

**'REDD+ READINESS PREPARATION PROJECT' OF BELIZE  
(GRANT # P152415)**

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# **PROJECT MID TERM EVALUATION REPORT**

2019



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- REDD+ Coordinating Unit and NCCO Team
- World Bank (Forest Carbon Partnership Delivery Partner)
- Supporting Host government agencies
- Participating non-government and Indigenous Peoples' Groups
- The Mid Term Evaluation team led by Dr Alicia Hayman with technical inputs from Mr. Maurice Mason, Ms. Karyll Johnston-Aitcheson, Ms. Felicia Whyte and Ms. Tanya Santos.
- Other project beneficiaries

## ACRONYMS & ABBREVIATIONS

AOP	Annual Operations Plan
BENIC	Belize National Indigenous Council
BIPFLRM	Belize’s Integrated Planning Framework for Land and Resource Management
BNCCC	Belize National Climate Change Committee
CATHALAC	Water Center for the Humid Tropics of Latin America and the Caribbean (Centro del Agua del Tropico Humedo para America Latina y El Caribe)
CAO	Chief Agriculture Officer
CBO	Community Based Organization
CCJ	Caribbean Court of Justice
CEO	Chief Executive Officer
CPA	Country Participation Agreement
CPF	Country Participation Framework
CSFI	Corozal Sustainable Future Initiative
CPI	Cost Performance Index
CfRN	Coalition of Rainforest Nations
DOE	Department of the Environment
ED	Effective Date
ECGD	Equal Chances and Green Development
ESMF	Environmental and Social Management Framework
FCPF	Forest Carbon Partnership Facility
FGRM	Feedback Grievance and Redress Mechanism
FD	Forestry Department
FOLU	Forestry and Other Land Use
FREL	Forest Reference Emission Level
FRL	Forest Reference Level
FY	Fiscal Year
GA	Grant Agreement
GHGi	Greenhouse Gas Inventory
GHGs	Greenhouse Gases
GIZ	German Society for International Cooperation
GOB	Government of Belize
FGRM	Feedback Grievance and Redress Mechanism
IBRD	International Bank for Reconstruction and Development
IP	Indigenous Peoples
IPCC	International Governmental Panel on Climate Change
IPPF	Indigenous Planning Peoples Framework
IPSAS	International Public Sector Accounting Standards
ITT	Indigenous Technical Committee
JT	Junior Technician

KBA	Key Biodiversity Areas
LULUC	Land Use Land Use Change
LULUCF	Land Use Land Use Change and Forestry
MAFFESDI	Ministry of Agriculture, Forestry, Fisheries, the Environment and Sustainable Development and Immigration
MAFFSDECCSWMA	Ministry of Agriculture, Fisheries, Forestry, Sustainable Development, the Environment, Climate Change and Solid Waste Management Authority
M&E	Monitoring and Evaluation
MLA	Maya Leaders Alliance
MOU	Memorandum of Understanding
MRV	Measuring, Reporting, and Verification
MTE	Mid-term Evaluation
NCCO	National Climate Change Office
NDC	Nationally Determined Contribution
NGC	National Garifuna Council
NGO	Non-Governmental Organizations
PA	Paris Agreement
PAs	Protected Areas
PACT	Protected Areas Conservation Trust
PC	Participants Committee
PDO	Project Development Objective
PSC	Project Steering Committee
PC	Participants Committee
PSIP	Public Sector Investment Program
REDD	Reducing Emissions from Deforestation and Forest Degradation
R+ CU	REDD+ Coordinating Unit
RF	Results Framework
RP	Process Framework
RPF	Resettlement Policy Framework
SA	Subsidiary Agreement
R-PP	Readiness Preparation Proposal
SDU	Sustainable Development Unit
SESA	Strategic Environmental and Social Assessment
SORT	Systematic Operations Risk-rating Tool
SPI	Schedule Performance Index
STEP	Systematic Tracking of Exchanges in Procurement
TAA	Toledo Alcaldes Association
TEG	Technical Expert Group
TNC	The Nature Conservancy
TOR	Terms of Reference
UNFCCC	United Nations Framework Convention on Climate Change
WB	World Bank

## EXECUTIVE SUMMARY

- i. The REDD+<sup>1</sup> Readiness Preparation Project (R-PP) of Belize is a project funded by the Forest Carbon Partnership Facility (FCPF) in the amount of US\$3.80 million. On March 14, 2017, the Government of Belize (GOB) signed a Grant Agreement (GA) with the World Bank (WB) acting as the Delivery Partner for the FCPF to implement the R-PP. On April 3, 2017, the GOB through its Ministry of Finance, signed a Subsidiary Agreement with the Protected Area Conservation Trust (PACT), to act as the fiduciary manager for the project. Counter-part financing from the GOB was valued at US\$0.283 million.
- ii. The Project Development Objective (PDO) is “to assist Belize in carrying out key Readiness Preparation activities in order to strengthen their capacity to participate in future REDD+ carbon payment transactions”. The project is being implemented under five components, including four main technical components and a fifth supporting project monitoring and evaluation, that include:
  - Component 1: REDD+ Organization Framework, Consultation and Grievance Redress.
  - Component 2: Preparation of REDD+ Strategy.
  - Component 3: Development of a National Forest Reference Emission Level and a Forest Reference Level.
  - Component 4: Design of National Forest Monitoring and Safeguards Systems.
  - Component 5: Design of Monitoring and Evaluation Framework.
- iii. This report is the product of a Mid-term evaluation (MTE) commissioned by PACT as a requirement of the GA. As of March 31, 2019, the project has expended 27 months<sup>2</sup> or approximately 60% of its life and this MTE is conducted to assess project performance to date. The MTE was conducted between June and August 2019 and utilized a mixed-methods evaluation approach that included extensive documentary review and stakeholder consultations, in a process of triangulation through cross-verification to corroborate findings and draw conclusions.
- iv. The report provides an assessment of the project to date, including analysis of performance (relevance, efficiency and effectiveness) based on the approved Results Framework (RF), gaps, risks and progress per component and identifies the impacts achieved and efforts towards sustainability. Importantly, the report offers critical lessons learned and key recommendations for project implementation following the MTE up to the end of the project.
- v. The report finds that the R-PP is a significant and highly beneficial project that seeks to prepare Belize to participate in REDD+, a climate finance mechanism of carbon payment transactions. The project design is coherent, with a clear objective. Design however underestimated the requirements for stakeholder participation and engagement, in a project that had a diverse set of stakeholders, which required differentiated engagement. Furthermore, the project was seemingly designed with an assumption that stakeholders had

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<sup>1</sup> Reducing Emissions from Deforestation and Forest Degradation

<sup>2</sup> Project Start Date March 14, 2017; Project Implementation End Date: December 31, 2020

knowledge of, and understood, REDD+. These assumptions resulted in an underestimation of stakeholder engagement needs and supporting budgets.

- vi. The R-PP is also relevant to Belize's National Development Framework (Horizon 2030) and its Growth and Sustainable Development Strategy (2016-2019), supports the country's obligations to the United Nations Framework Convention on Climate Change (UNFCCC) as well as achievement of objectives of several national and sub-national policies, plans and programs, including the National Forest Policy (2015). It also aligns with the WB Country Partnership Agreement (2018-2022) and the FCPF's strategic objectives.
- vii. Of the US\$3.8 million allocated to the project, US\$ 1,391,282 (36.6%) was disbursed as of November 2019, which is below the planned target. The project's Schedule Performance Index (SPI)<sup>3</sup> of 0.77 indicates the project is delayed, however implementation has accelerated over the last six months. The earned value (US\$2.567 million) is increasing faster than the actual costs, indicated by a Cost Performance Index (CPI)<sup>4</sup> of 4.27.
- viii. Despite the initial project delay, the implementation of REDD+ Preparation Grant has seen significant progress, in the last six (6) months. At the PDO level, key achievements include:
  - Development of a National REDD+ Implementation Framework (Legal and institutional framework and stakeholder mapping completed  
Assessment of drivers of deforestation and deforestation completed)
  - Government institutions provided w/ capacity building to improve management of forest resources  
Capacity building efforts included enhanced data collection and analysis, data storage, PSP establishment, equipment and analytical tools, support from Junior Technicians, development of reports as part of Belize's international obligations under the UNFCCC. In addition, working group sessions to advance the National Forest Monitoring System of Belize with the REDD+ CU, FD and NCCO team. These sessions included the establishment of methodology for establishment of PSPs for different land uses. In November 2019, the first PSP under the REDD+ project was successfully established. A reassessment of Secondary Plots was also completed, and the team is working on completion of documents to be submitted for Belize Forest Reference Level (FREL).
  - Direct project beneficiaries (Number)  
895 persons reached through sensitizations sessions, engagement on Carbon financing, REDD+ sensitization.
  - Female beneficiaries (Percentage - Sub-Type: Supplemental)  
35% achieved

Key achievements against indicators and by component include:

Component I:

- R+CU and PSC established as part of the stakeholder platform.
- TEG Established in and Inaugural Meeting held

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<sup>3</sup> SPI indicates how efficiently the project is progressing compared to the project schedule.

<sup>4</sup> CPI is a measure of the value of work completed (earned value) compared to the actual cost. It gives an indication of how much is earned for each dollar spent and is an indication of how well the project is remaining on budget.



- REDD+ Coordination Unit complete – with the addition of a Project Officer and imminent Environmental Expert.
- Stakeholder Mapping Exercise and Draft Stakeholder Mapping Protocol completed and utilized to further guide stakeholder engagements.
- Interim Feedback Grievance and Redress Protocol established.
- Awareness raising with Protected Areas and Co Managers on REDD+ to enhance capacity of integrating into planning and development of management plans for Protected Areas which are Forest Reserves.

#### Component 2:

- Capacity building for FD and project staff in Collect Earth that assisted the project in the completion of the Analysis of Land use and Land use change of Belize from 2000-2018.
- Land use and Land Use Change Assessment from 2000-2018
- Completion of the Legal and Institutional framework assessment for REDD+ implementation and associated recommendations on a REDD+ coordinating mechanism that will provide a frame for future determination of carbon rights.
- Progress in the development of the SESA workplan and the hosting of stakeholder consultations.
- Development of the the Draft ToR for SESA
- In the context of land tenure assessment in Belize development of a ToR for an EthnoMapping Activity was completed.
- Planning in conjunction with FD to conduct sensitization sessions to share with stakeholders the Collect Earth Findings and the Draft REDD+ Strategy
- Sensitization and negotiations with IPs that have led to the establishment of the Indigenous Peoples desk and a reported improved understanding of the REDD+ process by the IPs.

#### Component 3:

- Scenarios for first assessment of Forest Reference Levels and Greenhouse Gas Inventory for FOLU sectors for 2000-2018
- Draft Outstanding Documents for the Annex of the FRL such as the QA/QC process and the Collect Earth Protocol are being finalised with REDD+ CU, FD and NCCO team.
- Reassessment of Secondary Forest Plots in Belize to be integrated into the updated GHG inventory.
- The preparation of a Land Use, Land Use Change and Land Cover Map for Belize using Sentinel Imagery (conducted through the CATHALAC consultancy).

#### Component 4:

- Working Group Sessions for the National Forest Monitoring system and the MRVS (Measurement Reporting and Verification System). These sessions aimed to foster better understanding and build capacity in the following areas and encompassed aspects from both activity data and emissions factors components underpinning an MRV ; Methodology and protocols for mapping and selection of sampling plots and Stratification of Belize according to factors such as rainfall, elevation etc. ,Identification of gaps in the Forest Inventory Planning process, Establishment of Institutional arrangements for Forest Monitoring ,Carrying out

data entry and analysis ,Development of field data collection methods for measurements in carbon pools, Understanding quality control and uncertainty ,Understanding and identifying improvements for allometric equations used , Establishment of comprehensive procedures for data archiving, sharing and documentation.

- In relation to emissions factors, the first PSP was established in November 2019 and the methodology for Secondary Forest Broadleaf Plots was finalized with the second PSP also planned to be completed in November.
- Planning is continuous to complete several other PSPs in varying land use classes in 2020.

## I. Background and Introduction

### A. Background

1. **Belize has one of the highest percentages of forest cover in both Central America and the Caribbean.** In 2018, forest cover accounted for 58.8% of Belize’s land cover, however, assessments indicate that average forest cover loss between 2000-2018 was 0.4%, with conversion to cropland, grassland, settlements and wetlands (*Forest Department 2019*). Some areas have also been damaged by illegal logging, looting of archaeological sites, hunting, and poaching done by communities from across the national border. The country faces serious challenges that not only threaten the natural ecosystems but also adversely affect the poorer population that is dependent upon forests and forest resources and the national economic growth prospects. Belize, however, has an opportunity to utilize climate finance via the REDD+<sup>5</sup> mechanism to address the issues and reverse the trends while improving livelihoods, building resilience, and reducing poverty.

### B. Introduction to Belize’s REDD+ Readiness Preparation Activities

2. **Acting on the climate financing opportunity, on March 15, 2013, the Government of Belize (GOB) indicated its wishes to work with the World Bank (WB) as Delivery Partner for the Forest Carbon Partnership Facility (FCPF) for implementation of its REDD+ Preparation Proposal (R-PP).** In July 2013, the GOB submitted the R-PP to the Participants Committee (PC) of the FCPF. Table I provides the chronology of events leading to Grant Effectiveness.

Table I: R+ PP, Belize Grant timelines

Description	Date
Date of Belize’s selection into the FCPF	July 4, 2014
Date of Participation Agreement <sup>6</sup> signed by the GOB	October 21, 2014

<sup>5</sup>REDD+ stands for countries' efforts to reduce emissions from deforestation and forest degradation, and foster conservation, sustainable management of forests, and enhancement of forest carbon stocks.

<sup>6</sup> Belize has an active portfolio with the WB and the Belize Protected Areas Conservation Trust (PACT) is an accredited entity with the WB and could serve as the national implementing entity (GOB March 15, 2013)

Date of Participation Agreement signed by WB	September 25, 2014
Readiness Preparation Grant Agreement (GA) signature	March 14, 2017
Subsidiary Agreement (SA) signed with PACT	April 3, 2017
Project Implementation Period	June 23, 2017-December 31, 2020

**3. Following the signing of the Country Partnership Agreement, steps were taken to meet the following 3 pre-conditions to the GA:**

- Execution and delivery of the GA on behalf of the Recipient (GOB) has been duly authorized or ratified by all necessary governmental and corporate action
- The SA has been executed on behalf of the Recipient and PACT
- A Project Operational Manual (POM), in form and substance satisfactory to the WB, adopted by the Recipient and PACT
- On March 14, 2017, the GA was signed by the GOB.

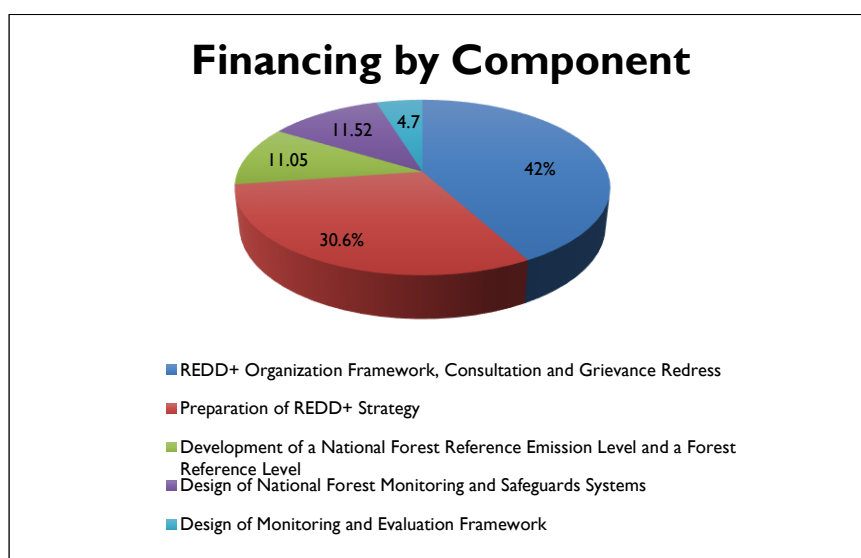
**C. R-PP Project Development Objective and Key Results**

- 4. The Project Development Objective (PDO) is “to assist Belize in carrying out key Readiness Preparation Activities in order to strengthen their capacity to participate in future REDD+ carbon payment transactions”.** The WB Assessment Note (2016) outlines the project’s Results Framework (RF), which defines results associated with achievement of the PDO and is provided for reference in Annex I.

**D. R-PP Financing and Components**

- 5. According to the GA (2017) the R-PP total financing is US\$4.08 million, with US\$3.80 million from the FCPF and country/recipient contribution valued at US\$0.283 million (in-kind counterpart financing by the GOB).** Parallel financing from complementary investments, including the REDD/CCAD-GIZ Regional Program for Belize (US\$ 0.38 million) and the Management and Protection of Key Biodiversity Areas (KBAs) Project financed by the WB (US\$ 6.09 million), are also expected to support the R-PP development. The project is being implemented under five components, including four main technical components and a fifth supporting project monitoring and evaluation (Figure 2). Annex 2 provides a breakdown of the activities under the R-PP components.

