant making throughout the year, and a coaching approach that built capacity among fledgling NGOs and CBOs. These features, along with the fact that GEF funding for small grants is limited to \$50,000 per project before matching co-financing, allows OAK funding to reach community groups that may not be able to fully absorb the average OAK grant of \$250,000 over a project implementation period..

To support their respective conservation and livelihoods objectives, UNDP and OAK Foundation entered into an agreement in 2013 whereby the Foundation provided a total of \$326,000 for the financing of SGP initiatives, and GEF funding is used to provide a one-to-one match. The grant was intended to promote-

- a) Increased capacities of CBO's and emerging groups.
- b) Improved Marine Protected Areas management.
- c) Biodiversity and Conservation education.
- d) Enhanced community livelihood benefits.
- e) Enhanced stakeholder communication, consultation and consensus building.
- f) Dissemination of lessons learnt.

Table 1 below sets out the portfolio of projects executed under this agreement, showing a total value of \$461,000, financed in equal parts (\$230,500) with GEF and OAK grants. The table also includes an indication of each project's implementation status as at the time the evaluation visits were undertaken (July 18<sup>th</sup> to 30<sup>th</sup> 2016).

**Table 1: Portfolio of Projects, SGP OAK Re-grants**

No.	Project No.	Name	Organization	Amount	Status
1	BZE/COMPACT/OP5/Y2/CORE/BD/12/05	Strengthening the Institutional Capacity of the Belize Fishermen Cooperative Association (BFCA)	Belize Fishermen's Cooperative Association	45,000.00	Final Evaluation Pending
2	BZE/COMPACT/OP5/Y3/CORE/BD/13/03	Building Community Resilience as a Tool to Minimizing Impact on the Belize Barrier Reef System through Improved Educational Opportunities and Land Use Within the Rio Grande River Watershed	Ca`calenel Car Sa Nima (Riverfish Protectors)	40,000.00	Completed; Final Disbursement Pending
3	BZE/COMMPACT/OP5/Y3/CORE/IW/14/01	Building the Capacity of Local Tour Guides for Responsible Tourism in Punto Gorda, a Coastal Community of the Belize Barrier Reef Reserve System World Heritage Site.	Toledo Tour Guide Association	50,000.00	Completed; Final disbursement pending
4	BZE/COMPACT/OP5/Y3/CORE/BD/14/02	Promoting Conservation and Sustainable Use of Fisheries Resources by Building Capacity and Seeking Alternatives for Fishers	Belize Federation of Fishers	50,000.00	Final Evaluation Pending; Ends March 2017
5	BZE/COMPACT/OP5/Y4/CORE/BD/14/03	Capacity Building and Empowerment of the Chunox Fishers for Improved Management of the Marine Resource through Education and Participation in Fisheries Management	Chunox Fishermen Association	50,000.00	Output of Project proposal and Final Evaluation Pending; to be extended
6	BZE/COMPACT/OP5/Y4/CORE/BD14/04	Enhancing Mangrove and Coral Ecosystems via Active Reforestation/Restoration Efforts and Structured Training Activities in the Stann Creek District	Fragments of Hope	50,000.00	Ongoing; End date November 2016
7	BZE/COMPACT/OP6/Y1/CORE/2015/01	Sustainable Financing of Conservation and Development in the Maya Mountain Marine Corridor	Toledo Institute for Development and Environment	50,000.00	Ongoing; Ends in March 2017

**Table 1: Portfolio of Projects, SGP OAK Re-grants**

<b>No.</b>	<b>Project No.</b>	<b>Name</b>	<b>Organization</b>	<b>Amount</b>	<b>Status</b>
8	BZE/COMPACT/OP6/Y1/CORE/2015/02	Enhancing the Conservation and Sustainability of Light House Reef Atoll-Promoting Income Diversification Opportunities	Belize Audubon Society	50,000.00	Ongoing; Ends October 2017
9	BZE/COMPACT/OP6/Y1/CORE/2015/03	Strengthening System Level Management of Marine Protected Areas in the Northern Belize Coastal Complex	Sartaneja Alliance for Conservation and Development	50,000.00	Ongoing; Ends March 2017
10	BZE/COMPACT/OP6/Y1/CORE/2015/04	Strengthening Capacities in Seascape Conservation and Management within the Belize Federation of Fishers	Belize Federation of Fishers	26,000.00	Ongoing; March 2017
<b>Total Grant Funding</b>				<b>461,000.00</b>	

## **4. Results of SGP OAK Portfolio Execution**

### **4.1. Portfolio Overview**

The GEF SGP OAK portfolio consists of ten projects executed by nine non-government and community organizations operating in the Corozal, Belize, Stann Creek and Punta Gorda Districts. Of the ten, six have project close dates in later 2016 and in 2017. At least one of the remaining four (Sarteneja) is to be extended to facilitate the final activity (design of a follow on project) and evaluation.

The projects within the portfolio are intended to support protection of the Belize Barrier Reef Complex either directly through work on one or more marine protected area, or indirectly through land based initiatives around rivers or with a ridge to reef focus. The stated primary objective of six of the grants was the strengthening of the five recipient organizations and their members (see annexes 8 and 9). These were directed to Belize Fishermen's Cooperative Association (1), Belize Fisheries Federation (2), Ca'calenel Car Sa Nima (Riverfish Protectors, 1), the Toledo Tour Guide Association (1) and the Chunox Fishermen Association (1). Two other grants—to the Sarteneja Association for Conservation and Development and the Toledo Institute of Development and Environment—supported efforts to expand their respective research programmes or to build their financial sustainability.

The remaining two projects had strong education components that built on different types of core activities. The first, being executed by Fragments of Hope, expands on a mangrove and coral restoration initiative by raising awareness through a demonstration activity and guided field trips, and supported initiation of a potentially commercially viable ecological tour of the Placencia Lagoon. The second project, being implemented by the Belize Audubon Society, aims to strengthen the capacity of Chunox and Copper Bank fishermen who are the main users of the Lighthouse Reef Reserve, to support the community's identification of alternative livelihoods by encouraging entrepreneurship, providing scholarships for tertiary level studies, and strengthening BAS' education and outreach to the two communities and their monitoring capabilities.

### **4.2 Design and Implementation**

#### **4.2.1. Design and Monitoring and Evaluation of Portfolio Projects**

Reflecting differences in the capacity levels of the various proponent organizations, there are significant variances in the design of the projects across the portfolio. In general, proposals that were formulated by NGOs that have a longer track record of resource mobilization were more clearly articulated. Although proposal templates are provided to proponents, for some projects objectives are so broadly defined that expected outcomes and indicators are not sufficiently specific. The design of monitoring plans for such projects within the portfolio is less effective. Furthermore, discussions with SGP staff and proponents confirm that, as had been found in earlier evaluations of the SGP, the administrative team invests a significant period of time coaching proponents of fledgling organizations through the grant writing process. Where proponents express an interest in accessing technical support for project development, and the need is recognized, a planning grant may be approved and executed for that purpose.

Discussions and observations during site visits showed variations in the implementation of practical tools that would support the measurement of project activities. This was especially obvious where project indicators included a count of attendance or use such as to a resource center or a training workshop, but no system of logging was implemented. This should be identified at the design phase and

addressed at startup, using simple tools. In the cases cited, sign in registers or signed attendance sheets would serve the desired purpose.

Notwithstanding the constraint in the design of the projects and monitoring and evaluation plans or observed limitations on tools and practices, SGP staff has effectively overseen the implementation of the projects within the portfolio. In this regard their work is reinforced by the following factors (pers. communication, E. R. Cayetano, 04/11/2017).

1. The arrangement of disbursements in tranches which are only triggered with the completion of specified conditions at a particular stage of project implementation.
2. Periodic inclusion of steering committee members in site visits.
3. Targeted reviews that may arise out of a need to re-program project activities.
4. An annual overview of portfolio performance presented by the SGP staff to the Steering Committee, where issues that may need special attention are flagged.

#### **4.2.2 Portfolio Execution**

Some factors that impacted project implementation were linked to the administrative procedures of and transitions within the SGP. Proponents with prior experience with SGP grants expressed appreciation with the simplification of the project implementation procedures, and in particular the reduction in reporting requirements for triggering disbursements. These proponents recall significant lags between disbursements which negatively affected their implementation progress prior to this change, and report that under the new modality, requesting disbursement is easier and implementation is smoother.

Despite the positive effect of this change, proponents experienced a slowdown in disbursements in early 2016. Review of the records and discussions with the SGP staff reveal that this coincides with the transition in leadership within the office, as the National Coordinator retired in December 2012, and a new coordinator was recruited in March 2016. The recruitment and transition process affected implementation as early as November 2015 until April 2016, when pending disbursement requests were processed.

#### **4.2.3 Coaching and Mentoring**

Where proponent groups are new, implementation appears to be improved with support from individual and NGO mentors who are willing to guide the groups and at the same time provide critical in-kind inputs. The positive impact of this type of support was especially evident for the Chunox project, where development of the project proposal and the implementation of activities is supported by an individual mentor and has benefitted from technical inputs from NGOs, particularly Wildtracks and BAS.

#### **4.2.4 Gender Equity and Disaster Mitigation**

Promotion of gender equity is an integral component of UNDP and GEF modalities, and is articulated as a key objective at the national level. SGP project proposal templates therefore required indication of specific ways in which gender equity would be supported in project implementation. With many of the proposals focused on the fisheries sector, where activities are predominantly executed by men, proposals showed clear challenges with this requirement. In many cases, proponents indicated that the sector and activities were male dominated and indicated roles for women that were supportive of males. IN many cases, these roles did not allow women to have a voice. In the implementation process, however, accommodations and activities to address such shortcomings were driven by project owners. Once such instance is the San Miguel community's request for separate sessions for males and females



in order to ensure that women had an opportunity to be heard. In Chunox the women advised on the final touches of the community center, particularly in terms of painting, furnishing and décor. These results suggest that the gender considerations in design and implementation require more in-depth consideration and input from the respective communities.

