



GLOBAL ENVIRONMENT FACILITY SMALL GRANTS PROGRAMME (GEF SGP)

COUNTRY PROGRAMME STRATEGY (CPS) FOR OPERATIONAL PHASE 6 (OP6) 2015 TO 2018

Prepared By:

**BELIZE ENTERPRISE FOR SUSTAINABLE TECHNOLOGY (BEST)
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LIST OF ACRONYMS

BEST	Belize Enterprise for Sustainable Technology
BD	Biodiversity
BBRRS-WHS	Belize Barrier Reef Reserve System - World Heritage Site
BZD	Belize Dollars
CAP	Conservation Action Plan
CBO	Community Based Organization
CBD	Convention on Biological Diversity
CC	Climate Change
CLME	Caribbean Large Marine Ecosystem
COMPACT	Community Management of Protected Areas Conservation Programme
CPS	Country Programme Strategy
CSO	Civil Society Organization
DOE	Department of Environment
EIA	Environmental Impact Assessment
GEF	Global Environment Facility
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GIS	Geographic Information System
ICCAs	Indigenous Peoples' and Community Conserved Areas and Territories
IPs	Indigenous Peoples
LD	Land Degradation
LIC	Land Information Center
MBRS	Mesoamerican Barrier Reef System
M&E	Monitoring and Evaluation
MNRI	Ministry of Natural Resources and Immigration
NBSAP	National Biodiversity Strategy and Action Plan
NGO	Non Government Organization
NIP	National Implementation Plan
NSC	National Steering Committee
OP5	Operational Phase Five
OP6	Operational Phase Six
PACT	Protected Areas Conservation Trust
PRA	Performance and Results Assessment
SAPs	Strategic Action Programmes
SC	Stockholm Convention
SDGs	Sustainable Development Goals
SGP	Small Grants Programme
SIDS	Small Island Developing States
SME	Small and Medium-Sized Enterprise
TNC	the Nature Conservancy
TORs	Terms of Reference
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNFCCC	UN Framework Convention on Climate Change
USD	Wildlife Conservation Society

SGP COUNTRY PROGRAMME STRATEGY FOR OP6

COUNTRY: BELIZE

OP6 resources (estimated):	US\$1.2 Million
a. GEF Core funds:	US\$400,000.00
b. UNDP/OAK Re-granting Partnership:	US\$385,000.00
c. CBA:	US\$49,123.00
d. ICCA:	US\$400,000.00

Background:

1. SGP country programme - summary background

1.1 (a) National results and accomplishments achieved by the country programme

Since the start of the SGP in Belize in 1993, the programme has supported more than 220 projects throughout the country, primarily in the area of Biodiversity. In its 22 years of existence, the SGP has contributed US \$ 5,814,106.24 towards conservation and sustainable livelihood initiatives at the local level. Total cash co-financing and In-kind co-financing during this period amounted to US \$2,549,019 and \$3,868,663 respectively. Notable outcomes of projects with significant national impact contributing to the three SGP pillars of environmental protection, sustainable livelihoods, and community empowerment are:

- Contribution to the expansion and consolidation of the national protected areas system network and support for NGOs and CBOs to co-manage terrestrial and marine protected areas.
- Created awareness and provided support for protection of the Belize Barrier Reef Reserve System - World Heritage Site.
- Creation of awareness of and support for the protection of endangered species such as the Black Howler Monkey (*Alouatta pigra*), West Indian Manatee (*Trichechus manatus*), Scarlet Macaw (*Ara macao cyanoptera*), Yellow-headed Parrot (*Amazona oratrix*), Harpy Eagle (*Harpia harpyja*), Central American River Turtle or Hiccatee (*Dermatemys mawii*), Hawksbill Turtle (*Eretmochelys imbricata*), and Nassau Grouper (*Epinephelus striatus*).
- Involvement of local communities and stakeholders in the management and sustainable use of natural resources and income generation from terrestrial and marine products and services.
- Support for awareness and participation of fisherfolk in sustainable fisheries, and support for revival of the beekeeping industry.
- Empowerment of NGOs, CBOs, Vulnerable Community groups, and Indigenous Peoples organizations through institutional support, training and capacity building.
- Increased effectiveness of sustainable marine resource use management within SEA's three protected areas, through site level infrastructure to improve best practices in both fishing and tourism industries.
- Enhanced Landscape Management in the Vaca Forest Reserve through Community Participation and Support by rehabilitating degraded lands in the Vaca Forest Reserve;

- reducing the rate of land degradation through good agricultural practices and apiculture; improving the local economy among twenty farmers; promoting landscape management in the Vaca Forest Reserve.
- The reduction of anthropogenic pressure from competing land-uses and unsustainable agriculture through catalyzing sustainable agricultural change at the community level in and around the Maya Golden Landscape. Unsustainable farming practices within the Maya Golden Landscape (MGL) were mitigated, specifically the expansion and intensification of slash-and-burn agriculture.
 - Empowered fifteen individual fishermen and their families with the capacities required to manage micro businesses. This would enable these individuals to substitute other income earning activities and, thus, reduce the number of fishermen and the volume of fish extraction in the district.
 - Demonstrated the use of technology (kilns) to produce bio-char as an effective and environmentally friendly mechanism to utilize biomass and contain carbon, thereby increasing farm productivity and income for subsistence farmers that can be replicated in other communities.
 - Supported system level- planning in line with the NPAPSP, ensuring coordination of transboundary efforts in the Northern Belize Coastal Complex, development of a collaborative framework for addressing common co-management issues, enhancing resource management and protection using the community landscape and seascape approach.

(b) Accomplishments and key lessons learnt by the SGP country programme

Though not explicitly documented, the SGP has done much to bring global environmental issues into focus and prominence in Belize. The various components of the SGP's programme have promoted collaboration and synergy between and among participating groups and organizations. This has impacted mainly on the mobilization of funding for the Belize Country Programme, as well as the promotion of the landscape and seascape approaches to identifying priority areas for project design and implementation.

Over OP5, there was more focus on the inclusion of science, and, the participation of properly governed community groups as a way to get effective adaptation of lessons learnt from across the global SGP programme. This included collaboration with agencies such as the OAK Foundation as well as UNESCO. This has meant that projects from different regions of the world can now be replicated or scaled up with much less difficulty in Belize.

A key lesson learnt is that innovative project impacts can be made with small outlays of grant resources. Also, the NSC has recognized the need to standardize its end of project and M&E reporting formats to enable comparison and the compilation of results from individual micro level projects. The expectation is that OP6 will benefit from the improved analysis of the results generated from the previous rounds of funding. In the context of a human rights based approach to the implementation of the Country Strategy, there will be greater opportunities for the adaptation and transfer of lessons learnt from different regions of the world.