Figure 1. R-PP Financing from FCPF by Component



## E. The R-PP Mid-term Evaluation

6. According to Section 2.05 of the GA, the Recipient, through its Ministry of Agriculture, Forestry, Fisheries, Sustainable Development, Environment, Climate Change and Solid Waste Management Authority (MAFFSDECCSWMA), should prepare a mid-term progress report on the Readiness Preparation activities, no later than eighteen months of Effective Date. This MTE is in support of submission of the mid-term progress report and whose objective is to assess its performance to date as well as the likelihood of the Project achieving its intended objectives, outcomes and impacts, and recommend appropriate actions regarding the future implementation, including adjustments to the project design and/or implementation approach. This report provides the background, findings and recommendations of the MTE, along with supporting appendices.

## II. Approach and Methodology

7. **The report utilized a “mixed method” approach to generate the MTE deliverables.** These included document and literature review and consultations in a process of triangulation. The MTE undertook a review of pertinent project documents including annual operational plans (AOPs), finance and procurement documents, annual and quarterly reports, Project Steering Committee (PSC) meeting minutes, consultant reports and other documents. The findings were used to generate an overall project timeline that informed the development of the evaluation frame and data collection plan, and the preparation of the evaluation instruments, including semi-structured interview questions and a survey instrument. The consultations and interviews that followed were conducted over three weeks and involved an in-country mission during the week of June 24 to 28 2019.
8. Primary data collection (consultation phase) involved some 35 individual and group key informant interviews, with R+CU project staff and stakeholders from government and non-government institutions; consultants and the project sponsor; a questionnaire administered to Collect Earth training beneficiaries ; review of R+CU finance and procurement data; and two (2) focus group interviews with the Toledo Alcaldes Association and Maya Leaders Alliance, and the Belize National Indigenous Council (BENIC). Interviews were used to probe and triangulate the information produced from the literature review and consultations.
9. Data synthesis and analysis generated findings associated with six (6) key evaluation criteria (See Figure ) and Box I for the MTE questions answered. These findings were used to make conclusions about the validity of the project design assumptions, overall project performance and achievements, and any unanticipated (positive or negative) effects or outcomes. The MTE also documented any emerging good practices and lessons learned, and made recommendations on corrective actions, where necessary. The MTE also reviewed the progress made in spending against planned project activities and results. Additionally, the MTE reviewed records to determine budget revisions in order to provide an opinion on the appropriateness and relevance of such revisions, considering the project activity timeframe. The MTE reviewed the effectiveness of project financial management and conducted an inflationary analysis. The WB’s six-factor<sup>7</sup> rating tool was used to rate the six evaluation criteria and provide an overall project rating.

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<sup>7</sup> Key: Highly Satisfactory-HS; Satisfactory- S; Moderately Satisfactory-MS; Moderately Unsatisfactory- MU; Unsatisfactory- U; Highly Unsatisfactory- U

**Figure 2. Key Evaluation Parameters**



**Box I. KEY MTE QUESTION BY EVALUATION CRITERIA**

**Relevance & Validity of design**

- How consistent is the interventions with the policies and priorities of the GOB?
- Does the project design (i.e. priorities, outcomes, outputs and activities) address the stakeholder needs and are consistent with the culture of the main stakeholders and beneficiaries that were identified?
- Does the design need to be modified in the second half of the project?

**Efficiency**

- How have stakeholders been involved in project implementation? How effective has the project been in establishing national ownership?
- Has the project been appropriately responsive to political, legal, economic, institutional etc. changes in the project environment?
- Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes?
- Have resources been used efficiently? Have activities supporting the strategy been cost-effective? In general, do the results achieved justify the costs? Could the same results be attained with fewer resources?
- Are management capacities adequate?
- Does project management facilitate good results and efficient delivery? Is there a clear understanding of roles and responsibilities by all parties involved?
- How appropriate and useful are the indicators described in the project document in assessing the project’s progress? Are the targeted indicator values realistic and can they be tracked? If necessary, how should they be modified to be more useful? Are indicators gender sensitive? Are the means of verification for the indicators appropriate?
- What, if any, alternative strategies would have been more effective in achieving its objectives?
- Have project funds and activities been delivered in a timely manner?

**Effectiveness**

- Is the project making sufficient progress towards its planned objectives? Will the project be likely to achieve its planned objectives upon completion? What are the main constraints, problems and areas in need of further attention?
- How effective is communication between the project team, the WB and the national implementing partners?
- Does the project receive adequate political, technical and administrative support from the WB and its national implementing partners?
- How effectively does the project management monitor project performance and results?

#### **Impact**

- What are the positive and negative, intended and unintended effects of the REDD+ project to date?

#### **Sustainability**

- How will the R-PP project outputs contribute to future REDD+ implementation in Belize?
- To what extent will the project outcomes be sustained after project completion?
- To what extent will REDD+ implementation continue in Belize after project completion?

### **III. An Overview of the Progress made in the implementation of the R-PP**

#### **A. Overview**

There has been progress in the activities outlined in the R-PP in all components. The details of these are elaborated upon below. Main REDD+ Readiness related Activities delivered from July 2018 to July 2019 are encompassed below. Belize has made significant strides in accelerating the process of REDD+ during the last year across all components. Despite challenges, a noteworthy achievement is the establishment of the Indigenous Peoples (IPP) Desk in February 2019, which serves as the catalyst for facilitating feedback from various indigenous groups on activities related to REDD+. Details of the various components and what they entailed in addition to some of the notable milestones are summarized below, after which progress by component is expounded upon.

#### **Communication and Stakeholder Engagements**

During the past year, the REDD+ CU has engaged in a great deal of outreach and awareness raising sessions with a broad spectrum of stakeholders. The primary focus of these sessions was to inform stakeholders on what is REDD+ and the roadmap developed by Belize with a view to building stakeholders knowledge and capacity to engage in further dialogue on REDD+, and to garner feedback and recommendations. As a result of the overarching objectives there is Increased Capacity in understanding REDD+ as per UNFCCC Decisions within Forest Department (FD), NCCO (National Climate Change Office), R+CU (REDD+ Co-ordination Unit) and Other MAFFESD (Ministry of Agriculture, Fisheries, Forestry, Environment and Sustainable Development) Departments such as DOE (Department of Environment) , Sustainable Management Unit, KBA project as well as other stakeholders from UoB (University of Belize) , Environmental Research Institute (ERI), MLAs NAVCO, NGOs, among others.

#### **SESA Process**

The SESA process has gathered momentum over the course of the last year as demonstrated by the workshops which have been conducted in relation to the GRM, sensitization of the REDD+ project and the National SESA workshop. A SESA workplan has been developed which includes activities on raising awareness and garnering feedback on REDD+ safeguards, land tenure and

GRM processes. The ToR has been drafted and is undergoing the process of being finalized. The GRM has completed validation exercises and should be completed in the first quarter of 2020.

**N-MRVS encompassing the following elements;**

- **Activity Data (AD)**

Belize is engaging in the development of the 2018 land cover map in the upcoming months to build on the baseline information which was completed in the initial mapping exercise conducted utilizing Sentinel. In continuing the use of the OpenForis/Collect Earth Tool to develop activity data (AD) during the period 2000 - 2018, which by extension aided in strengthening capacity for the local team. It also lends to continuity regarding capacity which is nestled within the implementing agencies. The implementation to collect AD was conducted bearing in mind the five key pillars of REDD+ activities as outlined in paragraph 70, Decision I/CPI6.

In addition, Reviewing of AD following a protocol which included a QC/QA process which involved correction of possible interpretation errors. The team reviewed 21,993 plots of 1km x 1km designed for Belize. There was also Analysis of all the AD information to enhance understanding of the drivers of deforestation and forest degradation with focus on the hot spots, and the underlying dynamics such as; when they happened (time), where they happened (geographical location) and to understand why they happened. The Mapathon to collect AD provided Belize the opportunity to disaggregate AD caused by Natural factors like fires, hurricanes and pests from anthropogenic activities. The nature and scope of the discussion is linked to the increased capacity achieved as mentioned above to understand the process of interpretation of the drivers of deforestation and degradation.

- **Emissions Factor**

Belize will be establishing several sampling plots to ascertain the emissions factor for different land uses across the country. The methodology for these plots were discussed during the working group sessions conducted. Some of the main activities related to emissions factor are as follows:

- Analysis of data collected in these plots will be used to identify which values are going to be used for the GHGi and trying to incorporate as much national information to improve the quality of the GHGi reporting.
- Prepare GHGi tool tailored specifically for Belize corresponding/aligned to AD and IPCC 2006 Good Practice Guidelines to ensure reporting is done in accordance with the UNFCCC stipulations. The GHGi tool uses information from the 51 plots which have been established thus far to estimate National Emission Factors.
- Analysis of Drivers of Deforestation and Forest Degradation including the enhancement of Carbon Stocks in all Protected Areas and Districts of Belize to understand REDD+ potential of Belize using information from the Collect Earth Process.
- Preparation of the GHGi Report to meet BUR requirements aiming to have the basis for the Forest Reference Level of Belize.



## **FREL**

Some of the activities relating to the Preparation of FRL scenarios emanating from the GHGi report with the aim of assisting informed decision making on how to develop the REDD+ strategy consist of: The Development of the MRV and Forest Monitoring Systems by FD and R+CU including transforming all GHGi tools to GIS system to enable enhanced visualization. This achievement has been integral in allowing FD to develop their own maps with a great deal of accuracy using GIS and the Establishment of new PSP information in Land Use Classification areas where there are gaps in information to estimate National EF, thereby transitioning from use of IPCC default values to a national/specific Tier of Reporting.

Futhur to these notable achievements, Table 3 below provides the status on the indicators and narrative on the progress made by the project. Despite implementation delays, a key success factor that contributed to the results reported was the technical partnerships forged between project staff, and the FD, externally supported projects that led to several key achievements associated with Components 1 to 4. Components 1 and 2 activities were delayed, largely linked to the time needed to ensure effective stakeholder participation (including the IP). Components 3 and 4 can also benefit from improved coordination and synergies between key implementing departments.

## **Component I:**

### **I.A National Readiness Management Arrangements**

#### **I.1 a A multi stakeholder Platform for REDD+**

The REDD+ Project was officially launched in May 2019 with key Government Officials and stakeholders.<sup>8</sup> To implement the activities of the REDD+ Readiness Preparedness Project, a Project Steering Committee (PSC) and a Technical Expoer Group (TEG) were established in 2018 and 2019 respectively. The Project Steering Committee was established as part of the stakeholder platform. The PSC Meetings are usually held every quarterly and involve other Government Agencies such as Ministry of Finance and Economic Development to provide updates and facilitate guidance and input on project activities. The project also established a Technical Expert Group (TEG) in October 2019 to provide scientific and technical guidance for the implementation of REDD+ in Belize. The guidance is based on inclusive and sustainable social, environmental, and economic development principles. Thus, the TEG members stem from the relevant ministries, academia, civil society, and independent experts (See the organizational chart of the TEG below which depicts the composition and link between the PSC, TEG, ITT etc). Thus far there have been two (2) sessions with the TEG. The inaugural meeting focused on providing and overview of REDD+ in the national and local context and highlighted the functions of the

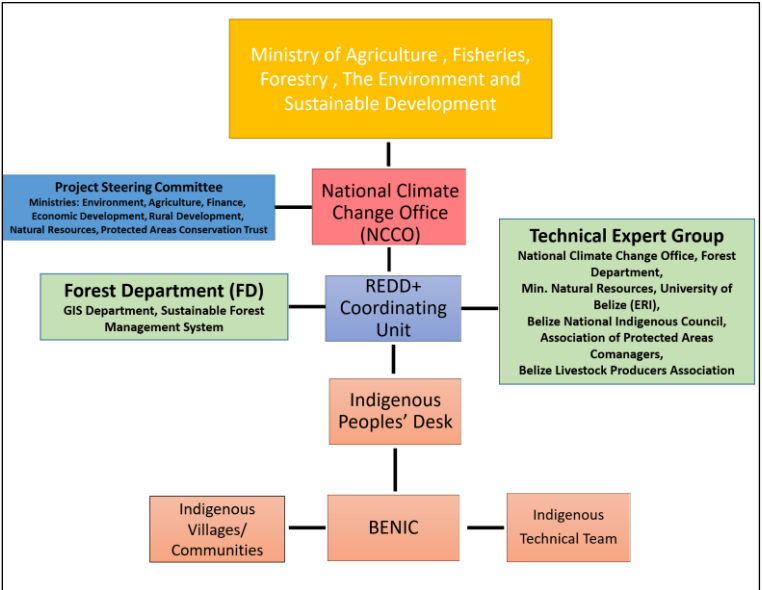
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<sup>8</sup> 'Our Forest is our Future', <https://www.sanpedrosun.com/environment/2019/05/31/our-forest-is-our-future-belizes-forests-worth-usd35-million-to-redd/> May 2019.

TEG and the follow up session provided additional technical information for the group. The specific functions of the REDD+ Readiness Preparedness Project Technical Expert Group are to:

- a. Provide **general and technical advice** for the Project execution;
- b. Provide **scientific and technical review** of Project plans, activities, deliverables (from service providers) and reports (from the REDD+ Coordination Unit); and,
- c. Guide the process of assessing whether the Project meets the **procedures, guidelines, and policies** of the Government of Belize, the United Nations Framework Convention on Climate Change, and the World Bank.

Figure 2: Organisational Chart



**1.1b A REDD+ Coordination Unit (REDD+ CU)**

A REDD+ Coordination Unit is also complete and functional with a team comprising of a Technical Advisor, Coordinator, Project Officer, Communication Officer, Social Expert, Procurement Officer, Indigenous Coordinator, Junior Technicians and is in the process of procuring the services of an Environmental Expert to provide further support to the SESA process.

**1.2a National REDD+ Communication and Information Dissemination Strategy**

Stakeholder engagements have focused on sensitization on REDD+ as a forest-based long-term initiative. This effort has been guided by ‘The REDD+ Communication Strategy of Belize (2017 – 2020).’ Sensitization efforts have enabled stakeholders to participate in key REDD+ activities such as the development of the Feedback and Grievance Redress Mechanism and ongoing discussions of ‘REDD+ Indicative Options for Belize (April 2019)’. In 2019, the REDD+

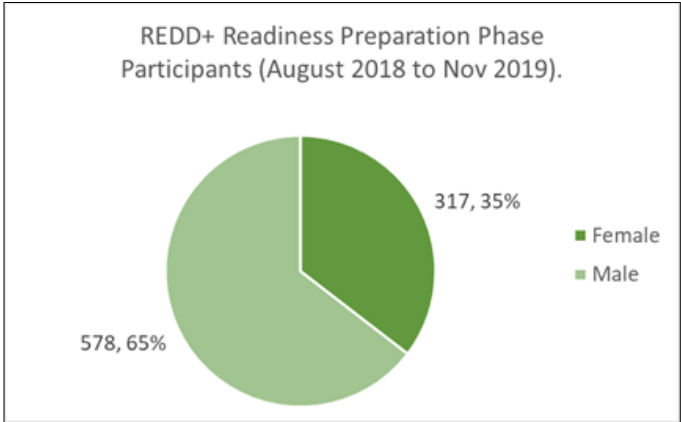
Coordinating Unit developed documents to engage stakeholders. This included conducting a 'Stakeholder Analysis' (September 2019), the development of a 'Stakeholder Engagement Protocol' (August 2019), and the development of an 'Interim Feedback and Grievance Redress Mechanism' (August 2019). These documents continue to guide the R+CU in its engagement with REDD+ stakeholders.

Some stakeholders, however, have purposefully engaged REDD+ since the development of the Readiness Preparation Proposal. These include environmental organizations and some Indigenous Peoples of Belize. In 2018, the Toledo Alcaldes Association and the Maya Leaders Association and the National Climate Change Office discussed the implementation of REDD+ among the Maya villages of the Toledo District. The TAA and the MLA had proposed to the Government of Belize the establishment of a Maya Desk for the implementation of REDD+ among Maya villages of the Toledo District. Actions arising from the August 2018 engagement included:

- Establishment of an Indigenous Peoples' Desk (IP Desk) (February 2019)<sup>9</sup>
- Hiring of a Technical Indigenous Coordinator for the IP Desk (February 2019);
- Development and approval of a 2019 – 2020 Workplan for the IP Desk (March 2019); and,
- Establishment of an Indigenous Technical Team (August 2019).

*(Refer to Section IV of this report where further details on these mechanisms are provided)*

The REDD+ CU has also been engaging in awareness and consultation sessions and participating in fairs and related activities. As of November 2019, a total of 895 stakeholders have been engaged through various events. From the total amount of persons, 317 are females which represents approximately 35% of the total (as demonstrated in the Pie Chart Below). An estimated additional 2000 persons have been involved at larger fora such as Fairs / Large Events.



<sup>9</sup> The TAA and the MLA and the NCCO expanded the scope of work of the Desk to include activities to support the Belize National Indigenous Council (BENIC). Hence, the desk evolved from being a Maya Desk to an Indigenous Peoples' Desk.

There have been engagements with stakeholders encompassing students, NGOs, Co-Managers of Protected Areas, Long Term Forest Licensees etc. and other events where presentations have been made to commemorate events such as the REDD+ Launch, World Wetlands Day, International Day of Forests, Agro Forestry Fairs and workshops under the purview of the Strategic Environment and Social Assessment (SESA) process and the Communication and Outreach Plan. A total of approximately 7,000 promotional items comprising of; pens, pencils, folders, coffee mugs, t shirts, banners, notebooks, caps, bags, bottles, posters and magazines have been procured and are disseminated during the REDD+ launch, school fairs, workshops etc.