Steering committee member respondents point to the value of having just such input, and to a tradition of strong women's roles within the communities both as beneficiaries and as partners. In this latter role it is noted that fishing communities are anchored by women as men are often at sea for long periods. Another point in this regard is that where one or more female members of a proponent group wants to engage in an activity that is traditionally male, and that is built into the project, every effort is made to ensure that such instances of mainstreaming are supported within the initiative.

Whilst the project design template includes scoring criteria for gender considerations, there is not a similar provision for disaster mitigation. Steering committee members interviewed indicate that disaster mitigation features are most obvious where projects focus on activities that fulfil that purpose. Examples of this are the Ca'calenel Car Sa Nima (Riverfish Protectors) activities focused on replanting of riparian vegetation, and the coral reforestation component under the Fragments of Hope project,

## **4.3 Portfolio Outcomes**

### **4.3.1 Relevance to National and GEF Priorities**

All of the projects financed under the UNDP OAK agreement were found to be relevant to both national priorities and to those of GEF Operational Phases 5 and 6 (see Annex 9). Consistent with the objectives of the portfolio as stated in the TOR, the areas of relevance to national priorities as articulated in national planning documents were-

- a. Capacity building of local organizations to support citizens participation in decision-making;
- b. Enhancement of civil society to contribute to implementation of multilateral environmental agreements;
- c. Cross cutting issues of poverty reduction, Livelihoods and gender;
- d. Care for the Natural Environment as the source and basis of social progress;
- e. Continuing sustainable management of Belize's landscape and seascape.

The parallel match with GEF priorities included focus on maintaining globally significant biodiversity; and effective governance framework to ensure citizen participation, accountability of political leaders and effective management of public resources to meet public needs.

**Table 2: Portfolio Rating per UNDP Guidelines:**

<b>No.</b>	<b>Name</b>	<b>Organization</b>	<b>Relevance</b>	<b>Effectiveness</b>	<b>Efficiency</b>	<b>Sustainability</b>	<b>Impact</b>
1	Strengthening the Institutional Capacity of the Belize Fishermen Cooperative Association (BFCA)	Belize Fishermen's Cooperative Association	R	MS	MS	MU	MU
2	Building Community Resilience as a Tool to Minimizing Impact on the Belize Barrier Reef System through Improved Educational Opportunities and Land Use Within the Rio Grande River Watershed	Ca`calenel Car Sa Nima (Riverfish Protectors)	R	S	MS	MU	MU
3	Building the Capacity of Local Tour Guides for Responsible Tourism in Punto Gorda, a Coastal Community of the Belize Barrier Reef Reserve System World Heritage Site.	Toledo Tour Guide Association	R	MS	S	ML	L
4	Promoting Conservation and Sustainable Use of Fisheries Resources by Building Capacity and Seeking Alternatives for Fishers	Belize Federation of Fishers	R	S	S	MU	L
5	Capacity Building and Empowerment of the Chunox Fishers for Improved Management of the Marine Resource through Education and Participation in Fisheries Management	Chunox Fishermen Association	R	S	S	ML	L
6	Enhancing Mangrove and Coral Ecosystems via Active Reforestation/Restoration Efforts and Structured Training Activities in the Stann Creek District	Fragments of Hope	R	S	HS	L	HL
7	Sustainable Financing of Conservation and Development in the Maya Mountain Marine Corridor	Toledo Institute for Development and Environment	R	HS	S	HL	HL
8	Enhancing the Conservation and Sustainability of Light House Reef Atoll-Promoting Income Diversification Opportunities	Belize Audubon Society	R	S	S	L	HL

**Table 2: Portfolio Rating per UNDP Guidelines:**

No.	Name	Organization	Relevance	Effectiveness	Efficiency	Sustainability	Impact
9	Strengthening System Level Management of Marine Protected Areas in the Northern Belize Coastal Complex	Sarteneja Alliance for Conservation and Development	R	S	S	L	HL
10	Strengthening Capacities in Seascape Conservation and Management within the Belize Federation of Fishers	Belize Federation of Fishers	R	MS	MS	MU	L
			R	S	S	ML	L-HL

**Key:**  
 For Relevance: R = Relevant, NR = Not Relevant  
 For Effectiveness, Efficiency and Sustainability: HS = Highly Satisfactory, S = Satisfactory, MS = Moderately Satisfactory, U = Unsatisfactory  
 For Impact: HL = Highly Likely, L = Likely, U = Unlikely, HU = Highly Unlikely

### **4.3.2. Effectiveness and Efficiency in Achievement of Outputs**

As set out in Table 2 below, the overall effectiveness of the SGP OAK portfolio was satisfactory (S), with the majority of the projects (8) rated either satisfactory or, in one case, highly satisfactory, (HS). The level of effectiveness reflected the completion of almost all project activities and objectives. Completed activities included training, acquisition of materials and equipment, public education and dissemination of information. Activities pending completion included research and mapping, planning, and collaborative arrangements involving other agencies or governments. The latter mostly reflected-

- lags in discussions and supporting actions on the part of national partners within central or local government or academic institutions or;
- the inherent lengthiness of stakeholder consultation processes at the domestic level, or with other governments, where bi-national and tri-national activities are included, such as with the SADC project “Strengthening System Level Management of Marine Protected Areas in the Northern Belize Coastal Complex”.

The overall level of efficiency of the portfolio is rated as satisfactory as most of the projects (7) were satisfactory or, in one case, highly satisfactory. Many of these projects were executed with high levels of either cash or in-kind input from members and partners, and factored into further leveraging of resources by the proponents.

### **4.3.3 Sustainability of Results**

Consistent with the UNDP guidance for terminal evaluations (UNDP, 2012, pp. 21-22), the portfolio of projects was assessed for sustainability in terms of financial, socio-economic, institutional and governance, and environmental risks. Overall the sustainability of the SGP OAK portfolio of projects was rated moderately likely, with seven projects rated moderately likely or likely to see outcomes sustained. Environmental and socio economic risks contribute positively in this regard as they appear to be lowest, whilst financial and institutional risks are higher.

Almost all projects showed strong socio-economic support from within the communities and target groups, and do not face environmental risks beyond the very areas that are integral to their respective project objectives. On the other hand, a number of proponent organizations have capacity constraints arising from too few members or managers, modest office space and material resources. Also, whilst many had components that should result in a stream of income or were instrumental in leveraging consideration or commitment for further funding of activities on the part of grant funding partners, financial sustainability is an underlying concern.

Overall, the age of the organization was a notable factor in the level of sustainability, with those agencies that were formed more recently accounting for most of the projects rated moderately unlikely to be sustainable.

## 4.4 Impact and Catalytic Effects

### 4.4.1 Realized and Anticipated Impact

Per UNDP guidelines (2012, pp 23-24), the effective measure of impact requires identification of project and portfolio contribution to-

- a. Verifiable improvements in ecological status;
- b. Verifiable reduction in stress on ecological systems;
- c. Progress toward achievement of stress reduction and /or ecological improvement.

Where these assessments are not possible, the guidelines further indicate that at a minimum evaluations should identify-

- a. The causal links of project outputs and outcomes to impacts (the mechanisms at work);
- b. The extent to which changes are taking place at scales commensurate to national system boundaries; and
- c. The likely permanence or long lasting nature of the impacts.

It is important to note further that impact emanates in part from outcomes, which are

“medium-term development results created through the delivery of outputs and the contributions of various partners and non-partners. Outcomes normally relate to changes in institutional performance or behaviour among individuals or groups and are identified at the global level or in a particular region, country or community within a period of time. Furthermore, outcomes cannot normally be achieved by only one agency and are not under the direct control of a project manager (UNDP 2011, p. 3).

The causal links of project outputs and outcomes to impacts covers the results based management chain. Taken from the UNDP guidelines (2012, p. 20), box 1 below shows the definition of each link in the chain. Using this concept, a suggested mapping of causal links of the SGP OAK Portfolio to identified intended outcomes is set out at Table 3.

#### Box 1: Links in Results Based Management Chain

<b>Inputs</b>
Financial, human and material resources used for the project
<b>Activities</b>
Actions taken through which the project inputs are mobilized to produce specific outputs
<b>Outputs</b>
Products and services that result from the project
<b>Outcomes</b>
The likely or achieved short- and medium-term effects of an intervention's outputs. Examples of outcomes could include, but are not restricted to, stronger institutional capacities, higher public awareness (when leading to changes of behavior), and transformed policy frameworks or markets.
<b>Impacts</b>
Actual or anticipated, positive or negative changes in global environmental benefit, as verified by environmental stress and/or status change, and also taking into account sustainable development impacts, including changed livelihoods.

