



Belize Marine Conservation and Climate Adaptation Project (MCCAP) (Project ID: P131408)

FINAL MID-TERM EVALUATION REPORT



ADAPTATION FUND

SUBMITTED BY

NOEL D. JACOBS

5th FEBRUARY 2018

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DISCLAIMER

This report has been prepared by an external independent consultant evaluator and is a contracted product of the MCCAP Project. The findings and conclusions expressed herein do not necessarily reflect the views of the Government of Belize or the World Bank.

ACKNOWLEDGEMENTS

I would like to extend my appreciation to Dr. Sandra Grant, Project Coordinator in addition to Ms. Beverly Wade, Chairperson of the Technical Advisory Committee (TAC), Dr. Percival Cho, Chairperson of the Project Steering Committee (PSC), other members of the TAC and the PSC, as well as other project stakeholders who willingly made themselves available to participate in this Mid-Term Evaluation Process and provided useful suggestions and recommendations. The inputs provided by Sylvia Michele Diez, World Bank Project Task Manager were essential in providing guidance to the overall Mid-Term Evaluation. Thank you.

SHORT BIOGRAPHY OF THE CONSULTANT

Noel Jacobs has more than 18 years of experience working as an international consultant in project design, management, and evaluation primarily in biodiversity, climate change and sustainable tourism. He also has extensive experience as an Institutional Development Consultant, focusing on Institutional Assessment, Institutional Audit; Organizational Restructuring; Organizational Sustainability; Capacity Building & Training; Development of Organizational Policies; Operational Guidelines and Manuals for Organizations and Projects; Sector and Institutional Strategic Plans and Action Plans; Organizational Performance Monitoring Tools; Institutional Governance & Board Development; Cost Benefit Analysis; Biodiversity Environmental Impact Assessments; Fund Raising Strategies and Resource Mobilization.

Mr. Jacobs has worked extensively in more than 25 countries in a multitude of sectors including Tourism, Marine Fisheries, Coastal Zone Management, Environment, Climate Change, Aviation, Cultural Heritage, Gaming, Health, Transport, Agriculture, among others. His ability to effectively apply the multi-sector approach in planning and policy development has proven to be a tremendous asset in the delivery of services to a wide diversity of clients in Latin America and the Caribbean.

ABBREVIATIONS & ACRONYMS

AF	Adaptation Fund
AOP	Annual Operating Plan
BCC	Behaviour Change Communication
BEST	Belize Enterprise for Sustainable Technology
BFF	Belize Federation of Fishers
CBWS	Corozal Bay Wildlife Sanctuary
CZMAI	Coastal Zone Management Authority & Institute
CZMP	Coastal Zone Management Plan
GOB	Government of Belize
EMF	Environmental Management Framework
ITVET	Institute for Technical and Vocational Education Training
KAP	Knowledge, Attitude and Behavioural Practices
MAFFESD	Ministry of Agriculture, Forestry, Fisheries, the Environment and Sustainable Development
MCCAP	Marine Conservation and Climate Adaptation Project
MPA	Marine Protected Area
M&E	Monitoring and Evaluation
MIE	Multilateral Implementing Entity
MTCA	Ministry of Tourism and Civil Aviation
MTE	Mid-Term Evaluation
NIE	National Implementing Entity
NPAS	National Protected Areas System
OECD/DAC	Organization for Economic Co-operation and Development's Development Assistance Committee
ORAF	Operational Risk Assessment Framework
PACT	Protected Areas Conservation Trust
PAD	Project Appraisal Document of the World Bank
PIAG	Project Implementing Agency Group
PIU	Project Implementation Unit
PDO	Project Development Objective
PDQ	Project Design Quality
POM	Project Operations Manual
PSC	Project Steering Committee
ROti	Review of Outcomes to Impact
SACD	Sarteneja Alliance for Conservation and Development
SWCMR	South Water Caye Marine Reserve
TAC	Technical Advisory Committee
TAMR	Turneffe Atoll Marine Reserve
TASA	Turneffe Atoll Sustainability Association
TNC	The Nature Conservancy
TOC	Theory of Change
UNESCO	United Nations Educational, Scientific and Cultural Organization
UN Environment	United Nations Environment Programme

EXECUTIVE SUMMARY

1. The Belize Marine Conservation and Climate Adaptation Project (MCCAP) is a five-year project implemented by the World Bank and funded by the Adaptation Fund grant in the amount of US\$ 5.53 million and US\$ 1.78 million in-kind contribution by the Government of Belize. The Project seeks to implement priority ecosystem-based marine conservation and climate adaptation measures to strengthen the climate resilience of the Belize Barrier Reef System. Approval of the project by the Adaptation Fund (AF) was granted on 18th August 2014, the Adaptation Fund Grant Agreement between the Government of Belize and the World Bank was signed on 3rd June 2015, and the Effective Project Start Date was July 15, 2015.
2. The main components are: (1) Improving the Protection Regime of marine and coastal ecosystem (AF resources: USD 2 million; in-kind contribution by the Government of Belize and NGOs USD 0.306 million). (2) Promotion of viable and sustainable alternative livelihoods for affected users of the reef (AF resources: USD 2.45 million; in-kind contributions from GOB and NGOs USD 0.141 million). (3) Raising awareness, building local capacity, and disseminating information (AF resources: USD 0.56 million; in-kind contributions from GOB and NGOs USD 0.0 million). (4) Project Management/Administration (AF resources: USD 0.52 million; in-kind contributions from GOB and NGOs USD 1.0 million).
3. As stated in the World Bank's Project Appraisal Document (PAD), the Project is aligned with the Bank's Country Partnership Strategy (CPS) for Belize for the period FY2012-2015 (Report No. 63504-BZ), which focuses on supporting the Government of Belize in achieving "Inclusive and Sustainable Natural Resource-Based Growth and Enhanced Climate Resilience." Specifically, the Project seeks to contribute to the CPS' *Results Area 3: Investment to strengthen climate resilience*, and its outcomes "Increased ecosystem resilience to climate change impacts" and "Strengthened legal and administrative framework for Protected Areas (PAs)." The project also aligns with the National Poverty Elimination Strategy and Action Plan 2009-13 (NPESAP); the Horizon 2030 long-term development plan; the Belize National Biodiversity Strategy and Action Plan (NBSAP); and the 2005 National Protected Areas System Plan (NPASP), and with the Growth & Sustainable Development Strategy (GSDS).
4. The MCCAP is currently in its third year of execution and has reached the mid-term of its implementation, as identified in the approved Project Operations Manual (POM) 2015. In compliance with the POM, a Mid-Term Evaluation (MTE) is now required (planned for September 25th, 2017). The MTE analyzes whether the Project is on-track, what problems or challenges the Project is encountering, and provides constructive recommendations on what mid-course corrective actions are required to improve project performance and delivery during the remainder of the project implementation. The MTE will assess project performance to date (in terms of relevance, effectiveness, efficiency, and timeliness), and determine the likelihood of the project achieving its intended outcomes and impacts, including their sustainability.

5. Consistent with the ratings provided in the two tables below, the project is doing well at the mid-term, with some considerations to be made as mentioned further below.

Summary Assessment Rating of Project Performance

Criterion	Summary Assessment	Rating
A. Attainment of project objectives and results	After considering the successes in intermediate results achieved to date in support of outcomes; strategic relevance and efficiency, it is fair and appropriate to evaluate effectiveness of the project to date to be satisfactory.	S
1. Effectiveness	There are successes in intermediate results towards outcomes achieved to date; there are challenges that are outside the control of the project, including the many assumptions which must be fulfilled; project has been effective in supporting the processes and enabling conditions required for project activities to advance	S
2. Relevance	The project is well aligned with Belize strategic priorities and with the World Bank's Country Partnership Strategy.	HS
3. Efficiency	The project has implemented a series of cost saving approaches, alliances and networking to optimize use of resources in support of project outputs and objectives.	S
B. Sustainability of project outcomes	Political will and institutional uncertainties must be better addressed during the remainder of the project.	MS
1. Financial	The extent to which the continuation of project results and the eventual delivery of the PDO are dependent on financial resources will be intimately linked to whether or not Climate Change adaptation measures have been streamlined into coastal management processes	MS
2. Socio-political	Thus far, political will has been evidenced in progress made towards supporting the development of draft Revised Mangrove Regulations and Revised CZM Act & Regulations. The faithful application of the projects Process Framework and Culturally Appropriate Participation Plan in the conceptualization and development of alternative livelihoods sub-projects should help to ensure a robust social platform upon which project results may be up-scaled and sustained.	MS
3. Institutional framework	The anticipated strengthening of the legislative framework for MPAs, CZM, and mangroves will need the corresponding strengthening in institutional structure to ensure effective implementation of the provisions of the revised legislative framework. Further institutional linkages to sustainability may be better expressed during the latter half of the project.	MS
4. Environmental	The proper implementation of the project's Environmental Management Framework should be the first step in ensuring future environmental sustainability of alternative livelihoods sub-projects.	MS
C. Added role	The project has been successful at attracting and engaging partners for the successful delivery of project results.	S
D. Stakeholders involvement	The project's approach to stakeholder involvement has been inclusive and in accordance with the Bank's social safeguards and specific safeguards developed for the project	HS
E. Country ownership / driven-ness	This has been manifested through committed participation of multiple agencies on the PSC and TAC, including government and non-government.	HS

F. Achievement of outputs and activities	This has been satisfactory for the most part, except in alternative livelihoods sub-projects	S
G. Preparation and readiness	Project preparation is deemed to be well satisfactory, however, a TOC was not developed during preparation and lack of certain considerations for processes required led to unrealistic timelines for delivery of outcomes and the PDO.	MS
H. Implementation approach	The project has been responsive and adaptive in efforts to ensure all needed project processes are addressed in support of intermediate results	S
I. Financial planning and management	Financial management has improved substantially to satisfactory levels compared to the project inception period. Minor setbacks need to be fleshed out.	S
J. Monitoring and Evaluation	Implemented on schedule and has input of PSC and TAC	S
1. M&E Design	Results Framework show coherence, but could have benefitted tremendously from a TOC analysis	MS
2. M&E Plan Implementation	Effectively implemented	HS
3. Budgeting and funding for M&E activities	Budgeted yearly in annual operational plans; major adjustment necessary for Component 2 monitoring	S
K. World Bank Supervision and backstopping	World Bank support and back-stopping have been excellent, as evidenced in Aide Memoires, project documents and decision-making processes.	HS

Likelihood of Achieving PDO

Belize Marine Conservation and Climate Adaptation Project (ID: P131408)						
Outcomes	Rating (D-A)	Intermediate States	Rating (D-A)	Impact (GEB)	Rating (+)	Overall
<p>O1: MPAs and replenishment zones expanded and secured in strategically selected locations</p> <p>O2: Coastal zones effectively managed</p> <p>O3: Livelihoods of affected users of the reef diversified</p> <p>O4: The value of marine conservation and impacts of climate change</p>	B	<p>IS1: Effective public policies and regulatory framework leading to improved adaptive management response in support of ICZM; coastal resources restored; reduced user conflicts in coastal zone; and accountability improved.</p> <p>IS2: Sustainable livelihoods lead to reduce stresses on coastal resources and behaviour</p>	C	<p>PRIORITY ECOSYSTEM-BASED MARINE CONSERVATION AND CLIMATE ADAPTATION MEASURES IMPLEMENTED TO STRENGTHEN THE CLIMATE RESILIENCE OF THE BELIZE BARRIER REEF SYSTEM</p>	+	BC⁺

<p>are understood by local people</p>		<p>change leading to voluntary compliance by coastal resource users and public advocacy for ICZM.</p> <p>IS3: Adaptation measures in support of increased resilience are quantifiable and are being quantified to demonstrate impact on resilience.</p>			
<p><u>Justification for the rating:</u></p> <p>Outcome 1 is substantially advanced and will likely be achieved by the end of the project; A re-articulated Outcome 2; and Outcome 3 and 4 have a high probability of being substantially achieved by the end of the project. It has been recognized through-out the MTE that Outcomes 2, 3, and 4 are long-term to which the project will contribute significantly; but there is not yet any confirmed allocation of responsibilities to ensure continuity of said processes beyond AF resources.</p>	<p><u>Justification for the rating:</u></p> <p>As extensively discussed above in multiple sections of this MTE, while some planned outcomes may not be fully achieved as originally planned, substantial progress is likely in most indicators if restructured to reflect the current implementation context and coupled to a re-articulated Outcome 2, thus making a substantial contribution towards the Project Development Objective.</p>	<p><u>Justification for the rating:</u></p> <p>There is evidence of positive change in the baseline with respect to area of coverage by Marine Protected Areas and their replenishment zones; positive changes in enforcement and rate of arrest; restoration of coral reefs with out-planting already conducted at multiple sites; and in number of trainees in communities targeted by the project.</p>			

- The overall rating based on the scale in Table 10 is “**BC+**” and would thus be classified as ‘**Likely**’. However, consideration must be given to the drivers and assumptions that are yet to be tested in moving towards the intermediate states and the assumptions to be tested for moving from intermediate states to PDO. Progress during the remaining half of project implementation may change this rating at the end of the project, and thus still have a probability of improving.

Conclusions

- The project must be commended for having achieved important milestones. The project is on track and progressing well in 4 of 6 intermediate results. Project Coordination has been essential for progress to date and project partners have shown sustained commitment to project processes up to now. Project stakeholders are generally satisfied with the project’s performance and management, and are looking forward to an even better delivery of the second half.

10. Some community-level stakeholders are dissatisfied with the process and the pace of alternative livelihoods sub-project conceptualization and development, due to the many steps and processes involved in moving from conceptualization, to screening, selection, and full project development.
11. The due diligence process for developing alternative livelihood sub-projects has taken exceptionally long and has placed significant pressure on all project principals to accelerate the implementation of sub-projects, especially since these represent almost 50% of the project's overall budget, which currently is undisbursed and does not reflect favourably on the project's overall budget execution.
12. There is strong country ownership of the project. There is effective oversight in place for the project activities; the Project Coordinator, the TAC and PSC have been instrumental in moving project implementation forward, and the World Bank supervision and support have been timely and effective.
13. A Theory of Change Analysis (TOC) has revealed a series of critical drivers and assumptions that have an impacting role on the probability and pace and extent to which intermediate results, outcomes and Project Development Objective (PDO) may be achieved by the MCCAP.
14. The project has made good progress in the delivery of targets for Intermediate Result Indicator 1.1 and 1.2, and is on track to deliver Outcome Indicator 1.0: MPAs and replenishment zones expanded and secured in strategically selected locations. The baseline and targets for Intermediate Result Indicator 1.3 may not be delivered as originally planned, unless it is restructured. While Intermediate Results 2.1, 2.2 and 3.1 may be delivered, it will be difficult for the planned targets to be delivered during the project cycle, and a delivery according to a restructured target and re-articulated Outcome 2 will be more likely.
15. The conclusions above suggests that certain restructuring may be necessary to improve the extent to which Outcomes 2.0, 3.0 and 4.0 may be delivered, thus increasing their support to the delivery of the Intermediate States and ultimately the Project Development Objective.

Lessons Learned

16. The apparent lack of a TOC and 'intermediate results to outcome to PDO' analysis during the project design resulted in lost opportunities to better test project assumptions and drivers, which would have provided valuable data to inform and refine project implementation strategies and approach, with more accurately articulated intermediate results and the identification of more realistically achievable outcomes within the planned project cycle.

17. A chronological mapping of the project's critical path for the entire 5-year implementation period could have been helpful to visualize the sequence of activities, potential implementation bottlenecks, the need for parallel processes critical to the timely delivery of multiple results and outcomes, and opportunities for project implementation efficiencies.
18. In an effort to save time, it may have been helpful for needs assessment in targeted communities to be conducted as part of the project design baseline assessment, and the extensive experience which exists in alternative livelihoods attempts in Belize and other countries could have been used to inform and develop clear guidelines and hand-holding protocols for alternative livelihoods sub-projects.
19. It is probably not a good strategy to expect that local communities will take the initiative to develop a Project Concept, as basic as it may seem, and even if technical support will be provided thereafter to develop the full proposal. While some local community organizations may have project implementation experience, most of them may not. Community members may be able to verbalize their thoughts and interests, but putting those in a structured and coherent 3-page concept may be challenging. The hand-holding and the mentoring must start with assisting communities to develop the concept.
20. While it is clear that oversight is the responsibility of the project, It may be useful for future project design to clearly define where the roles and responsibilities of the project falls in terms of intermediate results that are funded by the project, but the actual delivery of the results are entirely the responsibility of another agency that is separate and apart from the PIAG, and thus not under the control of the PIAG.
21. It is not desirable for baseline indicators to be defined as part of project implementation; these should be defined in the Project Results Framework prior to project implementation. The lack of baseline indicators for Intermediate Result 1.3 and the challenges described above in this regard provide a clear example of why this is not desirable.
22. Institutional networking and alliances are clearly desirable options in the process to pursue sustainability options for project results.
23. Country ownership of project processes at the national level is indispensable for consolidating needed political support and ensuring timely delivery of project results and outcomes.

Recommendations

24. The project must assess how much budgetary resources are required to fully deliver Outcome 1, in consideration of the advanced state of delivery already achieved in Intermediate Result 1.1 and 1.2., and in consideration of the fact that Component 1 is beyond schedule in terms of budget execution. It is recommended that in the event that the

budget for Component 1 needs to be supplemented, it is strategic to identify savings from within the same component or from other components to ensure complete delivery of Outcome 1. Potential savings should be identified from sub-components that are under performing and which may have a low probability of totally delivering on intermediate results and outcomes by end of project. This rationale is also recommended to address the anticipated budget deficit for Component 4. The TOC Analysis results can assist this decision-making process.

25. It is recommended that Outcome 2 be re-articulated to make it more relevant to the project's design, more measurable, and which incrementally supports the delivery of the PDO. The proposed articulation is "*Adherence to the guidelines of the ICZM Plan effectively measured by coastline and mangroves under protection*".
26. In an effort to reduce the number of procurement processes needed, improve the project's budget execution performance, while addressing alternative livelihoods in multiple communities, it is recommended that the PSC and TAC give priority to the approval and start-up of a consolidated seaweed sub-project for multiple communities (Belize City, Dangriga, Seine Bight, and Placencia) to be implemented by TNC, as an expansion of the current concept submitted by TNC. Consistent with the procurement consideration mentioned above, this MTE recommends a single consolidated sub-project for up to US\$299,000. Under this scenario, if TNC has the capacity to fully develop the project proposal and move ahead with implementation quickly, then this should also be supported by MCCAP without any requirement to wait on technical support from Praxi-5. Additionally, it is hereby recommended that in the contract agreement with TNC, the MCCAP specifically requires that TNC submit to PACT procurement-ready requests consistent with World Bank guidelines, for bulk procurement of materials and equipment needed for the entire seaweed sub-project, as opposed to community-specific procurement. This may require that the MCCAP Procurement Officer provide a 1 day training to the relevant TNC personnel on the preparation of the required technical specifications and other details of the procurement package. The materials and equipment needed for seaweed cultivation can all be procured locally in Belize, thus bulk procurement in this particular case should not represent a procurement bottleneck.
27. The simultaneous implementation of multiple sub-projects (plus a national level project) will require substantial field monitoring and supervision capacity, with almost dedicated on-the-ground institutional oversight. It is recommended that MCCAP considers outsourcing the responsibility for implementing the alternative livelihoods sub-projects to an institution that has the experience in the execution of alternative livelihood projects, oversight capacity, and staff that can dedicate the time and effort needed to ensure timeliness and quality control of sub-project implementation. Additionally, an organization that has demonstrated procurement experience for community-based projects using World Bank guidelines (preferably including CDD) would be a tremendous asset. In this regard, this MTE recommends that MCCAP seeks the World Bank approval to approach BEST in an effort to explore their interest and suitability to take on this role. The fee for this role would be

incorporated in the budget of each sub-project, but retained by MCCAP for payment to BEST.

28. It is recommended that the World Bank considers Community-Driven Development (CDD) and the project's Framework Agreement as indispensable procurement considerations in the implementation of alternative livelihoods sub-projects.
29. In terms of MPA Management Effectiveness, there are uncertainties related to the methodology, source, reliability and confidence of the baseline measurements listed in the project's Results Framework. It is recommended that this indicator be adjusted based on METT results obtained in 2015 for CBWS and SWCMR using a methodology and scoring system adopted by the project, and which is easily replicable. The 2015 data score would become the new baseline for CBWS (0.65 of 1) and SWCMR (0.62 of 1), and TAMR (0.69). This score would then be reassessed in Year 5 of the project, with a recommended target of 0.8 of 1 for all three protected areas.
30. It is recommended that the *Intermediate Result Indicator 1.3* be restructured to consolidate the baseline needed to effectively monitor compliance with guidelines of the ICZMP, consistent with the new articulation of Outcome 2. While it is desirable that the baseline be established for all 9 planning regions, the progress to date suggests that this might not be feasible within the current project cycle. It is recommended that at a minimum, the baseline to be established by Year 5 should include planning regions from the northern, central and southern planning regions. The Year 5 target for this indicator would therefore be '*Baseline for the Monitoring of Compliance with ICZMP guidelines established in at least 3 planning regions in northern, central and southern Belize*'.
31. Considering that MCCAP will be completing its third year of implementation soon, there is really not much more time to invest in 'preparation' of proposals for sub-projects. Realistically, by March 2018 there should be no more receipt and review of proposals, but rather efforts to get all sub-projects to implementation start-up. In this regard, it is recommended that the Year 5 target for *Intermediate Result Indicator 2.1* be changed to '10 Alternative livelihoods sub-projects developed and financed', considering that the consolidated seaweed project actually represent sub-projects for 4 communities. After subtracting the seaweed project from the list of 10 concepts already approved, there will be opportunity for 1 more sub-project to be developed and approved for a total of 10 by March 31st 2018. It is strongly recommended that this 1 sub-project to be designed by March 2018 be a consolidated national level alternative livelihoods project, focused at complementing the efforts and strengthening the sustainability of the smaller sub-projects, including supporting key value-chain elements that are essential to sustainability (e.g. marketing, extension services, long-term small business incubation and mentoring mechanisms, etc.). It is further recommended that US\$500,000 be allocated for this national level sub-project.

32. It is recommended that the second outcome indicator for *Intermediate Result 3.1* Indicator be restructured in two parts, to read the following: (1) *Revised Mangrove Regulations developed by year 2*; (2) *Revised Mangrove Regulations adopted by December 2018, with <1% clearance based on Revised Mangrove Regulations through to 2020*. The corresponding baseline indicators would therefore be adjusted to '*Draft revised Mangrove Regulations; and Baseline mangrove cover data 76,250 hectares in 1980*'.
33. It is recommended that Year 5 targets for *Intermediate Result Indicator 2.2* be adjusted to reflect closer linkage and relevance to the number of fishing households directly affected by the realignment and expansion of MPAs and replenishment zones. The suggested target is: "*At least 30% of fishers/members of their households trained based on training needs assessment; at least 30% of all trainees being women*."
34. It is recommended that the outcome indicator under Component 3 be reduced to reflect a more rational value. Strategic Planning sessions, by definition, are meant to be conducted once every 3 to 5 years. Additionally, a recent inventory of Fishermen Organizations revealed only 4 organizations were interested in a Strategic Workshops. Also, the PSC approved the request of the Fisheries Department to draft a national fisheries policy, strategy and action plan, which will provide guidance on the direction of the fishing industry to all stakeholders and will be linked to the national Growth and Sustainable Development Strategy and other national policies. It is suggested that the new target be '*4 Strategic Planning sessions and 2 Strategic Plans by End of Project*'.
35. The proposed changes to project indicators are presented below, highlighting in bold italics only those for which a change is being recommended.