1.2 Situation analysis for the SGP country programme in OP6

The GEF SGP operates within the larger UNDP Country Strategy Framework which commits to achievement of the new United Nations Sustainable Development Goals. The GEF SGP continues to build new partnerships with civil society organizations and government partners ensuring projects are properly aligned with national development efforts and mainstreamed into national policies, strategies and actions. The main government partners are the Forest, Fisheries, Agriculture, Cooperatives and Education Departments. An emerging civil society partner is APAMO, an umbrella organization for most protected areas co-management organizations and community-based organizations.

The mobilization of funds to increase the availability of resources has been established through a UNDP/Oak Foundation Re-granting Partnership for grants. This mechanism will continue to match funds from the GEF SGP to expand on its overall impact. Other significant partnerships established for OP6 include the Indigenous Peoples and Community Conserved Areas and Territories (ICCA) and the Australian Aid funded Community Based Adaptation program. International NGO partners include the Wildlife Conservation Society (WCS), The Nature Conservancy (TNC), and the World Wildlife Fund (WWF). The Summit Foundation will be important in leveraging co-financing for common project objectives. Collaboration needs to be pro-actively sought with the national trust fund namely the Protected Areas Conservation Trust.

The strategic partnerships in line with this landscape approach to achieving national sustainable development goals through interventions at the local level, should not focus only on accessing funding, but rather on enhancing synergies, technical cooperation, and technical assistance for the poor and vulnerable communities for wider landscape/seascape coverage.

1.3. Experience, resources and co-financing of projects

The GEF SGP continues to build new partnerships with civil society entities and government partners ensuring projects are aligned to national efforts and mainstreamed into national policies, strategies and actions. The main government agency partners are Forest Department, Fisheries Department, Agriculture Department, Cooperatives Department, and Education Department

2. SGP country programme niche

2.1. Alignment with national priorities

The GEF-SGP Country Programme Strategy aligns very well with the national priorities as outlined in the Horizon 2030 and the Growth and Sustainable Development Strategy. Both of these frameworks emphasize Belize's critical dependence on natural resources and therefore the need to sustainably manage and utilize them. These frameworks also note the cross cutting importance of youth participation, gender considerations and human resources in both the planning and implementation aspects of sustainable development.

Table 1. List of relevant conventions and national/regional plans or programs

Rio Conventions + national planning frameworks	Date of ratification /completion
UN Convention on Biological Diversity (CBD)	Signature: 13 June 1992 Ratification: 30 Dec 1993 Effective date: 30 March 1994
CBD National Biodiversity Strategy and Action Plan (NBSAP)	Belize completed NBSAP in 1998 (currently being updated)
UN Framework Convention on Climate Change (UNFCCC)	Signature: 13 June 1992 Ratification: 31 October 1994 Entry into force: 29 January 1995
UNFCCC National Communications (1 st , 2 nd , 3 rd)	1st Communication: Sept 2002 2nd Communication: Oct 2011 Updated: May 2012 3rd Communication Awaiting Cabinet approval.
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	None submitted
UNFCCC National Adaptation Plans (NAP)	None submitted
UN Convention to Combat Desertification (UNCCD)	Accession: 23 Jul 1998 Entry into Force: 21 Oct 1998
UNCCD National Action Programmes (NAP)	None submitted
Stockholm Convention on Persistent Organic Pollutants (POPs)	Signature: 14 May 2002 Accession: 25 January 2010
SC National Implementation Plan (NIP)	Submitted : 03 Feb 2011
Poverty Reduction Strategy Paper (PRSP)	March 2014
GEF National Capacity Self-Assessment (NCSA)	November 2005
Kyoto Protocol	26 Sep 2003 and 16 Feb 2005
Strategic Action Programmes (SAPs) for shared international water-bodies ³	Caribbean Large Marine Ecosystems and Guyana and Brazil Shelf (CLME+) and management of the Gulf of Honduras
Growth and Sustainable Development Strategy	August 2015
Horizon 2030	March 2011
National Protected Areas Policy and System Plan	2005, Updated 2015
Agriculture and Food Security Policy	May 2002
National Forest Policy	May 2015
National Integrated Water Resources Authority Act	September 1, 2015
UNESCO World Heritage Site Convention	November 6 th , 1990
GoB Policy on Adaptation to Global Climate Change	September 2014
National Climate Change Policy, Strategy and Action Plan	March 18 th , 2015

2.2. Environmental Priorities and Opportunities

Belize is a country that relies heavily on its natural resources. As a result there is a need to balance the use with the rate at which the resources are renewed. Traditionally, the Belizean economy has been buoyed by natural resources-based activities such as forestry, fisheries, agriculture and

tourism. Indigenous and rural communities have traditionally relied on natural resources at the subsistence level, particularly the use of non-timber forest resources. This requires that there is sufficient focus on the management of these resources. If proper management and best practices are employed then the resources can and will provide opportunities for income generation and general livelihoods for present and future generations. These communities are also in a position to do damage to the very resources on which they rely. Opportunities exist for communities to become more involved in the management of these resources. Experience has shown that, when given the opportunity, rural and indigenous communities can become, the best stewards of the resources on which they depend.

Opportunities that currently exist include the Key Biodiversity Areas Project, the Marine Climate Change Adaptation Project, the National Climate Resilient Infrastructure Project, Promoting Sustainable Natural Resources Based Livelihoods, and other biodiversity projects through the Forest and Agriculture Departments with funding from various external sources. There are ongoing initiatives such as the Climate-Smarting Marine Protected Areas and Coastal Management in the Mesoamerican Reef Region, and Catch Shares implementation through the Fisheries Department. PACT also provides funding for Management NGOs through small, medium and large grants. Also, the OP6 Strategy is in line with the broader objectives of the UN systems development agenda for Belize which will support the new Sustainable Development Goals.

At the community level, the strategy will provide a mechanism for meaningful community consultation and participation. Making use of existing special interest groups resident in the communities is one method that will be used to ensure that there is a two-way flow of information. It also provides for participation in the planning and management process. With the development of new policies and plans the opportunities exist for communities to be factored in as a formal and functional part of the planning, design and implementation of natural resources management activities. A review of the information available on project funding indicates that when a project fails, often it is because of a lack of adequate technical and managerial capacity within the recipient groups. This also impacts on the ability and willingness of groups to continue to participate in management and sustainable use of natural resources. Therefore, there needs to be some emphasis placed on developing the requisite capacity in the following areas: group organization and conflict resolution, development and use of best practices, scalability and replicability of projects, particularly income generating projects, viability, management and marketing of income generating project, self-sufficiency and reduced impact. Additionally, support needs to be provided in the areas of technical support in all aspects of project development and implementation.