**Table 3: Outcome and Impact Context of SGP OAK Portfolio**

<b>Causal Link</b>	<b>Anticipated Impact and Outcome, Specific Outputs, Activities and Inputs</b>
Anticipated Impact	Public policies and institutional capacities are strengthened and capacitated to manage Belize’s natural resource base in a sustainable manner, and for a more effective and multi-sectoral preparedness and response to natural disasters and climate-induced events.
Relevant Anticipated Outcomes	<p>Improved community-level actions and practices, and reduced negative impacts on biodiversity resources in and around protected areas, and indigenous and community conservation areas (OP5-1.1)</p> <p>Benefits generated at the community level from conservation of biodiversity in and around protected areas and indigenous and community conservation areas (OP5-1.2)</p> <p>Improved community-level sustainable use of biodiversity in production landscapes / seascapes through community-based initiatives, frameworks and market mechanisms, including recognized environmental standards that incorporate biodiversity considerations (OP5-2.1)</p> <p>Improved conservation and sustainable use, and management of important terrestrial and coastal/marine ecosystems through implementation of community based landscape/seascape approaches (OP6-1.1)</p> <p>Improve livelihoods through increasing local benefits generated from environmental resources (Cross Cutting-OP5)</p> <p>Mainstream gender considerations in community-based environmental initiatives (Cross Ctting-OP5)</p>
Outputs (SGP OAK Portfolio Projects)	<ol style="list-style-type: none"> <li>1. Strengthening the Institutional Capacity of the Belize Fishermen Cooperative Association (BFCA) [BZE/COMPACT/OP5/Y2/CORE/BD/12/05]</li> <li>2. Building Capacity of Local Tour Guides for Responsible Tourism in Punta Gorda [BZE/COMMPACT/OP5/Y3/CORE/IW/14/01]</li> <li>3. Promoting Conservation and Sustainable Use of Fisheries Resources by Building Capacity and Seeking Alternatives for Fisher [BZE/COMPACT/OP5/Y3/CORE/BD/14/02]</li> <li>4. Capacity Building and Empowerment of the Chunox Fishers for Improved Management of the Marine Resource through Education and Participation in Fisheries Management [BZE/COMPACT/OP5/Y4/CORE/BD/14/03]</li> <li>5. Strengthening Capacities in Seascape Conservation and Management within the Belize Federation of Fishers [BZE/COMPACT/OP6/Y1/CORE/2015/04]</li> </ol>

**Table 3: Outcome and Impact Context of SGP OAK Portfolio**

Causal Link	Anticipated Impact and Outcome, Specific Outputs, Activities and Inputs
<b>SGP OAK Portfolio Project Outputs</b>	6. Building Community Resilience as a Tool to Minimizing Impact on the Belize Barrier Reef System through Improved Educational Opportunities and Land Use Within the Rio Grande River Watershed [BZE/COMPACT/OP5/Y3/CORE/BD/13/03]
	7. Sustainable Financing of Conservation and Development in the Maya Mountain Marine Corridor [BZE/COMPACT/OP6/Y1/CORE/2015/01]
	8. Enhancing the Conservation and Sustainability of Light House Reef Atoll-Promoting Income Diversification Opportunities [BZE/COMPACT/OP6/Y1/CORE/2015/02]
	9. Strengthening System Level Management of Marine Protected Areas in the Northern Belize Coastal Complex [BZE/COMPACT/OP6/Y1/CORE/2015/03]
	10. Enhancing Mangrove and Coral Ecosystems via Active Reforestation/Restoration Efforts and Structured Training Activities in the Stann Creek District [BZE/COMPACT/OP5/Y4/CORE/BD14/04]
<b>SGP OAK Portfolio Project Activities</b>	<ul style="list-style-type: none"> <li>• Workshops/Training of project proponents and target groups (Finance, Administration, Information Technology, sustainable resource use, service delivery)</li> </ul>
	<ul style="list-style-type: none"> <li>• Fee-based expeditions and Tours (fee based)</li> </ul>
	<ul style="list-style-type: none"> <li>• Demonstration tours</li> </ul>
	<ul style="list-style-type: none"> <li>• Exchange Visits</li> </ul>
	<ul style="list-style-type: none"> <li>• Research and Mapping</li> </ul>
	<ul style="list-style-type: none"> <li>• Strategic and Financial Sustainability Planning</li> </ul>
	<ul style="list-style-type: none"> <li>• Online Marketing</li> </ul>
	<ul style="list-style-type: none"> <li>• Development and dissemination of Promotional Material (Print)</li> </ul>
	<ul style="list-style-type: none"> <li>• Infrastructure Development (Construction and/or refurbishment and furnishing of Office Buildings, community buildings and Dorms)</li> </ul>
	<ul style="list-style-type: none"> <li>• Expeditions and Tours</li> </ul>
	<ul style="list-style-type: none"> <li>• Information Exchange (Among Project Participants)</li> </ul>
	<ul style="list-style-type: none"> <li>• Mentoring</li> </ul>
	<ul style="list-style-type: none"> <li>• Planting of Tree Saplings</li> </ul>

**Table 3: Outcome and Impact Context of SGP OAK Portfolio**

Causal Link	Anticipated Impact and Outcome, Specific Outputs, Activities and Inputs
	<ul style="list-style-type: none"> <li>• Seeding of Mangroves for restoration</li> <li>• Seeding of Corals for restoration</li> <li>• Resource and Threat Mapping</li> <li>• Resource mobilization for book Scholarships (online and traditional)</li> <li>• Resource mobilization for tuition scholarships (high school and college)</li> <li>• Site monitoring (Protected and riverine areas, Watersheds)</li> <li>• Resource mobilization for start-up of livelihoods initiatives</li> <li>• Piloting of income generating activities</li> </ul>
Inputs	<ul style="list-style-type: none"> <li>• Consultants</li> <li>• Equipment and Supplies</li> <li>• Training Space</li> <li>• Travel Resources</li> <li>• In-Kind Support (Mentoring and Facilitation) from individuals and NGOs</li> </ul>



The table sets out the intended impact identified in the United Nations Development Assistance Framework for Belize for the period 2013 to 2016 (which corresponds with the term of the OAK Portfolio execution) and shows the related SGP OP 4 and OP 5 outcomes and the OAK portfolio outputs, activities and inputs. This approach recognizes the challenge of identifying and harnessing baseline and process indicators that would allow for the verifiable improvement in the ecological status or of reduction in stress on Belize's ecological system. It allows for the alternative approach of assessing the likelihood of progress toward achieving either objective by looking at the-

- causal links (impacts to SGP portfolio output and outcomes);
- extent of change within the national context; and
- likely permanence of the impacts.

*The specific outcomes identified and shown in this table are mainly geared toward supporting changes in community practices and the enabling framework that together would result in sustainable natural resource use that would contribute toward stress reduction. To this end, outputs included improved individual and organization capacities (through training, plans, infrastructure and tools).*

*The overall impact rating for the portfolio is likely to highly unlikely; with eight projects rated either of those categories, and two projects rated moderately unlikely (See Table 2). Since many of the projects within the portfolio are recently completed or in the process of completion, the rating scale applied for impact here is the same as the sustainability scale. The intention is to provide a gauge of whether the projects and overall portfolio is like to have significant impact in the medium to long term.<sup>2</sup>*

While the two projects rated moderately unlikely to have lasting impact were geared toward capacity building, there are impediments to their institutional and financial sustainability. The constraint to institutional sustainability reflects a need for effective succession planning and for increased personnel, whilst the financial sustainability impediment arises from a requirement for effective planning for the mobilization of resources that are not completely project driven.

#### **4.4.2 Catalytic and Replication Effects**

The SGP OAK portfolio activities entail significant efforts toward achieving knowledge transfer through exchange visits among proponents and communities (such as with the Chunox Fishermen and Ca'calenel Car Sa Nima-San Miguel Riverkeepers), and through mentoring by individuals and non-government organizations. Examples of these are BAS' support to the entrepreneurship components of the project designed by members of the Chunox and Sartaneja communities and the mentoring provided by individuals to a number of the proponent groups to help develop their strategic and resource mobilization plans, and improve their site monitoring plans.

Having a demonstration project, such as the one at the core of the Fragments of Hope initiative, is one of the key mechanisms for the catalysis and replication of the SGP OAK supported initiatives that can contribute toward achieving the intended impact.

Capacity building and training is one of the most relied on mechanisms for expansion of project achievements within the SGP OAK portfolio; it is common to virtually all of the projects within the portfolio, perhaps reflecting the effective use of resources. A less common activity across the portfolio is the use of project individuals and institutions to replicate outcomes in other regions. This may reflect

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<sup>2</sup> The UNDP recommended Impact rating scale is negligible, moderate or high impact.

the already noted constraint in personnel, as well as a perceived disproportion between costs and benefits, particularly at the country portfolio level.

## **4.5. Constraints, Best Practices and Lessons Learn**

### **4.5.1 Challenges, Constraints and Lessons Learned**

While many of the projects contain a focus on financial sustainability, this remains a key challenge to SGP OAK proponents. One proponent identified the nature of the work toward outcomes that would decrease ecological stress as intensive and requiring skill levels to which fees and market returns would not be commensurate. This suggests that full financial sustainability tied to market factors may not be possible, so that the focus should be on identifying strategies to secure streams of income for core activities, and complementing with project driven initiatives.

A second constraint noted was that of adequate personnel in terms of numbers and level of training. Examples of constraints in personnel levels include the Fragments of Hope project and in the Ca'calenel Car Sa Nima group and the Belize Fishermen Cooperative Association. The need for improvement of skills levels is particularly notable in the newer organizations such as the Chunox Fishermen Cooperative Association and the Belize Federation of Fishers.

A key challenge noted across the portfolio is the need to fully engage all sectors required for the effective execution of portfolio or project activities, and to ensure effective sequencing in the design of relevant projects. This challenge was especially notable in and slowed the rate of progress of initiatives within the portfolio that involved transboundary collaboration or research, either of which needed to be facilitated by official agencies. A related challenge is that where active engagement and support of official institutions are impacted by changes in personnel within the government and quasi-government environment.

A further consideration is that agencies' roles should be clearly identified, and, where enabling policy and institutional support or enabling efforts are critical, government entities with legislated roles for monitoring or supporting the respective industry with lead responsibility should take the lead in harmonizing the support to be provided in order to effectively match resources, ensure timely support and minimize inefficiencies. This can help to support the sequencing needs identified above, as well as ensure that efforts at disruptive innovation, which has been noted in at least one project within the portfolio, leads to intended positive results and at the same time is efficient and contributes to the outcomes required for improved ecological health.