There are also plans for more materials encompassing billboards, short videos and other items to be prepared in the upcoming year to assist in raising awareness on REDD+ and to conduct surveys to assess the knowledge of participants. In addition, the Unit is working on engaging schools to raise awareness of REDD+ and the role and importance of forests in combatting climate change.

## **I B: Information Sharing and Early Dialogue with Stakeholders**

### **I.2b A National REDD+ Stakeholder Consultation and Participation Plan**

To provide Support to IP Representative Organizations the Maya Technical Committee Formed by MLA, TAA, BENIC etc) was formed. Through the IP Desk, several activities have been conducted in collaboration with the REDD+CU such as Sensitization Sessions and Engagement of the TAA-MLA by the R+CU and Discussions with the TAA-MLA on the REDD+ Project Implementation and in devising a work plan for engagement with communities. This is included in the number of stakeholders captured in the total number engaged in I.2a above.

## **Component 2: Preparation of the REDD+ Strategy**

### **2 a. Assessment Land use and land Use Change Assessment of Belize 2000-2018.**

Under this component the Legal and Institutional framework assessment for REDD+ implementation and associated recommendations was completed, which augments the REDD+ coordinating mechanism that will provide a frame for future determination of carbon rights. This study will serve as the prerequisite for the development of a Benefit Sharing Mechanism for Belize. In addition, an Analysis of National Legislation to understand and determine Forest Dynamics and Land Use Change patterns in Belize aiming to identify policies, decrees, laws, strategies, etc that could undermine a future REDD+ strategy based on information collected during the Collect Earth Mapathon for a period of eighteen (18) years from 2000 to 2018. This exercise provided useful insight as it was able to capture the main reasons of the drivers of deforestation and forest degradation from a legal perspective. The initial REDD+ Strategy Draft Document has been developed outlining several potential options which will be further supported, developed and finalized considering all the technical work and the SESA process and related stakeholders' consultations. An Enabling Environment for REDD+ implementation by analysing four (4) REDD+ projects presented to international private sectors covering almost all main areas of

Belize for REDD+ and the Development of a REDD+ Registry and National Accounting tool which will be linked to the national MRVS.

To support land tenure related activities An Ethnomapping Activity, for which a TOR has been completed is an activity that seeks to document the relationship of the Mopan Maya and Q'eqchi' Maya of the Toledo District with their territories through the process of ethno-mapping. Ethno-mapping creates maps that portray the cosmovision, history, and relationship of indigenous people with their territories, including forests. While REDD+ can be a financial opportunity with results-based payment for the forest sector, in indigenous communities, REDD+'s success will rely on the comprehension of the relationship of indigenous peoples with forests.

Considerations for safeguards included ownership of forests by right holders. A key right holder is the indigenous Mopan Maya and Q'eqchi' Maya of the Toledo District who own forests. While REDD+ is focused on the reduction of emissions and increasing absorptions of greenhouse gases by forests through results-based payments, for indigenous peoples, forest goes beyond ownership and 'payment for ownership'. Indigenous communities have relationships with their landscapes, which includes forests. Their cosmovision and livelihood are intimately linked to their territories. Hence, the need to understand the relationship of the indigenous communities with their territory.

The process to elaborate the ethno-maps will create partnerships with the Maya Leaders Alliance and the Toledo Alcaldes Association for the Implementation Phase of REDD+. The ethno-maps will also provide information on the 'non-carbon benefits' of forests for the Mopan and Q'eqchi' communities—which is embedded in their cosmovision and territory. Likewise, the ethno-mapping process will train community mappers to integrate their traditional ecological knowledge into mapping software. Produced ethno-maps can be a tool for community-based forest monitoring, directly linked with the REDD+ Project.

## **2. b REDD+ Strategy**

2.1 A 'Draft Document' has been prepared outlining Initial Strategic Options. However, the document needs to be sensitized with stakeholders to garner feedback to design the Strategic Options for REDD+. The Draft document has synergies with the Strategic Action Plan (SAP) of the Forestry Department. It is aligned with and aims to contribute to the Green State Development Strategy (GSDS) of Belize and Horizon 2030, Seeks to Identify and Analyse the main direct and indirect drivers of deforestation and degradation in Belize, Formulate effective Strategy Options for REDD+ while silmutaneously Mainstreaming REDD+ into different sectors of the Economy.

### **2.2 Strategic Environmental and Social Assessment (SESA)**

The SESA was launched in June 2019, with stakeholders from the Forestry, Agriculture, Government, Protected Areas and NGOs involvement. The development of the TOR is underway and there is Progress in the finalization of the SESA workplan and the hosting of stakeholder consultations. Sensitization and negotiations with IPs that have led to the establishment of the Indigenous Peoples desk and a reported improved understanding of the

REDD+ process by the IPs. (The progress on these activities and the way forward is elaborated upon in subsequent chapters).

### **2.3 Development of a Feedback Grievance and Redress Mechanism**

A firm – Equal Chances and Green Development (ECGD) was contracted to develop the Grievance and Redress Mechanisms. However due to arising need, the REDD+ CU has developed an *Interim* FGRM as there have been delays in the consultancy undergoing the exercise. Existing methods for dealing with complaints in Belize have been assessed and context reports have been conducted. In addition, sessions were conducted with Government officials and Indigenous communities. This is expected to be completed in the first quarter of 2020. To provide information in a public domain and aid in transparency of project activities, plans are underway to integrate a REDD+ section in the NCCO website for sharing of updates etc. This website will also house the platform for the FGRM.

## **Component 3: Development of a National Forest Reference Level**

### **3.1 Design and Establish a Reference Scenario Modelling**

Scenarios for first assessment of Forest Reference Levels and Greenhouse Gas Inventory for Forest and Other Land Use sectors for 2000-2018. Capacity building for FD and project staff in Collect Earth that assisted the project in the completion of the Mapping of Land Use and Land Change, and drivers of deforestation and degradation in Belize for the period of 2000-2018. A firm (CATHALAC) was contracted to prepare the Land Use, Land Use Change and Land Cover Map for Belize. The first working group session was completed in October 2018 and with support from the FD and are engaging in validation and ground truthing for the development of the map.

The preparation of the FREL is supported by the CfRN and activities are guided by a joint work plan. This enables Belize to build local capacity via this process.

### **3.2 Develop Reference Models**

Draft reports have been prepared including the Draft FREL and GHGi Inventory Reports (One focused on GHGi for AFOLU for the period 1994-2018 and the Fourth National GHGi Report) and Draft GHGi Database (Excel) with activity data and emissions factors highlighting emissions and removals according to drivers of deforestation and degradation aligned with forest and non forest type according to IPCC guidelines. The QA/QC and Uncertainty Analysis are underway and a Draft FRL Report for Belize is expected to be submitted in January 2020 to the UNFCCC\*. In addition, the annexes for the reports such as the Mapping Protocol and other documents are also undergoing revision after the reassessment of Secondary Plots Exercise was conducted in September 2019.

A session was conducted on REDD+ Registry in October with support from CfRN with participants from NCCO, REDD+ CU and FD. This session was the first activity in the workplan

developed with CfRN to continue with the development of the FREL and related activities in Belize.

#### **Component 4: Design a National Forest Monitoring System**

There has been progress towards the development of the National Forest Monitoring System. The National Forest Monitoring System is dependent upon technical collaboration with other departments, particularly the Forestry Department that plays a crucial role in the the analyses of activity data and the establishment of sample plots to establish and estimate emissions factors for different land uses. As such, as has been a cross cutting challenge for most components, of the project, co-ordination and synergy between key collaborators is of paramount importance and is often in need of strengthening. In addition to enhanced synergies, improved planning and cross fertilization of technical capacity building can contribute to improved cohesion for the Measurement, Reporting and Verification System (MRVS) for Belize.

To advance development of the National Forest Monitoring System for Belize, joint planning sessions and working groups have been conducted to develop institutional, data management and sharing protocols, determine and establish methodology for sampling of different forest types, stratification of Belize for the selection of sample points etc. A re-stratification exercise was conducted to select the additional sampling plots which will be added to the existing network in Belize and the development of comprehensive methodology for the other land use classes. There were also discussions and planning for a committee to steer the efforts in documenting and revision of mapping protocols. (More information can be found in the indicator progress table). As of November 2019, two (2) plots have been established in conjunction with the FD. This has contributed to strengthening synergies between key teams such NCCO, FD and REDD+ CU and by extension has enabled the team to better understand the processes underpinning the MRVS and to foster capacity building of the local team.

Table 2. Performance Indicator Tracking Table (Status of Project Outputs)

Development Objective Indicator Name	Baseline	Target and Actual Results						Narrative Progress
		YR1 - Target	YR1 - Actual	YR2 - Target	YR2 - Actual	YR3	End Target	
Development of a <sup>10</sup> National REDD+ Implementation Framework (Yes/No)	No	No	N/A	No	N/A	No	Yes	Legal and institutional framework and stakeholder mapping completed.  Assessment of drivers of deforestation completed.
Government institutions provided w/ capacity building to improve management of forest resources – (Core)	0	TBD		TBD		TBD	TBD	Capacity building efforts included enhanced data collection and analysis, data storage, PSP establishment, equipment and analytical tools, support from Junior Technicians, development of reports as part of Belize’s international obligations under the UNFCCC.  Government agencies with capacity built includes FD and NCCO
Direct project beneficiaries (Number) - (Core)	0	TBD	-	TBD	895	TBD	TBD	Beneficiaries reached through sensitizations sessions, engagement on Carbon financing, REDD+ sensitization
Female beneficiaries (Percentage - Sub-Type: Supplemental) - (Core)	0	30%	-	30%	35%	30%	30%	34% achieved

Intermediate Results Indicators Name	Baseline	Target and Actual Results						Narrative Progress
		YR1	YR1 - Actual	YR2	YR2 - Actual	YR3	End Target	
Ia. Multi-stakeholder participatory platform for REDD+ (Yes/No)	No	Yes	No	Yes	Yes	Yes	Yes	PSC established and 4 meetings held to date Establishment of TEG and 2 meetings to date.
Ib. National REDD+ Communications Strategy (Yes/No)	No	Yes	No	Yes	No	Yes	Yes	Communication Plan drafted and under validation and implementation

<sup>10</sup> Implementation Framework includes: REDD+ policy (no budget allocation currently), capacity building and communication of REDD+ options, carbon rights and supporting legislation and benefit sharing nationally and locally for IPs



Intermediate Results Indicators Name	Baseline	Target and Actual Results						Narrative Progress
		YR1	YR1 - Actual	YR2	YR2 - Actual	YR3	End Target	
1c. National REDD+ Consultation and Participation Plan (Yes/No)	No	Yes	No	Yes	No	Yes	Yes	Consultation and Participation Plan- REDD+ sensitization held for the FD, NCCO, MAFFSDECCSWMA, University of Belize, Ministry of Natural Resources
1d. Feedback and Grievance Redress Mechanism (Yes/No)	No	Yes	No	Yes	No	Yes	Yes	GRM consultancy commenced, but will need to be extended due to implementation delays
2a. Determination of carbon rights and preparation of supporting legislation (Yes/No)	No	Yes	No	Yes	No	Yes	Yes	-
2b. Development of a benefit sharing mechanism (Yes/No)	No	Yes	No	Yes	No	Yes	Yes	-
2c. Strategic Environmental and Social Assessment (SESA) and Environmental and Social Management Framework (ESMF) (Yes/No)	No	Yes	No	Yes	No	Yes	Yes	SESA work plan under development. TOR developed and undergoing review process.
3. National Forest Reference Emission Level and Forest Reference Level (Yes/No)	No	Yes	No	Yes	No	Yes	Yes	Activity Data with Collect Earth/OpenFortis Tool Greenhouse Gas Inventory for the Forest and Other Land Use Sector 2000-2018  CATHALAC hired to complete Land Use and Land Cover Map for Belize.
4a. National Forest Monitoring System (Yes/No)	No	Yes	No	Yes	No	Yes	Yes	Establishment of 2 Permanent Sample Plots as Part of the National Forest Monitoring System  National Forest Monitoring System has been prepared under the concept of MRV system and is 80 % advanced.  National Forest Monitoring System (MRV System) developed

Intermediate Results Indicators Name	Baseline	Target and Actual Results						Narrative Progress
		YR1	YR1 - Actual	YR2	YR2 - Actual	YR3	End Target	
4b. Non-carbon Monitoring System (Yes/No)	No	Yes	No	Yes	No	Yes	Yes	
5. Readiness package (Yes/No)	No	Yes	No	Yes	No	Yes	Yes	Legal and institutional framework and stakeholder mapping completed  Assessment of drivers of deforestation completed

## B. An Analysis of Progress Achieved

This midterm evaluation occurred several months after the midpoint of the project, which is scheduled to conclude in December 2020. Despite the approximate twelve months delay experienced, project execution is assessed as *moderately satisfactory*, as there are concerns relating to completion of several key project outputs for REDD+ readiness within the remaining time period.

The project was designed with a multi-stakeholder approach, that, though complex, is intended to address both technical and social issues related to carbon payments, including establishment of a multi-stakeholder platform for REDD+; development and implementation of a communication and dissemination strategy and a stakeholder consultation and participation plan; development of the REDD+ Strategy (package of strategy and implementation framework); development of a National Forest Reference Emission Level (FREL) and/or Forest Reference Level (FRL); Design of systems for National Forest Monitoring and Safeguards (Monitoring, Reporting and Verification (MRV) and non-carbon monitoring systems) and national information system of non-carbon benefits. Stakeholder engagement in these activities is paramount and has varied.

In specific technical activity implementation, stakeholder coordination and participation have been strong with informal partnerships forged. In other activities, engagement has been weak, focused largely on information sharing and consultation. However, the project has been adaptive in this regard, having allocated a portion of funds from each activity for stakeholder engagement. It has responded to the concerns and needs of specific stakeholders, as in the case of Indigenous Peoples (IPs), with stronger communication channels established.

The progress of each component is captured in the section above and in the Table outlining progress of indicators. There have been significant strides, particularly in Components 3 and 4 especially during the last six (6) months. The project level analysis chapter expounds upon the progress and recommendations both on project and component level.

## C. Project-Level Analysis and Key Findings

**The R-PP is relevant to both the GOB and the WB.** It supports the GOB's obligations under the United Nations Framework Convention on Climate Change (UNFCCC) and advances its policies, plans and programs, including The National Development Framework (Horizon 2030); Growth and Sustainable Development Strategy (2016-2019), National Forest Policy (2015) and the Forest Department's Strategic Action Plan (2018). It is also well aligned to the WB's Country Partnership Framework (2018-2022) and the FCPF's strategic objectives.

**The R-PP will prepare the country to understand its potential to reduce greenhouse gas (GHG) emissions, absorb CO<sub>2</sub>, and conserve forest carbon stocks,** which form the country's contributions toward the goals established under the Paris Agreement (PA) of the UNFCCC as expressed in its Nationally Determined Contribution (NDC) 2016. Through development and implementation of the REDD+ Country Strategy, Belize will contribute to global climate change mitigation goals, while supporting forest conservation, sustainable forest management and increased resilience of human communities, respecting indigenous rights and supporting those whose livelihoods depend on forest ecosystems.

**The project was designed with a diverse set of implementation modalities.** These include use of strategic partnerships and collaboration, technical assistance through short-term experts and service providers, stakeholder and beneficiary engagement, capacity building and training, and socialization and awareness building,

**Project design utilized a collaborative approach and involved consultations, with high levels of stakeholder responsiveness and feedback. However, project assumptions resulted in an implementation plan with significant gaps.** Design took a tripartite approach between the GOB through the Belize FD, the German Society for International Cooperation (GIZ), and The Nature Conservancy (TNC) Belize. The design document was well aligned with the FCPF's Readiness Framework. However, it should be noted that:

- There is no documentary evidence of a capacity needs assessment conducted to inform the development of capacity support and associated budget for the project.
- Despite evidence of consultation, there was no clear baseline on country-wide knowledge, attitudes and practices on REDD+. This affected the project's planning and budgeting for stakeholder sensitization and awareness building on REDD+ that is necessary for their engagement in the Preparation activities.
- The activities and timeframes were overly ambitious to allow for achievement of the PDO. This is due largely to: issues of availability of requisite skills for management and technical implementation and inadequate planning for effective stakeholder engagement through a cohesive strategy that considers the differentiated time requirements to realise the desired outcomes.
- Deficiencies in project scoping that resulted in under-estimation of resource requirements (time and money) for various activities such as stakeholder engagement.

The project has specific reporting requirements to the FCPF, the GOB and to the project leadership (PSC and Project Coordinator), though these have not been outlined in the POM. There are no other consolidated reports for the project that could be shared with wider stakeholders. As with planning, there are also no reporting requirements for Technical Implementing Partners (FD, NCCO) or from the IP Desk. Table 3 provides details on these key reporting requirements and their status.