Table 13: Summary of Proposed Changes to MCCAP Performance Indicators

PROJECT Indicators (<i>proposed changes highlighted in bold italics</i>)			
Type of Indicator	Indicator	Baseline	Target for Project End
Project Objective Indicator	Marine Protected Areas (MPA) coverage increased to 20.2% and areas declared as marine Replenishment Zones (RZ) increased to at least 3.1% of the Belize's territorial sea as identified in the NPASP, by the third year of the project. (Component 1)	MPAs share 13% of marine ecosystem habitats as identified by NPASP	20.20%
		Marine RZs share approximately 2% of marine ecosystem habitats as identified in the NPASP	3%
	<i>Adherence to the guidelines of the ICZM Plan effectively measured by coastline and mangroves under protection</i>	ICZM Plan available for implementation in Dec 2012 allowing for the 386 km of Belize's coastline under better	386 km

	(Component 1)	management.	
		<i>Current mangrove legislative framework inadequate; need project intervention to produce an updated one</i>	<i>Updated Mangrove Regulations available for implementation by the end of the Project</i>
	Project beneficiaries who have adopted alternative livelihoods and reduced dependency on traditional fishing for household income (at least 600 people), of which 30% are women (Component 2)	0% fishers	45% fishers
		0% women	30% women
	Awareness raising campaigns and dissemination of project information and project supported investments reach 60% and change attitude of 50% of intended beneficiaries (Component 3)	The value of marine conservation and impacts of climate change are not understood well among local people <i>(Level of knowledge on climate change: Low-51%; Medium - 24%; High-15%)</i> <i>(Level of positive attitude towards climate change: Low-54%; Medium-30%; High-17%)</i>	60% people with enhanced understanding;
			50% people with changed attitude
Project Outcome Indicators	The target MPAs are effectively managed as recorded by the Management Effectiveness Tracking Tool;	<i>Management effectiveness score as recorded by Management Effectiveness Tracking Tool (Note: 0 to 1 – lowest to highest score)</i> <i>SWCMR - 2015 score of 0.62 of 1;</i> <i>CBWS - 2015 score 0.65 of 1;</i> <i>TAMR - 2018 score 0.69 of 1</i>	<i>SWCMR – score of 0.8 of 1;</i> <i>CBWS - score of 0.8 of 1;</i> <i>TAMR - score of 0.8 of 1</i>
	Infractions of rules and regulations in the target MPAs and RZs reduced by 20%	% reduction in infractions of MPA/RZ rules and regulations based on arrests made at the MPAs in 2011-2012 Turneffe Atoll SPAG MRs - 13 arrest (2011) SWCMR: 26 arrests (2011) Turneffe Atoll SPAG MRs - 2 arrest (2012) SWCMR - 23 arrests (up to September 2012)	20%
	At least 3 restored coral sites, with resilient varieties grown in coral nurseries, within TAMR and SWCMR by the end of the project (with each site measuring 300 m ²)	0 coral sites restored	6
	75% of coastal developments adhering to the development guidelines set by the ICZM Plan	<i>No baseline for monitoring of adherence to ICZM plan guidelines exists</i>	<i>Baseline for the monitoring of adherence to ICZM Plan guidelines established in at least 3 planning regions in northern, central and southern Belize</i>

<i>Adjusted baseline of mangrove coverage determined by December 2018 with reduced clearance <1%</i>	<i>Draft revised Mangrove Regulations; Baseline mangrove cover data 76,250 hectares in 1980</i>	<i>Revised Mangrove Regulations developed by year 2; Revised Mangrove Regulations adopted by December 2018, with <1% clearance based on Revised Mangrove Regulations through to 2020.</i>
Alternative livelihoods subprojects elaborated and financed with 30% of beneficiaries being women	0 business plans financed;	10 business plans financed;
	0% of female beneficiaries	30% of female beneficiaries
Persons participating in training based on training needs assessment (at least 30% of trainees are women)	0 number of persons;	At least 30% of fishers/members of their households trained based on training needs assessment; at least 30% of all trainees being women
	0% of female trainees	
Behavioural change communication (BCC) campaigns conducted at all the target fishing communities (Chunox, Copper Bank, Sarteneja, Corozal Town, Belize City, Dangriga, Hopkins, Placencia, Sittee River, Riversdale, Placencia and Seine Bight) and reach 50% of fishers	0 targeted community	12 targeted communities
	0 fishers	600
Strategic planning workshops with fishers association and three fisher cooperatives	2 planning workshop or strategic plans	4 planning workshops
		2 strategic plans

	Component 1
	Component 2
	Component 3

36. It is recommended that mid-year (partial) audits be conducted of the project accounts. This approach is preferable and provides an opportunity to address any corrective issues which may be necessary at mid-year, as opposed to waiting until the end of the year to know that there are issues which may need corrective action.

37. It is recommended that PACT explores the feasibility of using electronic/online payment procedures to effect project payments.

38. It is recommended that MCCAP establishes an easily accessible and effective communication and feedback mechanism on the day-to-day progress of project activities and as a forum for clarifications and responding to questions and request for information from stakeholders.
39. It is recommended that based on the procurement experience established within PACT to date, the World Bank considers granting 'Ex-ante' approval to the procurement of certain goods and services with predetermined thresholds and contract value, in an effort to expedite procurement processes, and in consideration of the tight time constraints faced by the project.
40. In terms of the roles of the PSC, and in the spirit of improving expediency of project processes, the following adjustments to the PSC roles are recommended:
- a. **PSC Role:** Approve consultancies and training programs for subprojects to be implemented under the MCCAP
Recommended Action: Delegate to TAC; this is strictly a technical matter; the PSC can set the policy boundaries as part of the criteria for sub-projects, to be followed by the PIAG and the TAC. Once this is done, there is no need for the approval to be referred to the PSC.
 - b. **PSC Role:** Review and approve Terms of Reference for the consultants, including PIAG staff to be hired under the Project
Recommended Action: Delegate to TAC; this is strictly an administrative and a technical matter.
 - c. **PSC Role:** Endorse selection of consultants to carry out contracts identified in the project's procurement plan and based on the Evaluation Committee's recommendations.
Recommended Action: Delegate the procurement due diligence process to the PIAG and the TAC; there is an established understanding that the procurement process of the World Bank is robust enough to ensure the consultants selected are the right persons for the job.
 - d. **PSC Role:** Approve reports and other deliverables prepared by consultants based on recommendations from the Technical Advisory Committee (TAC) and PIAG
Recommended Action: Delegate to TAC; this is strictly a technical matter, unless the deliverable is a national policy document. However, in all cases the Chair of the PSC should be informed of all reports approved by the TAC
 - e. **PSC Role:** Ensure accountability by making decisions in accordance with standards that ensure management brings about development results, best value for the money, fairness, integrity, transparency, and effective international competition.
Recommended Action: Delegate the procurement due diligence process and decision-making to the PIAG and the TAC; there is an established understanding that the procurement processes of the World Bank are robust and designed to

ensure best value for the money, fairness, integrity, transparency, and effective international competition.

- f. **PSC Role:** Assist in evaluation of performance of PIAG staff
Recommended Action: This administrative role should be restricted to the Project Coordinator and the PIAG.

41. It is recommended that in an effort to consolidate a robust foundation and enabling environment for achieving the intended outcomes and eventual PDO, that consideration be given, to the extent that the AF policies will allow, for an adjustment of the project's closing date to ensure intermediate results are properly delivered and outcomes are achieved to the maximum extent possible within the current implementation context of the project. It is estimated that a 6-12 months' adjustment may be reasonable.

INTRODUCTION

42. The Belize Marine Conservation and Climate Adaptation Project (MCCAP) is a five-year project implemented by the World Bank and funded by the Adaptation Fund grant in the amount of US\$ 5.53 million and US\$ 1.78 million in-kind contribution by the Government of Belize. The Project seeks to implement priority ecosystem-based marine conservation and climate adaptation measures to strengthen the climate resilience of the Belize Barrier Reef System. Approval of the project by the Adaptation Fund (AF) was granted on 18th August 2014, the Adaptation Fund Grant Agreement between the Government of Belize and the World Bank was signed on 3rd June 2015, and the Effective Project Start Date was July 15, 2015.
43. The proposed adaptation, conservation, and restoration activities of the Belize Barrier Reef System have socio-economic significance, providing an opportunity for maintaining and potentially increasing the income level and marine resources available for an estimated 203,000 people living in the coastal areas of Belize. The Project will build capacity for local communities, which are directly affected by the climate impacts, to act as champions of the marine managed areas and of the resources upon which they depend.
44. The geographic focus includes three Marine Protected Areas (MPAs): the Corozal Bay Wildlife Sanctuary (CBWS), the Turneffe Atoll Marine Reserve (TAMR), and the South Water Caye Marine Reserve (SWCMR), and targets 12 fishing communities (Consejo Village, Corozal Town, Copper Bank Village, Chunox Village, Sarteneja Village, Belize City, Dangriga Town, Hopkins Village, Sittee River Village, Riversdale Village, Seine Bight Village, and Placencia Village) to act as champions for the management of these protected areas.
45. The main components are: (1) Improving the Protection Regime of marine and coastal ecosystem (AF resources: USD 2 million; in-kind contribution by the Government of Belize and NGOs USD 0.306 million). (2) Promotion of viable and sustainable alternative livelihoods for affected users of the reef (AF resources: USD 2.45 million; in-kind contributions from GOB and NGOs USD 0.141 million). (3) Raising awareness, building local capacity, and disseminating information (AF resources: USD 0.56 million; in-kind contributions from GOB and NGOs USD 0.0 million). (4) Project Management/Administration (AF resources: USD 0.52 million; in-kind contributions from GOB and NGOs USD 1.0 million).
46. As stated in the World Bank's Project Appraisal Document (PAD), the Project is aligned with the Bank's Country Partnership Strategy (CPS) for Belize for the period FY2012-2015 (Report No. 63504-BZ), which focuses on supporting the Government of Belize in achieving "Inclusive and Sustainable Natural Resource-Based Growth and Enhanced Climate Resilience." Specifically, the Project seeks to contribute to the CPS' *Results Area 3: Investment to strengthen climate resilience*, and its outcomes "Increased ecosystem

resilience to climate change impacts” and “Strengthened legal and administrative framework for Protected Areas (PAs).” The project also aligns with the National Poverty Elimination Strategy and Action Plan 2009-13 (NPESAP); the Horizon 2030 long-term development plan; the Belize National Biodiversity Strategy and Action Plan (NBSAP); and the 2005 National Protected Areas System Plan (NPASP), and with the Growth & Sustainable Development Strategy (GSDS).

47. The MCCAP is currently in its third year of execution and has reached the mid-term of its implementation, as identified in the approved Project Operations Manual (POM) 2015. In compliance with the POM, a Mid-Term Evaluation (MTE) is now required (planned for September 25th, 2017). The MTE analyzes whether the Project is on-track, what problems or challenges the Project is encountering, and provides constructive recommendations on what mid-course corrective actions are required to improve project performance and delivery during the remainder of the project implementation. The MTE will assess project performance to date (in terms of relevance, effectiveness, efficiency, and timeliness), and determine the likelihood of the project achieving its intended outcomes and impacts, including their sustainability.
48. The aim is to assess the clarity and feasibility of the Project objectives, and the extent to which the Project components and activities are achieving those objectives; it will provide evidence of results to meet accountability requirements, and promote operational improvement, learning and knowledge sharing through results, lessons learned, and best practices among project principals, stakeholders and beneficiaries. Therefore, the MTE will identify lessons of operational relevance for future project formulation and implementation in Belize and elsewhere in the world.

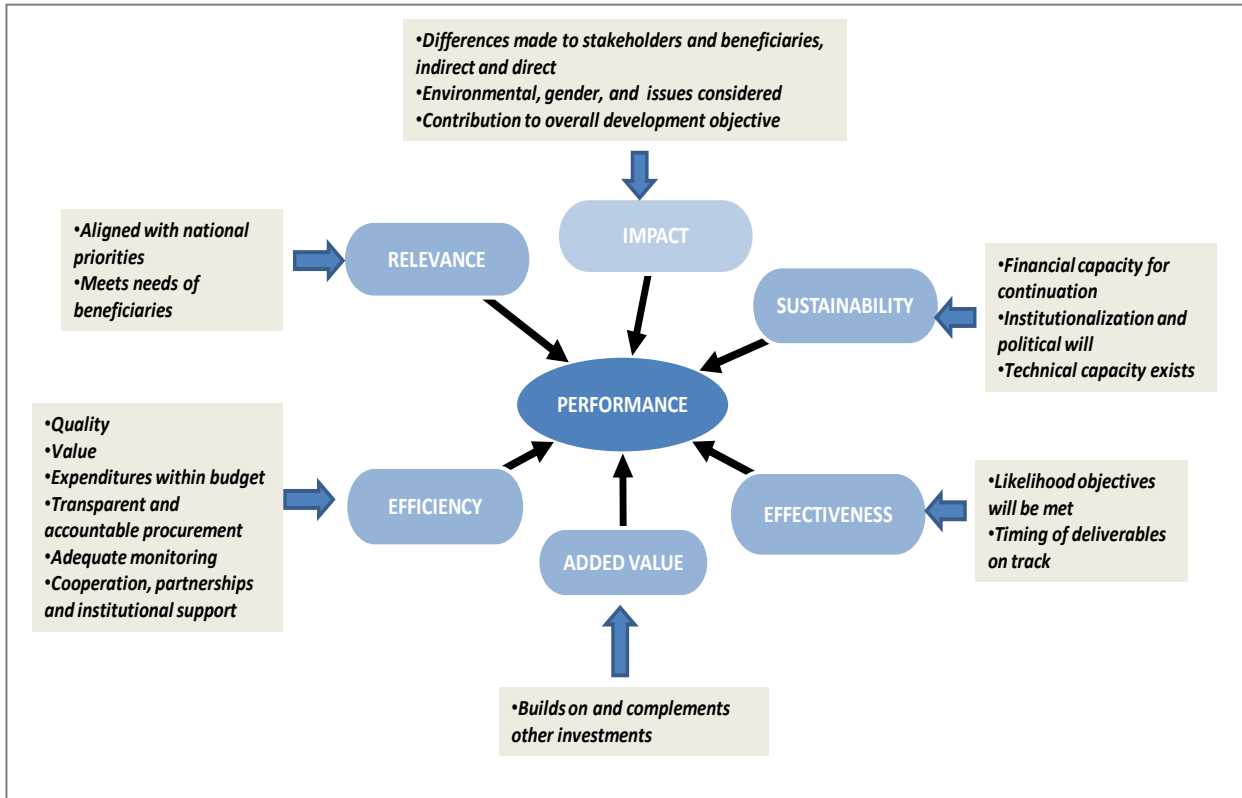
EVALUATION METHODS

49. This MTE was conducted by an Independent International Evaluation Consultant as per the Terms of Reference developed by the project for this purpose (Annex I). The MTE Report was structured in accordance with internationally-accepted standards for project evaluation reports, but primarily in accordance with ‘Guidance on the Structure of the Main Evaluation Report’ of the Evaluation Office of UN Environment, Revised Version 16th December 2016, per criteria of the Organization for Economic Co-operation and Development’s Development Assistance Committee OECD/DAC, and on the World Bank technical publication ‘Monitoring & Evaluation: Some Tools, Methods, and Approaches.
50. The MTE addressed the following four primary evaluation criteria: (1) Attainment of objectives and planned results; (2) Sustainability of project outcomes; (3) Added Value; and (4) Processes affecting attainment of project results; the following specific review categories were addressed, according to their distribution across the evaluation criteria listed above: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D)

Effectiveness; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance.

51. Figure 1 below presents an illustration of the primary criteria considered within the MTE as defined by OECD/DAC.

Figure 1: Primary Evaluation Criteria



52. Consistent with the applicable Terms of Reference, the MTE followed a comprehensive process, which included assessment of processes affecting attainment of project results, which are in turn based on the four (4) Objective Outcome Indicators and eleven (11) Project Outcome Indicators as defined in the project’s Results Framework. Evaluation questions were developed in consideration of the results of the Project Design Quality Assessment (PDG) presented in Annex II, and the Reconstructed TOC developed during the inception phase. The main evaluation questions of the Terms of Reference are generally included under ‘effectiveness’, but are reinforced by other questions through-out the different categories of the MTE as laid out in the Evaluation Framework in Annex III.

53. The evaluation questions as presented in the Evaluation Framework were reviewed, discussed, and agreed with the Project Coordinator, and members of the Technical Advisory Committee during the Inception Meeting held on the 12th October, 2017. General guidance and recommendations made during the Inception Meetings (with World Bank Task Manager on 1st October 2017 and thereafter with the Technical Advisory Committee on 12th October

2017) were also given due consideration through-out the evaluation process, and were particularly useful in deepening the Evaluation Consultant’s understanding of the broader project context.

54. The finally agreed time frame of the MTE is presented below in Table 1.

Table 1: Final MTE schedule

Milestone	Deadline/Completion Date
STAGE 1: INCEPTION PHASE	
Task 1.1 – First Inception Meeting – WB Task Manager	1 st October 2017
Task 1.1 – Second Inception Meeting - TAC	12 th October, 2017
Task 1.2 - Preliminary Consultations and Sourcing of Documents	4 th November, 2017
Task 1.3 - Prepare inception report & review by PSC/TAC	7 th November, 2017
STAGE 2: DESKTOP REVIEW	
Task 2.1 – Review of Project Documents	15 th November, 2017
STAGE 3: CONSULTATIONS	
Task 3.1 – Interviews and Field Visits	17 th November, 2017
STAGE 4: DRAFT MTE REPORT	
Task 4.1 - Prepare Draft MTE Report	30 th November, 2017
Task 4.2 – Review by PSC & TAC	7 th December, 2017
Task 4.3 - prepare Final Draft MTE Report	11 th December, 2017
STAGE 5: FINAL MTE REPORT	
Task 5.1 – Preparation of Final MTE Report	15 th January, 2018
Task 5.2 – Review by PSC & TAC and presentation by Consultant	21 st January, 2018
Task 5.3 – Presentation of Final MTE Report to World Bank Mission	February, 2018 (exact date to be determined)

DESIGN OF THEORY OF CHANGE (TOC) AT EVALUATION

55. In the process of designing the TOC at Evaluation, due consideration was given to feedback received from the primary project principals involved in project implementation and execution, mainly the World Bank Project Task Manager, the MCCAP Project Coordinator, the MCCAP Senior Technical Officer (STO), the Chairperson of the Project Steering Committee (PSC), the Chairperson of the Technical Advisory Committee (TAC), and the

Executive Director of the Protected Areas Conservation Trust (PACT), as fiduciary manager of the MCCAP. Care was given to identify where applicable, changes in the project's intended results, intervention logic, or external context that may influence the causal pathways and the changing needs and priorities of project stakeholders, which could consequently result in adjustments to the TOC at Design prepared during the inception phase of the MTE. The TOC at Evaluation, however, must only consider changes captured through documentary evidence which may include a revised Project Results Framework, Project Performance Reports (PPRs), resolutions and/or minutes of the PSC and TAC, Aide Memoires of World Bank Supervision Missions, etc.

56. In the design of the TOC at Evaluation, the consultant specifically revisited key processes of change of the project to identify where updates may be necessary, including the expected impact from the project as expressed in the project's goal and objective; the inclusion of new results; causal pathways and the causal linkages between results including new results where applicable, and explanations of how one result is contributing or leading to the next; the intermediate states between direct outcomes and impacts where necessary; drivers and assumptions (including new ones) and their role in the change process; key stakeholders (including new ones) needed for the change process; and indicators for the direct outcomes and intermediate states.

DATA COLLECTION

57. The methodological steps for data collection conducted for the MTE were as follows:

a) A **desk review** of:

Relevant background documentation, inter alia: Project Appraisal Document, Project Operational Manual, Annual Operational Plan 2015/16, Adaptation Fund Project/Programme Proposal, quarterly and annual reports, Environmental Management Framework, Culturally Appropriate Participation Plan, Resettlement Process Framework, MCCAP Knowledge, Attitude and Behavioural Practice Survey Report (2016), Project Inception Report, Independent Auditor's Reports, Minutes of the PSC and TAC Meetings where available, Reports of the Management Effectiveness Tracking Tool applied to MPAs supported by the project (where and if available), and press releases and other public awareness materials produced by the project to date.

Semi-structured questions developed by the Evaluation Consultant, based on framework questions in Annex III, were used to secure responses and inputs from stakeholders on the four primary evaluation criteria and their respective categories. This guaranteed a more interactive process through which the interviewed respondents had more opportunities to contribute to the MTE process, without limitations to the extent of their responses.

- b) **Interviews** conducted included individual, group, done on a one-on-one basis, by Skype, email, and telephone, with:
- World Bank Task Manager
 - Chairperson of the Technical Advisory Committee (TAC)
 - Chairperson of the Project Steering Committee (PSC)
 - Project Coordinator and other Project Staff
 - Other members of the PSC and TAC
 - Managers of CBWS, TAMR, and SWCMR
 - Representatives of Fishing Cooperatives working directly with the MCCAP Project
 - Random sample of fishers from Chunox, Copper Bank, Sarteneja, Belize City, Dangriga, Hopkins, Placencia, Sittee River, Riversdale and Seine Bight
 - Random sample of ITVET Training Participants
 - Participants in the Women's Forum
 - Consultants engaged in strategic assignments for the MCCAP: Coral Sites Restoration and Feasibility Studies for Alternative Livelihood Sub-Projects, as defined during the MTE Inception Phase.
- c) **Field visits**
- (i) In order to confirm the project's presence and intervention in the stated project sites, one-on-interviews with fishers and other community stakeholders were combined with site visits to the following communities: Chunox, Copper Bank, Sarteneja, Belize City, Dangriga, Hopkins, Placencia, Sittee River, Riversdale and Seine Bight.

58. Project stakeholders already interviewed during the Inception Phase were further contacted for additional information and/or clarifications where necessary, but also to provide them with an opportunity for additional input if they so desire. Stakeholders and documents consulted during the main evaluation phase are presented in Annex IV and V, respectively.

LIMITATIONS OF THE MID-TERM EVALUATION

59. Physical visits were limited to project sites where the Evaluation Consultant was able to secure and confirm the interest and availability of project stakeholders that are willing to participate in an interview, after multiple attempts. Physical visits were made to all project sites with the exception of two: Riversdale and Consejo. Of note is the fact that stakeholder responses to evaluation questions, received by email or telephone, were dramatically less forthcoming with information and perceptions of the project when compared to responses received during one-on-one interviews; email and telephone responses were very limited and specific. Some project partners were not available during the field visits and interview period, and as such were not able to contribute to the process. On a separate note, many project stakeholders, including at the level of the PSC and TAC, did not participate in the

project preparation phase, and therefore could not respond or opted to reserve their response to questions on Project Design and Implementation Arrangements. Also, the fact that a number of project activities are yet to be initiated in the second half of implementation limited the extent to which respondents in the evaluation process were able to articulate their responses in terms of outputs and performance.

THE PROJECT

CONTEXT

60. Belize forms a part of the Yucatan Peninsula, sharing its northern border with Mexico, and lying to the east and north of Guatemala. With a total land area of 22,960km² (8,867 square miles), and territorial waters covering 23,660 km² (9,019 square miles), the Belize coastline runs for 280km (168 miles) along the Caribbean Sea. The coastline is made up of a series of interconnected ecosystems which includes mangrove forests, river deltas, sea grass beds, estuaries, and coastal lagoons. Offshore, and stretching for 220km (137 miles) is an extensive and outstanding natural reef system consisting of the second largest barrier reef in the world; 3 offshore atolls; and more than 300 cayes. Awarded UNESCO World Heritage status in 1996, the Belize Barrier Reef System and the entire coastal zone supports numerous habitats critical to biodiversity as well as supporting major economic sectors for the country such as Tourism and Fisheries. A substantial percentage of Belize's population (over 35% in 2012)¹ also resides within the coastal zone, primarily in densely populated major urban areas, many of which are below or close to sea level.