### **4.5.2 Innovation, Best Practices and Lessons Learned**

Projects within the portfolio where communities are integral to the project activities and/or where innovative approaches are applied appear to have greater potential for impact. Examples of these are the restoration work and lagoon tour of the FOH project, and the entrepreneurship training and loan/grant component of the BAS project. Relative to other SGP activities, coral reef and mangrove restoration activities of the FOH project are innovative, and communities' involvement in executing the lagoon tour and in developing and executing small business initiatives lend to chances for greater impact.

In terms of effectiveness of outputs towards achieving intended outcomes and impacts, a comparison of the SGP portfolio of activities with earlier evaluations of SGP, as well as with other non-SGP programs currently under implementation, suggest a number of more effective and innovative approaches, and some worst practices. These observations are listed immediately below.

### **More Innovative and Effective Approaches**

1. High level of involvement of communities and target groups in the execution of project activities.
2. Demonstration activities for mangrove and coral replanting.
3. One-to-one mentoring for the development of strategic and resource mobilization plans.
4. Design and piloting of initiatives such as site and study tours and exhibitions.
5. Design and execution of competition for evaluation and financing of innovative livelihoods initiative.
6. Design and use of social media accounts for dissemination of information (particularly Facebook and Twitter).

### **Less Innovative and Effective approaches**

1. Implementation and financing of activities such as book and tuition scholarship where the full completion of the four year or two year course is not adequately provided for and expectations are built-up.
2. Refurbishment of offices without accompanying design and implementation of strategic and resource mobilization plans. Not utilizing this approach lends to repeat funding of similar activities for the same proponents and lags in their institutional strengthening. These effects can detract from effective realization of intended outcomes and impact.
3. Uncoordinated and reactive approach of facilitating agencies and funders that does not lend to a cohesive framework for supporting proponents efforts that would maximize chances of realizing outcomes and achieving impact. This is especially important in the design and implementation of policies and supporting mechanisms, and the effective channeling of financial resources.

The following lessons learned and areas of potential improvement were highlighted by SGP Steering Committee members interviewed.

1. A need for development of a set of SMART indicators and for their consistent collection for measurement and assessment of baseline and progress.
2. Development of a comprehensive repository of information on SGP project experiences and lessons learned which would function as a clearing house for those persons who are new to the SGP operations. This recommendation from one of the SGP Steering Committee respondents is seen as a potential tool to ensure that redundancy is minimized.
3. Long term monitoring of SGP grant funded projects especially to track impact and sustainability, which can better be measured for periods after project implementation, is completed. The points at 1 and 2 immediately above would support this measure.

## **5. Recommendations and Conclusion**

The SGP OAK portfolio is assessed as likely to be highly impactful or impactful, with only two of the total of ten projects rated as moderately unlikely to be impactful. The likelihood of project outcomes being achieved and sustained is supported by significant levels of community and stakeholder involvement in planning and execution, innovative approaches in implementation of project activities, mentoring and support to the design and execution of key project initiatives and design and piloting of financing mechanisms. In order to improve potential impact, a number of measures can be taken to improve project design and implementation efficiency, effectiveness and sustainability. These are outlined below.

### **5.1. Toward Improving Relevance, Efficiency and Effectiveness**

Relevance, efficiency and effectiveness can be maximized where

- a. New groups should be supported by mentors and benefit from in-kind technical inputs by individuals or NGOs and CBOs with relevant experience and a positive track record.
- b. Project objectives and activities can be clearly linked to national policies and initiatives, such as managed access. This should be reinforced with the inclusion of measures and related indicators to ensure active engagement with the relevant government institution.
- c. Monitoring and evaluation tools are agreed up front and put in place early, and SGP monitoring and evaluation checks are done at least quarterly.

### **5.2 Toward Improving Sustainability and Impact**

Key factors for improved sustainability and impact include-

- a. Incorporating a marketable activity that can be monetized as a part of the project.
- b. Building in an activity to generate initiatives that build on gains of SGP financed project.
- c. Increase the visibility of success stories through effective use of social media (Facebook, Twitter).

### **5.3. Conclusion**

With the expiration of funding from the United Nations Foundation, the collaboration between the UNDP support SGP and the OAK Foundation allowed for mutual benefit. For the SGP the partnership allowed for the continuation of a focus on initiatives targeting the marine eco-system, whilst the OAK Foundation was able to better support community groups that would have difficulties absorbing their average grants. In terms of relevance, efficiency and effectiveness, the portfolio of projects financed under this agreement was rated overall as successful, whilst achievement of sustainability of impact was rated overall, in each case, as likely to highly likely. Lessons learned pointed to a need to include measures that would better address capacity building and succession planning to ensure institutional sustainability, and to build on an acknowledged constraint in relying on market based solutions for financial sustainability to tailor appropriate approaches to financial sustainability. These solutions, along with a number of recommendations drawn from the successes and constraints provide clear options for adjustments in ongoing initiatives and for the design and implementation of future projects.

## 6. Documents Reviewed

- Belize: Green, Clean, Resilient and Strong. 2014-2024 National Environmental Policy and Strategy.
- Global Environment Facility Small Grants Programme. Belize Country Programme Strategy OP5 August 2011.
- Global Environment Facility Small Grants Programme. Country Programme Strategy (CPS) for Operational Phase 6 (OP6). 2015 to 2018.
- Government of Belize, Ministry of Economic Development. March 2016. Belize 2016 – 2019 Growth and Sustainable Development Strategy.
- Ministry of Forestry, Fisheries and Sustainable Development, Government of Belize. March 2015. National Protected Areas System Plan. Revised Edition. Ed. Salas, Osmany and Shal, Valentino.
- United Nations Development Assistance Framework Belize 2013 – 2016.
- United Nations Development Programme. Outcome Level Evaluation. A Companion Guide to the Handbook on Planning, Monitoring and Evaluating for Development Results for Programme Units and Evaluators. December, 2011.
- . Guidance for Conducting Terminal Evaluations for UNDP-Supported GEF-Financed Projects. 2012.
- . Handbook on Planning, Monitoring and Evaluation for Development Results. 2009
- .

## **Annex 1: Terms of Reference, Terminal Evaluation of SGP OAK Re-granting Portfolio**

Portfolio Project # 00087293 (SGP/COMPACT Re-granting of OAK FUNDS) was implemented between the Period June 2013 to December 2015 with the financial support of the OAK Foundation; and was designed with an objective of protecting and conserving the Belize Barrier Reef Reserve System World Heritage Site. Small Grants targeted Coastal Community Based Organizations, Associations and Local Non- Governmental Organizations and promoted:

- a) Increased capacities of CBO's and emerging groups
- b) Improved Marine Protected Areas management
- c) Biodiversity and Conservation education
- d) Enhanced community livelihood benefits
- e) Enhanced stakeholder communication, consultation and consensus building
- f) Dissemination of lessons learnt

The above stated objective was achieved through the administration and implementation of the 10 project grants. As a condition of UNDP/ SGP re-granting of OAK Foundation funds, it is prescribed that a terminal evaluation of OAK Funded initiatives be undertaken. The Terminal Evaluation is intended to be a systematic learning exercise for project partners. The exercise is therefore structured so as to generate and share experiences and practical knowledge. The proposed portfolio evaluation of the OAK Supported SGP will focus on:

### **Portfolio/ Outcome analysis**

Detailing how those initiatives funded have contributed to the overall progress of Objective realization (including contributing factors and constraints);

### **Output analysis**

Focusing on the relevance of and progress made in terms of the individual project outputs within the UNDP/ OAK Portfolio (including analysis of project activities, sustainability factors, non- intentional results and cascading/ ripple effect of investment );

### **Consultancy Objective:**

The specific objectives are:

1. To provide an overall picture of the Performance of the OAK portfolio and address impact, effectiveness and efficiency issues that can be dealt with at the portfolio level for used in designing and implementation of UNDP's Small Grant Programme interventions during the current UNDP Country programme, which is crucial in informing the design of the new UNDP CPD cycle (2017- 2021).
2. To do a portfolio/outcome analysis of the business cases through;
  - a. To review the business case and assess whether or not stated objective, indicators and targets appropriately responded to national circumstances and to the state of the Belize Barrier Reef Complex.

- b. Assess the timeliness of intervention and determine the likelihood for achieving the portfolio impact within the planned timeframe.
  - c. Assess the main factors (positive and negative) within and beyond UNDP/SGP interventions that affected portfolio delivery; stating clearly how these factors limited or facilitated progress towards attainment of the portfolio objective.
  - d. Assess whether or not proposed contributions to the achievement of the portfolio objective were appropriate, sufficient, effective and sustainable.
  - e. Determine portfolio's contribution to the realization of Gender equity in portfolio programming (Examine the intended/unintended impacts for women, men and youths).
  - f. Assess the extent to which the capacity developed under the programme can continue to function without continued external support from UNDP/SGP.
3. Do an Output Analysis on the effectiveness of the SGP for successfully achieving environmental conservation and sustainable management while addressing livelihoods in communities.
4. Put into consideration a list of driver of development effectiveness throughout the portfolio evaluation process so as to help in connecting UNDP's substantive results to larger intended national development outcomes.