Projects shall focus on promoting equity, sustainability and resilience to Climate Change. Specifically, projects will address the following:

- ✓ Alternative livelihood and income generation that looks at equitable alternative sources or methods of using natural resources;
- ✓ Value adding to income generating projects that utilize natural resources;
- ✓ Including best practices in traditional, cultural and economic activities;
- ✓ Reducing impact on the adjacent resources and protected areas;
- ✓ Capacity building in the areas of business management, marketing and record keeping;
- ✓ Information dissemination and community participation; and
- ✓ Pilot projects for community based small and medium enterprises.

This list is not exhaustive, but it should serve as the starting point for the development and meaningful participation of communities in transformational projects at the local level.

2.3. *Strategic Directions (complementarity and synergy)*

There are several initiatives that have the potential to provide synergies with the Small Grants Programme. Over the last five years the Government of Belize has undertaken a comprehensive approach to environmental and natural resources management. In the Public Sector Investment Programme portfolio there are 19 environment and natural resources management projects listed which are being implemented by or on behalf the Government of Belize. These projects focus on social mobilization, facilitation and community co-management of natural resources, promotion and strengthening of entrepreneurship, and the enhancement of Belize's resilience to the impacts of climate change. It also supports sustainable fisheries and forestry and the economic development of these two important sectors. Strengthening natural resource management and biodiversity conservation, the development of administrative, legal and financial frameworks for the effective management of Belize's protected areas and public awareness of the need and importance of the management of natural resources are also included.

As mentioned before, there are three larger projects that are being implemented by the Government of Belize with funding from the Global Environmental Facility and the Japan Social Development Fund. These projects, namely, the Marine Climate Change Adaptation Project, the Key Biodiversity Areas and Promoting Sustainable Natural Resources Based Livelihoods, All of these projects have capacity building, natural resource management, community co-management and alternative livelihoods components. The Protected Areas Conservation Trust also plays an important role in providing support to protected areas management. PACT's focus is primarily on capacity building, capitalization and some operational support for NGOs.

Simultaneously, there are other initiatives from the NGO sector that focus primarily on resources management and capacity building. Donor funding from entities such as WWF, TNC, Oak Foundation, EDF and WCS continue to play an important role in ensuring that the local NGO sector has the capacity to support, complement and expand GoB efforts. These projects focus primarily on community participation in the management process, protected areas management, biodiversity conservation and alternative livelihoods development.

The opportunities for synergies and collaboration are many. The areas of focus for this strategy dovetail perfectly with those from the public and NGO sectors. In its Horizon 2030 and GSIDS documents, the Government of Belize has indicated its commitment to poverty alleviation, biodiversity conservation, adaptation to climate change and improvement of livelihoods. These are the same broad areas that the OP6 will focus on. Furthermore, the Grantmaker + initiative will help to mainstream the issues of indigenous communities, gender equality, public sector and community dialogue and systemization of the lessons learned from the various projects and programmes. Below are some of the current projects and programmes and the funding sources. It should be noted that the Government of Belize provides a co-financing component for most of the projects funded by the multilateral agencies such as GEF, EU-EDF and IADB.

Government funded projects and programmes:

The Government of Belize has a comprehensive investment programme, namely the Public Sector Investment Program aimed particularly at poverty reduction through the provision of economic infrastructure and the provision of social safety nets. These programmes are targeted at the areas and populations most at risk in the central, southern and northern regions of the country.

Other major Donor programs:

There are a number of international development partner agencies with programs in Belize. The Japan Social Development Fund, the Inter-American Development Bank, the Caribbean Development Bank the European Union and the World Bank all have current programs of investment.

Other NGO-led/funded programs:

There are two national foundations that provide development assistance to local communities. The Protected Areas Conservation Trust (PACT) and the Belize Natural Energy Charitable Trust both support programmes and projects in this sector. As the name suggest, PACT provides a greater share of its resources to the protected areas sector.

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

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

			<p>Plan.</p> <ul style="list-style-type: none"> - Complete the Review of the Mangrove Regulations - Complete and implement other critical policies, plans, and projects, in the area of forests, fisheries, oil spill contingency, land-based and marine pollution in readiness for the Green Climate Fund. 		v) Democratic Governance through the CSO-Government dialogue platform.
Innovative climate-smart agro-ecology;	<i>Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)</i>	<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>		<p>Support capacity building initiatives in climate smart agricultural production and agro-forestry</p> <p>Support the implementation of climate smart agricultural best practices in prioritized landscapes and seascapes (coastal zone)</p> <p>Support the integration of agriculture, tourism and forestry best practices in prioritized Landscapes (biological corridors)</p> <p>Support climate smart sustainable livelihood activities in production buffer zones within the selected landscapes/seascapes</p>	
Energy access co-benefits	<i>Support to transformational shifts towards a low-emission and resilient development path</i>	<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</p>		<p>SE4ALL - energy for development – look at a broader support of Secretary General Energy for All¹.</p> <p>Support capacity building and awareness on Low Carbon Energy (LCE) access options in communities without access to electricity in prioritized areas</p> <p>Support LCE access options for electricity and cooking in communities without access to electricity</p> <p>Support private sector- community</p>	

¹ The Ministry of Energy is currently designing a project which will enable communities which are not served by Belize's national electricity grid to source electricity services. This project has identified European Union grant funding which will become available in early 2017. The project also includes institutional strengthening and policy development components for the Ministry of Energy.

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

		resources to meet public needs.		national and international levels to promote knowledge sharing on innovative community initiatives	
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3. OP6 strategies

3.1 *Cross-cutting OP6 grant-making strategies*

There is general knowledge among the key stakeholders about the global goals and objectives of the SGP in Belize. However, with this new and innovative approach of the Strategic Grant Making Initiatives of OP6, creating more public awareness and knowledge at the national level will allow SGP stakeholders to make more informed decisions about projects. It will also inform decision makers and the general public on the role of SGP in the national development context.

An important aspect for success in addressing critical sustainable development challenges is to consider the entire range of issues which influence actions aimed at the said development. These issues include physical and environmental features as well as socio-economic and political factors. It is unwise to believe that any project will solve all the ills of the environment and the communities in a targeted region. Also, considering only protected areas managers as critical stakeholders does little to support conservation initiatives if poverty exists in nearby buffering communities. There must be a visioning and understanding of the global picture and the cumulative effects of any and all actions or initiatives. For this reason, planning and capacity building for landscape/seascape level development must go beyond the project target sites to create increased awareness of the links and interactions between and among all initiatives.