61. Given Belize's physical location and attributes as a low lying coastal nation; coupled with the economic dependency on its natural resource base through tourism, agriculture and fisheries; and the high poverty level of 41.3% of the population below the poverty line², Belize is extremely vulnerable to the impacts of Climate Change. Belize currently ranks 26 on the Global Climate Risk Index for countries most impacted by weather related loss for the period 1996-2015³ and ranked 8th out of 167 countries for Climate Risk⁴. Future projected climate change impacts for Belize include an increase in average atmospheric and sea surface temperature (SST), reduced average rainfall and the potential for increased intensity of tropical storms⁵; increased drought risk, increased flood risk (intense rainfall and storm surge), increased storm risk (more intense rains and winds) and higher sea-levels.⁶

¹ IDC 2012, Belize National Sustainable Development Report

² Wiltshire, R (2015), Towards a Caribbean Multi Cultural Assessment- Baseline Report.

³ Kreft S, Eckstein D, Melchior I (2017) Global Climate Risk Index <https://germanwatch.org/de/download/16411.pdf>

⁴ GFDRR Disaster Risk Management in Latin America and the Caribbean Region: GFDRR Country Notes Belize <https://www.gfdr.org/sites/default/files/publication/drm-country-note-2010-belize.pdf>

⁵ CARIBSAVE. 2012. CARIBSAVE Climate Change Risk Profile for Belize.

⁶ GOB. 2013. NCRIP; CARIBSAVE. 2012. CARIBSAVE Climate Change Risk Profile for Belize.

62. With respect to the Fisheries sector, an assessment of long term effects of climate change on freshwater and marine ecosystems note that solar radiation, wind and temperature may impact negatively on the distribution and abundance of fish, and fish stock production⁷. Deterioration of the Belize Barrier Reef and in particular recent coral bleaching incidents have been highlighted and directly related to the effects of rising sea surface temperatures. The coral reef ecosystem supports a wide variety of species upon which the fin-fish industry depends, as well as being a fundamental habitat for the spiny lobster and conch of the fisheries capture sector. Other impacts on coastal ecosystems due to climate change and of concern to the Belize Fisheries Sector include i) the loss of the fringing mangroves which play a vital nursery role for marine species, ii) the potential reduction in seagrass beds due to increased freshwater runoff resulting from more intense rainfall events, and iii) the physical damage to marine ecosystems through an increase in hurricanes and tropical weather systems.
63. Aside from the central role of the Belize coral reefs to the Fisheries and Tourism sectors, the barrier reef provides a critical protection to the coast from erosion and hurricanes. However, results from the InVEST Habitat Risk Assessment caution that 83% of Belize's coral reefs are currently at moderate risk of degradation from human activity.⁸ In 2016 the overall state of the wider Mesoamerican Reef, of which Belize's coral reefs constitute a large part, was reported as "fair", with a number of declines and recovery in coral reef health since 1996. The declines are attributed, in part, to inadequate management of local pressures and threats.⁹ It is noted however, that Belize maintains a leading role in the region for coral reef management, and marine protected areas are identified as one of the main tools used to protect reef resources.¹⁰
64. The potential for ecosystem degradation and biodiversity loss to accelerate and intensify the negative effects of climate change is recognized in Belize. Hence Ecosystem Based Adaptation measures, including the establishment of Protected Areas, are prioritized within national coastal planning (Integrated Coastal Zone Management Plan 2013), and ecosystem-based marine conservation and climate adaptation is promoted as the best approach to build resilience and reduce local vulnerability to climate change.

OBJECTIVES AND COMPONENTS

65. The objective of MCCAP is to implement priority ecosystem-based marine conservation and climate adaptation measures to strengthen the climate resilience of the Belize Barrier Reef System. Specifically, the Project will support: (1) improvement of the coral reef protection regime including an expansion and enforcement of the MPAs and replenishment (no-take) zones in strategic locations to build climate resilience; (2) promote sustainable alternative

⁷ Myvette, G; Gillet, V (2008) Vulnerability and Adaptation Assessment of the Fisheries and Aquaculture Industries to Climate Change Final Report for the Second National Communication Project

⁸ CZMAI, 2013 Integrated Coastal Zone Management Plan

⁹ Healthy Reefs for Healthy People Initiative May 12, 2015 Press Release <http://www.healthyreefs.org/cms/>

¹⁰ HRI (2016) 2016, Eco-Audit of the Mesoamerican Reef Countries Are we doing all we can to safeguard our most valuable natural asset? Healthy Reefs Initiative, Smithsonian Institution mcfield@healthyreefs.org, (754) 610-9311

livelihoods and income diversification for affected users of the reef, and (3) build local capacity and raising awareness regarding the importance of the overall health of the reef ecosystem to its climate resilience and, consequently the community welfare as well as the growth prospect of the country's economy.

66. Consistent with the Project Appraisal Document of February 2015, the project consists of three technical components plus a fourth component dedicated to Project Management, with 15 sub-components, 44 planned activities, and 11 'Intermediate Results', all contributing to 6 'Outcomes', distributed across the four components as described below. Anticipated intermediate results and outcomes are presented in Table 2 and details of project sub-components and activities are presented in the MCCAP Implementation Timeline in Table 3.

- *Component 1: Improving the protection regime of marine and coastal ecosystems.* The objective of this component is to support the conservation of marine and coastal ecosystems through expanding and consolidating selected Marine Protected Areas; promoting effective management of selected Marine Protected Areas; supporting pilot investments to re-populate coral reefs within replenishment fishing zones; and the strengthening of Belize's legal framework for the management of marine protected areas and coastal zones.
- *Component 2: Support for viable and sustainable alternative livelihoods for affected users of the reef in the areas impacted by project activities.* This component is aimed at promoting economically viable and sustainable alternative livelihoods for communities adversely impacted by climate change and by the expansion and consolidation of Marine Protected Areas and replenishment zones under the Project. This will be achieved through supporting community mobilization for the development of Alternative Livelihoods Subprojects through the undertaking of community needs assessments and participatory workshops for Alternative Livelihoods Subprojects planning; carrying out Alternative Livelihoods Subprojects; and capacity building to transition to economically viable and sustainable alternative livelihoods through, providing business and occupational skills training.
- *Component 3: Raising awareness, building local capacity, and disseminating information.* This component is aimed at raising awareness of the impacts of climate change and the value of marine conservation and building local capacity for the adoption of climate resilient practices by carrying out a climate change knowledge, attitude, and behavioural practice (KAP) survey, disseminating information about the Project, designing and implementing a coordinated behaviour change communication strategy, and supporting inter-community learning and dialogue.
- *Component 4: Project Management/Administration.* This component is aimed at supporting Project management and implementation support, including technical, administrative and fiduciary support and compliance with environmental and social

safeguards; and monitoring and evaluation, data collection, and stakeholder involvement and coordination.

Table 2: Summarized Project Results Framework

Components	Intermediate Results & Indicators	Outcomes
C1: Improving the protection regime of marine and coastal ecosystems	<p>1.1 The target MPAs are effectively managed as recorded by the Management Effectiveness Tracking Tool</p> <p>1.2 Infractions of rules and regulations in the target MPAs and RZs reduced by 75%</p> <p>1.3 At least 3 restored coral sites, with resilient varieties grown in coral nurseries, within TAMR and SWCMR by the end of the project (with each site measuring 300 m2)</p> <p>1.4 75% of coastal developments adhering to the development guidelines set by the ICZM Plan</p> <p>1.5 Mangrove clearance infractions reduced by 100% (that is, infractions of the revised mangrove regulations)</p>	<p>O1: MPAs and replenishment zones expanded and secured in strategically selected locations</p> <p>O2: Coastal zones effectively managed</p>
C2: Support for viable and sustainable alternative livelihoods for affected users of the reef in the areas impacted by project activities	<p>2.1 Alternative livelihoods subprojects elaborated and financed, with at least 30% of beneficiaries being women</p> <p>2.2 Persons participating in training based on training needs assessment (at least 30% of trainees are women)</p>	O3: Livelihoods of affected users of the reef diversified
C3: Raising awareness, building local capacity, and disseminating information	<p>3.1 Behavior change communication (BCC) campaigns conducted at all the target fishing communities (Chunox, Copper Bank, Sarteneja, Belize City, Dangriga, Hopkins, Placencia, Sittee River, Riversdale and Seine Bight) and reach 100% of fishers</p> <p>3.2 Strategic planning workshops with fishers associations and three fisher cooperatives</p>	O4: The value of marine conservation and impacts of climate change are understood by local people
C4: Project Management/Administration	<p>4.1 Percentage of subprojects meeting PACT standards in accordance with the Operations Manual.</p> <p>4.2 Procurement and financial management duties are executed in accordance with PACT and World Bank guidelines</p>	O5: Efficient Project Management

Table 3: MCCAP Implementation Timeline Based on POM

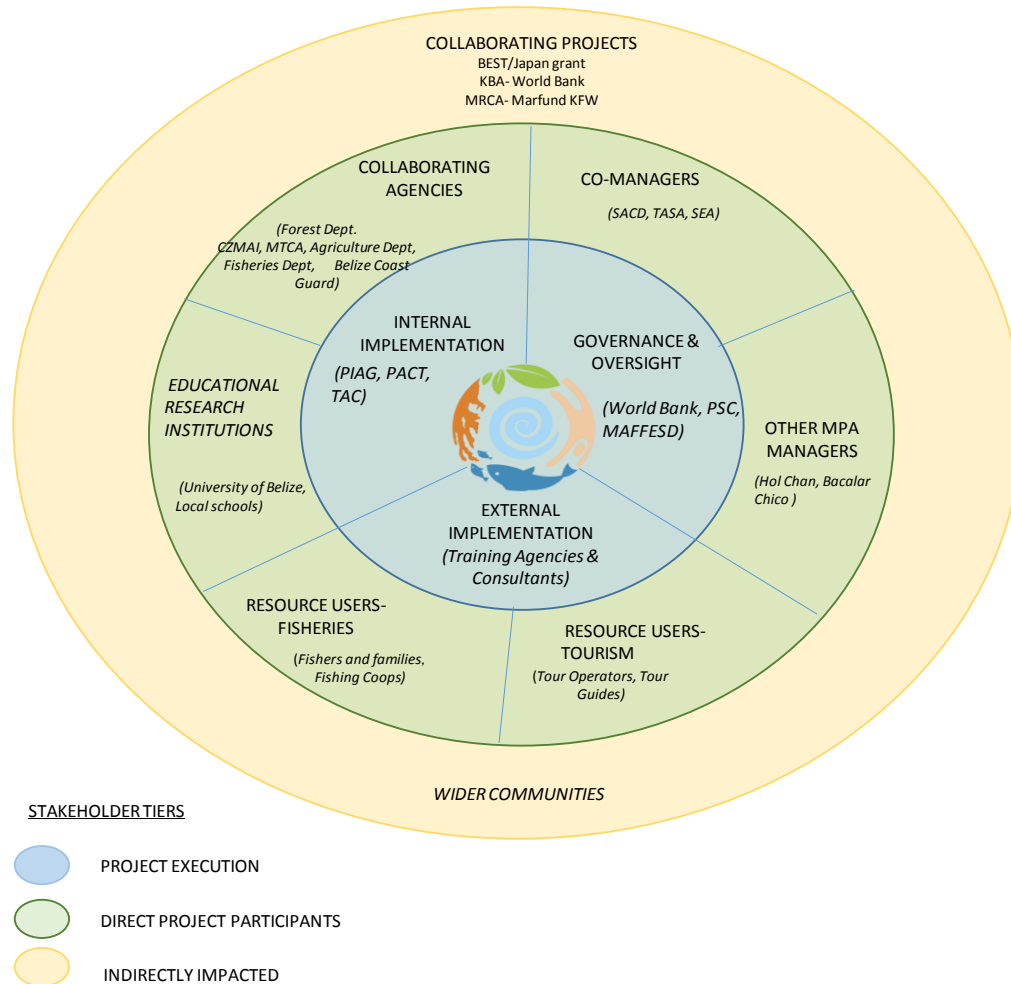
Component	Sub-Component/Activities	Implementation Timeline				
		Year 1	Year 2	Year 3	Year 4	Year 5
C1: Improving the protection regime of marine and coastal ecosystems	1.1 Realignment and expansion of replenishment zones and management areas within selected MPAs (TAMR, SWCMR and CBWS)					
	1.1.1 Spatially mapping and analyzing selected MPAs for realignment or expansion					
	1.1.2 Field verification of spatial mapping activities via ground-truthing					
	1.1.3 Carrying out consultations with communities and stakeholders to obtain feedback on the revised zoning					
	1.1.4 Compiling and incorporating feedback from consultations and baseline data into finalization of zoning maps for selected MPAs					
	1.1.5 Incorporating finalized zoning maps for selected MPAs into the respective management plans for selected MPAs					
	1.1.6 Re-demarcation of selected MPAs as per the new boundaries					
	1.2 Promoting effective management of selected MPAs including its replenishment zones.					
	1.2.1 Strengthen surveillance, monitoring and enforcement in the three MPAs, including within replenishment zones					
	1.2.2 Biological and water quality monitoring of strategic and control sites (representing coral reefs, coral restoration sites, mangroves, and seagrass beds) as per MPA management plans					
	1.2.3 Carrying out formal effectiveness assessments to track management success					
	1.3 Re-population of coral reefs					
	1.3.1 Ground-truthing to identify reefs suitable for nurseries set-up and outplanting					
	1.3.2 Establishment of coral nurseries					
	1.3.3 Out-planting in selected reefs					
	1.4 Promoting effective management of Belize's MPA network and the coastal zone					
	1.4.1 Rolling out of the over-arching legal and institutional framework of PAs					
	1.4.2 Revision of mangrove regulations					
	1.4.3 Revision of the CZM Act					
1.4.4 Implementation of an Integrated Coastal Zone Management Plan						
C2: Promotion of viable alternative livelihoods for affected users of the reef in the areas impacted by project activities	2.1 Community Mobilization for viable Alternative Livelihoods					
	2.1.1 Community needs assessments					
	2.1.2 Participatory sub-project planning workshops					
	2.2 Business planning for economic alternatives and diversification sub-projects					
	2.2.1 Development of business plans					
	2.2.2 Marketing support for business ventures					
	2.3 Skills training to facilitate the coastal communities' transition to alternative livelihoods					
	2.3.1 Training in business development					
	2.3.2 Training in marketable skills					
	2.4 Sub-project mechanism for community-based business ventures.					
2.4.1 Implementation of sub-project mechanism						

Component	Sub-Component/Activities	Implementation Timeline				
C3: Raising awareness and building local capacity	3.1 A climate change knowledge, attitude and behavioral practice (KAP) survey					
	3.1.1 Development and implementation of KAP survey	█	█	█	█	█
	3.2 Behavior change communication (BCC) campaign to develop climate resilience strategy among local communities					
	3.2.1 Development and implementation of a BCC Strategy and Action Plan	█	█	█	█	█
	3.3 Project information dissemination					
	3.3.1 Updates of project activities, web-based platform, and best practices forum	█	█	█	█	█
	3.4 Inter-community learning forum					
	3.4.1 Learning events, leadership development, training	█	█	█	█	█
3.4.2 Strategic planning for the network	█	█	█	█	█	
C4: Management, Monitoring and Assessment	4.1 Project coordination and management					
	4.1.1 Project Coordinator contracted and maintained	█	█	█	█	█
	4.1.2 Senior Technical Officer contracted and maintained	█	█	█	█	█
	4.1.3 Administrative Assistant assigned and maintained by the Government of Belize	█	█	█	█	█
	4.2 Operations					
	Administrative support	█	█	█	█	█
	4.3 Monitoring and evaluation					
	4.3.1 Inception Workshop	█	█	█	█	█
	4.3.2 Project Audits	█	█	█	█	█
	4.3.3 PIAG Monitoring & Evaluation Field Visits	█	█	█	█	█
	4.3.4 Mid-Term Evaluation	█	█	█	█	█
	4.3.5 Final Evaluation	█	█	█	█	█
	4.3.6 Travel & Meetings	█	█	█	█	█
	4.3.7 Assessments & Consultations	█	█	█	█	█
4.3.8 Fiduciary Management	█	█	█	█	█	

STAKEHOLDERS

67. Section II (B) of the PAD includes a clear stakeholder analysis, which provides a good overview of different groups and institutions that would have been affected by activities of the project and how they will benefit or participate in the project. The PAD provides a rationale for the specific stakeholders included in the project implementation process, and is guided by those who could have the most relevant and direct impact on project activities and outcomes, as well as those who will be direct project beneficiaries.
68. The main communities affected by the primary geographic focus of the Project are Corozal Town, Belize City, Dangriga, Consejo, Copper Bank, Chunox, Sarteneja, Hopkins, Sittee River, Riversdale, Seine Bight and Placencia. There are varying degrees of dependence on the target MPAs by these communities' residents. The fishermen, from the villages of Copper Bank, Chunox and Sarteneja, are likely to experience a greater degree of impact from the Project given their connection to all three target protected areas and marine reserves. Fishermen from the southern communities of Dangriga Hopkins and Seine Bight are connected mainly to the South Water Caye Marine Reserve, while those from Belize City are more connected to Turneffe Atoll Marine Reserve. It must be noted, however, that the project's strategy at impacting targeted communities is widened to target fishers' households, as opposed to a limited focus on the fishers only. In this regard, fishers' spouses and children are also targeted stakeholders of the MCCAP. Additionally, local tour guides that are originally from the targeted communities and/or operating within the said communities are also considered MCCAP stakeholders.
69. Project stakeholders were grouped within three main tiers, in accordance to their interest and involvement in project implementation. The core groups are those responsible for *Project Execution* to include those internal actors key to project implementation, the entities responsible for overall governance and oversight, and the external implementers such as consultants and trainers. The second tier of stakeholders include all those directly participating within the project at an activity-based level, for the most part being the *project beneficiaries and champions*, and key players to project sustainability. The third tier involves the wider communities within the target areas, and those who may be *indirectly impacted by the project activities*.
70. The MCCAP also makes a dedicated effort to secure the participation and access to project support by sensitive groups of stakeholders in project intervention areas. The project's safeguard policies define specific provisions and processes for consideration and inclusion of indigenous peoples and women. Gender mainstreaming in the implementation of all capacity building processes and in the creation of inclusive spaces in governance structures of the project are clearly visible; and participation by women in project-sponsored technical workshops and public awareness processes are also quite evident, based on a detail review of participants' lists.
71. A summary of stakeholders and their relation to MCCAP is shown in Figure 3 below.

Figure 2: MCCAP Stakeholder Map



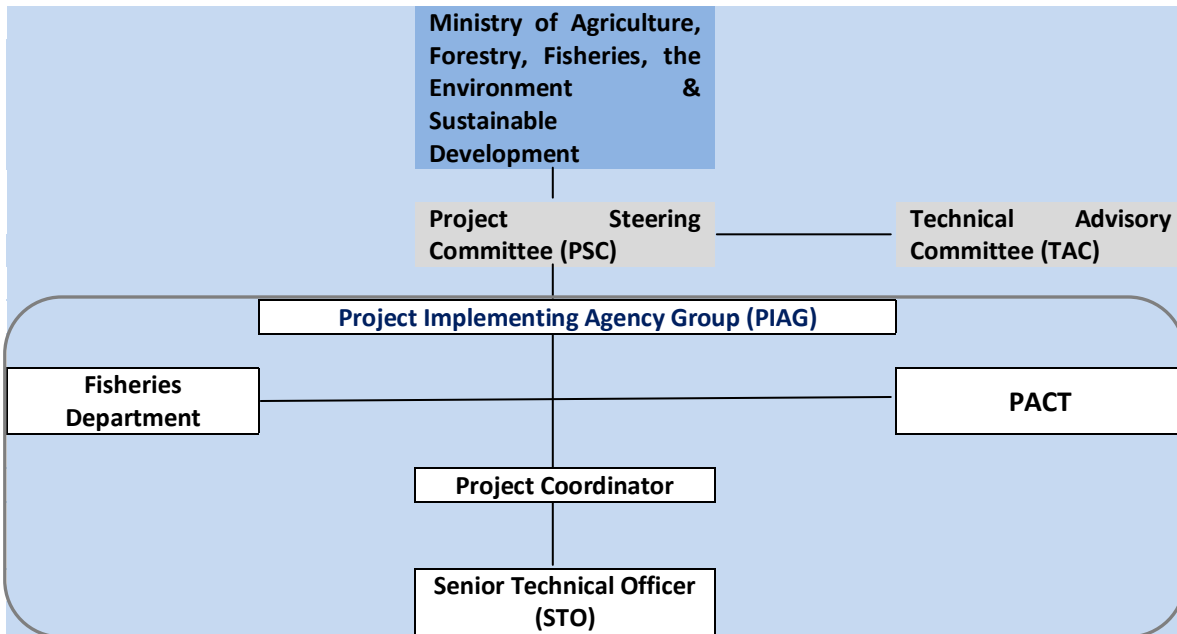
PROJECT IMPLEMENTATION ARRANGEMENTS

72. The World Bank is the Multilateral Implementing Entity (MIE) of the MCCAP on behalf of the Adaptation Fund (AF). In Belize, the Ministry of Agriculture, Forestry, Fisheries, the Environment and Sustainable Development (MAFFESD) is responsible for the overall implementation of the Project with the fiduciary assistance of Protected Areas Conservation Trust (PACT) as National Implementing Entity (NIE). A Project Steering Committee (PSC) supports Project implementation by providing guidance on national policy and on strategic approaches for successful Project implementation. The PSC is chaired by the Chief Executive Officer (CEO) of the MAFFESD, and comprised of representatives of key ministries/organizations including the Ministry of Finance, Ministry of Economic Development and Petroleum, Coastal Zone Management Authority & Institute (CZMAI), the Ministry of Natural Resources and Agriculture, Ministry of Labor, Local Government, Rural Development and National Emergency Management, and the Ministry of Tourism and

Culture. The Fisheries Department and PACT are *ex-officio* members of the PSC. The Fisheries Administrator, along with the Project Manager, provides administrative support to the PSC and coordinates the logistics for the operations and activities of the Committee.

73. A Technical Advisory Committee (TAC) provides general technical guidance for Project implementation, including screening and evaluation of technical aspects of Sub-project proposals, in accordance with the Project Operational Manual (POM). The TAC is comprised of representatives from thirteen (13) agencies as described in the said Project Operations Manual, and includes government ministries, government departments, Statutory Bodies, MPA co-management organizations, fishermen organizations, and fishermen cooperatives. The TAC is chaired by the Fisheries Administrator. The Project Implementing Agency Group (PIAG) within MAFFESD carries out the day-to-day management of the Project, in accordance with the Grant Agreement and the POM. The PIAG consists of the Project Coordinator, the Senior Technical Officer, staff from Fisheries Department, and fiduciary staff of PACT (see figure 3).

Figure 3: Institutional Arrangements of the MCCAP



CHANGES IN DESIGN DURING IMPLEMENTATION

74. At the time of the MTE there had been no major structural adjustment which affected the project’s scope, parameters, or proposed results. At the time of the MTE, there are no extensions to the project, whether costed or no-cost, and no additional funding had been secured beyond what was stipulated in the approved Project Appraisal Document.