## Annex 2: Persons Interviewed

Name	Organization	Community/Town, District	Mode	Date
<b>Mrs. Celia Mahung</b>	Toledo Institute for Development and Environment (TIDE)	Punta Gorda, Toledo	In- Person	22-Jul-16
<b>Mr. Kenny Cal</b>	Building Community Resilience as a Tool to Minimizing Impact on the Belize Barrier Reef System through Improved Educational Opportunities and Land Use Within the Rio Grande River Watershed	San Miguel, Toledo	In- Person	22-Jul-16
<b>Mr. Dennis Garbutt</b>	Toledo Tour Guides Association	Punta Gorda, Toledo	In- Person	23-Jul-16
<b>Mr. Pedro Alvarez</b>	Belize Fishermen's Cooperative Association	Coastal Communities; Belize, Stann Creek, Toledo, Caye Caulker and San Pedro	In- Person	26-Jul-16
<b>Mr. Nigel Martinez</b>	Belize Federation of Fishers	Coastal Communities; Belize, Stann Creek, Toledo, Caye Caulker and San Pedro	In- Person	26-Jul-16
<b>Mr. Lucito Ayuso</b>	Belize Audubon Society	Chunox and Copper Bank Villages, Corozal	In- Person	26-Jul-16
<b>Ms. Beverly Wade</b>	Belize Fisheries Department	National	Telephone	
<b>Mr. Joel Verde</b>	Sarteneja Association for Conservation and Development	Sarteneja, Corozal District	In- Person	28-Jul-16
<b>Mr. Deiden Gorosica</b>	Sarteneja Association for Conservation and Development	Sarteneja, Corozal District	In- Person	28-Jul-16
<b>Mr. Carlo Patt</b>	Chunox Fishermen Association	Chunox Village, Corozal District	In- Person	29-Jul-16
<b>Ms. Lisa Carne</b>	Fragments of Hope	Placencia Village, Stann Creek District	In- Person	30-Jul-16
<b>Ms. Beverly Wade</b>	Fisheries Administrator	National	Telephone	07- 16
<b>Ms. Sharon Lindo</b>	Member SGP Steering Committee	National	Telephone	03- 17
<b>Ms. Janet Gibson</b>	Member, SGP Steering Committee	National	Telephone	03- 17
<b>Mr. E. Roy Cayetano</b>	Member, SGP Steering Committee	National	Telephone	04- 17
<b>Leonel Requeña</b>	Small Grants Program	National	In- Person	08/01/2016 - 08/02/2016
<b>Josue Oliva</b>	Small Grants Program	National	In- Person	08/01/2016 - 08/02/2016



## **Annex 3: Outline of Program of Action, Belize Growth and Sustainable Development Strategy 2016-2019**

### **Critical Success Factor 1: Optimal National Income and Investment**

- Necessary Condition 1.1: Penetrating Export Markets
- Necessary Condition 1.2: Attracting Foreign Investments
- Necessary Condition 1.3: Effective Industrial Policy, Based on Belize's Strengths
- Necessary Condition 1.3.1: Improved Competitiveness (Including among Small Firms and Traditional Sectors)
- Necessary Condition 1.3.2: Optimal Economic Transition: Supporting New and Emerging Activity with Good Prospects
- Necessary Condition 1.3.3: Improving Access to Development Finance
- Necessary Condition 1.3.4: Promoting Inclusive Growth (Growth with Equity)
- Necessary Condition 1.3.5: Encouraging Technological Adaptation and Innovation (Including Green Technology)
- Necessary Condition 1.3.6: Improving the Incentives Regime
- Necessary Condition 1.3.7: Strategically Prioritize Sectors for Development
- Necessary Condition 1.4: More Efficient Markets
- Necessary Condition 1.5: Adequate Infrastructure (Roads, Ports, Energy, Water, Telecommunications, and Transport)
- Necessary Condition 1.6: Adequate Skills and Capacity to Support Economic Growth, Sustainable Development, and Resilience
- Necessary Condition 1.6.1: Align Education and Training to Labor Market Needs
- Necessary Condition 1.6.2: Encourage Entrepreneurship and Business Innovation

### **Critical Success Factor 2: Enhance Social Cohesion and Resilience**

- Necessary Condition 2.1: Adequate Access to Health Care
- Necessary Condition 2.2: Adequate Access to Education and Lifelong Learning for All
- Necessary Condition 2.3: Optimal Social Security/Insurance
- Necessary Condition 2.4: Better Social Assistance (Direct Social Protection)
- Necessary Condition 2.5: Effective Livelihood Programs
- Necessary Condition 2.6: Decent Wages and Work Conditions
- Necessary Condition 2.7: Strong National Identity and Future Vision
- Necessary Condition 2.8: Social Inclusion and Equitable Growth

### **Critical Success Factor 3: Sustained or Improved Health of Natural, Environmental, Historical and Cultural Assets**

- Necessary Condition 3.1: Sustainable Environmental Management
- Necessary Condition 3.1.1: Ecosystems Management
- Necessary Condition 3.1.1a: Protected Areas
- Necessary Condition 3.1.1b: Other Land Areas
- Necessary Condition 3.1.2: Water Resource Management
- Necessary Condition 3.1.3: Disaster Risk Management and Climate Change Resilience
- Necessary Condition 3.1.4: Management of Historical and Cultural Sites
- Necessary Condition 3.1.5: Marine and Aquatic Resources
- Necessary Condition 3.2: Urban and Rural Planning
- Necessary Condition 3.3: Waste Management and Pollution Control

**Critical Success Factor 4: Enhance Governance and Citizen Security**

Necessary Condition 4.1: Better Technical and Political Governance Systems

Necessary Condition 4.2: Amelioration of Social Issues that Fuel Crime

Necessary Condition 4.3: Effective Policing

Necessary Condition 4.4: Better Administration of Justice

Necessary Condition 4.5: Maintaining the Integrity of National Borders

## Annex 4: Relevance of GEF Operational Program 5 to National Priorities

### OP5 project objectives

SGP OP5 Immediate Objective 1: Improve sustainability of protected areas and indigenous and community conservation areas through community-based actions

SGP OP5 Immediate Objective 2: Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions

SGP OP5 Immediate Objective 3: Promote the demonstration, development and transfer of low carbon technologies at the community level

SGP OP5 Immediate Objective 5: Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry

SGP OP5 Immediate Objective 6: Maintain or improve flow of agro ecosystem and forest ecosystem services to sustain livelihoods of local communities –

SGP OP5 Immediate Objective 7: Reduce pressures at community level from competing land uses (in the wider landscapes)

SGP OP5 Immediate Objective 8: Support trans-boundary water body management with community-based initiatives

SGP OP5 Immediate Objective 10: Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends

Cross-Cutting Results: Poverty reduction, livelihoods and gender

### National priorities

Develop sustainable financing mechanisms for Protected Areas

Care for the Natural Environment as the source and basis of social progress

Removal of barriers for promotion of low carbon technology among local communities

Reduction of emissions from deforestation and forest degradation

Rehabilitation of degraded forests and landscapes

Support environmentally and socially responsible use of land resources

Sustainable use and protection of trans-boundary water resources

Strengthen the capacity of local organizations to facilitate citizens participation in decision-making processes

Facilitate and strengthen local governance structures of CSOs

Expand opportunities for the poor to engage in sustainable livelihoods

Increase sustainable livelihoods for both men and women

## Annex 5: Relevance of GEF Operational Program 6 to National Priorities

SGP OP6 strategic initiatives	GEF-6 corporate results by focal area	National Priorities Horizon 2030 and 1 <sup>st</sup> GSDS Period
<b>Community landscape/seascape conservation</b>	<i>Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society</i>	<p>Sustainable Use and Management of the natural resource base (tourism, agriculture, protected areas/ecosystems) as the foundation of sustainable development</p> <p>Continue the sustainable management of Belize’s landscape and seascapes with the aim of building climate resilience, ensuring water and food security, reducing disaster risk, and preserving Belize’s natural and cultural heritage</p>
<b>Innovative climate-smart agro-ecology;</b>	<i>Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)</i>	<p>Rationalize land use planning to support sustainable economic activities</p> <p>Improve agricultural production and efficiency through sustainable and climate smart best practices</p> <p>Continue the sustainable management of Belize’s coastal zone and protected areas system with the aims of building climate resilience, ensuring water and food security, reducing disaster risk, and preserving Belize's natural and cultural heritage</p>
<b>Energy access co-benefits</b>	<i>Support to transformational shifts towards a low-emission and resilient development path</i>	<p>Facilitate the development or emergence of other types of employment generating opportunities, including activities related to renewable energy, aquaculture, real estate, medical tourism and information and communication technology (ICT), in order to absorb excess labour supply.</p> <p>Continue the sustainable management of Belize’s coastal zone and protected areas system with the aims of building climate resilience, ensuring water and food security, reducing disaster risk, and preserving Belize's natural and cultural heritage</p>
<b>Local to global chemicals coalitions</b>	<i>Increase in phase-out, disposal and reduction of releases of POPs, ODS, mercury and other chemicals of global concern.</i>	<p>Improve the health and well-being of Belizeans, through a variety of social and environmental policies and initiatives.</p>
<b>CSO-Government dialogue platforms</b>	<i>Enhance capacity of civil society to contribute to implementation of MEAs (multilateral environmental agreements) and national and sub-national policy, planning and legal frameworks</i>	<p>An effective governance framework that ensures: i) citizen participation, accountability of political leaders and effective management of public resources to meet public needs.</p>

<b>Social inclusion (gender, youth, indigenous peoples)</b>	<i>GEF Gender Mainstreaming Policy and Gender Equality Action Plan and GEF Principles for Engagement with Indigenous Peoples</i>	An effective governance framework that ensures: i) citizen participation, accountability of political leaders and effective management of public resources to meet public needs.
<b>Contribution to global knowledge management platforms</b>	<i>Contribute to GEF KM efforts</i>	An effective governance framework that ensures: i) citizen participation, accountability of political leaders and effective management of public resources to meet public needs.