Projects which fall under the three Grant Maker Support Initiatives (CSO-Government Policy and Planning Dialogue Platforms, Promoting Social Inclusion and Global Reach for Citizen Practice-based knowledge Program), particularly capacity building and leadership support, will transcend any prioritization of target areas. The first two are essential components of a “good governance” system which has no physical boundaries but rather seeks to recognize and advance the role of citizens in national governance. Therefore “CSO-Government Policy and Planning Dialogue Platforms” and Promoting Social Inclusion activities will transcend the targeted project areas. In particular, affirming meaningful participation and capacity building of women, youth and indigenous peoples should be established across the landscapes/seascapes and all the Strategic Initiatives selected. “Contribution to Global Knowledge Management Platforms” is also a cross cutting initiative as knowledge gained should not be restricted within project sites and among proponents, but should be shared for replication of successful initiatives.

3.2 *Landscape/seascape-based OP6 grant-making strategies*

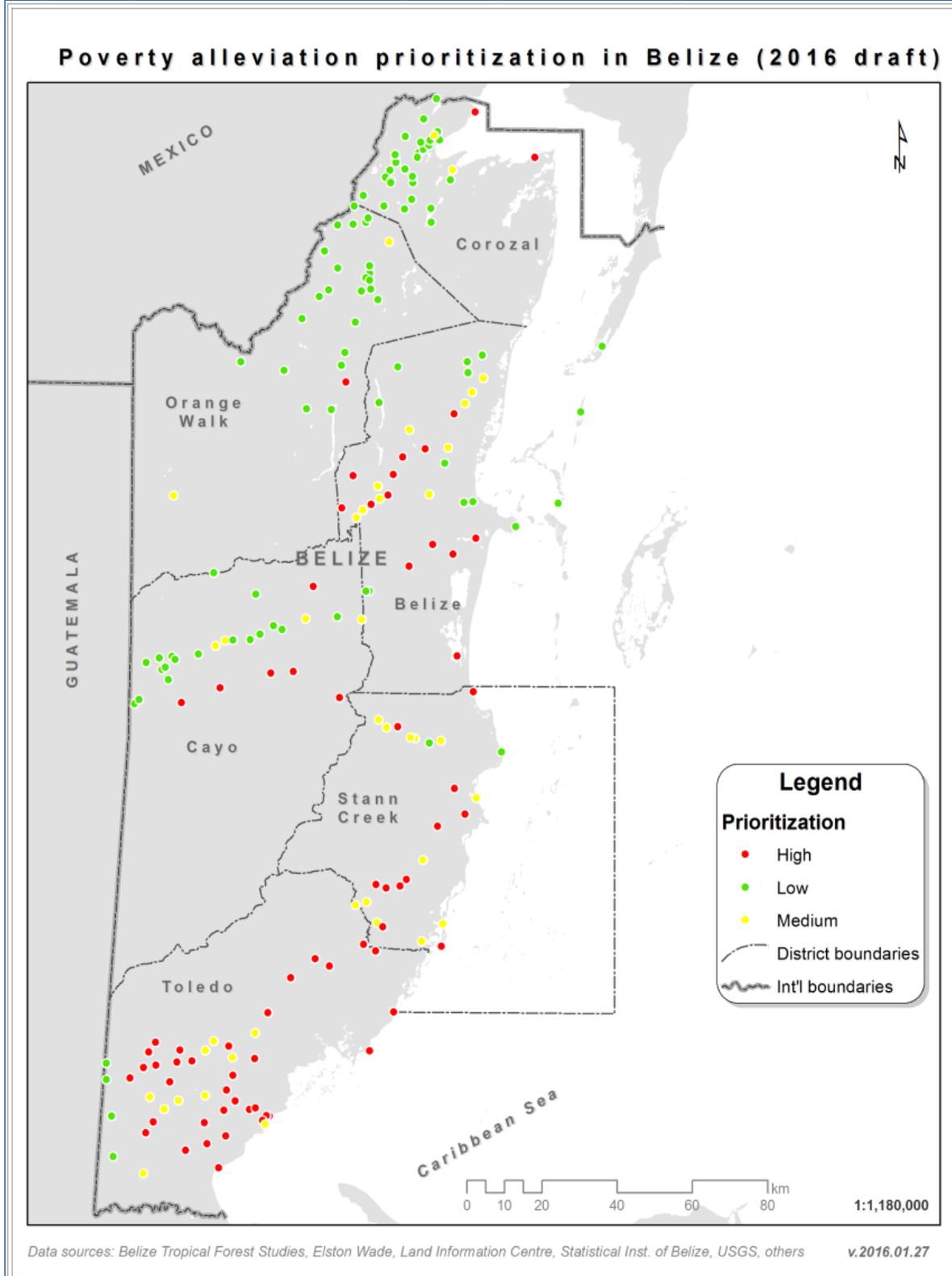
The process of identifying the priority landscapes and seascapes for OP6 involved utilizing environmental and socio-economic attributes which highlight the communities and regions that truly require the greatest levels of consideration and investment. The watersheds of Belize were the foundation of the mapping process of the terrestrial areas. The environmental and socio-economic factors were layered and weighted to determine where the highest concentrations of threats are located. The eight (8) criteria selected are:

- 1) Proximity to protected areas (closer, the higher the score);
- 2) Proximity to roads (further away, the higher the score);
- 3) Proximity to rivers (further away, the higher the score);
- 4) Proximity to forests (closer, the higher the score);
- 5) Susceptibility to flood (higher flood susceptibility, the higher the score);