Table 3. Key R-PP reporting requirements and status

Report Description	Requirement	Status
Annual Report to the World Bank/FCPF	To report by June 30 and submitted to the FCPF's Facility Management Team by July 15. Should use the M&E system's detailed indicators for reporting.	Since project start-up, two (2) reports have been submitted to the FMT for the Year 2018 and 2019. It contained information on project status but could have been better structured by Component for ease of reference against the AOPs for example. In terms of achievements, project quantitative data would have been useful, and reference made to project indicators. The Project Officer is responsible for preparation of the report.
Annual audited financial statements	Due no later than 6 months after PACT's fiscal year	One completed in March 2018 and another is underway.
Unaudited interim financial reports (IFRs)	Due each calendar quarter and no later than 45 days after each reporting period. PACT has responsibility for this reporting	IFRs for 2018 (March, June, Sep, Dec. 2018), March 2019 were completed
Mid-term Progress Report to the World Bank	Due no later than 18 months of Effective Date.	Underway
Completion Report to the World Bank	Due no later than 6 months after the Project Closing Date	Not yet due
PSC updates	Due at PSC meeting held quarterly	Four (4) PSC meetings held to date where project updates have been given orally and in print. Minutes of the meetings circulated.
GoB quarterly reports /PSIP Reports	Due to the Sustainable Development Unit and the Ministry of Economic Development.	Commenced April-June 2018 with 6 reports submitted to date. PSIP reports are also submitted every quarterly to the Ministry of Economic Development.
R+CU staff reports	Monthly/Weekly and submitted to the Project Coordinator, through the Administrative Assistant.	Submitted, but not systematically done. Monthly reports consolidated.

**The project capitalized on several partnerships and leveraged significant financial and technical resources from other projects that advanced the outputs of several components despite the implementation delays encountered.**

This was particularly evident for Components 3 and 4 where work on the Forest Reference Emission Level (FREL) sub-components and development of MRV system have progressed despite procurement delays in the engagement of key consultants. Examples of external project support include the Report for REDD+ Results (RRR+) sponsored by Norway and executed by Coalition for Rainforest Nations and the KBA project. Complementary technical support has been leveraged from the following:

- From CfRN<sup>11</sup> for development of the Forest Reference Level and all accompanying documentation(annexes).
- In addition, the Reporting for Results Based REDD+ Actions Project (triple R+)<sup>12</sup> objectives are three-fold;
  - 1) Improve the institutional setting for reporting on the international stage.
  - 2) Build capacity for sustainable national preparation of a GHG inventory under IPCC and reporting on carbon stock changes in the AFOLU sector under the UNFCCC and
  - 3) Facilitate south-south knowledge exchange and cooperation.

**The project had built-in flexibility that allowed for budget reallocation to prioritized activities.** Project activity budget reprogramming to address cash flow issues proactively was a strong adaptive management approach that reduced the risk of further delays from budgetary constraints.

**There is no evidence that the project has employed a formal risk management system<sup>13</sup> and this, along with other project management deficiencies, has contributed to increased operational/implementation risks and a worsening of the risk profile of the project.** In 2016, the project was assessed to have an overall risk rating of “substantial”, based on the Bank’s Systematic Operations Risk-Rating Tool (SORT)<sup>14</sup>, which assessed the Project in relation to the eight categories outlined in Table below (WB Assessment Note, 2016). Since then, there has been no systematic assessment of risk, but the MTE consultations revealed that individual team members identified and attempted to address risks. The MTE assessment of risk using SORT suggests a worsening of the project’s risk profile (see Table ). Risk Assessment matrix in Annex 4 provides the MTE’s assessment of the risks affecting the remainder of project implementation, as well as possible mitigation strategies and

<sup>11</sup> The Coalition for Rainforest Nations (CfRN) is a non-governmental organization with a Secretariat in New York City. It operates as a forum to facilitate consensus among participating countries on issues related to domestic and international frameworks for rainforest management, biodiversity conservation and climate stability. CfRN provides diplomatic leadership through efforts across government, academia and industry to address the complex issues surrounding REDD+ and environmental sustainability specific to tropical rainforests. The RRR+ Project is funded by the Norwegian Agency for Aid Development (NORAD). The Climate Development Knowledge Network of Price Waterhouse Coopers provides administrative support.

<sup>12</sup> The RRR+ project support has complemented Belize’s effort in advancing technical capacity and support for GHGi, providing technical guidance for the preparation of the Forest Reference Level (FRL) and activity data for AFOLU sector. The coalition receives funding from the Norwegian Government (NORAD) and support from Sustainability & Climate Change Unit.

<sup>13</sup> A structured risk management system should proactively identify, assess, prioritize, monitor and manage risks to reduce or eliminate occurrence and impact

<sup>14</sup> Annexes provides a description of SORT.

actions. The matrix is not exhaustive, but rather should be used as a guide for the project team to strengthen risk management efforts. Key to this will be the identification of roles and responsibilities associated with risk mitigation actions.

Table 4: Risk Rating of the REDD+ Readiness Project as Determined by SORT

SORT Risk category	WB Rating (2016) <sup>15</sup>	MTE Rating (2019)
1. Political and Governance	S	S
2. Macroeconomic	L	L
3. Sector Strategies and Policies	S	S
4. Technical Design of Project or Program	M	S
5. Institutional Capacity for Implementation and Sustainability	M	S
6. Fiduciary	M	S
7. Environment and Social	S	H
8. Stakeholders	S	H
9. Other	N/A	
OVERALL	S	H

H- High; S – Substantial; M – Moderate; L – Low

**R-PP financial planning and management adhered to WB and International Public Sector Accounting Standards (IPSAS) Framework** (Audit Report March 2018). The WB has disbursed funds throughout the period based on a NO to the financial statements presented by PACT.

**The procurement of goods, consultants’ services, and non-consulting services is the responsibility of the PACT – specifically the Procurement Officer assigned to the PACT – and should be carried out in keeping with the procurement guidelines of the WB<sup>16</sup>.** In 2015, the PACT was assessed by the WB as being capable of undertaking the procurement functions, since its capacity, including for procurement, had been strengthened under other WB initiatives (R-PP Assessment Note, 2016). Since then, the project benefitted from additional capacity strengthening in May 2018 with the participation of the Procurement Officer in Systematic Tracking of Exchanges in Procurement (STEP)<sup>17</sup> training.

<sup>15</sup> R-PP Assessment Note, 2016

<sup>16</sup> “Guidelines: Procurement of Goods, Works, and Non-Consulting Services under IBRD Loans and IDA Credits & Grants by World Bank Borrowers”, dated January 2011 and revised July 2014 and “Guidelines: Selection and Employment of Consultants by World Bank Borrowers”, dated January 2011 and revised July 2014 (POM, 2016 and GA, 2017). The POM (2016) includes detailed guidelines for procurement based on the WB policies and procedures.

<sup>17</sup> STEP is an online system that helps the World Bank and borrowers plan and track procurement activities under Bank-financed projects.

**Procurement functions under the project have generally been executed in keeping with WB guidelines<sup>18</sup>, however there were several challenges and issues, largely related to limitations in procurement management, that impacted procurement efficiency.** Challenges include inadequate responsiveness to changes in project circumstances (e.g. FREL procurement proceeding without adjustment to account for components completed); delays in the execution of procurement processes (e.g. TOR development, reviews and approvals, bid evaluation); no defined procedures for contract monitoring; and limited joint planning and communication. These and others are elaborated in Annex 5.

**The project has been adaptive with continued evolution of the organizational structure for project management presented in Figure I of the POM. These changes offer strengths while in other respects presents nuances that affect smooth and efficient implementation.** The POM, TORs and signed contracts with key project personnel emphasize that institutional arrangements that translate to strong project management rests with a shared vision, critical communication and joint planning and management amongst key stakeholder organizations and individuals. Structures and mechanisms, like the BNCCC, PSC and TEG, provide opportunities for communication and action at the highest level, but also across multiple sectors, through Ministerial involvement on the PSC and across government and non-government institutions through the TEG. The project's relationship with the BNCCC<sup>19</sup>, through the NCCO<sup>20</sup> and the MAFFSDECCSWMA<sup>21</sup>, though not formally operationalized, not only provides an opportunity to sensitize the Cabinet on REDD+ and its benefits to Belize as well as the financial opportunities based on the technical analysis already conducted. It also provides a medium through which steps can be taken for establishment of the mechanisms in support of a REDD+ program for the country.

**The TEG has been established and provides an approach to engagement of a targeted group of stakeholders<sup>22</sup> focused on the technical aspects of REDD+.** The TEG is integral to long term REDD+ implementation. One identified gap that is expected to be filled by a TEG, is quality control and review of key REDD+ project deliverables.

**The PSC, established as a strategic and financial and administrative oversight body, convenes and reviews project progress and issues, but has experienced challenges associated with consistent participation of its membership that impact its overall effectiveness.** The establishment of the PSC was delayed and although expected to meet quarterly, there have only been four meetings<sup>23</sup> since its inauguration on May 18, 2018. Member participation varies, affecting the quality of strategic, financial and administrative oversight. The lack of attendance has been on account of short notice and multiple competing priorities. Where meetings occurred, the proceedings indicated limited adherence to the TOR requirements for the PSC, with greater emphasis placed on the implementation progress. In executing its oversight

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<sup>18</sup> A Post Procurement Review (PPR) is currently being conducted and the MTE findings are subject to further updates once the PPR report is released.

<sup>19</sup> REDD+ PSC members are a subset of BNCCC membership

<sup>20</sup> Through NCCOs Chief Climate Change Officer

<sup>21</sup> CEO Percival Cho chairs both the BNCCC and the REDD+ PSC

<sup>22</sup> The first inaugural meeting for the TEG was conducted in October 2019

<sup>23</sup> Meetings to be held quarterly (PSC TOR August 2018)

responsibility there was limited evidence of decisions taken to undertake project corrections for example, fulfilling important management responsibilities as detailed in the TOR of the Project Director, that negatively impacted the project.

**Although significant challenges (time and skills) impacted the operationalization of the R+CU, the project has benefitted from adaptive management actions taken.**

Challenges have been identified in areas of project management; planning, monitoring, reporting and evaluation; knowledge management and communication (both internally and externally) (Annex 6 provides further details on these). Generally, staff is supportive, assisting in areas where there are gaps, for example in carrying out administrative duties. For example, all R+CU staff and JTs have assisted where there are gaps with administrative tasks such as soliciting quotations for equipment, support for workshop logistics, and document translation. It is commendable that the NCCO Chief Climate Change Officer (Project Coordinator) took on some project management responsibilities when the gap in the Programme Director (PD) skills was identified. The recent hiring of a Project Officer is expected to provide a solution to key management, reporting, monitoring and evaluation gaps.

**The project management team continues to maintain a good relationship with the WB through its task team lead and supporting management and technical staff.**

The MTE found that the project had ongoing regular communication with the WB through reporting obligations, implementation and other missions, emails, and conference calls. The Bank keeps track of ongoing challenges and resultant changes to project context and externalities. The evidence shows that the WB has been responsive to project needs and requests, provides capacity support (e.g. procurement training and social safeguards supervision) and is flexible where it concerns budgetary adjustments.



The M&E framework for the project and associated indicators, developed at design, was not revised or updated since the start of implementation. The framework includes five project indicators at the PDO level and 11 intermediate results indicators. The MTE found that: targets for two of the four development objective level indicators (“Government institutions with capacity built” and “the target for direct project beneficiaries”) were to have been defined subsequently. However, the MTE did not obtain any evidence of subsequent reviews, adjustments and revision of performance indicator targets after project start-up; or the completion of component level baseline assessments (where relevant). There was also no documentary evidence of revisions to the targets that moved the timeline of outputs to subsequent performance periods when the expected results were not realized in the stated year. There is evidence that Indicator 4, Female Beneficiaries, was tracked, and the annual targets set were achieved and exceeded (Please refer to chart illustrating percentage participation).

At the intermediate results level the targets as presented only capture the progress made at activity completion. As such the investment of time and funding are not adequately captured until the activity is completed. It was noted in some PSIP reports in 2018, attempts were made to capture progress using percentages.

Table 5. MTE findings for the PDO level indicators

Indicator Number	Indicator Name	Cumulative Target Values					MTE Finding
		Baseline	YR1	YR2	YR3	End Target	
P.D.O #1	Development of a National REDD+ Implementation Framework (Yes/No)	No	No	No	No	Yes	
P.D.O #2	Government institutions provided w/ capacity building to improve management of forest resources – (Core)	0	TBD	TBD	TBD	TBD	Annual targets not finalized
P.D.O #3	Direct project beneficiaries (Number) - (Core)	0	TBD	TBD	TBD	TBD	Annual targets not finalized
P.D.O #4	Female beneficiaries (Percentage - Sub-Type: Supplemental) - (Core)	0	30%	30%	35%	30%	Annual target achieved

**M&E implementation and management was done in the absence of a cohesive monitoring system.** Data management (collection, collation and storage) was found to be fragmented, often residing with the originator of the data. Outside of the validation done by the technical leads, there was no documented evidence of data verification and validation within the R+CU prior to reporting. There was also no evidence of M&E data being used to inform planning and programming adjustment decisions taken. There was also no archiving of the emerging good practices and lessons learned from the Belize country experience implementing the REDD+ readiness project. No indicator tracking table is being used to report actual results against the stated targets.

## D. Component-level Analysis and Key Findings

### Implementation Challenges

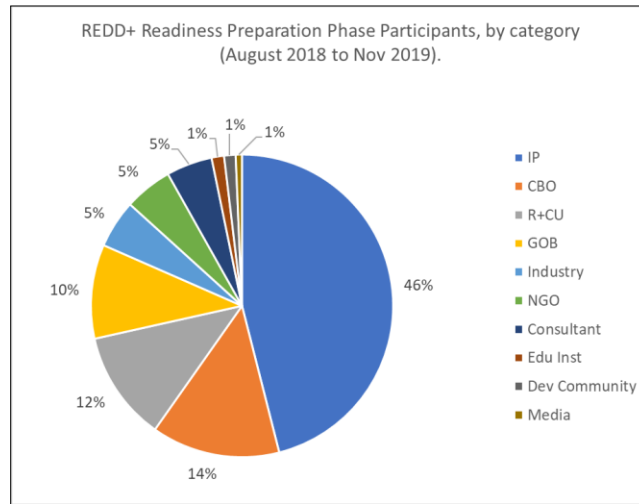
A number of challenges which were identified and are cross cutting across components include: generally low levels of understanding of REDD+; delayed project start-up and REDD+ Coordination Unit (R+CU) mobilization; gaps in project management and oversight; insufficient stakeholder engagement and participation; limitations in project administration and operations; delayed procurement (of which details are captured in the Annexes) and communication deficiencies.

The project's design was one for long term sustainability as the project's objective is to make Belize REDD+ ready. Sustainability actions have included: establishment of the multi-stakeholder platform, capacity building for technical agencies for assessment of activity data and conduct of the greenhouse gas inventory for Belize; transformational stakeholder communication channels created for participation and engagement of IPs.

Despite the challenges highlighted above, R-PP has progressed in carrying out key Readiness Preparation Activities. Progress towards the achievement of Result 1 through: Development of a National REDD+ Implementation Framework. Activities yet to be procured include carbon rights, and defining a benefit sharing mechanism. These outstanding areas pose a risk to future REDD+ implementation. The development of the REDD+ Policy was not budgeted under the FCPF and perhaps is a contribution of the GOB. The MTE did not find any plans associated with development of the policy. Capacity building and Consultation of the Draft REDD+ Strategy options is dependent on the development of the REDD+ Strategy options, which form part of the REDD+ Strategy (Readiness Package).

In terms of Progress towards the achievement of Result 2: Government institutions were provided with the capacity building to improve management of forest resources has been significantly advanced by the project. Capacity improvements include assessment of drivers of deforestation and degradation, the land use land cover assessment, 2000-2018, training of FD and NCCO personnel in Collect Earth, collection, collation and analysis of activity data, in-field and analytical tools equipment and establishment of PSPs as part of the National Forest Monitoring System. Progress towards the achievement of Result 3: Multi-stakeholders including indigenous peoples participating in the consultations and capacity building activities for REDD+, of which

35% are female has also seen significant improvement in Year two. The pie chart below demonstrates that of the total of 895 persons, 46 % have been with Indigenous Peoples.



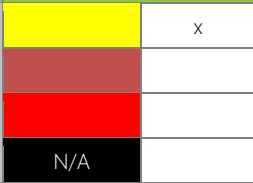
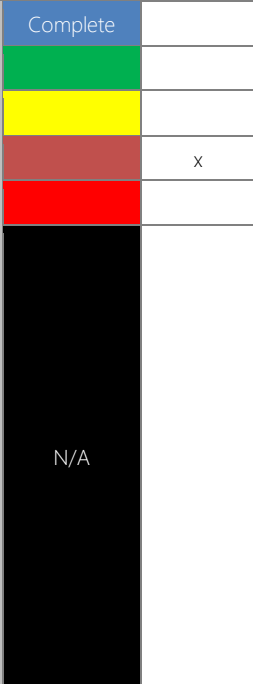


With one exception, the Project did not achieve any of the performance targets set at design, however significant progress was made on several contributing sub-activities. While the project implemented several of the planned activities under its five components, when comparing the progress of the project against the indicators outlined in the M&E framework none of the year 1 intermediate results targets, and only nine percent for Year two, were met. Details on subcomponents are elaborated upon in Table 6 presented below.