PROJECT FINANCING

75. The last audited financial report of the MCCAP reviewed by the MTE Consultant was for the period 3rd June 2015 to 31st March 2016. Consistent with that report, the total funds disbursed to the MCCAP at 31st March 2016 was US\$640,350.88, with a total undisbursed balance of US\$ 4,889,649.12. Of note is the fact that the audited statements for the period April 2016 to March 2017 was already completed, but was under internal review and not yet available for review by parties external to the project.
76. At the time of the MTE, and based on an internal MCCAP Financial Report of October 2017, cumulative disbursements from the World Bank totalled US\$2,056,018.70 (including the last disbursement of US\$108,519.06 with value date of 17th November 2017), with total expenditure of US\$1,663,365.04, or 30% of the overall project's budget. The value of existing commitments including ongoing and/or secured contracts to be paid out amount to an outstanding overall commitment of US\$1,393,970.10, which when combined to amount already spent would bring total expenditure and commitment to US\$3,057,335.14 or 55% of the overall budget. At October 2017, the budget of Component 1 has been executed at a rate of 50%, Component 2 at 11%, Component 3 at 27%, and Component 4 at a rate of 49% (Table 4).
77. Budget execution for Component 1 inclusive of existing commitments is at 67%, thus leaving only 33% for the remaining 2 years and 4 months of the project (Table 5). This balance amounts to US\$659,862.53, of which only US\$264,933.94 is currently allocated to Sub-Components 1.1, 1.2, and 1.3: Realignment and Expansion of Replenishment Zones and Management area within Selected MPAs and Replenishment Zones; Promoting Effective Management of Selected MPAs including its Replenishment Zones; and Repopulation of Coral Reefs, respectively. While budget execution under Component 4 is at 49%, this is projected to increase to 118% by project's end. Even with confirmed commitments, budget execution under Component 2 is only projected to reach 33% with existing commitments. Component 3, with commitments, is at 46% budget execution, and is due primarily to the fact that substantial payments are linked to activities programmed for the end of Year 3 and 5, such as the Climate Change KAP Survey, implementation of the BCC Strategy and Action Plan, and Best Practices Forum, both of which are programmed for implementation from years 2 to 5. The possible implications of the current budget scenario will be addressed under subsequent sections below, and possible adjustments to be considered will be presented under the 'Recommendations' section.
78. Counterpart contribution (cash + in-kind) from the Government of Belize to date has been reported by MCCAP to be US\$564,237.88 while contributions from NGOs (cash + in-kind) have been reported at US\$304,355.00, for a total of US\$868,592.88 (Table 6). When compared to disbursement of AF resources to date, this amount comfortably meets the established ratio of AF resources to counterpart contribution, which is estimated at approximately 3:1 as per the MCCAP PAD and Grant Agreement (AF Resources 5.53M: 1.78M Counterpart Contribution).

Table 4: Overall Project Financing Status at October 2017

Components	Overall Budget USD	Total expenditure USD (ending Oct 2017)	% budget	Outstanding commitments (USD)	Total expenditure & commitment	% expenditure & commitment
1	2,000,000.00	991,997.07	50	348,140.40	1,340,137.47	67
2	2,450,000.00	266,895.27	11	552,449.01	819,344.27	33
3	560,000.00	152,017.87	27	107,980.48	259,998.34	46
4	520,000.00	252,454.84	49	361,991.22	614,446.06	118
TOTAL	5,530,000.00	1,663,365.04	30	1,370,561.10	3,033,926.14	55

Data Source: MCCAP Financial Report, October 2017

Table 5: Component 1 Budget Situation at October 2017

Component	Overall Budget USD	Total expenditure USD (ending Oct 2017)	% budget	Outstanding commitments (USD)	Expenditure & commitment (USD)	% expenditure & commitment	Balance (USD)	% Balance
1 (Fisheries)	1,145,550.00	624,010.57	54	256,605.49	880,616.06	77	264,933.94	23
1 (CZMAI)	854,450.00	367,986.50	43	91,534.91	459,521.41	54	394,928.59	46
TOTAL	2,000,000.00	991,997.07		348,140.40	1,340,137.47		659,862.53	

Data Source: MCCAP Financial Report, October 2017

Table 6: Status of MCCAP Counterpart Contribution Reported at October 2017

Source	Component 1	Component 2	Component 3	Component 4	Total (USD)
Government of Belize (Cash + In-kind)	437,169.70	72,869.11	-	54,199.07	564,237.88
NGOs (Cash + In-kind)	299,500.00	-	-	4,855.00	304,355.00
TOTAL					US\$868,592.88

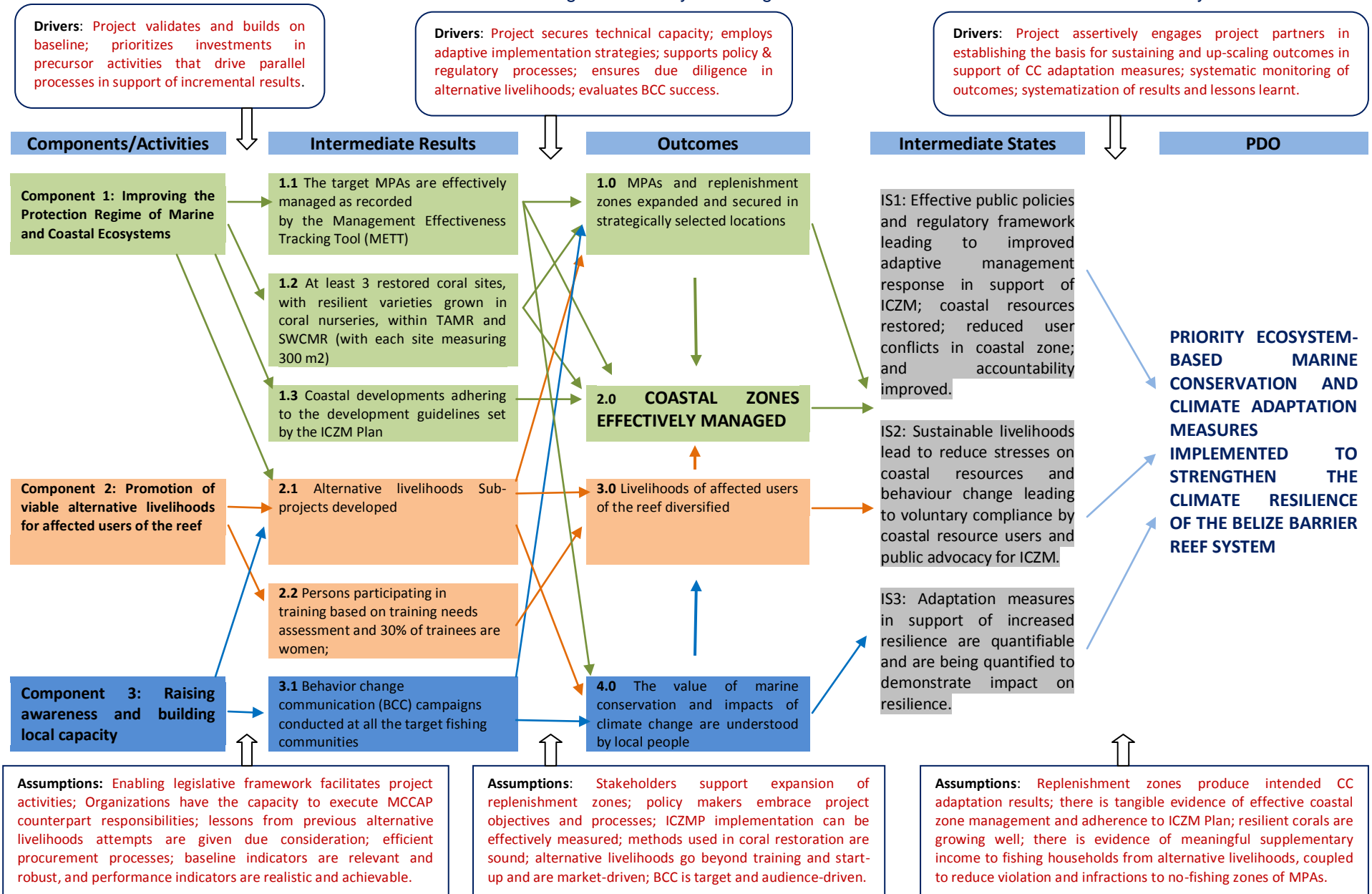
THEORY OF CHANGE AT EVALUATION

79. A 'Theory of Change' (TOC) describes the processes of change by outlining the causal pathways from outputs through direct outcomes through other 'intermediate states' towards impact. It explains how activities are understood to produce a series of results that contribute to achieving the final intended impacts. The TOC is used to illustrate the logical sequence of intended changes called "causal" or "impact pathways" to which the project is expected to contribute. It shows the causal linkages between changes at different results levels and identifies the factors influencing those changes (means-ends relationships). It recognizes significant 'assumptions' which are expected to contribute to the realization of the intended impacts, but are largely beyond the control of the project, as well as 'drivers' of change which the project is able to influence. A good TOC analysis should help to determine if the intermediate results, outcomes, and intermediate states of a project are likely to lead to a lasting impact. In the case of this Mid-Term Evaluation, some of the linkages and pathways are still theoretical, since the intermediate states may not yet be visible or measurable.
80. The intervention logic in the Project Appraisal Document and Results Framework, the Environmental Management Framework, the Process Framework, the Culturally Appropriate Participation Plan, the Project Operations Manual, and the results of the PDQ Assessment (see Annex II) were analyzed to establish the project's TOC, and a "Reconstructed TOC at Design" was developed to help identify links between intermediate results and outcomes, and between outcomes and intended Project Development Objective (PDO). Key assumptions and drivers that influence implementation along causal pathways and which affect the delivery of intermediate results, outcomes, and intended PDOs were also identified in the reconstruction process. During the main MTE process, the TOC at Design was revisited after a review of project processes, documentary evidence including the PPRs, minutes of the Project Steering Committee and Technical Advisory Committee meetings, and other evidence of project outputs including consultants' technical reports, workshop programs and participants' lists, etc., to reconstruct the 'TOC at Evaluation'.
81. The logic and causal pathways re-assessed during the main MTE process for moving from activities (as described for each component in relevant project documents mentioned above)

to intermediate results show strong coherence, resulting in a reconstructed TOC that is representative of the project's Results Framework, and for the most part reconfirm the results of the TOC at Design, with the addition of identified 'Intermediate States' between Outcomes and the Project development Objective, and minor adjustments to drivers and assumptions (Figure 4). There are clear linkages between components as well as pathways which connect intermediate results to outcomes of different components, all of which are required to deliver the intermediate states. For example, while activities under Component 1 contribute directly to Intermediate Results 1.1, 1.2 and 1.3, consultations on traditional uses with fishing households and other community stakeholders under Component 1 produce an indispensable baseline for the identification of alternative livelihood strategies to be developed in sub-projects under Intermediate Result 2.1, complementing the needs assessment and business planning defined for this purpose under Component 2. Similarly, activities under Components 2 and 3 (development and implementation of alternative livelihood sub-projects and awareness strengthening) provide indirect support to the success of Outcome 1.0, since without alternatives for fishers and without proper public awareness campaigns targeting fishing communities, it is difficult to conceive how MPAs may be effectively managed.

82. Intermediate Results to Outcomes to Intermediate States to PDO: intermediate results 1.1, 1.2, 2.1 and 3.1 if achieved, all potentially contribute to Outcome 1.0, thus illustrating multiple logical and complementary pathways between results and outcome. It is crucial to emphasize the relevance of the identified Intermediate States in the TOC at Evaluation, from the perspective of the logical and causal pathways between project activities to PDO, and from the perspective of the multiple project processes and enabling conditions required before eventually getting to the PDO. The intermediate states highlight the point that the transition from Outcomes to PDO is not direct or automatic, and may also require additional project interventions (*drivers*) and consideration for new or additional assumptions (*risks*) which were not evident or were not identified during project preparation. In the case of Component 1, for example, to be able to authoritatively say that MPAs and replenishment zones have been expanded (Outcome 1.0) will in fact produce measurable contributions to the resilience of the Belize Barrier Reef System, first require success in strengthening the regime that will facilitate expansion of the replenishment zones, evidence of management effectiveness of the expanded MPAs, and evidence of successful coral restoration, which in turn require multiple processes over time, including the enabling legal framework and technical capacity. This is captured in the 'Intermediate States' identified in the TOC. In the specific case of Outcome 1, the MCCAP has been able to support the key drivers necessary and some critical assumptions have been fulfilled for the most part, leading to substantial success towards achieving this outcome, even though not totally as yet.
83. Unlike Outcome 1.0, the other three technical outcomes of the MCCAP require more complex processes, drivers, and assumptions to be fulfilled before achieving the Intermediate States, which from a logical and causal pathway are required before eventually achieving the intended PDO. These are further discussed below under 'Achievement of Outcomes'.

Figure 4: Theory of Change at Evaluation – Intermediate Result to PDO Analysis of MCCAP



84. It is important to note that the three intermediate results programmed under Component 1, if achieved, all contribute to Outcome 2 “Coastal Zones Effectively Managed”, highlighting not just multiple pathways to the outcome, but also illustrating the complex nature of Outcome 2 as a higher-level outcome when compared to Outcome 1. Seen from a conceptual, logical and integrated perspective, Outcomes 1, 3 and 4 can all be classified as lower level outcomes contributing in some form or another to the broader concept of ‘effective coastal zone management’, thus all contributing to Outcome 2. As a stand-alone indicator, therefore, Outcome 2 is an ‘all inclusive’ outcome which must be achieved before it can be authoritatively stated that the “climate resilience of the Belize Barrier Reef System has been strengthened”; said differently, while other outcomes may contribute to the PDO, this will not be fully achieved as projected at the time of design, unless the broader outcome of effective coastal zone management is measurably and visibly achieved.
85. This is a valuable and relevant observation when evaluating overall project performance. While certain outcomes may be directly linked to specific components and activities for planning and implementation purposes, it must be borne in mind that some intermediate results and outcomes may in fact be in support of a higher-level outcome, therefore evaluations must go beyond component-specific performance and must consider the collective contribution of all results and outcomes to the Project Development Objective, within the project implementation context at the time of the evaluation and its impact on the original definition and interpretation of the PDO.
86. All four project outcomes are designed to collectively contribute to the PDO through the defined intermediate states, with Outcome 2 carrying the largest weight in terms of being a higher-level outcome, as mentioned above. However, it also is important to emphasize that the integrity, and thus the resiliency of the MPAs and the Barrier Reef System to the effects of Climate Change cannot be achieved without addressing extractive fishing, thus Outcome 3 should not be underestimated. As can be appreciated in Figure 4, there are several critical drivers and assumptions that are relevant for the planned outcomes to eventually deliver the overall desired Project Development Objective: *Priority ecosystem-based marine conservation and climate adaptation measures implemented to strengthen the climate resilience of the Belize Barrier Reef System.*
87. Resiliency to the effects of Climate Change must be expressed quantitatively through the collective measurement of outcome indicators, which must be sustained over time to eventually substantiate ‘resiliency’. The causal pathways from activities in each component to intermediate results, then to outcomes, and eventually to PDO require phase-specific drivers and assumptions that support the optimization of project processes, and ultimately the delivery of the PDO. These have been identified for the project at design and reconfirmed at evaluation, and are summarized in Table 7 below.

Table 7: Critical Drivers and Assumptions for MCCAP Causal Pathways

Causal Pathway	Critical Drivers	Critical Assumptions
Component/Activities to Intermediate Results	<ul style="list-style-type: none"> Project validates and builds on baseline; Project prioritizes investments in precursor activities that drive parallel processes in support of incremental results. 	<ul style="list-style-type: none"> Enabling legislative framework facilitates project activities; Organizations have the capacity to execute MCCAP counterpart responsibilities; Lessons learnt in previous alternative livelihoods attempts are given due consideration; Project is able to effectively change attitudes and behaviour; Efficient procurement processes; Baseline indicators are relevant and robust and performance indicators are realistic and achievable.
Intermediate Results to Outcomes	<ul style="list-style-type: none"> Project secures technical capacity; Project employs adaptive implementation strategies; Project supports policy and regulatory processes; Project ensures due diligence in alternative livelihoods; Project evaluates BCC success. 	<ul style="list-style-type: none"> Stakeholders support expansion of replenishment zones; Policy makers embrace project objectives and processes; ICZMP implementation can be effectively measured; Methods used in coral restoration are sound; Alternative livelihoods go beyond training and start-up and are market-driven; BCC is target audience-driven.
Outcomes to PDO	<ul style="list-style-type: none"> Project assertively engages project partners in establishing the basis for sustaining and up-scaling outcomes in support of CC adaptation measures; Systematic monitoring of outcomes; Systematization of results and lessons learnt. 	<ul style="list-style-type: none"> Replenishment zones produce intended CC adaptation results; There is tangible evidence of effective coastal zone management and adherence to ICZM Plan; Resilient corals are growing well; There is evidence of meaningful supplementary income to fishing households from alternative livelihoods, coupled to reduce violation of infractions to no-fishing zones of MPAs.

MAIN EVALUATION FINDINGS

88. Overall findings of the MTE are summarized as per the criteria and rating scale used by UN Environment and OECD/DAC, consisting of the following five (5) ratings:

HS: Highly Satisfactory; S: Satisfactory; MS: Moderately Satisfactory; MU: Moderately Unsatisfactory; and U: Unsatisfactory

STRATEGIC RELEVANCE

89. Belize ratified the Kyoto Protocol on September 26, 2003, making it eligible to access funding from the Adaptation Fund. The Project was developed under the World Bank's Country Partnership Strategy (CPS) for Belize for the period FY2012-2015 (Report No. 63504-BZ), which focuses on supporting the GoB in achieving "Inclusive and Sustainable Natural Resource-Based Growth and Enhanced Climate Resilience." Specifically, the Project contributes to the CPS' *Results Area 3: Investment to strengthen climate resilience*, and its outcomes "Increased ecosystem resilience to climate change impacts" and "Strengthened legal and administrative framework for Protected Areas (PAs)."

90. As described in the Project Appraisal Document, the MCCAP is aligned with the National Poverty Elimination Strategy and Action Plan 2009-13 (NPESAP), specifically in (a) effective mitigation against the effects of climate change and natural disasters and (b) reduction in citizens' vulnerabilities to catastrophic disasters. In addition, the project aligns with the Horizon 2030 development plan and the Growth and Sustainable Development Strategy (GSDS), which both describe the main Government priorities and challenges and highlights the central role of sustainable environment and natural resource management in Belize.

91. The MCCAP is aligned with Belize's National Biodiversity Strategy and Action Plan (NBSAP), which promotes comprehensive use and management of Belize's biological resources. It is also aligned with the 2005 National Protected Areas System Plan (NPASP), which targets the enhanced management of PAs in accordance with recommendations from this plan and fulfils Belize's commitments to the CBD Program of Work on Protected Areas.

The overall rating for the project's Strategic Relevance is "Highly satisfactory".

QUALITY OF PROJECT DESIGN

92. An initial assessment of Project Design Quality (PDQ) was completed for the project based on a review of project design documentation (primarily the Project Appraisal Document and Results Framework, Project Operations Manual, Culturally Appropriate Participation Plan, Process Framework, and Environmental Management Framework). The results of this, coupled to responses to project evaluation questions received from project stakeholders, and review of project implementation documents, were used in the development of causal

pathways, assumptions and drivers in the reconstructed Theory of Change at Evaluation, which was instrumental in confirming preliminary results of the assessment of project design.

93. The PAD contains clear descriptions of the project's problem analysis, situation analysis and identification of stakeholders, with elements of human and sustainable development appropriately addressed. While attempts were made to describe the intended implementation approach for each project component, the logical pathways which link activities to outputs/results, to outcomes and then to PDO are not clearly described. The baseline indicators, intermediate results, outcome indicators, and cumulative targets are defined in the Results Framework in Annex I of the PAD and the POM. However, an articulation of critical assumptions tied to specific outcome indicators would have helped to better understand the causal logic of the project, possible intermediate states, and provide a clear pathway towards achieving the PDO.
94. The implementation arrangements of the project are adequate, provide for oversight at multiple levels of implementation, and representative of the governance needs of the project, considering its multi-disciplinary focus and broad geographic range through-out the country. Partnerships seem to be based on the natural choices available to the project, and not necessarily on a prior capacity assessment of said partners. However, and to the credit of the project, specific roles of partners are carefully described in each individual component of the Project. The project's knowledge management approach, communication mechanisms and methods for sharing of results and lessons during the project are clearly defined and currently being executed in Component 3, but there is no clarity of dissemination at End of Project (EOP).
95. Financial planning and budgeting seem appropriate at project design with clear yearly distribution, except that there does not seem to be any explicit budget allocated for M&E activities. In terms of efficiency, the PAD appropriately addresses all aspects related to efficiency, however, consideration for asymmetries in the capacity of some project partners to effectively deliver and/or absorb project support could have been given greater relevance from a 'project efficiency' perspective. Common and foreseeable risks along with their corresponding mitigation measures are addressed in multiple sections of the PAD. However, there was no TOC developed during project design which may have revealed more risks that are relevant for effective project implementation. Sustainability and replication strategies have been clearly defined in Section IV(C) of the PAD, but no clear exit strategy was defined, and some elements of sustainability may be compromised by risks that remained unidentified during project preparation.
96. The logic and causal pathways re-assessed during the main MTE process for moving from activities (as described for each component in relevant project documents mentioned above) to intermediate results show strong coherence, resulting in a reconstructed TOC that is representative of the project's Results Framework, and for the most part reconfirm the

results of the TOC at Design, with the addition of identified 'Intermediate States' between Intermediate Results and Outcomes, and minor adjustments to drivers and assumptions. Of the thirteen (13) criteria assessed in the PDQ, 1 was rated Highly Favourable; 3 were rated as 'Highly Satisfactory', 8 were rated as 'Satisfactory' and 1 was rated 'Moderately Satisfactory'. This Mid-Term Evaluation Report will provide an opportunity for the project to increase its assertiveness in continuing to mitigate the potential risks already identified as well as any new ones which may become evident during the MTE. The overall rating of project design, based on the results of the PDQ Assessment is 'Satisfactory'.

The overall rating of project design, based on the results of the PDQ Assessment is 'Satisfactory'.

NATURE OF THE EXTERNAL CONTEXT

97. The project faces no major challenge in terms of its External Context, and where a potential challenge may exist the PAD has identified necessary mitigation measures, in Section V, Annex 4 in the Operational Risk Assessment Framework (ORAF), and in Annex 5 in the Implementation Support Plan. Natural disasters may pose a threat in terms of project delays, however prudent planning that is typical of countries in the hurricane belt will mitigate the possible impacts of this. Other external factors such as conflicts and political upheaval are not known characteristics of Belize; therefore, these are not foreseen to limit the project's performance in anyway.

The overall rating for the project's Nature of the External Context is "Highly satisfactory".

EFFECTIVENESS

ACHIEVEMENT OF INTERMEDIATE RESULTS

98. This section provides an overview of the status of the project's results by component at the time of the MTE and an assessment of necessary considerations for their successful delivery during the remainder of the project cycle. The assessment below is based on mid-term targets defined in the results framework, validated against the results of project implementation to date, with due consideration of inputs provided by stakeholders during interviews conducted as part of this MTE process.

Component 1: Improving the protection regime of marine and coastal ecosystems.