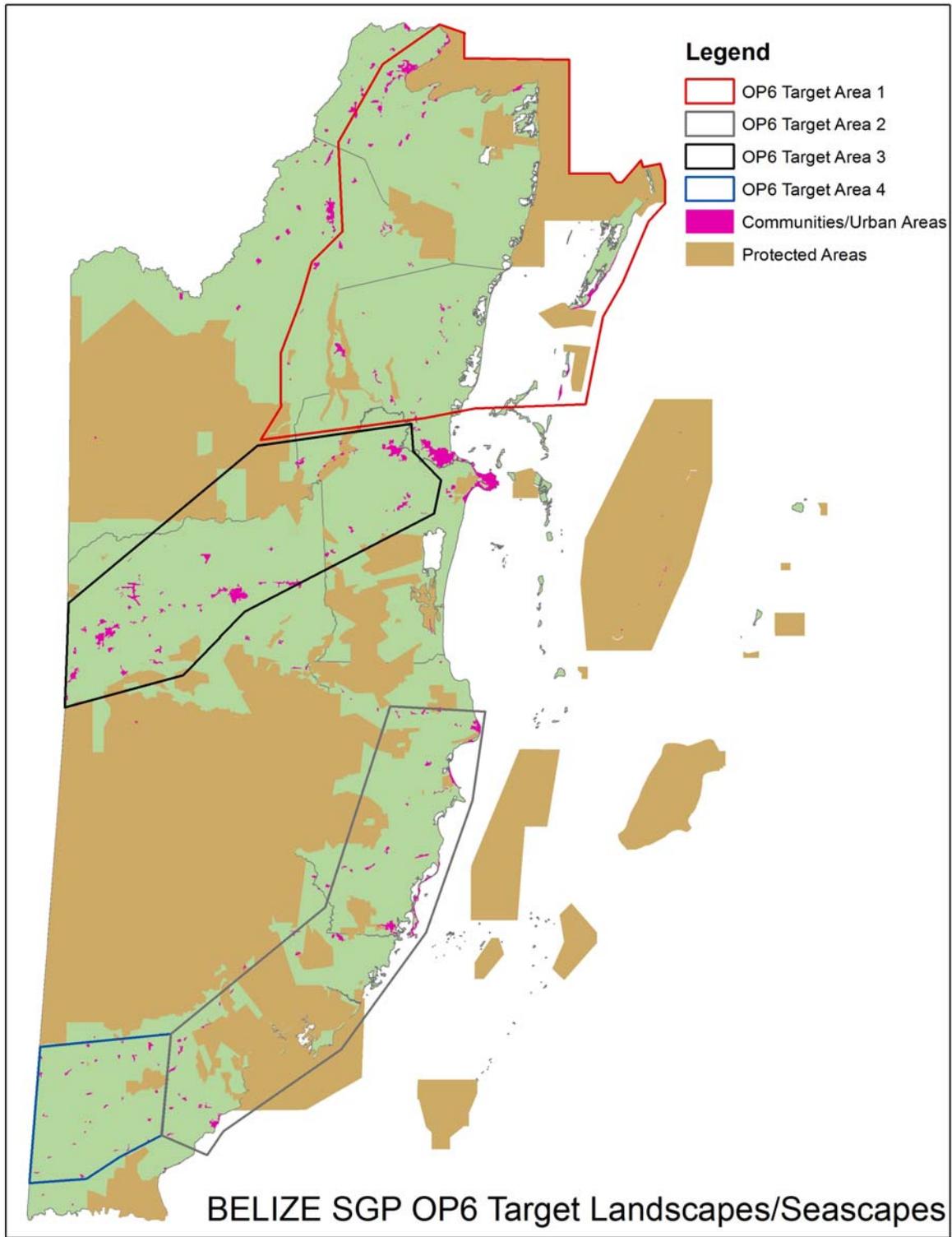
- 6) Richness of species (higher the richness, the higher the score);
- 7) Population estimate for 2014 (lower the population, the higher the score); and
- 8) Urban or rural status (lower score for large urban areas, higher score for villages).

The criteria were processed in GIS resulting in Map 1 below. The priority areas match closely those initially proposed (Map 2). During the Consultation and Scoping Exercise, stakeholders were in general agreement with the landscapes/seascapes proposed. Since the SGP proposed and the weighted maps correspond so well, only minor edits were made to update the final prioritized areas for OP6.

Map 1: Map of communities showing ranking based on the eight criteria used in Section 3.2



Map 2: Showing communities and OP6 Landscape and Seascape Target Areas



3.3 Description of prioritized OP6 Strategic initiatives in the selected landscape/seascape

During the consultations and scoping exercise, the two Strategic Initiatives which stakeholders felt were most appropriate to their needs and realities were: Strategic Initiative (1) Community Landscape/Seascape Conservation, and Strategic Initiative (2) Climate Smart Innovative Agro-ecology. The former will continue to serve the needs of the stakeholders in actions to conserve and protect marine and terrestrial areas of ecological connectivity, and importance through strengthening of management and as well as supporting livelihoods and alternatives to more sustainable activities. There was consensus that this needed to continue addressing the direct and indirect threats to conservation targets within prioritized biological corridors and support for implementation of recommended strategies and actions. Stakeholders sighted poor agricultural practices as a major threat to the country's natural resources, both marine and terrestrial. Interestingly though, the application of agricultural best practices was seen as a promising opportunity to abate the adverse effects of agriculture while still supporting communities and national efforts at food security and climate resilience. The majority of the funding should be assigned to these two Strategic Initiatives, but financing should also be made available to support a limited number of projects in Low Carbon Energy Access Co-benefits and Local to Global Chemical Management Coalitions. In regards to the latter, POPs do not present a major threat in Belize; therefore at least one project to pilot relevant actions of the POPs National Implementation Plan should be supported.

3.4 Project Types for Grant making

Projects that incorporate features that cover the “ridge to reef concept” will be given priority. The greater the number of landscape/seascape features that are covered, the higher should be the rating of the projects for approval. The selection criteria should reflect the value of this macro-level approach. Implicit in this method is that projects will be larger in size. Projects should be considered from the content, the number of features of the particular landscape/seascape that it addresses as the critical components, rather than the amount of the budgets.

3.5 Priority Stakeholders/Beneficiaries

The SGP goal of ‘empowering and supporting grassroots initiatives and community level action’, is achieved through the provision of financial and technical support directly to community based organizations for initiatives that conserve and restore the environment , while enhancing people’s well-being and livelihoods. Priority stakeholders are therefore the grassroots communities which work to safeguard conservation areas, biological corridors, while simultaneously improving their livelihoods. Where communities may lack the capacity to implement actions on their own, this new approach does not preclude interventions on their behalf by other intermediary organizations.

3.6 Proposed Methodology

In an effort to achieve greater impacts for target communities from grant projects, the SGP OP6 CPS will:

- (i) Support projects which affirm the participation of women, youth, differently able and indigenous peoples; inclusive
- (ii) Promote alliances between and among proposing grantees that maximize execution capacity and program impacts;
- iii) Encourage innovative community-based approaches as demonstration and pilot projects or case studies;
- (iv) Increase outreach to stakeholders through improved communication and public awareness; and
- (v) Adopt the “Ridge to Reef”² landscape/seascape approach as the critical foundation of the national strategy.

3.7 *Timeframe*

The scheduling of project activities will reflect the content and elements of each project, within the duration of the OP6. In view that these projects are expected to be smaller in size, they will require more time and guidance for implementation.