Table 6: Visual Synthesis of Overall Achievements using Progress Indicators

Progress Rating Key:

Complete	The sub-component has been completed
Significant progress	Significant progress
Progressing well, further development required	Progressing well, further development required
Further development required	Further development required
Not yet demonstrating progress	Not yet demonstrating progress
N/A	The sub-component is not applicable to our process

Sub-component	Progress rating (mark 'X' as appropriate)	Narrative assessment (briefly explain your rating)
<b>R-PP Component 1: Readiness Organisation and Consultation</b>		
<b>Sub-component 1a:</b> National REDD+ Management Arrangements	Complete	X
	N/A	
The R+CU which comprises of: <ul style="list-style-type: none"> <li>• REDD+ Technical Advisor</li> <li>• Social Expert</li> <li>• Procurement Officer</li> <li>• Communication Officer</li> <li>• Project Officer</li> <li>• Five Junior Technicians</li> <li>• Indigenous Peoples Desk (IPP) Technical Co-ordinator</li> </ul>		
<b>Sub-component 1b:</b> Consultation, Participation and Outreach	Complete	
		X
	N/A	
There have been engagements with stakeholders encompassing students, NGOs, Co-Managers of Protected Areas among others, where presentations have been made to commemorate events such as the REDD+ launch, World Wetlands Day, International Day of Forests etc. and workshops under the purview of the Strategic Environment and Social Assessment (SESA) process. A total of <b>895 persons</b> , with <b>35 % female</b> representation have been engaged as of November 2019. Regarding promotional items approximately 7000 promotional items comprising of; pens, pencils, folders, coffee mugs, shirts, banners, notebooks, caps, bags, bottles, posters, brochures and magazines have been procured and are disseminated during the REDD+ launch, school fairs, workshops etc. There are also plans for more materials encompassing billboards, short videos, a REDD+ handbook radio programs and other items to be prepared in the upcoming year to assist in raising awareness on REDD+. In addition, the unit foresees that surveys to assess the knowledge of participants will be conducted to determine how impactful engagements have been.		
<b>R-PP Component 2: REDD+ Strategy Preparation</b>		
<b>Sub-component 2a:</b> Assessment of Land Use, Land Use Change Drivers, Forest Law, Policy and Governance	Complete	
		X
	N/A	
The forest act is in the process of being revised to reflect updates in the forest monitoring and management system and codes of practise or timber leases and long-term licensees. The activities conducted during the Collect Earth process provided critical information on the land use change drivers, both natural and anthropogenic and Elements related to areas such as AD, GHGi, Assessing Drivers of Deforestation and forest Degradation, Enhancement of Carbon stocks, GHGi, FRL, MRV and Forest Monitoring system based on the national legal analysis aligned with international requirements.		
<b>Sub-component 2b:</b> REDD+ Strategy Options	Complete	
		X
	N/A	
Initial draft REDD+ strategy document has been developed, but there is need for communication and sensitization with stakeholders and the finalization and defining of Strategy Options for REDD+ is based on such inputs. A portion of this will be captured in the SESA process, as it is linked- where details emerging from this process should be incorporated into development of the final strategy.		
<b>Sub-component 2c:</b> Implementation Framework	Complete	
The implementation framework for the Draft Strategy will be developed after the consultation process. There is also an ongoing consultancy on		

Sub-component	Progress rating (mark 'X' as appropriate)	Narrative assessment (briefly explain your rating)
		<p>legal and institutional arrangements which is providing inputs to be integrated into this component.</p>
<p><b>Sub-component 2d:</b> Social and Environmental Impacts</p>		<p>The SESA stakeholder engagement workshop was held on June 18, 2019 which comprised of a broad spectrum of forest dependent stakeholders, NGOs, Community Based NGOS and representatives from relevant Governmental /Natural Resource Agencies.</p> <p>This session involved the presentation on what REDD is, components of the REDD+ Project, the importance of forests, the role forests play in adapting/mitigating climate change, the drivers of deforestation and degradation in Belize, Safeguards for REDD+, readiness activities for implementation and results-based payments.</p> <p>The overarching objectives were to share information and garner feedback/inputs and recommendations and outline the next steps for the SESA process.</p> <p>Some feedback which was articulated by stakeholders included; the need for heightened awareness and meaningful engagement among all districts, emphasis on the involvement of youths in the process and the inclusion of relevant stakeholders.</p> <p>A draft ToR has been developed and the activity is expected to commence in 2020.</p>
<p><b>R-PP Component 3: Reference Emissions Level/Reference Levels</b></p>		
<p><b>Component 3:</b> Reference Emissions Level/Reference Levels</p>		<p>First Draft Report and estimation has been developed along with annexes. A Reassessment of Secondary Plots Exercise has been completed to provide more accurate, complete information. The QA/QC/ process has also commenced in addition to finalization of the Collect Earth Protocol. It is foreseen that after these are finalized, the FREL for Belize can be submitted in 2020. *</p>
<p><b>R-PP Component 4: Monitoring Systems for Forests and Safeguards</b></p>		
<p><b>Sub-component 4a:</b> National Forest Monitoring System</p>		<p>The National Forest Monitoring System (NFMS) is an ongoing discussion, complemented by the MRVS. In advancing Belize's effort for forest monitoring, and to enhance synergies between FD, NCCO and the REDD+CU, working group sessions are being facilitated on the 'MRVS for REDD+ - Expanding and Mobilizing a Forest Monitoring Network for the NFMS'.</p> <p>These sessions aim to foster better understanding and build capacity in the following areas; Methodology and protocols for mapping and selection of sampling plots and Stratification of Belize according to factors such as rainfall, elevation</p>

Sub-component	Progress rating (mark 'X' as appropriate)	Narrative assessment (briefly explain your rating)
		<p>etc. ,Identification of gaps in the Forest Inventory Planning process, Establishment of Institutional arrangements for Forest Monitoring ,Carrying out data entry and analysis ,Development of field data collection methods for measurements in carbon pools, Understanding quality control and uncertainty ,Understanding and identifying improvements for allometric equations used ,Establishment of comprehensive procedures for data archiving, sharing and documentation.</p> <p>Approximately twenty (20) participants have been engaging in the working group sessions conducted in July, August and September 2019.</p> <p>Thus far, two (2) plots have been established and it is foreseen that continued establishment of the sample plots will be commencing in the upcoming months which will contribute to establishment of emissions factors for the National Forest Monitoring System.</p>
<b>Sub-component 4b:</b> Information System for Multiple Benefits, Other Impacts, Governance, and Safeguards	Complete    X  N/A	<p>Safeguards information system (SIS) is expected to be developed in tandem / concurrently with the SESA process. A draft ToR for SESA has been developed and is undergoing revision. The SESA process will provide critical information for the development of a Safeguards Information System (SIS). Further developments for SIS in accordance with World Bank Guidelines is envisioned to continue in the upcoming year.</p>

## E. The Way Forward

To address the delays and challenges both at the project- and component/activity-level, attempts will be made to ensure enhanced synergy and cooperation between all executing units including the REDD+ CU, NCCO and FD. Some of the steps which will be taken to address the challenges identified above. It should be noted that procurement and administrative challenges for example are cross cutting for the components. As such the following are applicable for more than one component;

- **Component 1:** This component is on track enhanced planning between teams to ensure cohesion and for meaningful feedback from the PSC and TEG, sessions to keep members updated with project activities and progress. In addition, the implementation of the communication and outreach activities is hoped to occur simultaneously with the consultation sessions for activities such as the FGRM, SESA and Draft REDD Strategy for development of Strategic Options. The input from the TEG will be capitalized on for the remaining duration of project activities. The REDD+ CU has developed a joint work plan to assist in guiding the various activities of each component.
- **Component 2:** To address some of the challenges encountered, the team will share TOR with stakeholders and attempt to execute activities planned in a timely manner and share

documents for feedback from stakeholders in accordance with the Draft Stakeholder Engagement Protocol. This component is behind schedule but should be starting in the first quarter in 2020. The REDD+ Strategy needs to undergo sensitization from stakeholders. The REDD+ CU has developed an Interim FGRM as there have been delays in the consultancy undergoing the exercise. Activities continue with validation exercises completed nation wide. The completion of the development of a platform to receive/log complaints is expected in 2020. To provide information in a public domain and aid in transparency of project activities, plans are underway to integrate REDD+ activities in the NCCO website for sharing of updates. This website will also house the platform for the FGRM.

- Component 3: Development of a National Forest Reference Level has seen significant progress. The consultancy which was delayed was cancelled and support is being provided by CfRN for the completion of the FRL for Belize. Concurrently capacity is being bolstered locally as the preparation of the supporting documentation and the preparation of the GHGi is being conducted by NCCO, FD and the REDD+ CU. It is envisaged that a draft Report will be submitted in 2020 to the UNFCCC.
- Component 4: has also advanced. Pertaining to the activity data, for the most part it is on track. The establishment of plots however have been delayed and the procurement for the acquisition for necessary equipment has been a lengthy process. It is however expected in 2020 that more plots will be completed. The Collect Earth Mapathon is scheduled to occur in February -March 2020.

## **F. Compliance with the Common Approach**

### **I. Environmental and Social Safeguards (including SESA/ESMF) Development**

The legal, institutional framework and stakeholder mapping and the Strategic Environment and Social Assessment (SESA) workplan were also completed. In July 2019, the Terms of Reference of the Strategic Environmental and Social Assessment, the Environmental and Social Management Framework, and the Safeguard Information System had not been drafted. Thus, a work plan that involved these three (3) activities was not drafted.

The R+CU had a “safeguard training” with the World Bank Social Expert assigned to the Belize REDD+ Readiness Project in July-August 2019. It helped the R+CU discuss the content of the Strategic Environmental and Social Assessment (SESA) and the Environmental and Social Management Framework (ESMF). Between September and November 2019, there has been multiple engagements with the World Bank to develop the terms of reference of SESA and the ESMF. The R+CU decided to include the Safeguard Information System – to comply with the United Nations Convention on Climate Change – in the terms of reference.

Having agreed on a draft Terms of Reference for SESA, ESMF, and SIS, the R+CU will now forward the document to the Technical Expert Group of the Project for review and comment. This phase

is expected to be completed in early January 2020. Consequently, the R+CU will send the terms of reference to the World Bank for “no objection”. The terms of reference and a work plan for SESA, ESMF, and ESMF will be shared with REDD+ Stakeholders after the Bank grants no objection, after which the procurement for activities will start (tentatively in April 2020).

## 2. Stakeholder Engagement

The level of stakeholder participation in the R-PP has spanned the entire spectrum of participation from no participation, information, consultation, placation, informal and formal partnerships, delegated power and control (Refer to Table 7). The type of participation has evolved or transitioned in some instances over time, representing either a step-wise approach from sensitization to participation or adaptive management actions employed to improve stakeholder engagement. An example of adaptive management to stakeholder engagement is with IPs where an Indigenous Peoples Desk was instituted to improve channels of communication with the IP communities and an ITT was established with a consultant of their choice to be hired to support IP engagement in REDD+ technical matters. These are receiving support from the project and represent the first step to improve REDD+ project and IP relationships, while building capacity for engagement in REDD+ readiness.

Engagement of stakeholders has occurred predominantly through the project’s structures and mechanisms for organizational project management (POM 2019) as well as through activity implementation meetings, workshops and public awareness campaigns (Communication Strategy (2018)). Participant feedback from the MTE consultations revealed that:


- Cabinet has not been engaged in a focused way.
- CEO Caucus<sup>24</sup> has not been engaged but presents an opportunity to enlist government buy-in and ownership.
- Government Ministries and department representatives have low to average knowledge of REDD+.
- Technical agencies and Academic institutions have good understanding of REDD+.
- IPs have a basic understanding of REDD+ and understand its facets to varying degrees.
- Public knowledge is low but slowly growing with the communication campaign being implemented.
- NGOs have good knowledge of REDD+ and this extends to their practices.

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<sup>24</sup> The PSC membership includes six CEOs



Table 7: MTE Analysis of Stakeholder Engagement

STAKEHOLDER								
	TYPE OF PARTICIPATION							
	No participation	Information	Consultation	Placation	Informal Partnership	Formal Partnership	Delegated Power	Stakeholder Control
Cabinet		*						
CEO Caucus	*							
MAFFSDECCSWMA							*	
Other Ministries	*	*	*	*	*	*		
Technical Departments and Agencies and quasi government	*	*			*	*	*	
Toledo Land Rights Commission		*	*					
Academia		*	*					
Other Capacity Building Organizations								
Non-government organizations	*	*	*					
Private sector	*	*						
Rural Communities and Local Governments	*	*						
Indigenous Peoples		*	*	*				
Public		*						
Donors and External Financial Institutions		*	*			*	*	

**Visibility of the R-PP has been progressively increasing over the past 2 years but there remain gaps with some target groups.** The project received most attention in 2019 with a Project Launch on April 29, 2019. The Launch attracted over 75 participants and provided a medium for the R+CU to share information on the project, achievements to date and future. The project received significant media attention in print, audio and social media. Using the Communication Strategy as the Roadmap for visibility, the project has continued to receive attention through various local level presentations and workshops and through the dissemination of branded material. The project has been targeted in its selection of communication channels and tools to technical agencies, IPs, general public, and communities. Opportunities exist to increase REDD+ Readiness visibility among other key stakeholder groups identified in the Communication Strategy.

**The project demonstrated responsiveness to IP concerns, and this resulted in improved communication and relationship with this key stakeholder.** The establishment of the Indigenous Peoples Desk and the Indigenous Technical Team (ITT) with technical consulting support and adjustments in programming to accommodate feedback received

from IP on engagement and participation in the project was also noted and represent a transformational approach to IP engagement, one that will redound to a good practice for future projects and standardized for replication.

Since REDD+ is a forest-based initiative, capacity building should target especially actors that have interests and rights in the forest resources of Belize. A key actor in this regard are the Indigenous Peoples (IP) of Belize. From the REDD+ Readiness Preparation Proposal (R-PP) elaboration process, the participation/involvement of Indigenous Peoples is a requirement and, in this regard, the Maya communities of Southern Belize have sought the participation of the Maya People in the REDD+ Project.<sup>25</sup> The REDD+ Project considers that technical support is vital for the full participation of the Indigenous Peoples of Belize. Hence, the development of an Indigenous Peoples Desk and a REDD+ Indigenous Technical Coordinator. This has enabled enhanced coordination between stakeholders and the project team and to cultivate improved understanding and by extension contributed to strengthened capacity for meaningful engagements. The objective of an Indigenous Technical Coordinator therefore serves to to enhance the participation and engagement of the Indigenous Peoples in the REDD+ processes and activities at the local, national, and global levels.

Parallel to this, the participation and engagement of local communities in the REDD+ processes are hoped to be achieved through the establishment and operationalization of the Indigenous Peoples (IP) Desk. It was envisioned to be a 'help desk' which will facilitate the participation of Maya communities in the REDD+ project by gathering information on REDD+ (especially from the REDD+ Coordination Unit and the Indigenous Technical Team), processing the information, and presenting villages in a language and format that is culturally appropriate to Indigenous Peoples. The IP Desk will also coordinate the work of the Indigenous Technical Team (ITT) villages, especially when the ITT provides input to key activities of the REDD+ Project (see below). And lastly, the IP Desk mobilizes the full participation of the villagers and their traditional village leadership in the REDD+ Project by coordinating several activities. The specific responsibilities of the Indigenous Technical Coordinator are as follows;

- Coordinate the day-to-day activities of the Maya Desk by :
  - Preparing and submitting to the TAA and MLA and the REDD+ Coordination Unit a work plan for communities;
  - Implementing and reporting on a work plan for the REDD+ Desk;
  - Serving as focal point for engagement between the REDD+ Unit and Maya communities;
  - Channeling information related to the communities;
  - Tailoring information to the Q'eqchi' and Mopan context (translation);
  - Carrying out communication, procurement, and logistical coordination of the Maya Desk.
- Support the work of the Indigenous Technical Team (ITT) by coordinating with the Belize National Indigenous Council (BENIC):
  - Support BENIC in preparing and submitting a work plan for the Indigenous Technical Team to the REDD+ Unit

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<sup>25</sup> See <https://tinyurl.com/ycqnpcje>

- Support BENIC by providing logistical assistance to the work of the Indigenous Technical Team in REDD+ Activities
- Facilitate capacity building for the Maya villages by conducting a needs-assessment of the villages on REDD+ processes and creating and implementing a capacity building plan.
- Plan and coordinate the delivery of knowledge on REDD+ processes through workshops, audiovisual material, print material, et cetera, to the villages.
- Report on the capacity building activities of REDD+.
- Coordinate the effective participation of the Maya villages and BENIC in the REDD+ Readiness Preparation Phase, by coordinating activities of the Maya Desk and the Indigenous Technical Team, respectively, in the following key areas; Grievance Redress Mechanism ,Gender Study ,Communication Strategy ,Consultation and Participation Plan, Land use and land tenure ,Refinement of the REDD+ Strategic Options ,Strategic Environmental and Social Assessment ,Indigenous Peoples Planning Framework Benefit sharing mechanism ,Other Strategic Environmental and Social Assessment (SESA) activities under REDD+ Project, if needed.