99. Consistent with information presented in the PPRs, Aide Memoires of World Bank Supervision Missions, and confirmed in interviews with project stakeholders, most of the outputs under this component are well on track, and show a clear positive result when compared to the baseline defined in the project's Results Framework. The spatial mapping and analysis of target MPAs for realignment and expansion has been completed at 100%, and the project has delivered the Objective Outcome Indicators of expanding and securing MPAs from 13% to 20.2% of territorial waters (405,512.67 hectares), and marine replenishment (no-take zones) from approximately 2% to 3.1% (58,699.38 hectares). The process of realignment of fully-protected non-extractive zones is also well on track in the ground-truthing stage, and benefits from the support of a multi-agency task force created to provide technical oversight and advice. In efforts to promote effective management of selected MPAs, including replenishment zones, the project has conducted Climate Change assessments, and its support has allowed for joint patrols at Corozal Bay Wildlife Sanctuary, Turneffe Atoll Marine Reserve and South Water Caye Marine Reserve, increasing enforcement presence in the three MPAs. Tangible results to date include increased patrols in Corozal Bay Wildlife Sanctuary from 58 in 2015 to 166 in 2016; and a reduction in the number of infractions at Turneffe Atoll Marine Reserve from 92% to 26%. MCCAP has served as a catalyst to integrate efforts by the Fisheries Department, Coast Guard, NGOs, marine reserve staff, and the Forest Department to standardize enforcement operations of the targeted MPAs, while providing resources and skilled staff to the Fisheries Department and MPA co-managers to ensure effective surveillance, monitoring and enforcement.
100. This component of the MCCAP has also supported an Assessment of the Spiny Lobster (*Panulirus argus*) in the General Use Zone of the South Water Caye Marine Reserve during the closed season; and a National underwater survey to assess the Queen Conch (*Strombus gigas*) to determine the potential yield that function as the basis for the allocation of a quota for the conch fishery. Training in Spiny Lobster data was also delivered with over 20 Fisheries Officers, 20% females in lobster monitoring protocols, and catch log books collection and submission.
101. Fragments of Hope, on contract with MCCAP, is engaged in a pilot project to re-populate coral reefs in replenishment zones since September 2016, even though contract was signed since June 2016, and due to a delay relating to an international insurance requirement. At the time of the MTE, 4 of 6 nurseries were in place at SWCMR, and 5 of 6 nurseries in TAMR, with over 246 starter fragments. An additional two nursery tables in each site are expected to be installed by December 2017, and the final nurseries will be installed this December-May 2018. There are two 300m² out-plant sites targeted in each MPA, and a trial of micro-fragment direct out-planting of Elkhorn coral was done at SWCMR. So far growth rates of out-planted corals at SWMR and TAMR are slower than rates observed elsewhere, such as Placencia, and are believed to be due to a temperature discrepancy. A reef replenishment training with 12 Fisheries Officers, Co-managers, Tour Guides and fishers

was also held in Placencia as part of this contract. Notwithstanding the late start, this activity is well on track and substantially advanced.



Figure 5: Coral out-planting funded by MCCAP (Photo Credit: Fragments of Hope)

102. Also under this component is the revision of the MCCAP supported ‘Drafting Instructions’ for the Draft Forests (Protection of Mangroves) Regulations 2014 (sic); the Solicitor General’s Office has completed the drafting of the Mangrove Regulations. The Task Force is in the process of reviewing the document for further input. This activity is for the most part complete, as far as the project’s direct responsibility and intervention; however, the achievement of the corresponding outcome indicator will be dependent on the final adoption of the regulations and the required enforcement in the coastal zone. Similarly, the CZMA Act has been reviewed and revised, with the Institutional Assessment report and Draft Revised CZM Act now under final review by the CZMAI Board and Technical Advisory Committee. This latter activity suffered delays linked to a transition in leadership at the MAFFESD, but has since advanced to its final stages.

103. MCCAP has also provided substantial support to the Water Quality Monitoring efforts of the CZMAI. The project has fully equipped the Water Quality Laboratory and the Coastal Planning and Monitoring Unit at the CZMAI; supported the deployment of three (3) water quality monitoring Sondes to sample and assess water quality in the Belize River; the establishment of monthly monitoring protocols within the central region of Belize coastal/maritime zones; and supported the establishment of long-term monitoring of the Belize River. At the MTE, this activity is moderately on track for the most part, however, there were delays experienced during the procurement process, especially as it relates to the timely delivery of the boat and engine required for field activities, but also in the post-procurement period with two water quality monitoring probes being faulty and will have to be repaired with obvious consequences on the monitoring program. The MCCAP has also supported the re-launch of the Coastal Advisory Committees to assist in monitoring the implementation of the ICZMP, but response and participation have not been at the level expected.

104. Support was also provided by the project to acquire tools to assist in the compilation and analysis of spatial and temporal data of human use of coastal and marine resources to monitor compliance with development guidelines of the Coastal Zone Management Plan. In this regard, data collection was completed, and ground truthing conducted for Caye Caulker planning region and the Ambergris Caye region. Data processing and final maps were completed for Caye Caulker (40%) and 35% completed for San Pedro, and to a smaller extent for Belize City. In accordance with the Project's Results Framework, this data was to be produced for the coast of Belize (9 planning regions) in Year 1, as the baseline for measuring progress in future years. This clearly is not the case. As per Intermediate Result Indicator 1.3, at least 10% of coastal developments would be adhering to the development guidelines set by the ICZMP; however, this cannot be measured and demonstrated quantitatively, since the necessary baseline against which to measure has not been established. This indicator is substantially delayed, with legitimate concerns over whether it could be achieved within the project cycle. This is further discussed under 'Achievement of Outcomes'.

Component 2: Support for viable and sustainable alternative livelihoods for affected users of the reef in the areas impacted by project activities.

105. Under this component, a needs assessment for skills training was conducted by the project for targeted communities in consultation with community leaders, in support of the transition to alternative livelihoods. Under a contract arrangement with the Belize Institute for Technical and Vocational Education (ITVET) in Corozal and Orange Walk, four courses from the needs assessment list were selected to be offered to trainees from Consejo, Sarteneja, Chunox, and Copper Bank: food preparation, cosmetology (Figure 6), electrical and computer repairs. The Cosmetology course was for 14 trainees (100% females); Food Preparation was for 16 trainees (88% females); Electrical Installation was for 15 trainees (7% females); and Computer Service & Repairs was for 15 trainees (40% females), for a total of 60 trainees, including 58% women. Of note is the fact that 23% of trainees had primary education as their highest academic level and 35% had secondary education as their highest academic level.

106. As reported in the World Bank's Implementation Status & Results Report of 29th June 2017, and confirmed during MTE interviews and the Orange Walk Training Report, trained community members provided community service at the Sarteneja Fisherman's Fair, and to community organizations. Their services included repairing/setting up computers and installing ceiling fans, light switches and bell, etc., to three schools in Sarteneja, three schools in Chunox Village, one each in Copper Bank Village and Orange Walk. Other organizations assisted were Village Councils, Fishermen Cooperative and Associations.



Figure 6: MCCAP-supported Cosmetology Training (Photo Credit: MCCAP)

107. The project has made steps to mobilize the community towards alternative livelihoods, focused on three main sectors: tourism, agriculture, and fishing as agreed with the TAC and the PSC. The World Bank agreed to an Indefinite Delivery Contract (IDC) process to facilitate the MCCAP in securing consulting services to develop concept notes and full proposals including business plans for alternative livelihoods sub-projects. Steps have been taken to identify and target vulnerable groups (women, elderly, indigenous people, level of education, and ethnicity) to ensure that they are aware of the opportunities being offered by MCCAP and have a fair opportunity to participate. Annex 6 provides a summary of the project's intervention in each of the 12 targeted communities.

108. The project has adopted a strategy which seeks to diversify the household livelihood by maximizing income earning potential of adults in the household, and considering the entire fishing household (mother and/or father, children) as the targeted beneficiaries, while encouraging the participation of the entire household in the identification and preparation of project concepts to be considered for support by MCCAP. At the time of the MTE, a total of 16 project concepts for alternative livelihoods had been received by the MCCAP, of which 10 had received approval from the TAC. Table 8 presents a list of approved project concepts. While the budget being requested in some cases has not been specified, if the stated maximum of US\$100,000 is assumed, these 10 approved concepts potentially

represent a commitment of US\$1.0 million to be disbursed under Component 2 so far, with a potential to increase as more concepts are received, approved and developed into 'implementable' projects.

Table 8: Summary of Approved Concepts for Alternative Livelihoods Sub-Projects

Sub-Project Title	Date Received	Area of Focus	Indicative Budget (USD)
Enhancing the climate resilience of St. Viator Vocational High School agriculture farm to diversify livelihoods and improve food security	January 22nd 2016	Agriculture	100,000
Enhancing the climate resilience of Agriculture and Natural Resources Institute agriculture school farm to diversify livelihoods and improve food security	May 15, 2016	Agriculture	89,164.57
Safeguarding Belize's Fisheries for Sustainability through Seaweed farming as an Alternative Livelihood	April 12th 2016	Fisheries Diversification (Seaweed)	not determined
BCCFA Deep Slope Fishing Alternative Livelihood	May 9th 2016	Fisheries	100,000
Draft tourism development action plan for the Corozal Rural Belt that will guide MCCAP tourism-based grant scheme	May 9th 2016	Tourism	not determined
Fisheries Diversification through deep-slope fisheries	May 9th 2016	Fisheries	not determined
Improving Production Chain for Conch and Lobster Fishery through capacity building and equipment upgrade	September 16th 2016	Fisheries	50,000
Climate Change adaptation in Belize: Diversification to Deep Slope Fisheries	November 10th 2016	Fisheries	10,000
Seine Bight Cultural Tourism Project	May 30th 2017	Tourism	75,000
Capacity Building and Promotion of Organic Farming	August 6th 2017	Agriculture	100,000

109. A consulting firm Praxi-5 has been hired to provide expert services for the development of alternative livelihoods sub-projects, and NEXTERA has been hired to provide environmental technical expertise, and to ensure compliance with World Bank safeguards in the design of sub-projects. The firm has made progress on the development of 7 sub-projects, with varying degrees of success. 'Inception Reports' have been submitted for 3 sub-projects; however, no sub-project has been fully developed as yet. Annex 7 presents details of the status of the Praxi-5 assignment at November 13, 2017.

110. Notwithstanding the extensive efforts, progress and successes described above, and when compared to Intermediate Result Indicator 2.1 (*Alternative livelihoods subprojects developed*) and Intermediate Result Indicator 2.2 (*Persons participating in training based on training needs assessment and % trainees are women*), this component is critically delayed. As per the project's Results Framework, 10 sub-projects should have been developed by Year 2 and 17 by Year 3; while 200 persons (30% women) should have been trained based on the training needs assessment by Year 2 and 1,000 (30% women) by Year 3. From the perspective of a strict quantitative assessment, Intermediate Result Indicator 2.1 at the time of the MTE has been delivered at 0%, while Intermediate Result 2.2 has been delivered at 30%, based on the Year 2 target, and at 10% when compared to the Year 5 target of 2,000. The extensive efforts by the project and the many processes required before getting to the actual result indicator are duly noted, recognized, and applauded. This, however, suggests that important process drivers and critical assumptions needed to be able to deliver the planned results and indicators may not have been given enough thought and analysis during project design, or were simply not evident at the time of project design. This observation is consistent with statements already made above under 'Project Design' and in the context of the Theory of Change analysis.

111. As can be appreciated from the information presented in Table 8 above, sub-project concepts have been received an average of 18 months ago, with those approved by the TAC still have not gotten to the full project document stage as yet. Clearly the process from concept to sub-project development has posed numerous challenges and has taken exceptionally long. While it was revealed during the MTE interviews that the delay is due primarily to robust due diligence processes, issues related to capacity of community groups to identify and prepare solid concepts, procurement challenges, and coupled to a change in the Senior Technical Officer of the project who was tasked with the majority of the follow-up work for Component 2, this delay places substantial pressure on the project team, the TAC and the PSC to identify creative strategies to ensure effective implementation of Component 2 for the remainder of the project. This is crucial, as major outstanding budget execution by the project is dependent on the progress of activities under this component, especially since Components 1 and 4 are very much ahead of schedule in terms of budget execution. This issue and its implications are revisited in other sections below.

Component 3: Raising awareness, building local capacity, and disseminating information.

112. This component is well on track in terms of results, consistent with the Results Framework. The component has delivered on the development of a Knowledge, Attitude and Practice (KAP) survey in the 12 targeted communities of the project. Consistent with the POM, this KAP survey is to be repeated in Year 3 and Year 5 in order to assess levels of behavioural change; however, this first survey report recommended against the usefulness of repeating the survey in Year 3. A Draft Communication Plan has also been developed and is currently under review by the TAC. The said plan was developed through an

exhaustive consultation process with the participation of a wide diversity of institutions relevant to the project objectives. Numerous observations during the MTE interviews suggest the need for targeted communication and feedback with project stakeholders on the day-to-day progress of project activities, and thus the urgent need to implement the Communication Plan. A first training session on 'training of the trainers' workshop on integrating climate change adaptation into planning processes with specific focus on the fisheries sector in Belize was also conducted, and saw the participation of 26 participants from more than 10 project partner institutions, 35% of which were females.

113. The project embraced the services of Ecology Project International Belize to provide 25-30 hours of training to students of Chunox St. Viator Vocational High School, Agriculture and Natural Resources Institute, and most recently added two schools: Gwen Lizarraga High School in Belize City and Georgetown Technical High School in southern Belize. Training is in support of the ridge to reef approach and includes marine and rainforest conservation and Climate Change for youths, beach clean-up, exposure to Lionfish assessment, and Climate Change advocacy. The marine training benefitted 32 students, 6 teachers and 3 parents for a total of 41, while the rainforest training benefitted 26 students and 6 teachers for a total of 32; about 65% of all participants in the training were females. MCCAP has also been instrumental in supporting environmental clubs and advocacy for community service, as was evidenced in YouTube video 'Sarteneja youth empowerment clean-up campaign 2017'.
114. The MCCAP also engaged the Caribbean Climate Change Centre (CCCCC) to deliver a training of trainers' workshop on integrating Climate Change adaptation into planning processes with specific focus on the fisheries sector, using the participatory oriented training based on the Caribbean Climate Online Risk and Adaptation Tool. This workshop had the participation of 29 participants with 35% females, representing nine government departments, MPA Co-managers and NGOs. It is intended that trainees from this workshop will organize and implement community level workshops to support relevant actors with increasing and building their knowledge to develop climate resilience strategies.
115. The MCCAP developed and implemented the First Women in Fisheries Forum, with the participation of over 51 women from the Fisheries Department, Women's Department, Protected Areas Conservation Trust, Wildlife Conservation Society, The Nature Conservancy, Oceana, Turneffe Atoll Sustainability Association, Belize Audubon Society, Private Sector, and other women from different areas of the fisheries sector. The Forum outlined the need to address working conditions, communicating fisheries issues to women, and ethnic and cultural roles of gender in Belizean society. MCCAP has demonstrated its commitment to the promotion of gender equity and equality in the allocation of resources, rights, status and responsibilities between men and women in Belize. Figure 7 highlights the cover page of brochure of the MCCAP-WCS Women in Fisheries Forum.

Figure 7: Cover Page of Brochure for Women in Fisheries Forum



Component 4: Project Management/Administration.

116. The MCCAP Project Coordinator was hired March 2015, the Administrative Officer in April 2016, and Senior Technical Officer in October 2016. These three employees make up the full complement of staff within the Project Interagency Group (PIAG). The project Procurement Officer stationed at PACT as National Implementing Entity (NIE) and fiduciary manager was already on-board and has been available to provide procurement services from the onset. The World Bank facilitated efforts to build procurement capacity early in project implementation, leading to the Project Coordinator and Procurement Officer participating in the World Bank Annual Caribbean Fiduciary and Safeguard Workshop in Santo Domingo, Dominican Republic, May 23-25, 2016; and the Procurement Officer participating in the World Bank Procurement Workshop to review the new procurement framework for investment project financing in Grenada, November 8-10, 2016.

117. The Project's Inception Workshop was successfully held on March 17th 2015, and the Project Steering Committee (PSC) and Technical Advisory Committee established and

operational. At the time of the MTE, at least 8 PSC meetings and 10 TAC meetings had been held to address project operational needs from both the technical and policy oversight perspectives. The project has produced on time its Annual Operational Plans for 2016/2017 and 2017/2018, its Procurement Plans for 2016/2017 and 2017/2018, as well as its Quarterly Reports, and the Project Performance Reports.

118. Worthy of mention is the repeated observations made by many project stakeholders of the roles of the PSC and the TAC, and their influence on project implementation. While it is recognized that it is the desire of Government that CEOs of the relevant ministries sit on the PSC to provide oversight and strategic direction, there is a general feeling among project stakeholders including some PSC members, that in practice this desired governance arrangement is not efficient and does not work in favour of timely project implementation. Besides, the MCCAP PSC has had at least 3 different Chairpersons since the project started, which has also resulted in delays in critical decision making needed to advance project progress. The CEOs of Government ministries are extremely busy people, and may sit on multiple PSCs for projects funded by different multilateral agencies, in addition to other legislated committees and Boards. There have been instances where having a quorum has proven to be challenging, a situation which has led to a more frequent use of round-robin for PSC approvals and decision-making. It must be pointed out, however, that Section 4.3 of the PSC Terms of Reference does include provisions for round-robin to be used for final decision on urgent matters. However, it is clear that round-robin is meant to be the exception, not the rule. Additionally, the anticipated quarterly meeting of the PSC has not been maintained on a persistent basis, with at least two quarters having been passed in 2017 without an in-person PSC meeting. Under these circumstances, project processes get substantially delayed, even if the TAC has been meeting regularly, and even if the project team has been efficient in all other project implementation processes.
119. There is a general feeling among persons interviewed that the role of the PSC should be more streamlined to focus strictly on the project's alignment with national level policy and policies for fiduciary governance. To this end, recommendations were made for all roles which may be interpreted to mean anything other than national policy direction and fiduciary governance should be considered for removal from the Terms of Reference of the PSC and delegated to the TAC, which clearly is better placed to respond to the dynamism, frequency and intensive pace of oversight and decision-making that the MCCAP requires. This issue is revisited below under 'Recommendations'.
120. Project stakeholders including members of the PSC and TAC are of the general opinion that the Project Coordinator and the Project Team have been effective in creating the enabling conditions necessary to advance project implementation, including the application of adaptive strategies as needed to produce the desired intermediate results. The Project Coordinator is effectively championing the project and her leadership has resulted in visible and demonstrated engagement of a wide diversity of institutions and partners in activities across all project components. The approaches used to pursue intermediate results clearly place proper due diligence on ensuring compliance with all World Bank safeguard policies

approved for the project, especially in mainstreaming participation by women in trainings and workshops sponsored by the project, and in the ongoing design of sub-projects, consistent with the specifications defined in the POM and other approved safeguard documents. The successes achieved to date, especially in Components 1 and 3, could not have been achieved without the leadership of the Project Coordinator and her team, and the dedication, commitment and leadership of the TAC and the PSC.

121. After considering the many successes in intermediate results achieved to date, challenges faced by the project, including the many assumptions which must be fulfilled, the processes and enabling conditions required for project activities to advance, with due consideration for those results that are delayed, it is fair and appropriate to evaluate the delivery of intermediate results by the project to date to be satisfactory.

The overall rating for the project's achievement of Intermediate Results is "Satisfactory".

ACHIEVEMENT OF OUTCOMES

122. Consistent with the discussion presented in the reconstructed TOC at Evaluation, this section seeks to determine the extent to which the anticipated outcomes of the project are likely to be achieved, in consideration of intermediate states identified in the TOC and the extent to which outcomes may be en route to deliver the project's intended PDO, within the true context of project implementation, as compared to the context at project design. The progress of the intermediate results discussed above, coupled to the discussion and logic of the TOC at Evaluation, form the substantive basis upon which this assessment of achievement of outcomes is based.

Outcome 1: MPAs and replenishment zones expanded and secured in strategically selected locations.

123. From the progress described above, intermediate results 1.1 and 1.2 are well on track and have already led to substantial progress in delivering the intermediate state of expanding MPAs and replenishment zones in strategic locations. With both intermediate results and intermediate state well advanced, Outcome 1 is almost guaranteed to be fully delivered by the end of the project.

Outcome 2: Coastal zones effectively managed.

124. Sub-component 1.4 – *'Promoting effective management of Belize's MPA network and the coastal zone'* makes provisions for the review and reform of the legal and institutional framework for protected areas; review of Mangrove Regulations; Review and Reform of the CZM Act; and implementation of the ICZM Plan. This sub-component, based on the

structure of the Project Results Framework, is tasked with the delivery of Outcome 2. As can be appreciated from the description above, the project has delivered on the draft mangrove regulations, draft revision of the CZM Act and Regulations, and the provision of equipment and personnel for CZMAI Water Quality Monitoring, and acquired tools to assist in the compilation and analysis of spatial and temporal data of human use of coastal and marine resources.

125. The indicators for Outcome 2 '*75% of coastal developments adhering to the development guidelines set by the ICZM Plan*' and '*Mangrove clearance infractions reduced by 100% - that is, infractions of the revised mangrove regulations*' are by design unrealistic and extremely ambitious to be achieved within the life of the project. Before being able to measure adherence by coastal developments, the '*current status of adherence*' must first be established as a baseline, and the selected metrics to be used for estimating % must be relevant and easily measured. This baseline was not established in the project Results Framework. Additionally, and consistent with discussions presented in multiple sections above, the current articulation of Outcome 2 makes it a complex long-term process and a deliverable to be achieved beyond the current project cycle and probably even beyond the current PDO. This scenario questions the relevance of the outcome as currently written, and has led to this outcome being interpreted and classified as a 'higher level' outcome, when compared to the others. It is necessary to revise the articulation of Outcome 2 to make it more relevant and consistent with the project design, more measurable, and which incrementally supports the delivery of the PDO, thus also requiring adjustment to the articulation of the corresponding indicator at the Project Objective level.
126. The CZMAI, with the support of MCCAP, has embarked on an inventory of development sites, which is an extended process involving the following steps: (1) aerial imagery/survey to establish a spatial & temporal baseline for human use of the coastal and marine resources, (2) digitization, (3) ground truth to validate the development sites captured with the aerial survey, and (4) data processing. At the time of the MTE, data processing and final maps were developed for 3 of 9 coastal planning regions: 40% completed for Caye Caulker, 35% completed for San Pedro and to a lesser extent for Belize City (specific % unavailable); thus 100% completion does not yet exist for any one of the 3 planning regions attempted. At the time of the MTE, only incomplete data is available for 3 of 9 of the planning regions, indicating clearly that neither the baseline indicator nor the outcome indicator may be delivered as presented in the Results Framework, by the end of project. A re-articulation of this indicator consistent with a re-articulated Outcome 2, geared towards establishing a valuable baseline for measuring coastal developments is recommended, thus allowing for a more relevant measure of performance and success at the level of Outcome 2.
127. Notwithstanding the success achieved in the review of the mangrove regulations and the CZM Act and Regulations, in order to get to the point of establishing that 'protection regime of coastal ecosystems improved', both pieces of legislation must first go through the full process until they are fully adopted and made implementable. However, even after adoption of a revised mangrove regulations, compliance cannot be assumed as a given and must go

hand-in-hand with enforcement capacity of the Forest Department and monitoring of the coastal developments by the CZMAI and other relevant partners. Additionally, this new regulation would need to be part of an aggressive public education campaign if compliance is to be expected. To this end, the outcome indicator '*Mangrove clearance infractions reduced by 100% - that is, infractions of the revised mangrove regulations*' is unlikely within the life of the project. A re-articulation of this indicator is recommended, and will thus also requiring adjustment to the articulation of the corresponding indicator at the Project Objective level.

Outcome 3: Livelihoods of affected users of the reef diversified.