## Annex 6: Expected Results Framework-Belize SGP Country Programme Strategy, OP5

Outcomes	Indicators	Means of verification	Activities
<b><i>SGP OP5 Immediate Objective 1: Improve sustainability of protected areas and indigenous and community conservation areas (ICCAs) through community-based actions</i></b>			
<p>Outcome 1.1: Improved community-level actions and practices, and reduced negative impacts on biodiversity resources in and around protected areas, and indigenous and community conservation areas.</p> <p>Outcome 1.2: Benefits generated at the community level from conservation of biodiversity in and around protected areas and indigenous and community conservation areas.</p>	<p>Number, and Hectares of protected areas positively influenced through SGP support</p> <p>Number of community members with improved livelihoods related to benefits from protected areas</p> <p>Total value of biodiversity products (US dollar equivalent)</p>	<p>Progress Reports, Site Visit Reports, End of Project Internal Evaluation Reports, and SGP database</p>	<p>1-2 projects funded per year</p>
<b><i>SGP OP5 Immediate Objective 2: Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions</i></b>			
<p>Outcome 2.1: Improved community-level sustainable use of biodiversity in production landscapes / seascapes through community-based initiatives, frameworks and market mechanisms, including recognized environmental standards that incorporate biodiversity considerations</p>	<p>Hectares of production landscapes/seascapes applying sustainable use practices</p> <p>Hectares of land under sustainable agriculture, forest management and water management practices</p> <p>Number of community members with improved livelihoods related to benefits from sustainable use of biodiversity</p> <p>Total value of biodiversity products (US dollar equivalent)</p>	<p>Progress Reports, Site Visit Reports, End of Project Internal Evaluation Reports, and SGP database</p>	<p>1-2 projects funded per year</p>
<b><i>SGP OP5 Immediate Objective 3: Promote the demonstration, development and transfer of low carbon technologies at the community level</i></b>			
<p>Outcome 3.1: Innovative low-GHG technologies deployed and successfully demonstrated at the community level</p>	<p>Number of community members demonstrating or using low-GHG technologies-tonnes of GHG avoided (CO2 equivalent) by implementing low carbon technologies</p>	<p>Progress Reports, Site Visit Reports, End of Project Internal Evaluation Reports, and SGP database</p>	<p>1 project funded per year</p>

Outcomes	Indicators	Means of verification	Activities
<b><i>SGP OP5 Immediate Objective 5: Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry</i></b>			
<p>Outcome 5.1: Sustainable land use, land use change, and forestry management and climate proofing practices adopted at the community level for forest and non-forest land-use types</p> <p>Outcome 5.2: Restoration and enhancement of carbon stocks in forests and non-forest lands</p>	<p>Hectares under improved sustainable land management and climate proofing practices</p> <p>Hectares of forests and non-forest lands with restoration and enhancement initiated.</p> <p>Hectares of land under sustainable agriculture, forest management and water management practices</p> <p>Tonnes of GHG avoided (CO2 equivalent) by implementing low carbon technologies</p>	<p>Progress Reports, Site Visit Reports, End of Project Internal Evaluation Reports, and SGP database</p>	<p>1-2 projects funded per year</p>
<b><i>SGP OP5 Immediate Objective 6: Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities</i></b>			
<p>Outcome 6.1: Improved community-level actions and practices, and reduced negative impacts on agro-, and forest ecosystems and ecosystem services demonstrated to sustain ecosystem functionality.</p> <p>SGP LD Outcome 6.2: Community-based models of sustainable forestry management developed, and tested, linked to carbon sequestration for possible up-scaling and replication where appropriate, to reduce GHG emissions from deforestation and forest degradation and enhance carbon sinks from land use, land use change, and forestry activities</p>	<p>Hectares of land under sustainable agriculture, forest management and water management practices.</p> <p>Hectares of degraded land restored and rehabilitated.</p> <p>Number of communities demonstrating sustainable land and forest management practices.</p> <p>Number of community members with improved actions and practices that reduce negative impacts on land uses.</p>	<p>Progress Reports, Site Visit Reports, End of Project Internal Evaluation Reports, and SGP database</p>	<p>1-2 projects funded per year</p>

Outcomes	Indicators	Means of verification	Activities
<b><i>SGP OP5 Immediate Objective 7: Reduce pressures at community level from competing land uses (in the wider landscapes)</i></b>			
Outcome 7.1: Improved community-level actions and practices, and reduced negative impacts in land use frontiers of agro-ecosystems and forest ecosystems (rural/urban, agriculture/forest)	<p>Hectares of land under sustainable agriculture, forest management and water management practices.</p> <p>Number of communities demonstrating sustainable land and forest management practices.</p> <p>Number of community members with improved actions and practices that reduce negative impacts on land uses.</p>	Progress Reports, Site Visit Reports, End of Project Internal Evaluation Reports, and SGP database	1-2 projects funded per year
<b><i>SGP OP5 Immediate Objective 8: Support trans-boundary water body management with community-based initiatives</i></b>			
Outcome 8.1: Effective community-based actions and practices demonstrated	Hectares of water body basins under sustainable management practices.	Progress Reports, Site Visit Reports, End of Project Internal Evaluation Reports, and SGP database	1 project funded per year
<b><i>SGP OP5 Immediate Objective 10: Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends</i></b>			
<p>Outcome 10.2: Improved information flows to/from CBOs and CSOs regarding good practices and lessons learned, and application of such practices</p> <p>Outcome 10.3: Increased public awareness and education at the community-level regarding global environmental issues</p> <p>Outcome 10.4: Capacity of CBOs and CSOs strengthened to support implementation of global conventions.</p>	<p>Quantity and quality of SGP knowledge base, and use of knowledge base.</p> <p>Quantity and quality of contributions to knowledge fairs, conferences, publications and research, including lesson learnt for sharing of experiences.</p> <p>Number of CBOs and CSOs demonstrating understanding of the role of evaluation through application of relevant evaluation methodologies and participation in national dialogues.</p>	Progress Reports, Site Visit Reports, End of Project Internal Evaluation Reports, and SGP database.	1 project and one workshop funded per year.



Outcomes	Indicators	Means of verification	Activities
<i>Cross-Cutting Results: Poverty Reduction, Livelihoods and Gender</i>			
<p>Improve livelihoods through increasing local benefits generated from environmental resources</p> <p>Mainstream gender considerations in community-based environmental initiatives.</p>	<p>Number of participating community members -gender disaggregated (mandatory for all projects).</p> <p>Number of projects which include gender considerations in their development</p> <p>Number of community members with sustained livelihood improvement resulting from SGP support</p>	<p>Progress Reports, Site Visit Reports, End of Project Internal Evaluation Reports, and SGP database</p>	<p>All projects should contribute to these outcomes</p>

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## Annex 7: Expected Results Framework-Belize SGP Country Programme Strategy, OP6

1: OP6 project components	2:CPS targets	3: Activities	4: Indicators	5: Means of verification
<p><b>SGP OP6 Component 1:</b> <i>Community Landscape and Seascape Conservation:</i></p> <p>1.1 SGP country programmes improve conservation and sustainable use, and management of important terrestrial and coastal/marine ecosystems through implementation of community based landscape/seascape approaches in approximately 50 countries</p>	<p><b>10 projects executed in the broader landscape /seascape level</b></p> <p><b>1,253,252</b> hectares across the four areas</p> <p><b>4</b> priority landscapes and seascapes were selected using 8 independent, empirical criteria. Three land areas are proposed: 1)eastern Corozal, including Corozal Bay, eastern Orange Walk and northern Belize Districts; 2) Lower slopes of the Maya Mountains from northern Stann Creek to southern Toledo, including the coastal and immediate offshore areas; 3)Central Cayo District northeast into Central Belize District; and 4) lower reaches of the Maya Mountain range in southwestern Toledo.</p> <p>The typology of projects:- Innovations in Protected Areas Management</p> <ul style="list-style-type: none"> <li>- Indigenous Peoples Participation in Renewable Energy Projects ; and ,</li> <li>- Innovations in financing of Community Based Projects.</li> </ul> <p>The watershed covers the mountain to the river basin, all the way to the coastline.</p> <p>Projects will cover any single or a combination of these units from the ridge to the reef.</p> <p>Improved management of the BBRRS –WHS.</p>	<ul style="list-style-type: none"> <li>- Capacity building in all projects</li> <li>- Business approach to PA management and livelihood initiatives.</li> <li>-Pre-feasibility studies and business plans will be used to ensure sustainability and allow beneficiaries to tap into loan financing for continuity after project closure.</li> <li>-Focus on community involvement in the management of the BBRRS-WHS. Emphasis on promoting alternative livelihoods for communities with high marine resource dependency e.g. Sarteneja</li> <li>- Biological research and monitoring for baseline data development</li> <li>- Focus on supporting community participation and engagement for protection of key conservation targets, reduction of threats in prioritized biological corridors</li> <li>-Information management</li> </ul>	<p>Number of hectares impacted by individual project(s).</p> <p>Number (total) and % of hectares impacted by SGP Country Programme projects.</p> <p>% Change in Income of beneficiaries</p> <p>Changes in living conditions of project beneficiaries</p> <p>Increase in the number or health of selected species for example in biological corridors</p>	<p>Individual project reporting to SGP country team</p> <p>Baseline assessment comparison variables (use of conceptual models and partner data as appropriate)</p> <p>Annual Monitoring Report (AMR)</p>