The purpose of the BENIC Indigenous Technical Team (ITT) is to support, promote, and advance the active and effective participation in policy initiatives that affects the Indigenous Peoples of Belize. The specific functions of the ITT were as follows;

- 1) Implement BENICs engagement Process with its constituent to ensure their active participation in the REDD+ processes.
- 2) Safeguard the rights and interests of Indigenous Peoples in all REDD+ related activities.
- 3) Identify and Communicate to BENIC the potention opportunities and risks of REDD+ processes for Indigenous Peoples.
- 4) Remain abreast of REDD+ Processes and inform BENIC of all framework, policies or legislations and opportunities that can impact Indigenous communities.
- 5) Advise and propose course of action on frameworks, policies and legislations being formulated for future implementation of REDD+ in Belize
- 6) Facilitate discussions among the BENIC constituencies, with a focus on indigenous youth and women, to ensure that BENICs input is meaningfully included in frameworks, policies, and legislaton being formulated for future implementation of REDD+ in Belize.
- 7) Advice BENIC on results-oriented engagement strategy as it relates to REDD+ processes
- 8) Educate and engaged BENIC constituents on REDD+ processes as a climate change mitigation strategy.
- 9) Advice and propose course of action on REDD+ activities aimed at developing a culture of inclusivity in BENIC and with the REDD+ Project.
- 10) Participate in the development of a strategic plan/work plan based on REDD+ processes for the achievement of specified Indigenous Peoples' goals and objectives, consistent ith BENIC's vision and mission.
- 11) Monitor and propose course of action on grievances with the REDD+ Project.
- 12) Ensure that the technical language and terminology used in the REDD+ process is simplified and easily understood when communication (verbal and written) to all BENIC constituents.

- 13) Coordinate, Report and Advise on follow up actions resulting from REDD+ Project Engagements
- 14) Review frameworks, policies and legislation produced for the REDD+ Project during the preparatory phase and during the implementation phase.
- 15) Gather, house and manage information on the REDD+ Project.
- 16) Prepare and provide regular reports to BENIC on REDD+ Engagement

### **3. Disclosure of Information**

Key information about the project is usually communicated through stakeholder engagement sessions with local NGOs, Co-Managers etc. This is now guided by the Stakeholder Mapping Process which allowed the unit to, identify the key stakeholders for the REDD+ Preparation Phase, ascertain the scope, institutional capacity of its stakeholders to engage in REDD+ and to identify priority groups. After identified, an assessment was made to inform the REDD+ Coordinating Unit on *how* to engage the respective stakeholders.

Some updates of project progress are also shared on the FB page of the National Climate Change Office. In addition, a website is being developed to share information in the public domain about REDD+. Fact sheets, brochures, posters and booklets are also distributed at public forums such as fairs and conferences which the REDD+ CU participate in. The REDD+ CU has also developed a 'Draft Stakeholder Engagement Protocol' which serves as a guideline for the REDD+ CU and service providers/consultants in their engagement with stakeholders. The Protocol will be used to engage stakeholders for all REDD+ activities. It is intended to be a live document. It is flexible, accommodating the best practices of free, prior and informed consent (FPIC) of REDD+ Project stakeholders.

It also includes the guiding principles, protocols, and contact for feedback and grievances for the REDD+ Project. A formal request from students, researchers or any other institution is usually needed, channelled through NCCO, before any information is disclosed. Reports and documents such as the R-PP and Annual Progress Reports are shared on the FCPF website and disclosed subject to agreement by the national government/authorized entity and the World Bank.<sup>26</sup>

### **4. Grievance and Accountability**

The Feedback Grievance and Redress Mechanism (FGRM) was envisioned to support the design and operationalizing or, if applicable, strengthening existing feedback, grievance and redress mechanisms to meet the needs of people who might be affected by REDD+. The GRM is defined as the organizational structures and processes established and coordinated by national government agencies to receive and address issues of concern that impact their policies, programs and operations on external stakeholders. The GRM was designed to, through stakeholder consultation, agree on a structure and procedures to:

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<sup>26</sup> FCPF Guidelines on Disclosure of Information Annex to the Process Guidelines for the Carbon Fund Version, June 2016 accessed at <https://forestcarbonpartnership.org/requirements-and-templates>

- Receive; process and investigate complaints.
- Answer queries regarding the project and its activities.
- Engage and promote dialogue and mediation with affected parties/communities.

The GRM will help Belize to accomplish several objectives in both REDD+ phases, such as: As early warning systems and to improve REDD+ outcomes in helping to identify and address potential problems before they escalate, avoiding more expensive and time-consuming disputes. Through timely resolution of issues and problems, the GRM will contribute to the collaborative design and achievement of REDD+ objectives. Due to the participative nature of the REDD+ mechanism engaged decision-making will be key for the design and feedback of emissions reduction strategies in the readiness phase and to Identify systemic issues. Information from GRM cases may highlight recurring, increasingly frequent or escalating grievances, helping to identify underlying systemic issues related to implementation capacity and processes that need to be addressed. As such the GRM is also envisioned to promote greater accountability to stakeholders, as related to specific activities and overall governance.

In February 2019 the R+CU contracted Equal Chances @ Green Development to develop a Feedback and Grievance Redress Mechanism (FGRM) for REDD+ Belize. The Firm, in July 2019, was meeting with key stakeholders to develop its context research and to assess the effectiveness of existing FGRMs in Belize. To ensure that the participation of local communities and the Indigenous Peoples of Belize was adequately addressed, additional consultations and validation exercises were planned. It is expected that the FGRM is functional in November 2019. In the meantime, the R+CU developed an interim FGRM for the REDD+ Readiness Phase that is currently managed by the Social Expert and the Communication Officer.

The 'REDD+ Interim Feedback and Grievance Redress Mechanism' addresses feedback, complaints, and grievances that may arise during the Readiness Preparation Phase. The FGRM being developed and consulted on by Equal Chances, however, will be ready until 2020. The REDD+ Project will use this 'REDD+ Interim FGRM' to address the feedback, complaints, and grievances that may arise from the current Preparatory Phase of the Project. The REDD+ Interim FGRM has two principal purposes. Firstly, it is a mechanism for stakeholders and members of the general public to provide positive and negative feedback on the implementation of the current REDD+ Readiness Preparation Phase.

It is also a mechanism for stakeholders and members of the general public to request feedback from the Project. Secondly, it is a mechanism for stakeholders and members of the general public to lodge complaints or grievances against the REDD+ Coordinating Unit, the National Climate Change Office, or the Ministry of Agriculture, Fisheries, Forestry, the Environment, and Sustainable Development, pertaining to activities of the REDD+ Readiness Preparation Project. The 'Draft Stakeholder Engagement' in addition to the Interim FGRM details the process after a complaint is received by the REDD+ CU and the steps that are taken to address this for example the timeframe in which a response is to be sent , via a log comprising of ; the date of when it was recived , by whom , and the channel ( for example if it needs to be addressed by a

different Institution) through which it will be dealt with. This is accompanied by a form and a log to record complaints. (which will be incorporated as a section/feature of the website being developed for NCCO and Belize REDD+ Readiness Project).

The development of the FGRM has given the R+CU key takeaways. First, it has illustrated the complexity of grievances of the forest sector in Belize. This has been possible to understand because of the extensive consultation process of the FGRM, guided by the R+CU. The second takeaway is that FGRMs can be more effective if they are developed after a country has developed its REDD+ Strategy (which in turn should be guided by its Forest Reference (Emissions) Level). Tailoring FGRM with the implementation of a REDD+ Strategy can be cost effective, efficient, and of more significance to the stakeholders where the Strategy is to be implemented.

## **IV. Financial Performace and Planning**

### **A. Overview**

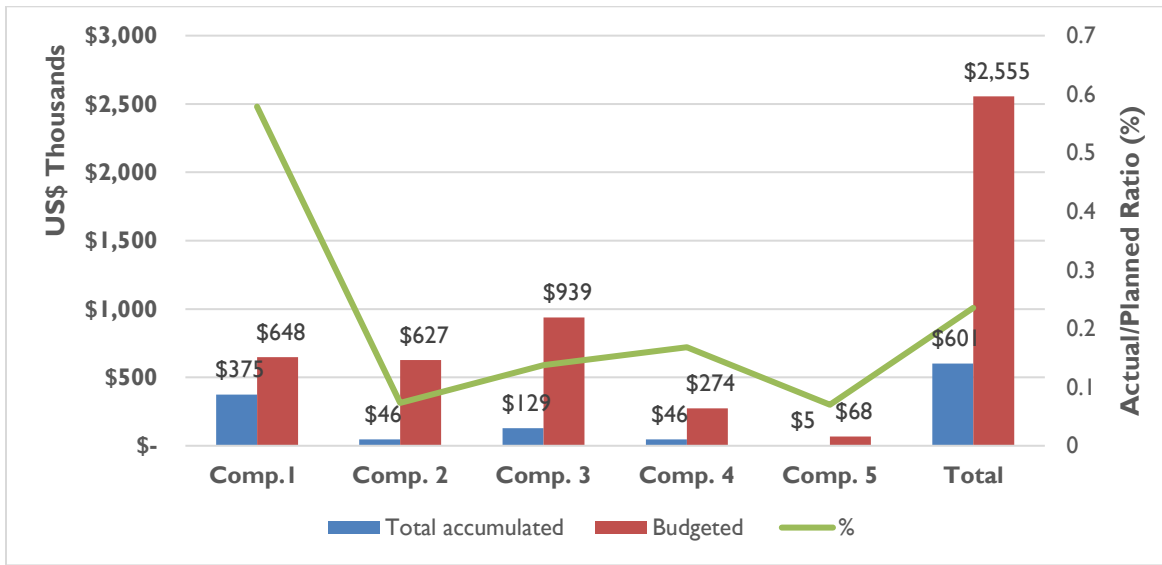
The overall budget allocated was considered adequate to undertake the planned activities but necessitated the realignment of funds to project needs. The project had enough flexibility to manage cash flow to accommodate unexpected increases in cost for specific line items.

The expenditures to date are well below planned targets, bringing into question the ability of the project to spend the FCPF allocation by December 2020. As of Novemner 31, 2019, total expenditure for the project was US\$1,242,085 of total WB disbursement of US\$ 1,391,282 (36.6% of total budget). The expenditure to date represents 16% of the life of project budget and 23% of accumulated planned budget (US\$2.55 million)<sup>27</sup>.

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<sup>27</sup> IFR March 2019

Figure 3: Relative Expenditures – Planned vs. Actual



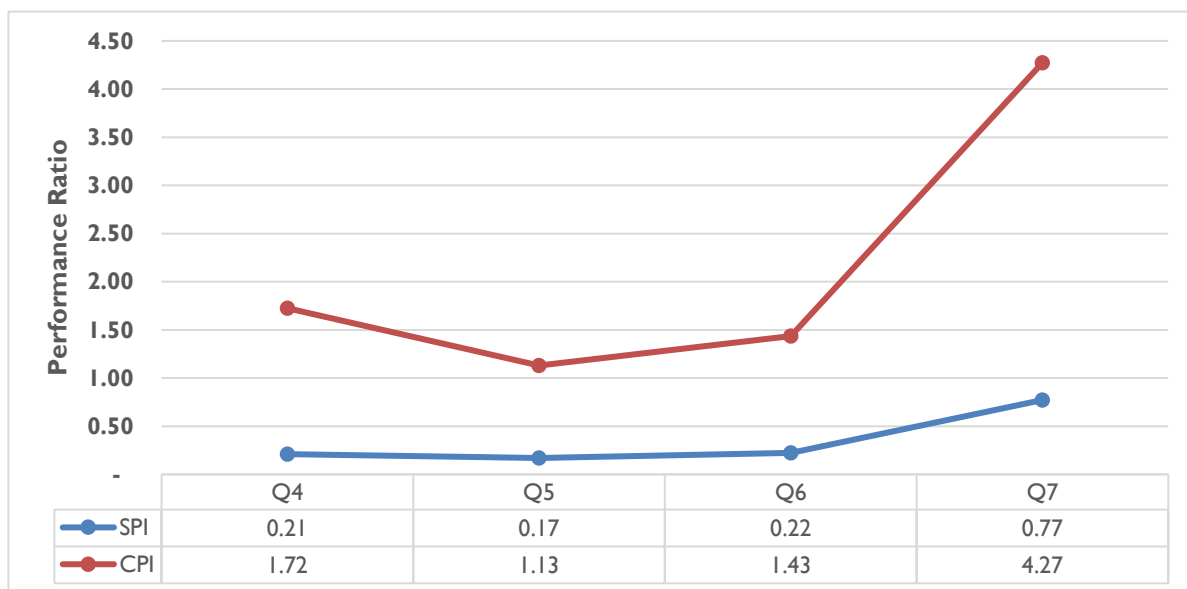
The project’s external audit established that PACT (in its capacity as a fiduciary agent), the PSC (as the oversight body) and the R+CU (project management and implementation) were in partial compliance, as at March 31, 2018, with the terms and conditions described in the GA. To date, the project has submitted one external audit report and a second is being finalized. Findings from the 2018 report revealed that there was successful establishment of the accounting system and reporting, completion of annual audits, and compliance with WB procurement and anticorruption guidelines. The report noted however, that there were issues with timely preparation and submission of budgets, proper oversight and review of the accounting functions, establishing and maintaining a PSC and TEG for the duration of the grant; vehicle log books being used to record use of project vehicle, and timely preparation of consolidated annual workplan. While at the time of this MTE the 2019 external audit report is not yet available, the results of two internal audits in February and June 2019 report that two of these issues remain unresolved. These include timely submission of plans and reports for review and approval by the WB and proper use of vehicle logbooks. They also report issues with timely performance of MTE and proper safeguard of assets.

The overall budget allocated was considered adequate to undertake the planned activities but necessitated the realignment of funds to project needs. The project had enough flexibility to manage cash flow to accommodate unexpected increases in cost for specific line items. The amount budgeted per line item often exceeded the actual amount spent and enabled the achievement of project outputs below cost. For example, the hiring of the Procurement Specialist and the Social Expert was undertaken at 16% and 27% below budgeted cost, respectively, resulting in savings of US\$45,600 (Procurement Plan, May 2019). Savings from the planned purchase of two vehicles allowed for the purchase of a third vehicle, with savings remaining.

## B. Use of Funds

The implementation rate and value creation are trending upwards, suggesting improvements in project implementation. To allow for calculation of Cost Performance Index (CPI) and Schedule Performance Index (SPI)<sup>28</sup>, the project's PSIP reports were used, in the absence of complete activity status data (scope achieved). However, the percentage completion figures in these reports cannot be verified in the absence of agreed milestones. During Year I (FY 2017-18) there were numerous delays, however, evidence indicates improvements in the rate of implementation, especially in quarter 7 (January – March 2019). If this rate is maintained, the project is expected to achieve full implementation by December 2020. Consistent with the trend in the SPI (0.22 in quarter 6 and 0.77 in quarter 7), the CPI is showing significant increases between quarters 6 (1.43) and 7 (4.27), where the earned value (US\$2.567 million) of the project is increasing at a faster rate than the actual cost.

Figure 4: R-PP Performance Status (FY 2018-19)



### Inflationary Analysis<sup>29</sup> and Adequacy of Project Budget

The project budget, when adjusted for inflation, suggests that the budget at design would be inadequate in 2019, however the MTE also finds that there are cost savings from completed procurements that are significant. The practice of realignment across components allow cost savings to be applied where needed and the MTE concludes that the budget is still adequate at this time. The value of the overall project

<sup>28</sup> SPI indicates how efficiently the project is progressing compared to the project schedule. While the CPI is a measure of the value of work completed (earned value) compared to the actual cost. It gives an indication of how much is earned for each dollar spent and is an indication of how well the project is remaining on budget.

<sup>29</sup> Using US inflation as a benchmark for the estimate of value change.



budget was adequate to undertake the procurement as outlined within the AOP. However, when the procurement for each line item was compared with the budgeted amount, the difference was at variance with the inflation rate. Where the difference is above the inflationary rate, it provides some evidence to question the adequacy of the budgeted line item. This is identified for sub-components 2.2a, 2.2b, and 5.1a. Overall, for FY 2018-19, the budgeted allocation realised a net cost savings of approximately US\$110,000 from procurement. Detailed breakdown on the use of funds is presented in the table below.

Table 8: Breakdown on Use of Funds

Uses of Funds (in US\$ thousands)							
R-PP Component	Total needed (A)	Funds pledged (B)	Funds used		Funds available (= B – C)	Financing gap (= A – B)	Request to FCPF (if any)
			Funds Committed (C)	Funds Disbursed			
Component 1	1,597,000	1,399,000	211,750	82,660	1,187,250	198,000	-
Component 2	1,165,000	1,135,000	452,168	77,358	682,832	30,000	-
Component 3	420,000	848,000	43,283	11,433	804,717	428,000	-
Component 4	438,000	351,000	86,244	17,150	264,756	87,000	-
Component 5	\$180,000	132,000	0	0	0	48,000	-
<b>TOTAL</b>	<b>3,800,000</b>	<b>3,865,000</b>	<b>793,445</b>	<b>188,601</b>	<b>2,940,742</b>	<b>791,000</b>	
Sources of Funds (in US\$ thousands)							
FCPF [specify activities being supported by the FCPF]		3,800	2,000	500	1800		
Government [specify activities being supported by the Government]		200	200	200	0		
<b>TOTAL</b>							

## V. Recommendations for Accelerated Implementation

The following key recommendations represent the response to the project- and component-level analysis and related findings presented below and are proposed to guide the remainder of project implementation. The combination of planning, management, monitoring and evaluation, communication, stakeholder engagement, partnership development and coordination and long-term visioning is essential to successful completion and achievement of the PDO by December 31, 2020.