128. Intermediate Result Indicator 2.1 (*Alternative livelihoods subprojects developed*) and Intermediate Result Indicator 2.2 (*Persons participating in training based on training needs assessment and % trainees are women*), are directly responsible for the delivery of Outcome 3, once it can be established that viable and sustainable alternative livelihoods for affected users of the reef have been supported (intermediate state between intermediate result and outcome). Even though there are important delays highlighted above, the activities successfully conducted up to the time of the MTE in favour of the relevant intermediate results 2.1 and 2.2, do in fact create a solid base towards delivery of Outcome 3. However, the current status of sub-projects (intermediate result 2.1) will make it difficult for the target of 20 sub-projects be delivered by the end of project, even though the outcome '*Livelihoods of affected users of the reef diversified*' may still be delivered; i.e., livelihoods may still be diversified, but not necessarily to the extent defined in the Project Results Framework in terms of number of sub-projects. This scenario is possible because the indicators for Outcome 3 are non-quantitative, even though the corresponding lower-level intermediate results in support of the outcome are quantitative and time-bound, and expressed as Cumulative Target Values. It may be necessary to consider a revised indicator that is more relevant and realistic, in consideration of the implementation context of the project 'on the ground'.

129. The discussion provided in the paragraph above also applies to intermediate result 2.2, where at the MTE, only 10% of the 2,000 target for year 5 has been achieved in terms of persons trained based on the communities' needs assessment. It is important to note that it has been difficult for this evaluation to substantiate the rationale for the targets identified in the Project Results Framework in terms of number of persons to be trained. During MTE interviews and review of training data, several observations were made which are of relevance to this point: fishers that are directly affected by the 3 targeted MPAs may be substantially less than 2,000 (there 1,231 registered fishers in the MCCAP target communities who fish at SWCMR, CBWS, and TAMR); not all other members in the fishing household are interested in an alternative livelihood; some members of the fishing household already benefit from gainful employment elsewhere; some persons trained already had formal training in one of the alternatives offered, but took the training

nevertheless because it was offered and for “free”; some members of the household have no interest in the three trainings offered by the MCCAP/ITVET. Under these circumstances, 2,000 trainees as a target seem excessive and difficult to justify, and may warrant a revision of this indicator at both the objective and outcome levels, in the form of a realistic percentage of the total registered fishers affected (i.e., a percentage of 1,231).

Outcome 4: The value of marine conservation and impacts of climate change are understood by local people.

130. The KAP Survey was completed on time as required and is programmed to be repeated in Year 3 and 5. Public Awareness in the meantime has been embraced at the level of schools and relevant partner institutions, with fishers in 12 fishing communities to be targeted in early 2018, as soon as the Draft Communication Plan currently being reviewed is approved for implementation. The fisheries policy, strategy and action plan is being developed, while learning fora and strategic planning for fishers are activities with a very low level of complication and can be executed quite expeditiously and can even be audience and region specific. In consideration of the fact that communications and awareness targeting fishers and fishing communities may not start in a systematic and sustained fashion until 2018, there may be legitimate reasons to rethink the usefulness of a KAP survey in Year 3, as pointed out in the first survey report and endorsed by this MTE. Deferring the KAP Survey until Year 5 will also free up resources which may be urgently needed in Components 1 and 4. There is no overwhelming reason at the time if the MTE to assume that Outcome 4 cannot be achieved by the end of the project; with the exception that the targets identified for strategic planning support to fishers’ associations and cooperatives (24 by End of Project) is difficult to rationalize and justify, and should be reduced to reflect the true frequency and usefulness of strategic planning sessions. Similarly, guided by the baseline information reported in the KAP Survey for ‘Level of knowledge on Climate Change’ and ‘Level of positive attitude towards Climate Change’, the target of achieving 75% change of attitude is extremely ambitious, and may warrant a revision of the corresponding project objective indicator.

Overall assessment of the achievement of outcomes

131. The project has had significant progress towards the achievement of the outcomes, even though the level of achievement in some cases varies significantly between outcomes. The intermediate results delivered at the MTE are significant and are indicative of effective project implementation, even though there is evidence to suggest that some intermediate results may not be delivered or delivered only partially, thus compromising the extent to which the corresponding outcomes may be delivered at the end of the project. This, however, is not necessarily an indication of weaknesses in project implementation, but more a reflection of the complexity of the processes required and numerous assumptions which are not necessarily being fulfilled, as well as an inappropriate articulation of Outcome 2. The

strong linkages between intermediate results and outcomes and the inter-relationship among outcomes, require a holistic approach to project implementation for the remainder of the project, in support of the PDO, within the context and challenges identified in the TOC and the recommendations being made in this MTE. Annex 8 provides a summary of planned versus actual delivery of project results at the MTE.

The overall rating for Effectiveness is “Satisfactory”.

LIKELIHOOD OF ACHIEVING PDO (REVIEW OF OUTCOMES TO PDO)

132. The Review of Outcome to Impact (ROtI) approach is used to determine the likelihood of the MCCAP delivering on the Project Development Objective, by building upon the results of the TOC at Evaluation. There are three intermediate states defined in the reconstructed TOC, which are intimately linked, but are not necessarily synonymous to each other. The four technical outcomes of the project all contribute to these intermediate states, but the achievement of these states is not dependent on the project alone, and other factors have to be considered, including new drivers and assumptions as pointed out in the TOC analysis. Consequently, the extent to which the project may achieve ‘PRIORITY ECOSYSTEM-BASED MARINE CONSERVATION AND CLIMATE ADAPTATION MEASURES IMPLEMENTED TO STRENGTHEN THE CLIMATE RESILIENCE OF THE BELIZE BARRIER REEF SYSTEM’ will be dependent on the extent to which outcomes have been delivered by the End of the Project (EOP) in consideration of all relevant factors discussed above. Therefore, this MTE is a preliminary assessment of this likelihood based on observed performance to date, within the current project implementation context and in consideration of a re-articulated Outcome 2 and the possible restructuring of some project performance indicators, which may consequently affect the PDO and the likelihood of its achievement.
133. The intermediate states are necessary transition points because the outcomes of the project, which can be classified as short-term impacts en route to the PDO, may only be partially delivered due to circumstances not under the control of the project. Two cases in point are the Draft Mangrove Regulations and the Draft Revised CZM Act & Regulations. The rate at which legislative and regulatory processes move is determined by many factors external to the project, though their ultimate passing and adoption will clearly strengthen the likelihood of the project achieving the desired PDO. Additionally, even if the legislation and corresponding regulations are put in place, actual implementation and streamlining may require a learning curve with necessary adjustments to institutional arrangements and guidelines, before field implementation and enforcement become effective. However, by Year 5 the project would have fully delivered its part of the process and results necessary in terms of the Draft Mangrove Regulations and the Draft Revised CZM Act & Regulations, in support of the PDO.

134. Similarly, being able to decisively establish that the alternative livelihoods investments of the project are in fact “sustainable” and that behavioural change in support of MPAs and ICZM has been achieved, are both time-bound impacts, and are unlikely to be demonstrable or measurable during the life of the project. Alternative livelihood sub-projects need to first be successfully implemented and evaluated to confirm that they are in fact resilient sub-projects and thus sustainable. Behavioural change, attitude and practice may not necessarily be achieved as a consequence of project interventions alone, but may also be linked to deeply-rooted cultural factors and traditional practices which may only be achieved through an extended and gradual cultural shift. Even though the project has been involved in public awareness activities, targeted and audience-specific communications and awareness building will start until 2018 once the Communications Plan is approved and under implementation; this leaves very little time to achieve and measure ‘behavioural change, attitude and practice’. In terms of these outcomes, the project will still contribute substantially to the PDO, to the extent possible within the implementation context described above.
135. Finally, and as discussed above under achievement of intermediate results, there are major challenges in establishing the baseline needed to quantitatively demonstrate adherence to coastal developments, and by extension, the degree with which the adaptation measures being supported by the project are in fact strengthening the climate resilience of the Belize Barrier Reef System. Proper baseline, metrics, and measurements for the entire coastal zone (9 planning regions) are not likely to be available by the end of the project. However, the project can make significant strides in support of the PDO by restructuring Outcome 2 and the relevant corresponding indicator to provide a more robust baseline for measuring adherence.
136. The observations made in this section suggest that some of the outcomes and intermediate states are really long-term impacts, and focus more on the continuity of processes in support of the climate resilience of the Belize Barrier Reef System, beyond the initial success to be achieved by the project. In this regard, there may be wisdom in project efforts to focus on the quantity and quality of delivery of intermediate results and outcomes, as a robust foundation for the continuity of these long-term processes initiated by the project, in support of perpetual strengthening of climate resilience of the Belize Barrier Reef System.

RATING

137. The ROTl methodology requires ratings to be determined for the outcomes achieved by the project and the progress made towards the ‘intermediate states’ and assessment of the project’s progress towards achieving its intended impacts, en route to delivery of the PDO within the current implementation context of the project as observed at the MTE. This is done in accordance with the GEF ROTl Handbook, and the adapted guidance matrix, actual likelihood ratings, and six-point scale are provided below in Tables 9, 10 and 11, respectively.

Table 9: ROTl Rating Matrix

Outcome Rating	Rating on progress toward Intermediate States	Impact Rating en Route to PDO
D: The project's intended outcomes were not delivered	D: The conditions necessary to achieve intermediate states are unlikely to be met.	Rating "+" Measurable impacts or threat reduction achieved and documented within the project life-span
C: The outcomes delivered were not designed to feed into a continuing process after AF funding	C: The conditions necessary to achieve intermediate states are in place, but are not likely to lead to impact.	
B: The outcomes delivered were designed to feed into a continuing process, but with no prior allocation of responsibilities after AF funding.	B: The conditions necessary to achieve intermediate states are in place and have produced secondary outcomes or impacts, with moderate likelihood that they will progress toward the intended Climate Change Adaptation Benefit.	
A: The outcomes delivered were designed to feed into a continuing process, with specific allocation of responsibilities after AF funding.	A: The conditions necessary to achieve intermediate states are in place and have produced secondary outcomes or impacts, with high likelihood that they will progress toward the intended Climate Change Adaptation Benefit.	

Table 10: Overall Likelihood of Achieving PDO

Belize Marine Conservation and Climate Adaptation Project (ID: P131408)						
Outcomes	Rating (D-A)	Intermediate States	Rating (D-A)	Impact (GEB)	Rating (+)	Overall

<p>O1: MPAs and replenishment zones expanded and secured in strategically selected locations</p> <p>O2: Coastal zones effectively managed</p> <p>O3: Livelihoods of affected users of the reef diversified</p> <p>O4: The value of marine conservation and impacts of climate change are understood by local people</p>	<p>B</p>	<p>IS1: Effective public policies and regulatory framework leading to improved adaptive management response in support of ICZM; coastal resources restored; reduced user conflicts in coastal zone; and accountability improved.</p> <p>IS2: Sustainable livelihoods lead to reduce stresses on coastal resources and behaviour change leading to voluntary compliance by coastal resource users and public advocacy for ICZM.</p> <p>IS3: Adaptation measures in support of increased resilience are quantifiable and are being quantified to demonstrate impact on resilience.</p>	<p>C</p>	<p>PRIORITY ECOSYSTEM-BASED MARINE CONSERVATION AND CLIMATE ADAPTATION MEASURES IMPLEMENTED TO STRENGTHEN THE CLIMATE RESILIENCE OF THE BELIZE BARRIER REEF SYSTEM</p>	<p>+</p>	<p>BC⁺</p>
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<p>Justification for the rating:</p> <p>Outcome 1 is substantially advanced and will likely be achieved by the end of the project; A re-articulated Outcome 2; and Outcome 3 and 4 have a high probability of being substantially achieved by the end of the project. It has been recognized through-out the MTE that Outcomes 2, 3, and 4 are long-term to which the project will contribute significantly; but there is not yet any confirmed allocation of responsibilities to ensure continuity of said processes beyond AF resources.</p>	<p>Justification for the rating:</p> <p>As extensively discussed above in multiple sections of this MTE, while some planned outcomes may not be fully achieved as originally planned, substantial progress is likely in most indicators if restructured to reflect the current implementation context and coupled to a re-articulated Outcome 2, thus making a substantial contribution towards the Project Development Objective.</p>	<p>Justification for the rating:</p> <p>There is evidence of positive change in the baseline with respect to area of coverage by Marine Protected Areas and their replenishment zones; positive changes in enforcement and rate of arrest; restoration of coral reefs with out-planting already conducted at multiple sites; and in number of trainees in communities targeted by the project.</p>	
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Table 11: ROtI Six-Point Scale

Highly Likely	Likely	Moderately Likely	Moderately Unlikely	Unlikely	Highly Unlikely
AA AB BA CA BB+ CB+ DA+ DB+	BB CB DA DB AC+ BC+	AC BC CC+ DC+	CC DC AD+ BD+	AD BD CD+ DD+	CD DD
<p>NB: Projects that receive documented changes in baseline status during the projects lifetime receive a positive impact rating indicated by a “+”.</p>					

138. The overall rating based on the scale in Table 10 is “**BC⁺**” and would thus be classified as ‘**Likely**’. However, consideration must be given to the driver and assumptions that are yet to be tested in moving towards the intermediate states and the assumptions to be tested for moving from intermediate states to PDO. Progress during the remaining half of project implementation may change this rating at the end of the project, and thus still have a probability of improving.

The rating for the project’s likelihood of achieving the PDO is “Moderately Unlikely”.

PROCUREMENT & FINANCIAL MANAGEMENT

139. The project activities are being funded as per the global project budget presented in the Project Operations Manual (POM), and as subsequently programmed in Annual Operational Plans (AOP) and Annual Procurement Plans which are revised and approved by the

Technical Advisory Committee (TAC) and the Project Steering Committee (PSC). Counterpart contributions reported at October 2017 was satisfactory and maintained a ratio of 3:1 when compared to Adaptation Fund resources; i.e., AF3:1 Counterpart. As per a subsidiary agreement between PACT and the Government of Belize, procurement and financial management services are provided to the project by PACT, as the project's National Implementing Entity (NIE). Personnel assigned to carry out procurement and financial management duties are physically stationed at PACT offices in Belmopan.

140. The early stages of project implementation saw setbacks in financial management efficiency due to structural and formatting deficiencies in the accounting system used to manage the project's financial resources, resulting in faulty and untimely reporting to the World Bank, which in turn led to delays in the successful submission of Statement of Expenses and successful disbursement requests. In this regard, support provided and recommendations made during supervision missions by the World Bank have resulted in PACT making corrective measures to the financial management arrangements (use of QuickBooks, project specific account, and contracting a Project Accountant), with the Aide Memoire of the recent World Bank Supervision Mission in October 2017 recognizing the improvement in the management and reporting of the project's financial resources, and a 'clean' independent audit report.
141. There were other concerns raised during the MTE regarding the project's financial management processes. These relate to the timeliness with which PACT processes project payments. While PACT's response to this issue focuses on the systems in place at PACT to ensure proper due diligence and fiduciary management, project partners are emphatic about delays in project processes due to the slow movement of payments, suggesting that the payment process is not responsive to the pace and dynamism that characterize project implementation. Included in this issue is the fact that the Chairperson of the PSC and CEO of the MAFFSD must authorize payments and also must sign most checks, therefore, prepared payment vouchers and checks are still subject to the availability of the CEO to sign. Additionally, and as far as the need for a second signatory for checks, PACT is going through a transition with an Acting Executive Director, who has certain limitations in signing checks depending on the amount, thus requiring the signature of the Deputy Chairperson of PACT's Board. This also is a potential source of delay in payments. While these issues have proven to be challenging for the project, the challenge is more administrative than structural, and a favourable solution should be totally feasible through practical negotiations between PACT and the PSC, especially since the Chairperson of the PSC is also the Chairperson of the PACT Board. There was no evidence to suggest that 'electronic online payments' have been explored to facilitate payments.
142. Another issue raised concerning the project's financing is the fact that a 25% has to be added to cover taxes on all foreign/international consultant contracts. Compounded to this is that 50% of the Procurement Officer's salary now has to be paid from Component 4, taking the projected expenditure of this component to 118% of its original amount. These two issues have placed a burden on the project resources, thus making fewer funds available to

deliver on project activities. This is of concern since the budget of components 1 and 4 are already substantially executed, and the project may be forced to make adjustment in budgetary allocations to ensure effective project management, and the completion of intermediate results and meaningful contributions towards the delivery of project outcomes.

143. Procurement for the project is conducted through a PACT Procurement Officer whose responsibilities are shared among more than one project. As stated above, with World Bank support, the Procurement Officer participates in the World Bank Annual Caribbean Fiduciary and Safeguard Workshop in Santo Domingo, Dominican Republic, May 23-25, 2016; and in the World Bank Procurement Workshop to review the new procurement framework for investment project financing in Grenada, November 8-10, 2016. The skills acquired have been consolidated through practical procurement experience at PACT since 2014 and through continuous procurement support from World Bank specialists. Statements by some project stakeholders regarding the time it takes for goods to be procured seemed to be related more to a lack of understanding of the World Bank procurement processes and guidelines, as opposed to deficiencies in how the required procurement processes are being conducted.

144. While the procurement processes conducted to date appear to be in accordance with the required World Bank guidelines, the anticipated wave of procurement tied to alternative livelihood sub-projects will pose new challenges. PACT has no procurement expertise in terms of Community-Driven Development (CDD) projects which may be applicable in the case of the alternative livelihoods sub-projects. In the use of CDD, local culture, norms and capacity are given a greater role in the project execution and many of the decision making and management should be delegated to local communities. This is a whole new territory from a fiduciary perspective and has the potential to cause serious delays due to uncertainties in the specific steps and details involved in CDD. Supplementary procurement support will be absolutely necessary, especially since at least 10 sub-projects may be implemented simultaneously and under intense pressure due to the limited time left for project execution. Also, while grouping similar or like procurement needs into larger contracts may be tempting (especially for goods and equipment which may be needed for sub-projects), this may actually require the use of National Competitive Bidding (NCB) or International Competitive Bidding (ICB) instead of Shopping, both of which will potentially require 6 to 9 months for the goods and equipment to be actually delivered; the MCCAP and the sub-project applicants simply do not have the luxury of waiting 9 months to effectively get the sub-projects underway.

The project rating for Procurement & Financial Management is “Satisfactory”.

EFFICIENCY

145. Consistent with the recent adjustments in financial management and robust procurement practices, the project is applying cost-saving mechanisms to ensure results are achieved

within the approved budget and established procurement guidelines, including the combination of multiple procurement needs into one process to save time and money, especially when using Shopping. Adaptive management and assertive engagement and coordination with partner institutions, have minimized potential obstacles to project implementation, through open and transparent discussion and analysis of project issues at the PSC and TAC meetings, and regular feedback between project partners, the Project Coordinator, the Fisheries Administrator, and the World Bank Task Manager. Many activities cannot be executed by MCCAP alone and must be secured through partnerships, especially with MPA Co-managers, the CZMAI and other members on the TAC. The Indefinite Delivery Contract (IDC) approved by the World Bank and being applied in securing the services of Praxi-5 and NEXTERA for the provision of support in the development of community-level alternative livelihoods sub-projects is another attempt to achieve efficiencies.

146. As has been expressed in multiple occasions above, there is room for improved efficiency in the meetings and deliberations of the PSC. While the TAC seems to meet frequently and as required, it may be useful to determine if physical meetings are required all the time and if virtual meeting are a viable option. Some stakeholders suggest that PACT being in Belmopan and the PIAG in Belize City result in obvious inefficiencies; however, the only concrete evidence to support this is the need to be ferrying original documents between Belize City and Belmopan almost on a daily basis.

The project rating for Efficiency is "Satisfactory".

MONITORING & REPORTING

147. The project has a Results Framework in the PAD and Data Collection Matrix for M&E in the POM, to monitor results and track progress towards achieving intermediate results and outcomes. Project indicators and targets are defined per project year and are being used to guide the assessment of efficiency and effectiveness during this MTE. The M&E system of the project is operational and facilitating timely tracking of results and progress towards projects objectives. PPRs are produced in a timely fashion and are deemed to be accurate, with two PPRS having been produced thus far. Risk monitoring is regularly documented in PPRs and the M& E system is being used appropriately to inform project implementation and decision-making, as evidenced in the PPRs and in the minutes of PSC and TAC meetings.
148. The back-stopping support provided by the World Bank has been excellent as evidenced by the guidance, oversight, and direction provided to the project through multiple Aide Memoires of regular World Bank Supervision Missions, an Environmental and Social Safeguards Training and Supervision Mission, timely support to financial management and procurement requests, and timely disbursement of project funds. On the other hand, the project and PACT have responded very well to direction and guidance provided by the World Bank Task Manager and Supervision Missions, as evidenced in the project decision-making processes, especially in decisions reached by the PSC, guidance in financial

management, procurement decisions, and guidance in the quality of project processes and intermediate results.

The project rating for Monitoring & Reporting is “Highly Satisfactory”.

SUSTAINABILITY

149. Financial: The extent to which the continuation of project results and the eventual delivery of the PDO are dependent on financial resources will be intimately linked to whether or not Climate Change adaptation measures have been streamlined into coastal management processes. Streamlining will better position government institutions to received budgeted and sustained funding for monitoring and enforcement activities, either from the government itself or from external sources. At this stage of the project, it is too early to make judgment on this.
150. Social-political: Political will is a key factor that may influence either positively or negatively the sustenance of project results and progress towards achieving the PDO. Thus far, political will has been evidenced in progress made towards supporting the development of draft Revised Mangrove Regulations and Revised CZM Act & Regulations. During the remainder of the project it will be critical to advocate for greater consolidation of political support in the actual passing and adoption of the mangrove regulations and Revised CZM Act. The faithful application of the projects Process Framework and Culturally Appropriate Participation Plan in the conceptualization and development of alternative livelihoods sub-projects should help to ensure a robust social platform upon which project results may be up-scaled and sustained.
151. Institutional Frameworks: The sustainability of the results and onward progress towards PDO may be dependent on further institutional strengthening to the CZMAI, the Fisheries Department, MPA Co-managers, and Fishers Organizations. This is crucial to ensure internalization of project processes as an indispensable requirement for outcomes and impacts to be fully achieved beyond the life of the project. The anticipated strengthening of the legislative framework for MPAs, CZM, and mangroves will need the corresponding strengthening in institutional structure to ensure effective implementation of the provisions of the revised legislative framework. Further institutional linkages to sustainability may be better expressed during the latter half of the project.
152. Environmental: At the time of the MTE, there are no project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits, and there are no foreseeable negative environmental impacts that may occur as the project results are being up-scaled. However, details are still lacking in the design of sub-projects, thus this assessment on potential environmental sustainability is not definitive. The proper implementation of the project’s Environmental Management

Framework should be the first step in ensuring future environmental sustainability of alternative livelihoods sub-projects.

The project overall rating for Sustainability is “Moderately Satisfactory”.

SUMMARY ASSESSMENT RATING

153. Based on the discussion and ratings presented above, the summary assessment and ratings are provided in Table 12 below.