1: OP6 project components	2:CPS targets	3: Activities	4: Indicators	5: Means of verification
<p><b>SGP OP6 Component 2:</b></p> <p><i>Climate Smart Innovative Agro-ecology:</i></p> <p>2.1 Agro-ecology practices incorporating measures to reduce CO2 emissions and enhancing resilience to climate change tried and tested in protected area buffer zones and forest/biological corridors and disseminated widely in at least 30 priority countries</p>	<p><b>4 projects, 1 for each landscape /seascape</b></p> <p>Integrating climate resilient best practices into agriculture at the local level, including increasing capacity and awareness, sustainability of innovative climate smart agriculture, bringing national level policies down to local level, combining agriculture and forestry best practices, all towards improving livelihoods and sustaining communities in the face of climate change</p>	<p>Business plans/pre-feasibility studies as part of the planning grants</p> <p>Agro-ecology farms and plots</p> <p>Silvi-pasture, agro-forestry, organic farming, value chain development, emerging technologies in Climate Smart agriculture</p>	<p>% change in output of farms or production units</p> <p>% Increase in crop yields</p> <p>Number of farms that adopt organic production systems</p> <p>Number of climate smart technologies adopted</p>	<p>Individual project reporting to SGP country team</p> <p>Socio-ecological resilience indicators for production landscapes (SEPLs)</p> <p>Annual Monitoring Report (AMR)</p> <p>GEF Country Programme Strategy Review Report</p>
<p><b>SGP OP6 Component 3:</b></p> <p><i>Low Carbon Energy Access Co-benefits:</i></p> <p>3.1 Low carbon community energy access solutions successfully deployed in 50 countries with alignment and integration of these approaches within larger frameworks such as SE4ALL initiated in at least 12 countries</p>	<p><b>2 innovative projects for OP6</b></p> <p>At least 200 households achieve energy access co-benefits such as resilience, ecosystem effects, income, health and others rigorously estimated</p>	<p>1 Project SE4All solar, mini-hydro, wind, biogas, clean efficient stoves</p>	<p>Number of community-oriented, locally adapted energy access solutions</p> <p>Number of households that use renewable energy for livelihoods and other purposes.</p>	<p>AMR, country reports</p> <p>AMR, global database, country reports</p> <p>Special country studies</p>

1: OP6 project components	2:CPS targets	3: Activities	4: Indicators	5: Means of verification
<p><b><u>SGP OP6 Component 4:</u></b></p> <p><i>Local to Global Chemical Management Coalitions:</i></p> <p>4.1 Innovative community-based tools and approaches demonstrated, deployed and transferred, with support from newly organized or existing coalitions in at least 20 countries for managing harmful chemicals and waste in a sound manner</p>	<p><b>1 Project</b></p> <p>Reduction the Unintentional Persistent Organic Pollutants release at the local level through burning of plastics in garbage, hospital waste incineration, smelting etc.</p>	<p>Awareness raising and lessons learned and knowledge gained disseminated in at least 1 community project</p>	<p>Level of awareness of target populations is increased on the harmful effects of burning of POPs releasing products.</p> <p>Number of households adopt recycling of solid waste</p> <p>Number of recycle systems</p>	<p>Individual project reports to SGP Country Team</p> <p>Strategic partnership with IPEN country partners</p> <p>Annual Monitoring Report</p>
<p><b><u>SGP OP6 Component 5:</u></b></p> <p><i>CSO-Government Policy and Planning Dialogue Platforms (Grant-makers+):</i></p> <p>5.1 SGP supports establishment of “CSO-Government Policy and Planning Dialogue Platforms”, leveraging existing and potential partnerships, in at least 50 countries</p>	<p><b>1 Project</b></p> <p>Increase public awareness on the importance of CSO participation in national dialogue, support CSO coordination for participation in national policy processes</p>	<p>3 well-coordinated CSOs prepared for participation in dialogue platforms</p> <p>IP and GOB Dialogue in Southern Belize</p> <p>Formal GOB dialogue with Conservation and Private Sector agencies in national planning processes</p>	<p>Number of Policy and Planning Dialogue Platforms initiated</p> <p>Number of CSO networks strengthened in Belize</p>	<p>Individual project reports to SGP Country Team</p> <p>SGP Global Database</p> <p>Annual Monitoring Report (AMR)</p>
<p><b><u>SGP OP6 Component 6:</u></b></p> <p><i>Promoting Social Inclusion (Grant-makers+):</i></p> <p>6.1 Gender mainstreaming considerations applied by all SGP country programmes;</p>	<p><b>1 Project</b></p> <p>Affirmative Action: the project will require participation of women, youth and elderly, which will be documented and measured</p>	<p>Capacity building of women, youth and IP groups</p> <p>Weighting of gender considerations to be higher in approval of projects</p>	<p>Number of beneficiaries by category impacted</p> <p>Number of Indigenous Fellows facilitated</p>	<p>Individual project reports to SGP country teams</p> <p>SGP Global Database</p> <p>Annual Monitoring Report</p>

1: OP6 project components	2:CPS targets	3: Activities	4: Indicators	5: Means of verification
<p>Gender training utilized by SGP staff, grantees, NSC members, partners</p> <p>6.2 IP Fellowship programme awards at least 12 fellowships to build capacity of IPs;</p> <p>implementation of projects by IPs is supported in relevant countries</p> <p>6.3 Involvement of youth and disabled and elderly is further supported in SGP projects and guidelines and best practices are widely shared with countries</p>	<p>over the lifetime of the projects</p> <p>A minimum of 400 youth, 200 women, 500 IPs, 100 differently able and 100 elderly participate in this component.</p> <p>Two (2) Indigenous Fellows facilitated in Belize.</p>	<p>Incorporate gender considerations as a requirement in ALL projects</p> <p>Gender mainstreaming and awareness within grantee organizations</p>		<p>(AMR)</p>
<p><b>SGP OP6 Component 7:</b></p> <p><i>Global Reach for Citizen Practice-Based Knowledge program (Grant-makers+):</i></p> <p>7.1 Digital library of community innovations is established and provides access to information to communities in at least 50 countries</p> <p>7.2 South-South Community Innovation Exchange Platform promotes south-south exchanges on global environmental issues in at least 20 countries</p>	<p><b>3 Projects</b></p> <p>Utilization of horizontal and south-south knowledge sharing</p> <p>Contribute to existing knowledge platforms by documenting 10 innovations during OP6.</p> <p>Recognition of innovative national programs and projects that demonstrate best practice and share the results at a forum</p>	<p>2 local exchanges</p> <p>2 South/South exchanges</p> <p>Document best practices and innovation of 10 community based environmental initiatives in Belize</p> <p>Case studies documenting the Community Landscape and Seascape Management Approach</p>	<p>Number of country innovations documented</p> <p>Number of innovations disseminated at the global level.</p>	<p>SGP Global Database</p> <p>Annual Monitoring Report (AMR)</p>

## Annex 8: Specific Points of Relevance of SGP OAK Portfolio to National and GEF Priorities

No.	Organization	Rating	National Priority	GEF Priority
Strengthening the Institutional Capacity of the Belize Fishermen Cooperative Association (BFCA)	Belize Fishermen's Cooperative Association	R	Strengthen capacity of local organizations to facilitate citizens' participation in decision making.	Immediate Objective 10: Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trend
Building Community Resilience as a Tool to Minimizing Impact on the Belize Barrier Reef System through Improved Educational Opportunities and Land Use Within the Rio Grande River Watershed	Ca`calenel Car Sa Nima (Riverfish Protectors)	R	Strengthen capacity of local organizations to facilitate citizens' participation in decision making.	Immediate Objective 10: Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trend
Building the Capacity of Local Tour Guides for Responsible Tourism in Punto Gorda, a Coastal Community of the Belize Barrier Reef Reserve System World Heritage Site.	Toledo Tour Guide Association	R	Cross-Cutting Results: Poverty reduction, livelihoods and gender	Increase sustainable livelihoods for both men and women
Promoting Conservation and Sustainable Use of Fisheries Resources by Building Capacity and Seeking Alternatives for Fishers	Belize Federation of Fishers	R	Strengthen capacity of local organizations to facilitate citizens' participation in decision making.	Immediate Objective 10: Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trend

No.	Organization	Rating	National Priority	GEF Priority
Capacity Building and Empowerment of the Chunox Fishers for Improved Management of the Marine Resource through Education and Participation in Fisheries Management	Chunox Fishermen Association	R	Cross-Cutting Results: Poverty reduction, livelihoods and gender	Increase sustainable livelihoods for both men and women
Enhancing Mangrove and Coral Ecosystems via Active Reforestation/Restoration Efforts and Structured Training Activities in the Stann Creek District	Fragments of Hope	R	Care for the Natural Environment as the source and basis of social progress	SGP OP5 Immediate Objective 2: Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions
Sustainable Financing of Conservation and Development in the Maya Mountain Marine Corridor	Toledo Institute for Development and Environment	R	Continue the sustainable management of Belize's landscape and seascapes with the aim of building climate resilience, ensuring water and food security, reducing disaster risk, and preserving Belize's natural and cultural heritage	<i>Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society;</i>
			<i>Enhance capacity of civil society to contribute to implementation of MEAs (multilateral environmental agreements) and national and sub-national policy, planning and legal frameworks</i>	An effective governance framework that ensures: i) citizen participation, accountability of political leaders and effective management of public resources to meet public needs
Enhancing the Conservation and Sustainability of Light House Reef Atoll-Promoting Income Diversification Opportunities	Belize Audubon Society	R	Continue the sustainable management of Belize's landscape and seascapes with the aim of building climate resilience, ensuring water and food security, reducing disaster risk, and preserving Belize's natural and cultural heritage	<i>Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society;</i>
			<i>Enhance capacity of civil society to contribute to implementation of MEAs (multilateral environmental agreements) and national and sub-national policy, planning and legal frameworks</i>	An effective governance framework that ensures: i) citizen participation, accountability of political leaders and effective management of public resources to meet public needs

No.	Organization	Rating	National Priority	GEF Priority
Strengthening System Level Management of Marine Protected Areas in the Northern Belize Coastal Complex	Sartaneja Alliance for Conservation and Development	R	Continue the sustainable management of Belize's landscape and seascapes with the aim of building climate resilience, ensuring water and food security, reducing disaster risk, and preserving Belize's natural and cultural heritage	<i>Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society;</i>
			<i>Enhance capacity of civil society to contribute to implementation of MEAs (multilateral environmental agreements) and national and sub-national policy, planning and legal frameworks</i>	An effective governance framework that ensures: i) citizen participation, accountability of political leaders and effective management of public resources to meet public needs
Strengthening Capacities in Seascape Conservation and Management within the Belize Federation of Fishers	Belize Federation of Fishers	R	Continue the sustainable management of Belize's coastal zone and protected areas system with the aims of building climate resilience, ensuring water and food security, reducing disaster risk, and preserving Belize's natural and cultural heritage	<i>Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)</i>
			<i>Enhance capacity of civil society to contribute to implementation of MEAs (multilateral environmental agreements) and national and sub-national policy, planning and legal frameworks</i>	An effective governance framework that ensures: i) citizen participation, accountability of political leaders and effective management of public resources to meet public needs
			Continue the sustainable management of Belize's coastal zone and protected areas system with the aims of building climate resilience, ensuring water and food security, reducing disaster risk, and preserving Belize's natural and cultural heritage	<i>Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)</i>