### 1. Improve internal programme and activity level planning and communication

- Develop a schedule for inclusive, expanded REDD+ joint team planning (weekly, monthly, quarterly) in line with AOP. Meeting participants must include all R+CU staff, PACT-based staff and JTs in planning sessions at a minimum monthly.
- Ensure that all activities completed are adequately documented and communicated to minimize duplication and strengthen consolidation of project results.

### 2. Strengthen programme planning through improved partner coordination

- Conduct a stakeholder analysis to determine any changes to (i) stakeholders to be involved in implementation (ii) differentiated needs for participation and engagement (iii) activities they will be involved in and for which dialogue needs to be strengthened or initiated. Use the findings in future internal planning and budgeting sessions to incorporate actions for their engagement.
- Develop MOUs and other partnership arrangements as appropriate, that detail timelines for activities that are reflective of the R-PP AOP. Include roles and responsibilities, such as reporting, tracking of in-kind contribution, coordination of local teams. Assign a member of the R+CU team to be responsible for monitoring these arrangements.
- Involve implementing partners (e.g. FD, NCCO, IPs) in joint planning so they can fully understand the project activities and are able to align with the project's implementation timeframes.
  - Hold individual planning meetings with each entity and agree on actions, timelines, responsibilities and next steps.
  - Convene quarterly joint implementing partner sessions that reviews the activities implemented and facilitate exchange of lessons learned around the core REDD+ readiness components. Utilize these sessions to adjust partner plans, where necessary.
- Review PSC membership to expand and improve participation in line with the committee's TOR.
  - Where deemed necessary, revise TOR to expand roles, giving consideration to members' roles in: other sectors' policy harmonization with REDD+; development of the REDD+ policy articulated in the project's AOP; and development of the new REDD+ financing mechanism.

- Create new agreement on specific date (month/day) for meetings and dispatch reminders and meeting documents at least two weeks in advance.
- Revisit the REDD+ institutional structure presented in the legal and institutional framework report (Massai 2019) and develop a paper for presentation to the CEO Caucus to leverage new partners, expand country ownership and integrate REDD+ principles in policies, plans and programmes.

### **3. Improve Stakeholder Engagement**

- Prioritize and implement the following activities with active engagement of IPs: land tenure and benefit sharing studies, non-carbon benefits, carbon rights assessment.
- Forge closer working relationship with the Toledo Land Rights Commission to monitor the progress and delays being encountered in the implementation of the CCJ consent order.
- Highlight the implications of the ongoing land tenure resolution issue on the success of REDD+ initiative, through the paper and presentation to CEO caucus and potential Cabinet submission.
- Engage all key GOB agencies with current or future roles for REDD+ implementation, e.g. Department of Agriculture, Lands Department, Department of Environment.

### **4. Strengthen Monitoring, Evaluation and Reporting**

- Review and revise the RF to agree on, and implement, critical changes to indicators and associated targets that will improve the effectiveness of reporting on project achievements.
- Formalize, using a participatory approach, the approach taken in reporting percentage progress in the PSIP, by establishing milestones and associated percentage progress that will aid reporting in subsequent performance periods.
- Align all future project reporting with the RF and project components.
- Conduct weekly and monthly R+CU team meetings that assess progress against monthly and quarterly plans and adjust accordingly.
- Develop, share and utilize a tracking form to be used by project staff and implementing partners for periodic reporting of in-kind contributions (staff time, equipment, utilities, vehicle etc.) per partner arrangements and staff reporting requirements, where they exist. Collate the information and incorporate in project reporting.
- Establish and communicate a system for data collection (data flow) into the R+CU from its staff and external parties, data collation and analysis, and reporting and dissemination to key project partners and stakeholders. Use the resulting information in project communication and visibility efforts. Develop performance indicator reference sheets for each indicator that clarifies the indicator definition, defines milestones and targets more fully, and the standardized methods for calculating, collating and analyzing the data.
- Build R+CU capacity to implement M&E for REDD+ implementation so impact can continue to be tracked over time. Provide M&E training for R+CU staff and other GOB

agencies involved in REDD+ implementation. In addition, provide donor-specific M&E training for the Project Officer as part of on-boarding to ensure alignment of M&E with the FCFP M&E framework, in the short and medium term.

- Provide external support for M&E systems and tools to be used by the R+CU and project partners to monitor and assess progress towards achieving the PDO.

## **5. Address gaps in R+CU Management, Administrative and Operation System**

- Review and update the POM using a participatory approach (include all project processes, planning requirements, responsibilities, organogram etc. Re-orient project team and other relevant stakeholders on key procedures e.g. payment., contract monitoring.
- Develop a comprehensive risk identification, prioritization and mitigation process that informs programme implementation. Where needed, identify practical priority corrective actions and integrate these within programme planning.
- Utilize the centrally shared data and information archiving system, ensuring differentiation between approved and working documents. Develop and utilize protocols for data sharing and information dissemination (internally and externally).

## **6. Strengthen Procurement and Financial Planning and Management**

- Improve procurement planning, execution and monitoring by (i)expediting ongoing and future procurements, and (ii) proactively monitoring contracts and deliverables, and addressing issues related to ongoing procurements. Undertaken these in parallel with the improved planning processes and through timely communication with the WB.
- As a matter of urgency revisit procurement for the FREL. Review and revise the TOR to reflect work completed and the needs & opportunities remaining. Conduct supporting budgetary analysis to determine opportunities for reprogramming of the identified cost savings and realignment.
- Utilize STEP or other procurement tracking/monitoring tools to confirm (i) timely receipt of deliverables and (ii) technical tracking and acceptance. This will be contingent on consistent input of status updates by procurement personnel.
- Review and assess the state of project execution. Determine opportunities for reprogramming funds to activities not yet underway, based on savings achieved. For example, consider purchase of satellite imagery for the 2019/2020 Collect Earth activity data re-assessment. Another area for increased attention is the anticipated costs associated with expanded stakeholder engagement, especially of the IPs.

## **7. Establish mechanisms for long-term REDD+ programming**

- Build on the recommendations of the legal and institutional framework assessment report (Component 2) to design a strategy for building the institutional frame for REDD+ implementation. Assess the potential of the BNCCC to assume a leadership role in this structure.
- The TOR of the Programme Director to a Technical Advisor, with emphasis on REDD+ Strategy development, TEG establishment, support for policy level engagement and development of the exit strategy for the next six months.
- Consider, and hold dialogue with, relevant GOB institutions towards retention of Junior Technicians as part of a long-term REDD+ technical team.
- Appoint relevant government personnel or R+CU staff to understudy international consultants in order to build and maintain country capacity.
- Where possible, consider programming funds to critical REDD+ bridging activities and or those without programmed budget allocation, e.g. REDD+ strategic options, such as pilot projects at community level<sup>30</sup>, REDD+ Policy.
- A Memorandum of Understanding (MoU) to be signed with FAO , CfRN concretize the technical support provided particularly in activities such as Development of the FREL for Belize.

## **8. Expand Awareness Building, Branding and Visibility**

- Expand the REDD+ sensitization/communications campaign to include staff, PSC and other stakeholder groups including a CEO Caucus sensitization (must conduct levels of sensitization on REDD+ with technocrats, Cabinet).
- Develop a REDD+ communications task force to include communications personnel from partner agencies. Develop and implement a plan that can be incorporated into their individual communications plans).
- Conduct KAP surveys to determine improvements based on implementation of the REDD+ Communication strategy.

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<sup>30</sup> Suggested GIZ funding under R-PP Project

## VI. Lessons Learned

The below were deduced to be some of crucial lessons learned thus far in the REDD+ Readiness Phase:

1. Consistent Consultation and Communication stakeholders and local communities is critical for success of REDD+.
2. Strengthening of legislations, policies, guidelines and framework pertinent to climate change and development for REDD+ to be integrated and streamlined into other sectors of Belize plays a vital role in advancing REDD+ Readiness in Belize.
3. Usefulness of Holistic, coherent and integrated planning among team members in Belize.

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## 6. Annexes

ANNEX 1.	RESULTS FRAMEWORK
ANNEX 2.	REDD+ R-PP COMPONENTS
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Annex I. Results Framework

<b>Development Objective:</b>		
To assist Belize in carrying out key Readiness Preparation Activities in order to strengthen their capacity to participate in future REDD+ carbon payment transactions		
Result / Development Objective Indicator 1.1	Result / Development Objective Indicator 1.2	Result / Development Objective Indicator 1.3
Development of a National REDD+ Implementation Framework	GoB institutions provided with [expanded] capacity for improved forest resources management	Stakeholders with improved capacity engaged for REDD+ implementation
Intermediate Results	Intermediate Results	Intermediate Results
Ia. Multi-stakeholder participatory platform for REDD+	3. National Forest Reference Emission Level and Forest Reference Level	2a. Determination of carbon rights and preparation of supporting legislation
Ib. National REDD+ Communications Strategy	4a. National Forest Monitoring System	2b. Development of a benefit sharing mechanism
Ic. National REDD+ Consultation and Participation Plan	4b. Non-carbon Monitoring System	2c. Strategic Environmental and Social Assessment (SESA) and Environmental and Social Management Framework (ESMF)
Id. Feedback and Grievance Redress Mechanism	5. Readiness package	



## Annex 2. REDD+ R-PP Components

COMPONENT 1:	COMPONENT 2:	COMPONENT 3:	COMPONENT 4:	COMPONENT 5:
<ul style="list-style-type: none"> <li>• <b>REDD+ Organizational Framework, Consultation and Grievance Redress</b></li> <li>• Establishment and operationalization of a multi-stakeholder participatory platform for REDD+ implementation</li> <li>• Design and implementation of a communications and information dissemination strategy at the national level</li> <li>• Stakeholder consultation and participation plan at the national level</li> <li>• Grievance redress mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Preparation of REDD+ Strategy</b></li> <li>• Identifying main drivers of deforestation and forest degradation in Belize</li> <li>• Assessment of land tenure, natural resource rights and land use patterns (BIPFLRM) with a focus on indigenous peoples, at national and local levels</li> <li>• Design of a REDD+ strategy (including mainstreaming into different sectors of the economy)</li> <li>• Implementation framework for REDD+</li> <li>• Preparation of a SESA Work Plan and SESA implementation (including diagnosis of key risks of the strategic options within the strategy)</li> <li>• Preparation of an ESMF-IPPF, RPF, PF in accordance with WB Safeguard Policies</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Develop a National Forest Reference Emission Level and a Forest Reference Level</b></li> <li>• Design and establishment of a reference scenario model</li> <li>• Developing reference models</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Design Systems for National Forest Monitoring and Safeguards Systems</b></li> <li>• Design and implementation at national level for:               <ul style="list-style-type: none"> <li>• Forest Monitoring System for MRVs of GHGs emission reductions</li> <li>• Information system of non-carbon benefits from REDD+ activities, safeguards and governance in relation to REDD+</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Design of Monitoring and Evaluation Framework</b></li> <li>• To evaluate the R-PP activities under CI-4</li> </ul>

Annex 3. R-PP Project Timeline (Major Milestones)

PROJECT PHASE	DATE	YEAR	MAJOR MILESTONE / ACTION TAKEN
Project Design Preparation	15-Mar-13	2013	Letter from the Minister - MFFSDI indicating intent to present the draft R-PP
	08-Nov-13		Readiness Preparation Proposal (R-PP) Submitted
	13-Oct-13		Letter from Maya Leaders Alliance to the FCPF
	09-Jun-14	2014	Submission of the revised Readiness Preparation Proposal (R-PP)
	30-Jun-14		Follow-up Letter from Maya Leaders Alliance to the FCPF / WB
	02-Jul-14		Letter from MFFDD Minister to the Toledo Alcaldes Association and Mayan Alliance
	04-Mar-15	2015	Project Idea Note (PIN) resubmitted March 2015
	04-Mar-15		Completeness Check for Belize RPP, grant funding in the amount of US\$ 3.8 million has been allocated.
	01-Nov-15		National Election
	23-Mar-15	2015	A World Bank Assessment from March 23 to 27, 2015
	30-Apr-16		Government revisit indigenous people of Southern Belize
	20-Jun-16		World Bank R+RPP Assessment Note
	01-Aug-16	2016	Government of Belize appointed the Maya Land Rights Commission to implement the Consent Order of the Caribbean Court of Justice.
	01-Aug-16		REDD Readiness Progress Update
	01-Aug-16		The Development of a Reference Scenario has advanced at a slow pace.
	14-Mar-17		Grant Agreement signed
	Project Implementation	15-Dec-17	2017

PROJECT PHASE	DATE	YEAR	MAJOR MILESTONE / ACTION TAKEN
	30-Jan-18		Analysis of REDD+ international framework completed (Del. #2)
	01-Feb-18		Forest Department technicians received a one-week intensive training in the use of Collect Earth at the FAO in Rome, Italy.
	31-Mar-18		Audit Report for fiscal year 2017/18
	07-Mar-18		Social Expert - Timoteo Mesh hired
	09-Mar-18		Communication Officer - Violet Yorke hired
	13-Mar-18		Procurement Officer - Cindy Orellano Hired
	31-Mar-18		Audited Financial Statement
	18-May-18		PSC Meeting #1 held
	31-May-18	2018	REDD+ Communication Strategy of Belize 2018-2020
	01-Jun-18		Letter from Auditors (Cedric Flowers) to the BOD of PACT
	11-Jul-18		5 Junior technicians for CE hired
	15-Jul-18		FCPF Readiness Fund: REDD+ Belize Participant Annual Progress Report
	02-Aug-18		Lead Coordinator hired (August 2-September 25, 2018) to use CE to define baseline emissions
	22-Aug-18		Minutes of REDD + Project Steering Committee
	Sep 24-28, 2018		Collect Earth Post-Mapathon Workshop
	23-Oct-18		Communications Officer - Aurelio Sho Hired
	Oct-Dec 2018		Land Use and Land Use Change of Belize 2000-2017 completed

PROJECT PHASE	DATE	YEAR	MAJOR MILESTONE / ACTION TAKEN
	Oct-Dec 2018		Forest Monitoring Systems being developed by R+CU, FD and NCCO
	03-Dec-18		Legal Analyst hired (Dec 3, 2018- May 6, 2019)
	14-Dec-18		Legal and institutional Framework Work Plan (Del #1) completed
	14-Dec-18		Extension of Program Director - E. Reyes Agreement
	31-Jan-19		AOP Revision
	04-Feb-19		Technical Indigenous Coordinator hired (Feb 4, 2019-Dec 31, 2020)
	01-Feb-19		Grievance Redress Mechanism process started
	12-Mar-19		Procurement Officer's contract - Cindy Orellano - extended
	28-Mar-19		Indigenous Peoples Desk established
	28-Mar-19		Minutes of REDD + Project Steering Committee
	Jan-Mar 2019	2019	National Forest Monitoring System prepared under MRVs and is 80% complete.
	15-Apr-19		Project Officer - Karishma Misir - hired
	19-Apr-19		Analysis of legal, institutional framework and stakeholder mapping completed (Del. #3)
	19-Apr-19		Legal and institutional framework for REDD+ implementation and recommendations on a REDD+ coordinating mechanism completed (Del. #4)
	29-Apr-19		Project Launch / Presentation of Project Components
	29-Apr-19		REDD+ Strategy and Project Components Preparation workshop, including REDD+ sensitization
	17-May-19		Draft SESA Work Plan completed

## Annex 4. Risk Assessment

The WB 2016 SORT rating of “substantial” was largely linked to issues surrounding land rights for Maya/Indigenous Peoples residing in and around the forests in the south of Belize as well as the potential impacts on the project in the absence of early and follow-on engagement of these and other key stakeholders. Additional contributory risk factors include institutional capacity constraints as well as limitations impacting the achievement of effective multi-sectoral stakeholder coordination and participation. These were assessed to pose moderate risk to the achievement of the PDO (WB Assessment Note, 2016).

Although the project has established useful communication channels and is starting to make advances in engaging IPs, the land rights issues have not diminished. This is especially important as the parallel activity is underway to implement the CCJ Consent Order (2015).

Other factors, including the need for strengthened multi-sectoral engagement, the limited timeframe remaining and critical activities, which have not yet been (significantly) advanced (e.g., land tenure, carbon rights, benefit sharing, implementation of SESA work plan and development of the ESMF) contribute to the MTE’s rating of the project as “High” using the SORT Tool.

### Systematic Operations Risk-rating Tool (SORT)

The objective of SORT is to help the World Bank consistently assess and monitor risks across all operational instruments and country programs. This allows the Bank to become more effective at supporting client countries in managing development results. The risks considered are the risks to development results associated with the operation: both the risks to not achieving the intended (positive) results intended by Bank-supported operations; and the risks of Bank-supported operations causing unintended (negative) results. The SORT provides the information needed to help clients adequately manage and, where possible, mitigate operational risks within a broader risk management framework. It is intended to identify those risks on which the Bank needs to focus management attention and resources.

The SORT should form part of a broader framework for operations risk management. The SORT itself is not intended to be a risk management strategy or mitigation plan. Instead, it is intended to be the screening mechanism on which such a plan would be based. It is important to emphasize that in all risk categories the assessment is of the risk to PDO or the risk of unintended consequences associated with the operational engagement, and does not refer to “country level” risk in and of itself.