3.8 *Synergy between different initiatives*

The SGP projects will occur alongside other ongoing initiatives at the landscape/seascape level. In accordance with this overall planning approach, the SGP must be in harmony with programs and actions of other agencies in the priority areas defined. Whether Public, Private, Statutory or International, synergies will be achieved with sustained assistance from the UNDP country office, through annual planning and coordination sessions among the relevant agencies. In so doing, the SGP and other similar agencies will be assured of up-to-date information, thereby reducing the probability of duplication and creating greater impacts for their beneficiaries. At the SGP programme level, semiannual review sessions need to be held with all grantees to share updates between and among the grantees themselves. This will promote a culture which shares experiences and lessons learned, and thus build a knowledge base on which improved synergies and impacts can be launched at the broader landscape/seascape levels.

3.9 **Mobilization of Additional Funds**

Within the context of the approach identified, the fact of the promotion of synergies, collaboration and cooperation that this new strategy is recommending, it is expected that the resources of the SGP will be seen as a means to leverage additional resources from agencies financing similar program activities. With the hosting of this national forum to discuss collaboration, the SGP will be better positioned to identify ongoing initiatives for which it can complement financing or build consortia of financing agencies for greater impact. This forum will also provide opportunities for scoping of the most relevant ongoing or pipeline of potential projects. Within the broader UNDP framework, the SGP will be able to access more resources with these changes in modality.

² The concept of “Ridge to Reef” is specifically recommended given Belize’s the high dependence on natural resources and the impacts that land based activities have on the coral reef systems which are critically important to the tourism and fishing sectors of the economy.

Allocation and utilization of resources outside the landscape/seascape.

In keeping with the landscape/seascape as the foundation for holistically addressing SD issues, activities outside of the selected landscape/seascape should focus on i) capacity building and awareness of landscape/seascape level planning, and ii) all three Grant Maker Support Initiatives.

By supporting activities of landscape and seascape level planning outside of the targeted OP6 landscape/seascape, the SGP will ensure that the efforts undertaken within its target sites are not undermined by other initiatives within the zone of influence. In the terrestrial realm, a diagnostic of the cumulative effects of various land use practices within a selected watershed or biological corridor (landscape) would put into perspective the interlinking and domino effects (positive and negative) of all activities. It would also serve to identify priority sites and thematic areas of attention for future projects of the SGP and other agencies. The same can be done in the ensuring a functioning marine protected areas network (seascapes). It is then expected that the landscape/seascape planning activities would necessitate a very limited number of larger grants. The Grant Maker+ Support Initiatives should be scaled to national level processes in order to foster an enabling environment for successful and impactful sustainable development projects, which necessarily form a part of national growth and sustainable development actions. Once again, this would require a limited number of larger grants.

3.10 Grant-maker+ strategies

3.10-a CSO-Government Dialogue Platform

The Country Programme Strategy recognizes that strengthened dialogue between Government and Civil Society is necessary to advance the goals of the SGP. In view of this, the CPS will:

- ✓ Support increased public awareness of civil society on good governance principles ;
- ✓ Support dialogue platforms between Government and Resource users and Managers ;
- ✓ Support CSO participation in national level policy and planning processes relating to MEAs, national policy and planning processes and emerging national issues ; and ,
- ✓ Within the SGP annual work plan, schedule and incorporate discussions between and among Government and CSOs on issues of concern which emanate from the portfolio of projects within the prioritized landscapes/seascapes.

3.10-b Policy influence

Every opportunity will be taken to share the results and lessons learned from SGP projects in dialogue and consultation sessions of the MEAs such as the UNFCCC, UNCBD and UNCCD.

The Stockholm Convention on POPs, as well as national policy processes such as GSDS and other ongoing or emerging initiatives. Furthermore, the implementation of a formal communications strategy for the SGP in OP6 will identify the most efficient communications, public awareness and advocacy options and opportunities, which will feed into policy development processes.

3.10-c *Promoting social inclusion*

Affirmative Action will be applied to every project and as such will require participation of women and youth which will be documented and measured over the lifetime of the project.

Given that two of the landscapes, north and south, reflect many of the issues of sustainable development that need to be addressed, the programme will ensure that IPs in the south are encouraged and supported to develop a programmed response to some of the critical needs that they identify. Given that the north has the 2nd highest incidence of poverty and the threat of additional shocks in the sugar and papaya industries, the SGP will encourage at least one project to address those concerns.

The SGP Country Programme Strategy for Belize will focus on creating capacity for these groups to organize and become involved in national dialogue and decision making mechanisms. This will involve supporting activities which cultivate leadership roles, coordination, planning and exchange of experience within/among these vulnerable groups, and participation in national level dialogue and decision making mechanism.

3.10-d *Knowledge management plan*

An often overlooked and undervalued process in project management is the systematization of experiences. Systematization is the reconstruction and analytical reflection about an experience in which what has happened is interpreted so as to better understand it. This allows the acquiring of consistent and sustained knowledge, communicating this knowledge, comparing it with other existing theoretical knowledge, thereby contributing to the accumulation of knowledge generated by and for practice (Bernechea and Morgan, 2007). The knowledge, recommendations and lessons learned from a systematization exercise can be institutionalized for creating change and can be communicated with other stakeholders towards advocacy for change.

It has been previously discussed that regular dialogue within and among different initiatives is necessary for promoting synergies. Furthermore, regular (annual) convening of SGP Grantees to share experiences, good practices and lessons learned will be encouraged and supported. These events and their results will be widely publicized at the national and international levels through existing national media and international networks of the GEF, SGP, UNDP and broader UN System. The SGP will provide support for in-country exchanges between and among different initiatives and SGP project activities. Similarly, international exchanges will expose grantees in Belize to other SGP/UNDP innovative and successful community based initiatives locally and regionally³.

3.10-e *Communications Strategy*

As a part of the strategy, the SGP must develop a structured mechanism to deliver the message of its processes and projects in such a manner that is easily understood by all its stakeholders.

³ The GEF SGP Office in Belize has, over the period of implementation of the last Country Strategy, organized and supported several exchanges between several Belizean CBOs and NGOs with their counterparts within Belize and with others in Colombia, Guatemala, Honduras and Mexico. It is expected that this type of activity will continue in OP6.

There has to be recognition that the various stakeholders who access this facility do not use the same language and the same media to acquire information. Therefore, messages will need to be tailored for specific audiences, using appropriate tools and mechanism of dissemination.