Table 12: Summary Assessment and Rating Scale

Criterion	Summary Assessment	Rating
A. Attainment of project objectives and results	After considering the successes in intermediate results achieved to date in support of outcomes; strategic relevance and efficiency, it is fair and appropriate to evaluate effectiveness of the project to date to be satisfactory.	S
1. Effectiveness	There are successes in intermediate results towards outcomes achieved to date; there are challenges that are outside the control of the project, including the many assumptions which must be fulfilled; project has been effective in supporting the processes and enabling conditions required for project activities to advance	S
2. Relevance	The project is well aligned with Belize strategic priorities and with the World Bank's Country Partnership Strategy.	HS
3. Efficiency	The project has implemented a series of cost saving approaches, alliances and networking to optimize use of resources in support of project outputs and objectives.	S
B. Sustainability of project outcomes	Political will and institutional uncertainties must be better addressed during the remainder of the project.	MS
1. Financial	The extent to which the continuation of project results and the eventual delivery of the PDO are dependent on financial resources will be intimately linked to whether or not Climate Change adaptation measures have been streamlined into coastal management processes	MS
2. Socio-political	Thus far, political will has been evidenced in progress made towards supporting the development of draft Revised Mangrove Regulations and Revised CZM Act & Regulations. The faithful application of the projects Process Framework and Culturally Appropriate Participation Plan in the conceptualization and development of alternative livelihoods sub-projects should help to ensure a robust social platform upon which project results may be up-scaled and sustained.	MS
3. Institutional framework	The anticipated strengthening of the legislative framework for MPAs, CZM, and mangroves will need the corresponding strengthening in institutional structure to ensure effective implementation of the provisions of the revised legislative framework. Further institutional linkages to sustainability may be better expressed during the latter half of the project.	MS
4. Environmental	The proper implementation of the project's Environmental Management Framework should be the first step in ensuring future environmental sustainability of alternative livelihoods sub-projects.	MS
C. Added role	The project has been successful at attracting and	S

	engaging partners for the successful delivery of project results.	
D. Stakeholders involvement	The project's approach to stakeholder involvement has been inclusive and in accordance with the Bank's social safeguards and specific safeguards developed for the project	HS
E. Country ownership / driven-ness	This has been manifested through committed participation of multiple agencies on the PSC and TAC, including government and non-government.	HS
F. Achievement of outputs and activities	This has been satisfactory for the most part, except in alternative livelihoods sub-projects	S
G. Preparation and readiness	Project preparation is deemed to be well satisfactory, however, a TOC was not developed during preparation and lack of certain considerations for processes required led to unrealistic timelines for delivery of outcomes and the PDO.	MS
H. Implementation approach	The project has been responsive and adaptive in efforts to ensure all needed project processes are addressed in support of intermediate results	S
I. Financial planning and management	Financial management has improved substantially to satisfactory levels compared to the project inception period. Minor setbacks need to be fleshed out.	S
J. Monitoring and Evaluation	Implemented on schedule and has input of PSC and TAC	S
1. M&E Design	Results Framework show coherence, but could have benefitted tremendously from a TOC analysis	MS
2. M&E Plan Implementation	Effectively implemented	HS
3. Budgeting and funding for M&E activities	Budgeted yearly in annual operational plans; major adjustment necessary for Component 2 monitoring	S
K. World Bank Supervision and backstopping	World Bank support and back-stopping have been excellent, as evidenced in Aide Memoires, project documents and decision-making processes.	HS

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

154. The project must be commended for having achieved important milestones. The project is on track and progressing well in 4 of 6 intermediate results. Project Coordination has been essential for progress to date and project partners have shown sustained commitment to project processes up to now. Project stakeholders are generally satisfied with the project's performance and management, and are looking forward to an even better delivery of the second half.
155. Some community-level stakeholders are dissatisfied with the process and the pace of alternative livelihoods sub-project conceptualization and development, due to the many steps and processes involved in moving from conceptualization, to screening, selection, and full project development.
156. The due diligence process for developing alternative livelihood sub-projects has taken exceptionally long and has placed significant pressure on all project principals to accelerate the implementation of sub-projects, especially since these represent almost 50% of the

project's overall budget, which currently is undisbursed and does not reflect favourably on the project's overall budget execution.

157. There is strong country ownership of the project. There is effective oversight in place for the project activities; the Project Coordinator, the TAC and PSC have been instrumental in moving project implementation forward, and the World Bank supervision and support have been timely and effective.
158. A Theory of Change Analysis (TOC) has revealed a series of critical drivers and assumptions which have an impacting role on the probability and pace and extent to which intermediate results, outcomes and Project Development Objective (PDO) may be achieved by the MCCAP.
159. The project has made good progress in the delivery of targets for Intermediate Result Indicator 1.1 and 1.2, and is on track to deliver Outcome Indicator 1.0: MPAs and replenishment zones expanded and secured in strategically selected locations. The baseline and targets for Intermediate Result Indicator 1.3 may not be delivered as originally planned, unless it is restructured. While Intermediate Results 2.1, 2.2 and 3.1 may be delivered, it will be difficult for the planned targets to be delivered during the project cycle, and a delivery according to restructured targets and re-articulated Outcome 2 will be more likely.
160. The conclusions above suggests that certain restructuring may be necessary to improve the extent to which Outcomes 2.0, 3.0 and 4.0 may be delivered, thus increasing their support to the delivery of the Intermediate States and ultimately the Project Development Objective.

LESSONS LEARNED

161. The apparent lack of a TOC and 'intermediate results to outcome to PDO' analysis during the project design resulted in lost opportunities to better test project assumptions and drivers, which would have provided valuable data to inform and refine project implementation strategies and approach, with more accurately articulated intermediate results and the identification of more realistically achievable outcomes within the planned project cycle.
162. A chronological mapping of the project's critical path for the entire 5-year implementation period could have been helpful to visualize the sequence of activities, potential implementation bottlenecks, the need for parallel processes critical to the timely delivery of multiple results and outcomes, and opportunities for project implementation efficiencies.
163. In an effort to save time, it may have been helpful for needs assessment in targeted communities to be conducted as part of the project design baseline assessment, and the

extensive experience which exists in alternative livelihoods attempts in Belize and other countries could have been used to inform and develop clear guidelines and hand-holding protocols for alternative livelihoods sub-projects.

164. It is probably not a good strategy to expect that local communities will take the initiative to develop a Project Concept, as basic as it may seem, and even if technical support will be provided thereafter to develop the full proposal. While some local community organizations may have project implementation experience, most of them may not. Community members may be able to verbalize their thoughts and interests, but putting those in a structured and coherent 3-page concept may be challenging. The hand-holding and the mentoring must start with assisting communities to develop the concept.
165. While it is clear that oversight is the responsibility of the project, It may be useful for future project design to clearly define where the roles and responsibilities of the project falls in terms of intermediate results that are funded by the project, but the actual delivery of the results are entirely the responsibility of another agency that is separate and apart from the PIAG, and thus not under the control of the PIAG.
166. It is not desirable for baseline indicators to be defined as part of project implementation; these should be defined in the Project Results Framework prior to project implementation. The lack of baseline indicators for Intermediate Result 1.3 and the challenges described above in this regard provide a clear example of why this is not desirable.
167. Institutional networking and alliances are clearly desirable options in the process to pursue sustainability options for project results.
168. Country ownership of project processes at the national level is indispensable for consolidating needed political support and ensuring timely delivery of project results and outcomes.

RECOMMENDATIONS

169. The project must assess how much budgetary resources are required to fully deliver Outcome 1, in consideration of the advanced state of delivery already achieved in Intermediate Result 1.1 and 1.2., and in consideration of the fact that Component 1 is beyond schedule in terms of budget execution. It is recommended that in the event that the budget for Component 1 needs to be supplemented, it is strategic to identify savings from within the same component or from other components to ensure complete delivery of Outcome 1. Potential savings should be identified from sub-components that are under performing and which may have a low probability of totally delivering on intermediate results and outcomes by end of project. This rationale is also recommended to address the anticipated budget deficit for Component 4. The TOC Analysis results can assist this decision-making process.

170. It is recommended that Outcome 2 be re-articulated to make it more relevant to the project's design, more measurable, and which incrementally supports the delivery of the PDO. The proposed articulation is "*Adherence to the guidelines of the ICZM Plan effectively measured by coastline and mangroves under protection*".
171. In an effort to reduce the number of procurement processes needed, improve the project's budget execution performance, while addressing alternative livelihoods in multiple communities, it is recommended that the PSC and TAC give priority to the approval and start-up of a consolidated seaweed sub-project for multiple communities (Belize City, Dangriga, Seine Bight, and Placencia) to be implemented by TNC, as an expansion of the current concept submitted by TNC. Consistent with the procurement consideration mentioned above, this MTE recommends a single consolidated sub-project for up to US\$299,000. Under this scenario, if TNC has the capacity to fully develop the project proposal and move ahead with implementation quickly, then this should also be supported by MCCAP without any requirement to wait on technical support from Praxi-5. Additionally, it is hereby recommended that in the contract agreement with TNC, the MCCAP specifically requires that TNC submit to PACT procurement-ready requests consistent with World Bank guidelines, for bulk procurement of materials and equipment needed for the entire seaweed sub-project, as opposed to community-specific procurement. This may require that the MCCAP Procurement Officer provide a 1 day training to the relevant TNC personnel on the preparation of the required technical specifications and other details of the procurement package. The materials and equipment needed for seaweed cultivation can all be procured locally in Belize, thus bulk procurement in this particular case should not represent a procurement bottleneck.
172. The simultaneous implementation of multiple sub-projects (plus a national level project) will require substantial field monitoring and supervision capacity, with almost dedicated on-the-ground institutional oversight. It is recommended that MCCAP considers outsourcing the responsibility for implementing the alternative livelihoods sub-projects to an institution that has the experience in the execution of alternative livelihood projects, oversight capacity, and staff that can dedicate the time and effort needed to ensure timeliness and quality control of sub-project implementation. Additionally, an organization that has demonstrated procurement experience for community-based projects using World Bank guidelines (preferably including CDD) would be a tremendous asset. In this regard, this MTE recommends that MCCAP seeks the World Bank approval to approach BEST in an effort to explore their interest and suitability to take on this role. The fee for this role would be incorporated in the budget of each sub-project, but retained by MCCAP for payment to BEST.
173. It is recommended that the World Bank considers Community-Driven Development (CDD) and the project's Framework Agreement as indispensable procurement considerations in the implementation of alternative livelihoods sub-projects.

174. In terms of MPA Management Effectiveness, there are uncertainties related to the methodology, source, reliability and confidence of the baseline measurements listed in the project's Results Framework. It is recommended that this indicator be adjusted based on METT results obtained in 2015 for CBWS and SWCMR using a methodology and scoring system adopted by the project, and which is easily replicable. The 2015 data score would become the new baseline for CBWS (0.65 of 1) and SWCMR (0.62 of 1), and TAMR (0.69). This score would then be reassessed in Year 5 of the project, with a recommended target of 0.8 of 1 for all three protected areas.
175. It is recommended that the *Intermediate Result Indicator 1.3* be restructured to consolidate the baseline needed to effectively monitor compliance with guidelines of the ICZMP, consistent with the new articulation of Outcome 2. While it is desirable that the baseline be established for all 9 planning regions, the progress to date suggests that this might not be feasible within the current project cycle. It is recommended that at a minimum, the baseline to be established by Year 5 should include planning regions from the northern, central and southern planning regions. The Year 5 target for this indicator would therefore be '*Baseline for the Monitoring of Compliance with ICZMP guidelines established in at least 3 planning regions in northern, central and southern Belize*'.
176. Considering that MCCAP will be completing its third year of implementation soon, there is really not much more time to invest in 'preparation' of proposals for sub-projects. Realistically, by March 2018 there should be no more receipt and review of proposals, but rather efforts to get all sub-projects to implementation start-up. In this regard, it is recommended that the Year 5 target for *Intermediate Result Indicator 2.1* be changed to '10 Alternative livelihoods sub-projects developed and financed', considering that the consolidated seaweed project actually represent sub-projects for 4 communities. After subtracting the seaweed project from the list of 10 concepts already approved, there will be opportunity for 1 more sub-project to be developed and approved for a total of 10 by March 31st 2018. It is strongly recommended that this 1 sub-project to be designed by March 2018 be a consolidated national level alternative livelihoods project, focused at complementing the efforts and strengthening the sustainability of the smaller sub-projects, including supporting key value-chain elements that are essential to sustainability (e.g. marketing, extension services, long-term small business incubation and mentoring mechanisms, etc.). It is further recommended that US\$500,000 be allocated for this national level sub-project.
177. It is recommended that the second outcome indicator for *Intermediate Result 3.1* Indicator be restructured in two parts, to read the following: (1) *Revised Mangrove Regulations developed by year 2*; (2) *Revised Mangrove Regulations adopted by December 2018, with <1% clearance based on Revised Mangrove Regulations through to 2020*. The corresponding baseline indicators would therefore be adjusted to '*Draft revised Mangrove Regulations; and Baseline mangrove cover data 76,250 hectares in 1980*'.

178. It is recommended that Year 5 targets for *Intermediate Result Indicator 2.2* be adjusted to reflect closer linkage and relevance to the number of fishing households directly affected by the realignment and expansion of MPAs and replenishment zones. The suggested target is: “ *At least 30% of fishers/members of their households trained based on training needs assessment; at least 30% of all trainees being women.*”
179. It is recommended that the outcome indicator under Component 3 be reduced to reflect a more rational value. Strategic Planning sessions, by definition, are meant to be conducted once every 3 to 5 years. Additionally, a recent inventory of Fishermen Organizations revealed only 4 organizations were interested in a Strategic Workshops. Also, the PSC approved the request of the Fisheries Department to draft a national fisheries policy, strategy and action plan, which will provide guidance on the direction of the fishing industry to all stakeholders and will be linked to the national Growth and Sustainable Development Strategy and other national policies. It is suggested that the new target be ‘*4 Strategic Planning sessions and 2 Strategic Plans by End of Project*’.
180. The proposed changes to project indicators are presented below, highlighting in bold italics only those for which a change is being recommended.

Table 13: Summary of Proposed Changes to MCCAP Performance Indicators

PROJECT Indicators (proposed changes highlighted in bold italics)			
Type of Indicator	Indicator	Baseline	Target for Project End
Project Objective Indicator	Marine Protected Areas (MPA) coverage increased to 20.2% and areas declared as marine Replenishment Zones (RZ) increased to at least 3.1% of the Belize's territorial sea as identified in the NPASP, by the third year of the project. (Component 1)	MPAs share 13% of marine ecosystem habitats as identified by NPASP	20.20%
		Marine RZs share approximately 2% of marine ecosystem habitats as identified in the NPASP	3%
	<i>Adherence to the guidelines of the ICZM Plan effectively measured by coastline and mangroves under protection (Component 1)</i>	ICZM Plan available for implementation in Dec 2012 allowing for the 386 km of Belize's coastline under better management.	386 km
		<i>Current mangrove legislative framework inadequate; need project intervention to produce an updated one</i>	<i>Updated Mangrove Regulations available for implementation by the end of the Project</i>
	Project beneficiaries who have adopted alternative livelihoods and reduced dependency on traditional fishing for household income (at	0% fishers	45% fishers
0% women		30% women	

	least 600 people), of which 30% are women (Component 2)		
	Awareness raising campaigns and dissemination of project information and project supported investments reach 60% and change attitude of 50% of intended beneficiaries (Component 3)	The value of marine conservation and impacts of climate change are not understood well among local people <i>(Level of knowledge on climate change: Low-51%; Medium - 24%; High-15%)</i> <i>(Level of positive attitude towards climate change: Low-54%; Medium-30%; High-17%)</i>	60% people with enhanced understanding; 50% people with changed attitude
Project Outcome Indicators	The target MPAs are effectively managed as recorded by the Management Effectiveness Tracking Tool;	<i>Management effectiveness score as recorded by Management Effectiveness Tracking Tool (Note: 0 to 1 – lowest to highest score)</i> <i>SWCMR - 2015 score of 0.62 of 1;</i> <i>CBWS - 2015 score 0.65 of 1;</i> <i>TAMR - 2018 score 0.69 of 1</i>	<i>SWCMR – score of 0.8 of 1;</i> <i>CBWS - score of 0.8 of 1;</i> <i>TAMR - score of 0.8 of 1</i>
	Infractions of rules and regulations in the target MPAs and RZs reduced by 20%	% reduction in infractions of MPA/RZ rules and regulations based on arrests made at the MPAs in 2011-2012 Turneffe Atoll SPAG MRs - 13 arrest (2011) SWCMR: 26 arrests (2011) Turneffe Atoll SPAG MRs - 2 arrest (2012) SWCMR - 23 arrests (up to September 2012)	20%
	At least 3 restored coral sites, with resilient varieties grown in coral nurseries, within TAMR and SWCMR by the end of the project (with each site measuring 300 m ²)	0 coral sites restored	6
	75% of coastal developments adhering to the development guidelines set by the ICZM Plan	<i>No baseline for monitoring of adherence to ICZM plan guidelines exists</i>	<i>Baseline for the monitoring of adherence to ICZM Plan guidelines established in at least 3 planning regions in northern, central and southern Belize</i>
	<i>Adjusted baseline of mangrove coverage determined by December 2018 with reduced clearance <1%</i>	<i>Draft revised Mangrove Regulations; Baseline mangrove cover data 76,250 hectares in 1980</i>	<i>Revised Mangrove Regulations developed by year 2; Revised Mangrove Regulations adopted by December 2018, with <1% clearance based on Revised Mangrove Regulations through to 2020.</i>
	Alternative livelihoods subprojects elaborated and financed with 30% of	0 business plans financed;	10 business plans financed;

beneficiaries being women	0% of female beneficiaries	30% of female beneficiaries
Persons participating in training based on training needs assessment (at least 30% of trainees are women)	0 number of persons;	<i>At least 30% of fishers/members of their households trained based on training needs assessment; at least 30% of all trainees being women</i>
	0% of female trainees	
Behavioural change communication (BCC) campaigns conducted at all the target fishing communities (Chunox, Copper Bank, Sarteneja, Corozal Town, Belize City, Dangriga, Hopkins, Placencia, Sittee River, Riversdale, Placencia and Seine Bight) and reach 50% of fishers	0 targeted community	12 targeted communities
	0 fishers	600
Strategic planning workshops with fishers association and three fisher cooperatives	<i>2 planning workshop or strategic plans</i>	<i>4 planning workshops</i>
		<i>2 strategic plans</i>

	Component 1
	Component 2
	Component 3

181. It is recommended that mid-year (partial) audits be conducted of the project accounts. This approach is preferable and provides an opportunity to address any corrective issues which may be necessary at mid-year, as opposed to waiting until the end of the year to know that there are issues which may need corrective action.
182. It is recommended that PACT explores the feasibility of using electronic/online payment procedures to effect project payments.
183. It is recommended that MCCAP establishes an easily accessible and effective communication and feedback mechanism on the day-to-day progress of project activities and as a forum for clarifications and responding to questions and request for information from stakeholders.
184. It is recommended that based on the procurement experience established within PACT to date, the World Bank considers granting 'Ex-ante' approval to the procurement of certain goods and services with predetermined thresholds and contract value, in an effort to

expedite procurement processes, and in consideration of the tight time constraints faced by the project.

185. In terms of the roles of the PSC, and in the spirit of improving expediency of project processes, the following adjustments to the PSC roles are recommended:

- g. **PSC Role:** Approve consultancies and training programs for subprojects to be implemented under the MCCAP
Recommended Action: Delegate to TAC; this is strictly a technical matter; the PSC can set the policy boundaries as part of the criteria for sub-projects, to be followed by the PIAG and the TAC. Once this is done, there is no need for the approval to be referred to the PSC.
- h. **PSC Role:** Review and approve Terms of Reference for the consultants, including PIAG staff to be hired under the Project
Recommended Action: Delegate to TAC; this is strictly an administrative and a technical matter.
- i. **PSC Role:** Endorse selection of consultants to carry out contracts identified in the project's procurement plan and based on the Evaluation Committee's recommendations.
Recommended Action: Delegate the procurement due diligence process to the PIAG and the TAC; there is an established understanding that the procurement process of the World Bank is robust enough to ensure the consultants selected are the right persons for the job.
- j. **PSC Role:** Approve reports and other deliverables prepared by consultants based on recommendations from the Technical Advisory Committee (TAC) and PIAG
Recommended Action: Delegate to TAC; this is strictly a technical matter, unless the deliverable is a national policy document. However, in all cases the Chair of the PSC should be informed of all reports approved by the TAC
- k. **PSC Role:** Ensure accountability by making decisions in accordance with standards that ensure management brings about development results, best value for the money, fairness, integrity, transparency, and effective international competition.
Recommended Action: Delegate the procurement due diligence process and decision-making to the PIAG and the TAC; there is an established understanding that the procurement processes of the World Bank are robust and designed to ensure best value for the money, fairness, integrity, transparency, and effective international competition.
- l. **PSC Role:** Assist in evaluation of performance of PIAG staff
Recommended Action: This administrative role should be restricted to the Project Coordinator and the PIAG.

186. It is recommended that in an effort to consolidate a robust foundation and enabling environment for achieving the intended outcomes and eventual PDO, that consideration be given, to the extent that the AF policies will allow, for an adjustment of the project's closing date to ensure intermediate results are properly delivered and outcomes are achieved to the maximum extent possible within the current implementation context of the project. It is estimated that a 6-12 months' adjustment may be reasonable.

ANNEXES

ANNEX I. MID-TERM EVALUATION TERMS OF REFERENCE

BELIZE MARINE CONSERVATION AND CLIMATE ADAPTATION PROJECT

Ministry of Agriculture, Fisheries, Forestry, the Environment and Sustainable Development

TERM OF REFERENCE

Consultancy to conduct the mid-term Project evaluation for the Belize Marine Conservation and Climate Adaptation Project

1. INTRODUCTION

Belize, under the leadership of the Ministry of Agriculture, Fisheries, Forestry, the Environment and Sustainable Development (MAFFESD) with fiduciary management assistance from the Protected Areas Conservation Trust (PACT) as the National Implementing Entity (NIE) and the World Bank as Multilateral Implementing Entity (MIE), is responsible for the implementation of the Marine Conservation and Climate Change Adaptation Project (MCCAP) in the coastal areas of Belize. The project is funded by the Adaptation Fund (AF) USD million 5.53 and the Government of Belize USD million 1.78.

MCCAP is a five-year project designed to implement a priority ecosystem-based marine conservation and climate adaptation measures to strengthen the climate resilience of the Belize Barrier Reef System and its productive marine resources. This will be achieved by implementing activities and sub-projects in the following four components:

- Component 1 – Improving the protection regime of marine and coastal ecosystems: support given to initiatives of the Fisheries Department, Coastal Zone Management Authority and Institute (CZMAI), the Forest Department, Co-managers (Sarteneja Alliance for Conservation and Development), Turneffe Atoll Sustainability Association, etc.) and NGOs (Wildlife Conservation Society (WCS), etc). Consultants will be contracted as needed.
- Component 2 – Promotion of viable alternative livelihoods for affected users of the reef: supports alternative livelihood initiatives designed and planned by stakeholders and community groups.
- Component 3 – Raising awareness and building local capacity: Consultants will be contracted to undertake these activities, primarily those pertaining to the KAP survey and BCC campaigns.
- Component 4 – Project management, monitoring and assessment: supports the PIAG to undertake (a) Project management and implementation support including technical, administrative and fiduciary management, and socio-environmental aspects including compliance and environmental and social safeguards, and (b) monitoring and evaluation, data collection, and coordination. The PIAG collaborates directly with the Ministry of Agriculture, Fisheries, Forestry, the Environment and Sustainable Development and works closely with the Fisheries Department and the CZMAI.

The project development objectives will be monitored with the following objective indicators:

- Marine Protected Areas (MPA) coverage increased to 20.2% and areas declared as marine Replenishment Zones (RZ) increased to at least 3.1% of the Belize's territorial sea as identified in the National Protected Areas Policy and Systems Plan (NPAPSP), by the third year of the Project;
- Coastal zone managed effectively through implementation of the Coastal Zone Management Plan, measured by coastline under protection and no net loss of mangroves;
- Project beneficiaries who have adopted alternative livelihoods and reduced dependency on traditional fishing for household income (at least 2,500 people), of which 30% are women; and change of attitude and/or behavior of 75% of targeted beneficiaries.