- Extract from the *SORT Guidance Note (2014)*

### Risk Rating of the REDD+ Readiness Project as Determined by SORT

SORT Risk category	WB Rating (2016) <sup>31</sup>	MTE Rating (2019)
1. Political and Governance	S	S
2. Macroeconomic	L	L
3. Sector Strategies and Policies	S	S
4. Technical Design of Project or Program	M	S
5. Institutional Capacity for Implementation and Sustainability	M	S
6. Fiduciary	M	S
7. Environment and Social	S	H
8. Stakeholders	S	H
9. Other	N/A	n/A
<b>OVERALL</b>	<b>S</b>	<b>H</b>

H- High; S – Substantial; M – Moderate; L – Low

### MTE Assessment of Risks Impacting the Remainder of Project Implementation

<sup>31</sup> WB Assessment Note, 2016

Risk	Risk Rating (Low, Medium, High)		Possible Mitigation Strategies and Actions
	Likelihood	Impact	
<b>Inadequate project management, including risk management</b>	High	High	The project requires a dedicated project manager for the remainder of the life of the project to focus near exclusively on project management functions, ensuring that there is cohesion in project implementation in order to meet the PDO. This requires personnel with the requisite project management and coordination, interpersonal, communication, negotiating and problem-solving skills. This will ensure project implementation is expedited; risks, issues and delays are proactively identified and addressed. Special attention must be given to land tenure issues for Indigenous Peoples and associated risks.
<b>Implementation delays</b>	High	High	
<b>Delays in scheduled procurements</b>	High	High	
<b>Inadequate SH coordination and engagement</b>	High	High	Conduct stakeholder analysis, update and implement stakeholder engagement/management plan. Prioritize implementation of SESA and other efforts geared at enhancing two-way communication and partnership with stakeholder groups. Stakeholder satisfaction is key, particularly those of right holders (IPs). Consideration should also be given to: <ul style="list-style-type: none"> <li>• Using GRM and other mechanisms that capture stakeholder feedback and work collaboratively to address issues.</li> <li>• Leverage institutions and personnel who have established working relationships with project stakeholders.</li> <li>• Ensure communication efforts are tailored for specific target groups. Good interpersonal skills are key.</li> <li>• Utilize stakeholder feedback to inform programme planning, management and implementation</li> </ul>
<b>No buy-in from IPs – land tenure, benefit sharing and other issues</b>	High	High	
<b>Staff turnover</b>	Medium	High	Ensure transition plan is in place, i.e. the requisite knowledge, information and plans etc. are passed from outgoing staff to replacement.
<b>Natural hazards and disasters (e.g., forest fires, hurricanes)</b>	Medium	High	Improve education and awareness on these risks  Train forest stakeholders in fire management and other preventative measures. Work with TIDE /relevant partner to achieve same.
<b>Land use changes (e.g. new areas of focus for agriculture, expansion of land areas under agriculture)</b>	High	High	Engage policy level stakeholders to develop policies and harmonize existing policies with REDD+ principles  Work with the Lands Department and the MNR and lobby for change in land use categories to include conservation Develop and implement behavioural change campaigns targeting specific user groups (e.g. farmers)  Prioritize strategic options for agriculture stakeholders and initiate pilot projects

The table above is not exhaustive and going forward, should be used to guide risk management efforts for the project. Risk planning and management should be undertaken by the team and requisite stakeholder feedback sought where necessary. As the project seeks to transition to full REDD+ implementation, there are others, particularly political, institutional and governance risks that will need to be addressed. The project's exit strategy should consider these risks and identify appropriate mitigation actions.

## Annex 5. Procurement Challenges and Register

### Procurement Challenges

Challenge/Issue	Explanation/Examples
Inadequate responsiveness to changes in project circumstances	Key activities (activity data, GHGi) which constitute a major part of the FREL work have been advanced/completed, but there is no evidence that the procurement process under the project for the FREL has been/is being modified to avoid duplication and to ensure derivation of maximum benefit from project resources.
Significant delays in key procurement activities that should be far advanced or already completed	Land tenure analysis should have been completed in year 1 (according to POM) and is yet to get underway; The forest cover map/Sentinel 2 consultancy was advertised In July 2018, and a contract is still to be executed one year later (July 2019). Protracted procurement processes were largely due to delays in: <ul style="list-style-type: none"> <li>• development of TORs/technical specifications (e.g. for the FREL)</li> <li>• evaluations (usually owing to limited availability of evaluators, e.g., Sentinel2 consultancy)</li> <li>• review and approval processes (internally and by the WB).</li> <li>• Limited number of submissions in response to the advertised request, requiring re-advertisement (FREL) as well as bid package submission requirements not facilitatory to regional and international bidders.</li> </ul>
Insufficient joint planning, implementation, communication and collaboration (internally and externally to the project).	No established procedures (with defined roles and responsibilities) for monitoring contract implementation The Procurement Officer is usually not involved in the TOR development process Procurement documents (specifically scope of services or technical specifications) could have benefitted from input from key stakeholders. This could perhaps have been facilitated through the TEG if it were functional. There is little evidence that deliberate attention was given to minimizing the occurrence and impact of procurement related challenges and risks to ensure achievement of project objectives.
Record management across the procurement life cycle (from procurement planning stage to close) is inadequate.	STEPS is used by the project (Procurement Officer) to plan and track procurements, however updates to STEPS are not always made on a timely basis. The procurement functions could benefit from a functional, updated and central system, that shows procurement status and supporting documentation, from procurement planning to close. This system does not need to be complex and can be executed using resources already available to the project. The MTE experienced delays in obtaining access to key procurement documents on account of the records management challenges.
Inconsistencies in applying evaluation criteria.	Review of evaluation reports showed that there were at times significant differences between individual evaluator scores

## Annex 6. Institutional Arrangements

Key stakeholders/ structures in the organizational structure	Requirement as per POM	Status
MAFFSDECCSWM A	<ul style="list-style-type: none"> <li>Lead and coordinate the REDD+ initiative in the country by ensuring that national development plans and strategies are mainstreamed and that REDD+ will be considered at a macro level.</li> </ul>	<ul style="list-style-type: none"> <li>PSC Chaired by CEO; Project coordinated by NCCO through the NCCO Director.</li> </ul>
BNCCC	<ul style="list-style-type: none"> <li>Direct participation of the Office of the Prime Minister</li> <li>Advise the Government through the Cabinet.</li> <li>Responsible for coordinating and implementing all climate change policies, programs and activities for the GOB</li> <li>Three functioning sub-committees are the Mitigation Sub-committee, Vulnerability and Adaptation Sub-committee, and the Public Education and Outreach Sub-committee.</li> <li>Vehicle to mainstream REDD+ into broader national strategies as well as overseeing the coordination of REDD+ activities through the Mitigation Sub-Committee.</li> <li>The National Climate Change Office (NCCO) under MAFFESDI will serve as the Secretariat of the BNCCC.</li> </ul>	<ul style="list-style-type: none"> <li>Linkages with the REDD+ project are unclear but relationships exist as: MAFFSDECCSWMA CEO chairs both the BNCC and REDD+ PSC. NCCO is Secretariat of BNCCC and Project Coordinator REDD+ Project.</li> <li>The POM makes the link between the project and the BNCCC, which is to create a specific link to Cabinet. The common factor between the two is the NCCO</li> <li>The suggested “same date for BNCCC and REDD+ PSC meetings” has not materialized.</li> <li>Not clear how the project relates to the Mitigation Sub-committee of the BNCCC.</li> <li>There is no link between the Communications portfolio and the Public Education and Outreach Sub-committee of the BNCCCC.</li> </ul>
PSC	<ul style="list-style-type: none"> <li>Provide oversight to implementation, guidance on national policy and strategic approaches aligned with national development policies and plans</li> <li>Strategic direction and decision making, taking corrective actions as needed</li> </ul>	<ul style="list-style-type: none"> <li>The PSC held its inaugural meeting in May 2018 (11 months following the start of the project).</li> <li>Membership irregular, with proxies attending or absence of members. No to low attendance from Ministry of Agriculture, Ministry of Labour, Local Government and Rural Development; Ministry of Tourism and Civil Aviation</li> </ul>



Key stakeholders/ structures in the organizational structure	Requirement as per POM	Status
	<ul style="list-style-type: none"> <li>Guidance and coordination (including review and approval of the POM and any necessary adjustments)</li> </ul>	<ul style="list-style-type: none"> <li>The strategic direction function of the PSC has not been fully realized.</li> </ul>
TEG	<ul style="list-style-type: none"> <li>Provide sound scientific and technical guidance based on inclusive and sustainable social, environmental, and economic development principles</li> <li>Defined expertise in POM</li> <li>Meet quarterly or otherwise as needed</li> <li>Review and approve TORs and project deliverables and ensures adherence to various project instruments</li> <li>Reviews Progress Reports to ensure implementation as per AOP.</li> </ul>	<ul style="list-style-type: none"> <li>Has not been fully operationalized. Minutes of the PSC meeting of March 28, 2019 provided a status of “under revision” as the membership was considered to be too large.</li> <li>Support gap for review and feedback on project deliverables</li> <li>Gap in monitoring of project against planned activities</li> </ul>
NCCO	<ul style="list-style-type: none"> <li>Secretariat of the BNCCC</li> <li>Project oversight and guidance</li> <li>Not included in POM organizational structure</li> </ul>	<ul style="list-style-type: none"> <li>Project role not clearly defined in the POM</li> <li>NCCO Director is Project Coordinator (no TOR available). Significant time spent on project, taking on project management responsibilities (difficult with substantive duties)</li> <li>Link between BNCCC and REDD+ Project not evident</li> <li>A technical implementing partner for the GHG Inventory (Mitigation Officer lead)</li> <li>Provides one-day administrative support to the project</li> </ul>
FD	<ul style="list-style-type: none"> <li>Key technical implementing agency</li> </ul>	<ul style="list-style-type: none"> <li>No formal arrangement with the project that defines roles and responsibilities and relationship with the R+CU</li> <li>In-kind contributions not tracked and accounted for</li> </ul>

Key stakeholders/ structures in the organizational structure	Requirement as per POM	Status
PACT	<ul style="list-style-type: none"> <li>• Fiduciary Manager through a Subsidiary Agreement with the GOB</li> <li>• Procurement and financial management of Project</li> <li>• Contribute to preparation of reports</li> </ul>	<ul style="list-style-type: none"> <li>• Subsidiary Agreement signed on April 3, 2017</li> <li>• Houses the procurement and finance officers</li> <li>• Little contact between R+CU and officers housed at PACT</li> <li>• Participates in PSC as observer</li> <li>• Contributes to WB/FCPF reporting and GOB PSIP reporting</li> </ul>
FD-PACT	<ul style="list-style-type: none"> <li>• POM indicated relationship in graphic</li> </ul>	<ul style="list-style-type: none"> <li>• No apparent relationship between FD and PACT</li> </ul>
R+CU	<ul style="list-style-type: none"> <li>• Established by the MAFFSDECCSWMA</li> <li>• Comprise Program Director, Technical Coordinator, Social Specialist, Environmental Specialist, Administrative Officer, and Procurement Officer</li> <li>• PACT (included) as fiduciary agent</li> <li>• Office space provided by GOB</li> </ul>	<ul style="list-style-type: none"> <li>• Physical office space small and houses a PO, SE, CO and the ad hoc Admin. Officer and Junior Technicians</li> <li>• Junior Technicians provide assistance with administrative duties</li> <li>• Organizational structure different from POM and now includes a Communications Officer and Project Officer</li> <li>• Adaptive management strategies employed with new positions and team support for activities and associated tasks</li> <li>• POM not updated to reflect the transition from FD to NCCO leadership</li> <li>• Positions unfilled include: Technical Coordinator and Environmental Specialist</li> <li>• During the first PSC meeting (May 2018) the importance of tracking in-kind contributions was emphasized. However, this is not a practice of the project and there is no record for reporting to the WB/FCPF.</li> <li>• GOB contribution to the R+CU not identified and costed</li> <li>• A shared drive is provided by the parent Ministry for the R+CU staff, but is not actively utilized and there is no repository of information for the project. Ease of access to data and information proves difficult.</li> <li>• Delineation of roles and responsibilities is sometimes unclear (e.g. administrative functions shared between the Administrative Officer (of the NCCO) and the new Project Officer</li> </ul>

Key stakeholders/ structures in the organizational structure	Requirement as per POM	Status
		<ul style="list-style-type: none"> <li>External communication between the R+CU, and the project's key stakeholders (PSC members, implementing partners, potential beneficiaries etc.) is weak. Short notice for meetings that often clash with competing priorities of PSC members, inadequate joint planning with the FD, a key technical implementing partner and project plans for relevant activities not adequately communicated to IPs.</li> <li>Monitoring of consultants for timely submission of deliverables is weak. Although R+CU point persons are often responsible for checking in with the consultants, weak management is also reflected in the level of monitoring of deliverables and outputs. Oversight of consultants also generally weak, except for activities under Component 4.</li> <li>Quality of project deliverables and outputs not well monitored</li> </ul>
Program Director	<ul style="list-style-type: none"> <li>To provide: coordination and oversight functions and manage day-to-day operations of the R+CU; planning and management actions; coordination with external agencies; planning and management of the grant budget, lead on monitoring, reporting and evaluation and leading on the development of the REDD+ Strategy Document and the Readiness Package.</li> </ul>	<ul style="list-style-type: none"> <li>Work undertaken by the Program Director reflects that of the Technical Coordinator, that remains unfilled. The larger project management function remains inadequate and has impacted the running of the R+CU and implementation of the project. NCCO Director has spent significant time providing day-to day management functions for the project, along with his more substantive job with the NCCO</li> <li>Focus largely on Component 2-4 activities</li> <li>Strength in REDD+ technical elements</li> <li>Often out of country so could not provide for the management needs of the project</li> <li>Contract short term, when compared to longer term contracts for other R+CU staff</li> </ul>
Technical Coordinator	<ul style="list-style-type: none"> <li>Coordinates and manages the technical aspects</li> </ul>	<ul style="list-style-type: none"> <li>Not hired</li> </ul>
Environmental Consultant	<ul style="list-style-type: none"> <li>Ensure the Strategic Environmental and Social Assessments (SESA) be applied to integrate</li> </ul>	<ul style="list-style-type: none"> <li>Not hired</li> </ul>

Key stakeholders/ structures in the organizational structure	Requirement as per POM	Status
	environmental considerations consistent with local environmental laws and regulations as well as with the World Bank's environmental safeguards policies	
Social Expert	<ul style="list-style-type: none"> <li>• Ensure efficient and effective implementation of the social aspects</li> <li>• Responsible for the strategic design and implementation of all REDD+ social activities, including development and implementation of SESA work plan, preparation of Environmental and Social Management Framework (ESMF) including, an Indigenous Peoples Planning Framework (IPPF), a Resettlement Policy Framework (RPF) and a Process Framework (RP) as appropriate, all in accordance with the World Bank's Safeguards Policies</li> <li>• Responsible for evaluation of social needs and monitoring processes linked to the consultation and intersectoral and inter-agency dialog, as well as to the integration of Indigenous Peoples issues, and other actors.</li> </ul>	Hired for duration March 13, 2018 –March 12, 2019 and extended by one year to March 12, 2020 (2 years)
Administrative Officer	<ul style="list-style-type: none"> <li>• Coordinates general office duties and management responsibilities,</li> <li>• Coordinates logistics for PSC and R+CU staff,</li> <li>• Other office management duties as required.</li> </ul>	<ul style="list-style-type: none"> <li>• No contract seen, as is with NCCO</li> <li>• Liaises between the R+CU and the PACT with requisitions and payments and ensures approvals are done. One day spent in office, provides a level of restriction for administration</li> <li>• Assists with logistics for meetings, events and workshops</li> </ul>
Procurement Specialist	<ul style="list-style-type: none"> <li>• Responsible for processes for procurement and contracting of goods and services as per GA, and in compliance with the objectives of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Hired for duration March 13, 2018 – March 12, 2019 and extended for a year to March 12, 2020 (2 years)</li> <li>• Communicates with the VVB</li> </ul>

Key stakeholders/ structures in the organizational structure	Requirement as per POM	Status
	<ul style="list-style-type: none"> <li>• Housed at PACT</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinates procurement steps and processes</li> <li>• Communication with the R+CU irregular</li> </ul>
Accounting Officer		<ul style="list-style-type: none"> <li>• Works with the R+CU through the Admin. Officer</li> <li>• Spends 25% of time on project</li> <li>• Responds to queries of the R+CU when necessary</li> <li>• Process used not defined in the POM</li> <li>• Not involved in R+CU planning, aware of activities through her interaction with the Procurement Officer</li> </ul>
<b>New Positions</b>		
Communications Officer	<ul style="list-style-type: none"> <li>• Develop and implement communication strategy for the REDD+ project.               <ul style="list-style-type: none"> <li>○ Facilitate and coordinate community engagement activities and events, as well as design and implement specifically targeted public relations (PR) and media activities.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Hired for duration October 23, 2018- October 22, 2019 for one year (12 months)</li> <li>• Utilizes the project Communication Strategy previously developed</li> <li>• Works closely with the Social Expert</li> <li>• Not clear how his work relates to the Outreach Sub-committee of the BNCCC</li> </ul>