## Annex 9: SGP OAK Portfolio with Stated Objectives and Identified Outputs

No.	Project No.	Name	Organization	Stated Objectives/Goals	Outputs
1	BZE/COMPACT/OP5/Y2/CORE/BD/12/05	Strengthening the Institutional Capacity of the Belize Fishermen Cooperative Association (BFCA)	Belize Fishermen's Cooperative Association	Strengthen the institutional capacity of the Belize Fishermen Cooperative Association (BFCA) to manage, develop and sustain programs that fulfill its mission	Trained fishers, trained management committee, fishermen search and rescue and communication strategy, equipped and rehabilitated BFCA office.
2	BZE/COMPACT/OP5/Y3/CORE/BD/13/03	Building Community Resilience as a Tool to Minimizing Impact on the Belize Barrier Reef System through Improved Educational Opportunities and Land Use Within the Rio Grande River Watershed	Ca`calenel Car Sa Nima (Riverfish Protectors)	<p>1. Empower residents of San Miguel to promote sustainable use of resources within the Rio Grande River watershed through training and guidance by CCSN.</p> <p>2. Provide access to updated information through the use of computers and educational opportunities for the younger generation of San Miguel Village.</p>	2 training workshops, information exchange visit, 5 movie nights, 1 educational trip, improved waste disposal, 500 sapling trees planted in riparian area, community building renovated and equipped as mini-computer lab, 2 environmental computer classes, book scholarships for 5 high school students.
3	BZE/COMMPACT/OP5/Y3/CORE/IW/14/01	Building the Capacity of Local Tour Guides for Responsible Tourism in Punto Gorda, a Coastal Community of the Belize Barrier Reef Reserve System World Heritage Site.	Toledo Tour Guide Association	To strengthen the capacity of the Toledo Tour Guide Association to promote responsible tourism practices among its members who utilize the marine resources for their livelihoods.	50 tour guides trained in CPR and first aid, 30 guides trained in still water rescue, 50 local guides participate in tour guide refresher course, 4 workshops on responsible marine tourism marketing and communications, 2 workshops on the importance of the Belize Barrier Reef System, Promotional materials for Sapodilla Cayes Marine Reserve

No.	Project No.	Name	Organization	Stated Objectives/Goals	Outputs
4	BZE/COMPACT/OP5/Y3 /CORE/BD/14/02	Promoting Conservation and Sustainable Use of Fisheries Resources by Building Capacity and Seeking Alternatives for Fishers	Belize Federation of Fishers	1. develop a culture of responsible and sustainable utilization within the commercial fishing industry 2. identify possible alternatives that will reduce impact on existing resources	Training, public awareness (including documentary of typical day in 2 fishermen's lives)
5	BZE/COMPACT/OPF/Y4 /CORE/BD/14/03	Capacity Building and Empowerment of the Chunox Fishers for Improved Management of the Marine Resource through Education and Participation in Fisheries Management	Chunox Fishermen Association	To build the capacity of the Chunox Fishermen Association so that it can effectively address issue of overfishing, illegal fishing, build climate change resiliency, improve standard of living and promote responsible fishing practices ensuring healthy fishery stocks and ecosystems for current and future generations.	5 year development and operational (1 year) strategy, (newly constructed and) operating office space, information and training on fishery management programs, MOUs, project proposal for support to economic alternatives projects
6	BZE/COMPACT/OP5/Y4 /CORE/BD14/04	Enhancing Mangrove and Coral Ecosystems via Active Reforestation/Restoration Efforts and Structured Training Activities in the Stann Creek District	Fragments of Hope	To reduce impending threats of climate change by enhancing the ecosystems that provide the most shoreline protection (mangroves and coral reefs) to coastal communities near Laughing Bird Caye National Park (LBCNP), part of the Belize Barrier Reef Reserve System-World Heritage Site (BBRRS-WHS).	Trained participants, course curriculum and manual (restoration), private marine ecology tours, 100-200 planted mangroves, 2,000 planted coral fragments, course curriculum and 1 field trip for each of 3 primary schoolers.

No.	Project No.	Name	Organization	Stated Objectives/Goals	Outputs
7	BZE/COMPACT/OP6/Y1 /CORE/2015/01	Sustainable Financing of Conservation and Development in the Maya Mountain Marine Corridor	Toledo Institute for Development and Environment	TIDE's paying volunteer program Ridge to Reef Expeditions is making a net profit, and employing and building the capacity of local people in conservation work, thus contributing financial and human resources to community-oriented solutions for conservation and sustainable development in Toledo.	<p>Ridge to Reef Expeditions Blog and FB posts, 3 prospective partners, membership in international associations, advertising brochures, presentations</p> <p>3 new four-person cabanas at Payne's Creek National Park visitor center, a new building with 3 bedrooms and a bathroom, 8 new bed frames, 44 new mattresses, appliances and health and safety equipment</p> <p>1 TIDE community researcher with PADI Equipment Specialist training, PADI Dive Master and PADI Scuba Instructor diving qualifications, two TIDE community researcher gains tour license, 6 Ridge to Reef Expeditions member with primary and secondary care certificate in Emergency First Response, one youth participate in 8 week conservation expedition, a set of expedition ki (wetsuit, gum boots, raincoat, flashlight, etc)</p>

No.	Project No.	Name	Organization	Stated Objectives/Goals	Outputs
8	BZE/COMPACT/OP6/Y1 /CORE/2015/02	Enhancing the Conservation and Sustainability of Light House Reef Atoll-Promoting Income Diversification Opportunities	Belize Audubon Society	1. Strengthen and empower the Chunox and Copper Bank Fishermen Associations through capacity building to improve participation in national policy and actions relating to sustainable fisheries resource management.	Training in entrepreneurship development to 20 stakeholders(from Copper bank and Chunox), 4 boat to boat meetings, with community stakeholder micro-grants/loans, 2 scholarships-four year high school and ITVET--1 year support to BAS Marine biodiversity programme
		Enhancing the Conservation and Sustainability of Light House Reef Atoll-Promoting Income Diversification Opportunities		2. Building community support for conservation through the promotion of income diversification opportunities.	
		Enhancing the Conservation and Sustainability of Light House Reef Atoll-Promoting Income Diversification Opportunities		3. Improve BAS' Marine Biodiversity Monitoring Program in order to make informed management decisions therefore improving site level management.	
		Enhancing the Conservation and Sustainability of Light House Reef Atoll-Promoting Income Diversification Opportunities		4. Strengthen BAS' Environmental Education and Community Outreach program in Chunox and Copper Bank.	
		Enhancing the Conservation and Sustainability of Light House Reef Atoll-Promoting Income Diversification Opportunities		5. Enhance BAS' educational scholarship Program to support higher education among fishing families in the targeted communities.	
		Enhancing the Conservation and Sustainability of Light House Reef Atoll-Promoting Income Diversification Opportunities			

No.	Project No.	Name	Organization	Stated Objectives/Goals	Outputs
9	BZE/COMPACT/OP6/Y1 /CORE/2015/03	Strengthening System Level Management of Marine Protected Areas in the Northern Belize Coastal Complex		To provide a model for implementation of seascape management within Belize at system level, strengthening communication and collaboration between the four site-level protected areas management units (Corozal Bay WS, Bacalar Chico NP and MR, Hol Chan and Caye Caulker MR/FR), increasing management effectiveness and providing a knowledge baseline for addressing watershed impacts.	Updated management plans, joint activities for the NBCC, report on land use changes in the New River watershed, report on human impacts in the riparian vegetation of the New River, report on water quality of the New River, current and historical land use maps Riparian impact maps, Identification and mapping of key pollution points and sources, GIS shapefiles.
		Strengthening System Level Management of Marine Protected Areas in the Northern Belize Coastal Complex			
		Strengthening System Level Management of Marine Protected Areas in the Northern Belize Coastal Complex			
9	BZE/COMPACT/OP6/Y1 /CORE/2015/03	Strengthening System Level Management of Marine Protected Areas in the Northern Belize Coastal Complex	Sartaneja Alliance of Conservation and Development		Report on land use changes in the New River watershed, report on human impacts in the riparian vegetation of the New River, report on water quality of the New River, current and historical land use maps Riparian impact maps, Identification and mapping of key pollution points and sources, GIS shapefiles.
		Strengthening System Level Management of Marine Protected Areas in the Northern Belize Coastal Complex			
		Strengthening System Level Management of Marine Protected Areas in the Northern Belize Coastal			

No.	Project No.	Name	Organization	Stated Objectives/Goals	Outputs
		Complex			
		Strengthening System Level Management of Marine Protected Areas in the Northern Belize Coastal Complex			
10	BZE/COMPACT/OP6/Y1 /CORE/2015/04	Strengthening Capacities in Seascape Conservation and Management within the Belize Federation of Fishers	Belize Federation of Fishers	Institutional development of the associations of the BFF.	Operating BFF office space, equipment, training workshop (including in data collection to complement managed access, and training of trainers in basic computer and networking), media outputs
		Strengthening Capacities in Seascape Conservation and Management within the Belize Federation of Fishers		Strengthening capacity of fishers in sustainable fishing and management practices	