Specifically, the SGP will develop and implement a SGP Communications and Public Awareness Strategy for OP6 CPS. This strategy will cover thematic areas such as:

- ✓ Making the grant application form more user-friendly;
- ✓ Improving the language of SGP documents for user-friendliness;
- ✓ Planning a SGP calendar of events and for public information purposes;
- ✓ Developing and sharing appropriate public awareness and information material;
- ✓ Holding training sessions with key stakeholders on the SGP's grant making processes;
- ✓ Recognizing the role of and formalizing strong relationships with the media; and
- ✓ Utilizing new media mechanisms for broad dissemination of the communications strategy.

4. Expected Results Framework

4.1 Table 3. Consistency with SGP OP6 global programme components				
1 OP6 project components	2 CPS targets	3 Activities	4 Indicators	5 Means of verification
<p>SGP OP6 Component 1: <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>10 projects executed in the broader landscape /seascape level</p> <p>1,253,252 hectares across the four areas</p> <p>4 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 - Indigenous Peoples Participation in Renewable Energy Projects ; and , - Innovations in financing of Community Based Projects.</p> <p>The watershed covers the mountain to the river basin, all the way to the</p>	<p>- Capacity building in all projects</p> <p>- Business approach to PA management and livelihood initiatives. -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.</p> <p>-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</p> <p>- Biological research and monitoring for baseline data development - Focus on supporting community participation</p>	<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>

4.1 Table 3. Consistency with SGP OP6 global programme components

1 OP6 project components	2 CPS targets	3 Activities	4 Indicators	5 Means of verification
	coastline. Projects will cover any single or a combination of these units from the ridge to the reef. Improved management of the BBRRS –WHS.	and engagement for protection of key conservation targets, reduction of threats in prioritized biological corridors -Information management		
<p><u>SGP OP6 Component 2:</u> <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>4 projects, 1 for each landscape /seascape 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>Silvipasture, agro-forestry, organic farming, value chain development, emerging technologies in Climate Smart agriculture</p>	<p>% change in output of farms or production units % 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><u>SGP OP6 Component 3:</u> <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>2 innovative projects for OP6</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>

4.1 Table 3. Consistency with SGP OP6 global programme components

1 OP6 project components	2 CPS targets	3 Activities	4 Indicators	5 Means of verification
<p><u>SGP OP6 Component 4:</u> <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>1 Project</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><u>SGP OP6 Component 5:</u> <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>1 Project</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><u>SGP OP6 Component 6:</u> <i>Promoting Social Inclusion (Grant-makers+):</i></p> <p>6.1 Gender mainstreaming considerations applied by all SGP country programmes; Gender</p>	<p>1 Project</p> <p>Affirmative Action: the project will require participation of women, youth and elderly, which will be documented</p>	<p>Capacity building of women, youth and IP groups</p> <p>Weighting of gender</p>	<p>Number of beneficiaries by category impacted</p>	<p>Individual project reports to SGP country teams</p> <p>SGP Global Database</p>

4.1 Table 3. Consistency with SGP OP6 global programme components

1 OP6 project components	2 CPS targets	3 Activities	4 Indicators	5 Means of verification
<p>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; 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>and measured 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>considerations to be higher in approval of projects</p> <p>Incorporate gender considerations as a requirement in ALL projects</p> <p>Gender mainstreaming and awareness within grantee organizations</p>	<p>Number of Indigenous Fellows facilitated</p>	<p>Annual Monitoring Report (AMR)</p>
<p>SGP OP6 Component 7: <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>3 Projects</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 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>

5. Monitoring and Evaluation plan

5.1 *The M&E Plan at the Country Programme level*

The Monitoring & Evaluation Plan at the country programme level will support the implementation of the CPS by ensuring that the Strategy's objectives are effectively tracked by providing necessary information for progress monitoring. The plan will facilitate adaptive decision-making and will also provide information for the country programme to communicate to relevant partners.

A participatory external mid-term evaluation of the CPS will be carried out involving all relevant partners to determine the progress being made and what can be improved in implementation of the CPS. Finally, a terminal external evaluation will be made at the end of the Operational Phase to assess level of achievement and impact.

The results of M&E activities will contribute to the assessment at country level of the CPS as per Table 4 below.

5.2 *M&E of individual SGP grantee partners*

A Monitoring and Evaluation plan (M&E plan) for individual SGP grants will be developed in the proposal format. The Plan will be used by the SGP project team to help the grantee plan and manage all M&E activities throughout a particular project cycle. It should be a basic plan that outlines what you should monitor, when you should monitor, who should monitor, and why you should monitor.

The M&E Plan will include: Goals and objectives of the overall plan; M&E questions and methodologies; Matrix of M&E indicators and expected results; a proposed timetable of all M&E activities; M&E instruments for gathering data; and a mid-term internal evaluation.

Additionally, a comprehensive internal and external evaluation at the end of projects will be integral to the M&E Plan. The primary objective is to identify and determine results achieved by the project and to share the lessons learnt and best practice experiences. Also, this will enable the building of new capacity within grantee organizations. These evaluations will also help to inform the overall CPS evaluations.

A protocol is to be developed on how to monitor new grantees in comparison to traditional ones. For example, it may be necessary to conduct several monitoring visits in the early phase of project implementation and to provide ongoing guidance and oversight for project implementation for new grantees. This is where practical oversight and mentorship by more established NGOs or another civil society agency can be undertaken. These emergent grantees may very well lack the necessary project monitoring and reporting capacity. Mentors are resource persons who are familiar with SGP guidelines and procedures and who will have specific TORs and responsibilities identified in the M&E plan.

5.3 *Participation of Project beneficiaries in setting project objectives and outputs*

Community level participants and other local stakeholders including government agencies will participate in setting project objectives and outputs through the consultative process in project planning and design. These consultations are an integral part of the SGP project cycle and where deemed necessary, Planning Grants are provided to facilitate community level consultations. During screening and selection of projects by the NSC, letters of support and endorsement of project objectives and outputs are required from the technical agencies of relevant government ministries.

The primary means of stakeholder participation in project monitoring will be through the project steering committee. The project steering committee is responsible for overseeing and guiding project implementation, with day-to-day project management being carried out by the project coordinator.

Recognizing the landscape approach to grant-making, any individual or organization, including from the private sector will be invited to participate in the end of project evaluation to enhance knowledge exchange and to socialize any lessons learned or best practices that may be replicable or up-scaled beyond project site.

5.4 *Aggregated at the country programme portfolio level*

At the core of the Monitoring Framework is the baseline data. Baseline is important to measure the level of change and the level of impact pre and post project. Project results should be aggregated by Strategic Initiatives and change/impact will be reported by level of achievement of the targets of individual projects, in comparison with the CPS targets in the Results Framework.

This will require not only monitoring and evaluation of individual projects, but also a compilation of the results by Strategic Initiative within the context of the broader Results Framework. The systematization exercise discussed in Section 5.2 is an excellent option to have an independent analysis of cumulative project results, highlighting best practices and innovations at the country program portfolio level.

Table 4. Monitoring and Evaluation (M&E) Plan at the Country Programme Level

M&E Activity	Purpose	Responsible parties	Budget source	Timing
Country Programme Strategy elaboration	Framework for identification of community projects	NC, NSC, grantees , country stakeholders	Covered under preparatory grant	February 2016
Annual Country Programme Strategy Review	Learning; adaptive management	NC, NSC, CPMT	Covered under country programme operating budget	Annual Programme Review in July
NSC Meetings for ongoing review of project results and analysis	Assess effectiveness of projects, portfolios, approaches; learning; and adaptive management	NC, NSC	Country Programme Operating Budget	Quarterly Reviews of projects Annual Programme Review in July for adaptive management
Annual Country Report (ACR)	Enable efficient reporting to NSC	NC presenting to NSC	Country Programme Operating Budget	Annual Programme Review in July
Annual Monitoring Report (AMR) Survey (based on ACR)	Enable efficient reporting to CPMT and GEF; presentation of results to donor	NC submission to CPMT	Country Programme Operating Budget	Annual Programme Review in July
Strategic Country Portfolio Review	Lessons learnt for adaptive management for development of Country Programme To assess achievement of OP6 targets and impact	NSC , CPMT	Country Programme Operating Budget	External Mid-Term Evaluation of OP6 assigned by NSC External End of Programme Evaluation of OP6 after Dec 2018



6. Resource mobilization plan (1 page)

6.1 Resource mobilization plan

Resource mobilization will occur at three levels as outlined below. At the:

Project level: Grantees will be encouraged to make, in every instance, an in kind and where possible, an indicative cash contribution to the project. Contributions, particularly cash, will ensure that there is real commitment to the goals and objectives of the project.

Landscape/seascape level: Grantees will be encouraged to look at collaborative approaches to the execution of their projects including the establishment of consortia both in the design and implementation. Overall, this will give credence to the use of SGP funds being used as leverage for additional resources.

Country level: Project proponents will be encouraged, even facilitated by the GEF SGP staff, to promote collaboration between and among grant making and loan financing agencies operating in Belize. This approach will enable greater amounts of grant and loan financing resources to be directed to projects which originate in the SGP portfolio. In this regard, Belizean funding agencies such as PACT and the BNE Charitable Trust could be promoted as partners in this endeavor.

Diversify funding sources to achieve greater impact

Regional and international agencies that support program initiatives similar to the SGP will be engaged to support collaborative approaches to the financing of projects. This approach will be more feasible particularly in the areas of livelihoods improvement projects, which currently have a number of ongoing programs in Belize. Wherever possible, GEF SGP resources will be used to leverage resources from similar programs and initiatives. Programs and initiatives funded by national, bilateral and international agencies will be targeted for collaboration.

Cost Recovery

In this new phase, elements of program and service delivery with costs which cannot be sustained by grant financing will have to be incorporated as fees for these services in the project design and execution. This approach will become a necessary tool in the quest for long term sustainability.

Opportunities for SGP to serve as a delivery mechanism

The SGP will capitalize on any opportunity or situation where an agency, international or national, may want to provide resources for projects in the areas defined by the SGP landscapes/seascapes. The programme staff will be proactive in seeking out possible funding sources through the UNDP CO as GEF SGP cannot source funding independently. Also, the SGP will cooperate with other agencies in funding projects proposed by CBOs which many times are faced with greater hurdles in garnering international support.



Technical and Logistical Support to CSO for Proposal Development and Implementation

SGP staff will be assertive in maintaining knowledge of any and all ongoing and pipeline initiatives within the environmental sector. This will enable GEF SGP to keep grantees informed of financing options through regular communications, where necessary, because of size or other considerations, this function will be done in concert with the UNDP country office.

Proposal to other donors and funding facilities

Projects that have demonstration effect, show replicability nationally or regionally, and show the possibility for up-scaling will be promoted by the SGP Office for co-financing by agencies such as: Caribbean Development Fund; Green Climate Fund; Global Climate Fund; Caribbean Development Bank; Multilateral Investment Fund of the IDB and the Commonwealth Development Corporation.

Potential for private sector partnerships

There is potential for private sector financing agencies such as credit unions, commercial banks, development banks and other financial intermediaries to participate in financing aspects of SGP projects. This approach is most likely to occur in instances where projects have an income generation or livelihoods component which will enable the beneficiaries to repay a loan. In these situations, projects need to show financial viability and technical soundness.

7. Risk Management Plan (1 page)

Table 5: Description of risks identified in OP6			
Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
Extreme weather events - hurricanes , floods or droughts impact OP6 Landscapes and Seascapes	High	Medium	Implement adaptation and mitigation measures to build resilience in the various sectors
The ability to operate when struck by environmentally influenced diseases such as vector borne, water borne and respiratory epidemics.	High	Medium	Maintain vector control measures already in place, increase where necessary.
Belize current economic performance particularly in the primary agriculture sector comes under threat.	Medium	Medium	GoB urgently implement policy measures to address the critical factors influencing economic performance



7.1 Tracking of Risks

Apart from the Annual Review of the CPS, the identified risk will be tracked through the Monitoring and Evaluation Plan. If during the implementation of the CPS a new risk is identified, it will be documented and its degree will be assessed and monitored closely.

8. National Steering Committee Endorsement

NSC members involved in OP6 CPS development, review and endorsement	Signatures
1. Mr. Glenford Eiley – Chairman, Eco-Tourism	
2. Mr. Edgar Ek – Representing the Department of the Environment	
3. Mr. Roy Cayetano – Indigenous Peoples Focal Point	
4. Mrs. Janet Gibson – Marine Science Expert	
5. Mrs. Diane Wade-Moore – Representing UNDP & Gender Focal Point	
6. Mr. Isaias Majil – Representing the Fisheries Department	
7. Dr. Elma Kay – Academia	
8. Ms. Roseli Lisbey –Focal Point : United Nations Convention to Combat Desertification	
9. Mr. Marcelo Windsor – Focal Point : United Nations Convention on Biological Diversity	
10. Ms. Angeline Valentine – Representing OAK Foundation	
11. Ms. Sharon Lindo – Representing Caribbean Community Climate Change Centre	
12. Mr. Patrick Scott – Agronomist/ Agroecology Expert	
13. Mrs. Ann Gordon – Climate Change Convention Focal Point	