The Project outcomes will be monitored with the following outcome indicators:

- The target MPAs are effectively managed as recorded by the Management Effectiveness Tracking Tool;
- At least 3 restored coral sites, with resilient varieties grown in coral nurseries, within TAMR and SWCMR by the end of the project (with each site measuring 300 m²);
- 75% of coastal developments adhering to the development guidelines set by the ICZM Plan;
- Alternative livelihoods subprojects elaborated and financed, with 30% of beneficiaries being women; and
- Persons participating in training based on training needs assessment (30% of trainees are women).
- Behavior change communication (BCC) campaigns conducted at all the target fishing communities (Chunox, Copper Bank, Sarteneja, Belize City, Dangriga, Hopkins, Placencia, Sittee River, Riversdale and Seine Bight) and reach 100% of fishers
- Outcome of monitoring and evaluation activities
- Fiduciary management services
- Coordination and management of projects, including the supervision and quality of the technical outputs

MCCAP benefits three Marine Protected Areas (MPAs), namely, the Corozal Bay Wildlife Sanctuary (CBWS), the Turneffe Atoll Marine Reserve (TAMR), and the South Water Caye Marine Reserve (SWCMR). These MPAs are fished by fishermen mainly from 12 coastal communities, namely: 1) Consejo Village, 2) Corozal Town, 3) Copper Bank Village, 4) Chunox Village, 5) Sarteneja Village, 6) Belize City, 7) Dangriga Town, 8) Hopkins Village, 9) Sittee River Village, 10) Riversdale Village, 11) Seine Bight Village, and 12) Placencia Village.

The Project Implementing Agency Group (PIAG) housed within the Fisheries Department and staffed by full-time and part-time consultants who are responsible for coordinating MCCAP implementation. The PIAG consists of a Project Coordinator (PC), a Senior Technical Officer (STO), staff from Fisheries Department, and fiduciary staff of PACT. The PC is directly supervised by the Fisheries Administrator. The Technical Advisory Committee was established to provide technical guidance for project implementation, including screening and evaluation of the technical aspects of sub-projects proposals, and comprise thirteen members and two ex-officio observers. The Chair is the Fisheries Administrator. The Project Steering Committee was established to provide oversight and technical guidance for the implementation of MCCAP. Chaired by the Chief Executive Officer of the MAFFESD, the PSC comprises seven Ministries and three ex-officio observers.

MCCAP has now reached the mid-term of its implementation, and as identified in the approved Project Operations Manual 2015, an independent Mid-Term Evaluation (MTE) with external experts is required.

2. OBJECTIVES

The overall objective of this consultancy is to independently review and evaluate the overall project design and implementation status and process of the Belize Marine Conservation and Climate Adaptation Project (MCCAP). The aim is to assess the clarity and feasibility of the project objectives, and the extent to which the Project components and activities are achieving those objectives.

The specific objectives of the MTE are as follows:

- Identify achievements made to deliver on intended project outcomes and outputs;
- Assess the relevance, effectiveness, efficiency and timeliness of project implementation;
- Assess the extent to which the Project delivered on expectations.
- Identify recommendations on mid-course corrections that will improve the Project operational efficiency and inform the implementation adjustments during the final half of the Project term
- Identify and analyse specific lessons and best practices pertaining to the strategies employed, and implementation arrangements, which may be of relevance to other projects in the country and elsewhere in the world.

3. TASKS AND ACTIVITIES

The Consultant is expected to work closely with staff of the Project Implementing Agency Group (PIAG) in the execution of this consultancy. The evaluation should include a review of the current design and implementation arrangements and the assumptions upon which they are based, and recommendations on any possible alternative design options, should any assumption changes. The Consultant will undertake a detailed analysis of the PIAG structure and operational processes adopted by the project in its implementation since the start of the Project with a view to gain insights on the quality of the implementation process, and to identify specific problems hindering progress and to identify corrective measures required to make the project more productive and sustainable. The evaluation should cover all key components of the Project, including outcomes that are directly and indirectly within the control of the Project.

In evaluating the project development objectives, consideration should be given to (1) project design, sustainability, transparency, and effectiveness of the implementation process; (2) participation and empowerment of women and indigenous groups; (3) impact on targeted communities; and (4) effectiveness in addressing the adverse impacts of and risks posed by climate change. The evaluation will highlight changes that have taken place in communities and with key project partners, and identifying outputs of the Project, considering the Project interventions. A matrix is attached (See Annex 1) as part of these Terms of Reference, outlining key areas and specific issues that should be considered by the Consultant. The mid-term evaluation is aimed at obtaining feedback, including lessons learnt and will be used to produce a final report to be submitted to the World Bank.

The specific tasks to be undertaken by the Consultant, include, but are not limited to, the following:

1. Attend an initial meeting with staff of the PIAG to discuss project implementation. The Consultant will collaborate with the PIAG to finalize the scope of work to be executed and to

develop a work plan, which outlines roles, responsibilities, and timelines for the consultancy;

2. Review all relevant Project documents related to MCCAP, including, but not limited to, the Project Appraisal Document, Project Operational Manual, Annual Operational Plan 2015/16, Adaptation Fund Project/Programme Proposal, quarterly and annual reports, Environmental Management Framework, Culturally Appropriate Participation Plan, Resettlement Process Framework, Terms of references for specific activities, World Bank M&E procedures, MCCAP Knowledge, Attitude and Behavioural Practice Survey Report (2016), etc., review the logframe, results framework, and indicators. Review all project documents (inception reports, technical reports, final technical reports) produced by the project.
3. The Consultant will be responsible for preparing, facilitating, and conducting meetings with Project staff, key project partners, communities and Co-managers, the Fisheries Department, Forest Department, and Coastal Zone Management Authority and Institute, the 12 targeted fishing communities and, where possible, the World Bank and Adaptation Fund. Field visits to communities, project activities, etc. is strongly encouraged.
4. The objectives and scope of the MTE outlined above requires an appropriate data collection and reporting system to be determined by the Consultant. As such, the consultant is required to develop a detailed research methodology to be followed in undertaking the evaluation. The Consultant is then required to ensure that the methodology is reviewed and agreed on by the PIAG and the World Bank.
5. Prepare inception report, including detailed implementation plan, research methodology and time-frame for approval by the Technical Advisory Committee, Project Steering Committee, and the World Bank.
6. The MTE should review (but not limited to):
 - Project objectives and scope and outcome indicators;
 - Assess project components and activities and implementation arrangements for each component;
 - Assess the role and effectiveness of institutional arrangements of line ministries and other partner organizations and the level of coordination between them;
 - Review of the Project concept and design with respect to the clarity of the addressed problems by the project and the soundness of the approaches adopted by the Project to solve these problems;
 - Relevance of the Project Development Objective to the current country and sector priorities;
 - Assessment of the performance of the Project in terms of timeliness, quality, quantity and cost effectiveness of the activities undertaken including Project procurement: both experts and equipment, training programs, etc.;
 - Assess procurement and financial management processes;
 - Review compliance of sub-projects and Projects compliance to Project's safeguard policies;
 - How does the Project address the issues of sustainability and measures needed to address these issues;
 - How does the Project address climate change impacts/challenges;
 - Measure progress towards achieving Project results framework, and suggest changes as

- required;
- Identify likely institutional, social, financial and other impacts of the project at the community as well at the higher levels resulting from the implementation of the Project;
 - Reassess key Project risks and mitigation strategies;
 - Reassess project costs and financing – consider additional requirements, if any;
 - Assess the prospects of the sustainability of the project outcomes and benefits and recommend measures for its further improvements;
 - Prospects for Project expansion (including budget) and replication.
7. Prepare a draft MTE report, which will be reviewed by the Technical Advisory Committee, Project Steering Committee, and the World Bank. The MTE draft report should include the following information, *inter alia.*:
 - Purpose of the evaluation and the methodology
 - The main findings: project relevance, efficiency, effectiveness, impact of project activities, sustainability with recommendations for improvement.
 - Lessons learned: Assessment of attainment of indicators, operational and developmental lessons.
 - Conclusions and recommendations
 - Annexes: TOR, Itinerary, List of people met, List of documents reviewed
 8. Conduct a validation meeting with members of the PIAG and Technical Advisory Committee to discuss the outcome of the MTE report. Once the document has been finalized, make presentation to the Project Steering Committee for a final approval before submission to the World Bank.
 9. Finalize and submit report to the PIAG.

4. DELIVERABLES

The following deliverables will be submitted by the Consultant to the Project Coordinator:

- i. Inception report;
- ii. Draft MTE report
- iii. Final Technical report

Schedule of Deliverables

Deliverables	Timeline (Calendar weeks)
Inception report	No later than 3 weeks after signing of contract
Draft MTE report	No later than 12 weeks after signing of contract
Final report	No later than 16 weeks after signing of contract

5. QUALIFICATIONS AND EXPERIENCE

The Individual Consultant is required to possess, at a minimum:

- A Bachelor's degree or higher in Business Management, Natural Resources/Environmental Management, Economics, Operational Research, Project Management or related field is required;
- A minimum of 5-years successful working experience in project monitoring and evaluation, community development, project development and management, or natural resource management in general and livelihood enhancement, in particular;
- At least 2-year experience in the monitoring and evaluation of climate change projects, particularly in the context of natural resource management;
- Knowledge of and proven skills in project cycle management and logical frameworks
- Proven experience in managing climate change projects;
- Adequate knowledge and exposure to participatory tools and success in workshop facilitation;
- Experience and/or knowledge in the World Bank safeguards and procurement guidelines would be an asset;
- Excellent oral and written skills; and
- Fluency in English is required; at least a working knowledge of Spanish an advantage.

Additional requirements:

The consultant must be independent from all aspects of the project; therefore, applicants will not be considered from Consultants who have had any direct involvement with the design or implementation of the Project. This may apply equally to Consultants who are associated with organizations, universities or entities that are, or have been, affiliated with the Project.

6. TARGET

This Consultancy will primarily target activities of the PIAG.

7. PROJECT MANAGEMENT

- The Consultant will report to the MCCAP Project Coordinator, located at the Fisheries Department, Belize City.
- The MCCAP Project Coordinator will provide regular technical assistance to the Consultant and will also serve as the liaison between the Consultant and the Forest Department.

8. DURATION OF THE CONSULTANCY

The expected start date of the Consultancy is August 2017. The total duration of the Consultancy should not exceed 3 months.

9. REPORTING

Two electronic copies on suitable storage media (Microsoft Word and printable version) for MCCAP records and three hard copies of all reports must be submitted to the MCCAP Project Coordinator. The documents must be written in English. The PIAG is responsible for approving the final versions of the reports in consultation with the Technical Advisory Committee and Project Steering Committee.

10. MONITORING AND EVALUATION

The results to be achieved by the Consultant are specified in Section 4 above. Progress to achieving these results will be measured by the main Monitoring and Evaluation indicators:

- i) Timeliness of works and other services provided;
- ii) Technical outputs prepared, finalized and approved by the PIAG;
- iii) Achieved project objectives and activities.

The Consultant may suggest additional monitoring tools for the duration of this project.

ANNEX 1

PROJECT RESULTS FRAMEWORK: BELIZE MARINE CONSERVATION AND CLIMATE ADAPTATION PROJECT

Project Objectives	Objective Outcome Indicators	Use of Outcome Information
Improving the protection regime of marine ecosystems	Marine protected areas (MPA) coverage increased to 20.2% and areas declared as marine replenishment zones (RZ) increased to at least 3.1% of the Belize's territorial sea as identified in the NPASP, by the third year of the project	To monitor progress made towards achieving the project development objectives
Improving the protection regime of coastal ecosystems	Coastal zone managed effectively through implementation of Coastal Zone Management Plan, measured by coastline under protection and no net loss of mangroves	
Support for viable and sustainable alternative livelihoods for affected users of	Project beneficiaries who have adopted alternative livelihoods and reduced dependency on traditional	

the reef	fishing for household income (at least 2,500 people), of which 30% are women	
Raising awareness, building local capacity, and disseminating information.	Awareness raising campaigns and dissemination of project information and project supported investments reach 100% and change attitude of 75% of intended beneficiaries	
Project Outcomes	Project Outcome Indicators	Use of project outcome information
Component 1: Improving the protection regime of marine and coastal ecosystems		
MPAs and replenishment zones expanded and secured in strategically selected locations	The target MPAs are effectively managed as recorded by the Management Effectiveness Tracking Tool	To monitor and keep track of the progress made during the implementation
	Infractions of rules and regulations in the target MPAs and RZs reduced by 75%	
	At least 3 restored coral sites, with resilient varieties grown in coral nurseries, within TAMR and SWCMR by the end of the project (with each site measuring 300 m2)	
Coastal zones effectively managed	75% of coastal developments adhering to the development guidelines set by the ICZM Plan	
	Mangrove clearance infractions reduced by 100% (that is, infractions of the revised mangrove regulations)	
Component 2: Support for viable and sustainable alternative livelihoods for affected users of the reef in the areas impacted by project activities		
Livelihoods of affected users of the reef diversified	Alternative livelihoods subprojects elaborated and financed, with at least 30% of beneficiaries being women	To monitor and keep track of the progress made during the implementation
	Persons participating in training based on training needs assessment (at least 30% of trainees are women)	
Component 3: Raising awareness, building local capacity, and disseminating information		
The value of marine conservation and impacts of climate change are understood by local people	Behavior change communication (BCC) campaigns conducted at all the target fishing communities (Chunox, Copper Bank, Sarteneja, Belize City, Dangriga, Hopkins, Placencia, Sittee River, Riversdale and Seine Bight) and	To monitor and keep track of the progress made during the implementation

	reach 100% of fishers	
	Strategic planning workshops with fishers associations and three fisher cooperatives	
Component 4: Project Management/Administration		
Efficient Project Management	<p>Percentage of subprojects meeting PACT standards in accordance with the Operations Manual.</p> <p>Procurement and financial management duties are executed in accordance with PACT and World Bank guidelines</p>	Assess the effectiveness of the project by determining the number of subprojects implemented on schedule and how professionally they are monitored.

ANNEX II. PROJECT DESIGN QUALITY ASSESSMENT

Nature of the External Context ¹¹		YES/NO	Comments/Implications for the evaluation design	Section Rating:
			The project faces no major challenge in terms of its External Context, and where a potential challenge may exist, the PRODOC has identified necessary mitigation measures	1
Does the project face an unusually challenging operational environment that is likely to negatively affect project performance?	i) Ongoing/high likelihood of conflict?	No	Belize is not known to have conflicts which may be of consequence to the project.	
	ii) Ongoing/high likelihood of natural disaster?	NO	While Belize is prone to be affected by hurricanes, this is not an ongoing threat, and likelihood of a hurricane varies from year to year.	
	iii) Ongoing/high likelihood of change in national government?	No	Change is not likely; however, even with a change of government staff turnover is not likely.	
Project Preparation		YES/NO	Comments/Implications for the evaluation design	Section Rating:
			The PAD contains clear descriptions of the project's problem analysis, situation analysis and identification of stakeholders. Elements of human and sustainable development are appropriately addressed in the PAD.	6
Does the project document entail a clear and adequate problem analysis?		Yes	A clear and consistent presentation of the problem is presented in the PAD.	
Does the project document entail a clear and adequate situation analysis?		Yes	A comprehensive analysis of the project baseline, context, threats, root causes, barriers, institutional and policy aspects is presented in the PAD (Sections I A-C and Annex 2, and the AF Project Proposal).	
Does the project document include a clear and adequate stakeholder analysis?		Yes	This is addressed in Section IIB and Annex 6 of the PAD, and in Section 9 of the POM.	
<i>If yes to Q4: Does the project document provide a description of stakeholder consultation during project design process? (If yes, were any key groups overlooked: government, private sector, civil society and those who will potentially be negatively affected)</i>		Yes	The PAD (Section IIB) provides a rationale for the specific stakeholders included in the process, as well as a description of their intended relevance for the delivery of project outcomes.	
Does the project document identify concerns with	i) Sustainable development in terms of integrated	Yes	This is addressed in Annex 6 of the PAD, the Process Framework and the Indigenous Peoples Participation Plan (IPPP).	

¹¹ A number rating 1-6 is used for each section: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. For **Nature of External Context** the 6-point rating scale is changed to: Highly Favourable = 1, Favourable = 2, Moderately Favourable = 3, Moderately Unfavourable = 4, Unfavourable = 5 and Highly unfavourable = 6. (Note that this is a reversed scale)

respect to human rights, including in relation to sustainable development?	approach to human/natural systems		
	ii) Gender	Yes	This addressed through-out the PAD, including in the form of specific indicators in the Results Framework
	iii) Indigenous peoples	Yes	This is addressed in the Indigenous Peoples Participation Plan (IPPP) and Annex 6 of the PAD.
Strategic Relevance		YES/NO	Comments/Implications for the evaluation design Alignment with national priorities and other strategic priorities are well documented, but not complementarity with other relevant interventions.
			Section Rating: 5
Is the project document clear in terms of its alignment and relevance to:	i) World Bank CPS	Yes	The Project contributes to the World Bank's CPS' <i>Results Area 3: Investment to strengthen climate resilience</i> , and its outcomes: "Increased ecosystem resilience to climate change impacts" and "Strengthened Legal and Administrative Framework for Protected Areas (PAs)."
	ii) Adaptation Fund strategic priorities	Yes	The PAD clearly states: "Belize ratified the Kyoto Protocol on September 26, 2003, making it eligible to access resources from the Adaptation Fund (AF). The AF was established to finance concrete adaptation projects and programs in developing countries that are Parties to the Kyoto Protocol and that are particularly vulnerable to the adverse effects of climate change".
	iii) National environmental priorities?	Yes	Alignment with national priorities and international commitments are clearly defined: the Horizon 2030 long-term development plan; the Belize National Biodiversity Strategy and Action Plan (NBSAP); the 2005 National Protected Areas System Plan (NPASP), and the Growth and Sustainable Development Strategy (GSDS).
	iv. Complementarity with other interventions	No	While the PAD had clear indications of strategic alignment, it did not indicate complementarities with other interventions.
Intended Results and Causality		YES/NO	Comments/Implications for the evaluation design While attempts have been made to describe the intended implementation approach for each project component, the logical pathways which link activities to outputs/results, to outcomes and then to PDOs are not clearly described.
			Section Rating: 4
Is there a clearly presented Theory of Change?		No	There is no Theory of Change analysis in the PAD.
Are the causal pathways from project outputs (goods and services) through outcomes (changes in stakeholder behaviour) towards impacts (long term, collective change of state) clearly and convincingly described in either the		No	Project components, intermediate results, outcomes and Project Development Objectives are listed in the Results Framework and other sections of the PAD and POM. While attempts have been made to describe the intended implementation approach for each project component, the logical pathways

	Results Framework or the TOC?		which link activities to outputs/results, to outcomes and then to PDOs are not clearly described.		
	Are impact drivers and assumptions clearly described for each key causal pathway?	No	Critical assumptions are not described in the Results Framework; some key impact drivers have been described for each component, however, other possible 'intermediate states' between outcomes and PDOs may exist, requiring the identification of additional drivers and assumptions in order to make a more informed judgement on the likeliness of achieving the intended PDOs and impacts.		
	Are the roles of key actors and stakeholders clearly described for each key causal pathway?	Yes	Key stakeholders to be involved in the delivery of anticipated results have been described for each component, even though not necessarily expressed from the perspective of 'intended result and causality'.		
	Are the outcomes realistic with respect to the timeframe and scale of the intervention?	No	The questionable nature of the accuracy of some baseline indicators coupled to a lack of clearly defined critical assumptions necessary for delivering on intended results make it difficult to see how certain outcomes will be achieved to the numerical or quantitative extent expressed in the Outcome Indicators.		
	Results Framework and Monitoring	YES/NO	<table border="1"> <tr> <td>Comments/Implications for the evaluation design The baseline indicators, intermediate results, outcome indicators, and cumulative targets are defined in the Results Framework in Annex I of the PAD and the POM. An articulation of critical assumptions tied to specific outcome indicators would have helped to better understand the causal logic of the project, and provide a clear pathway towards achieving the PDOs.</td> <td>Section Rating: 5</td> </tr> </table>	Comments/Implications for the evaluation design The baseline indicators, intermediate results, outcome indicators, and cumulative targets are defined in the Results Framework in Annex I of the PAD and the POM. An articulation of critical assumptions tied to specific outcome indicators would have helped to better understand the causal logic of the project, and provide a clear pathway towards achieving the PDOs.	Section Rating: 5
Comments/Implications for the evaluation design The baseline indicators, intermediate results, outcome indicators, and cumulative targets are defined in the Results Framework in Annex I of the PAD and the POM. An articulation of critical assumptions tied to specific outcome indicators would have helped to better understand the causal logic of the project, and provide a clear pathway towards achieving the PDOs.	Section Rating: 5				
	Does the results framework	i) Capture the key elements of the Theory of Change/ intervention logic for the project?	No	Please see notes above under ' Intended Results and Causality '.	
		ii) Have 'SMART' indicators for outputs?	Yes	Yes, these have been described for intermediate results.	
		ii) Have 'SMART' indicators for outcomes?	Yes	While this is generally true, some outcome indicators appear to violate one key principle of SMART indicators: the principle being 'Achievable' within the time frame set by the project, linked to two issues (1) questionable and inaccurate baseline indicator and (2) no clear definition of critical assumption(s) tied to the delivery of each intended outcome.	
	Is there baseline information in relation to key performance indicators?	Yes	Baseline information is presented in the AF Proposal and the PAD; however this information does not necessarily justify the numerical values defined for all baseline indicators or the transition of these to the intended outcome indicator levels (i.e., the logical pathway in support of the transition from baseline to outcome is not clear).		

	Has the desired level of achievement (targets) been specified for indicators of outputs and outcomes?	Yes	Cumulative Targets have been defined in the Results Framework in the PAD.	
	Are the milestones in the monitoring plan appropriate and sufficient to track progress and foster management towards outputs and outcomes?	Yes	This is defined in the Results Framework and the Collection Matrix of the M&E Framework in the POM.	
	Have responsibilities for monitoring activities been made clear?	Yes	This is clearly defined in the M&E Framework in the POM.	
	Has a budget been allocated for monitoring project progress?	No	A specific M&E budget is not indicated in the MCCAP Budget in the POM, but is rather 'hidden' under Project Execution Cost.	
	Governance and Supervision Arrangements	YES/NO	Comments/Implications for the evaluation design The implementation arrangements of the project are adequate, provide for oversight at multiple levels of implementation, and representative of the governance needs of the project, considering its multi-disciplinary focus and broad geographic range through-out the country	Section Rating: 6
	Is the project governance and supervision model comprehensive, clear and appropriate? (<i>Steering Committee, partner consultations etc.</i>)	Yes	Annex 3 of the PAD and Section 4 of the POM clearly define the various institutional structures of the project, including their strategic role and Terms of Reference.	
	Are roles and responsibilities within the World Bank clearly defined?	Yes	The roles of the World Bank and its relation with the project are clearly defined in the PAD and the POM.	
	Partnerships	YES/NO	Comments/Implications for the evaluation design Partnerships seem to be based on the natural choice available to the project, and not necessarily on a prior capacity assessment. Specific roles are carefully described in each individual component of the Project.	Section Rating: 5
	Have the capacities of partners been adequately assessed?	No	This is not specifically assessed for partners, even though most partners are in fact the default choice, since there may not be another option, the partner has the legal mandate, or has the longest track record in dealing with a specific issue of interest to the project.	
	Are the roles and responsibilities of external partners properly specified and appropriate to their capacities?	Yes	Partnerships have been identified including their specific roles, and are carefully described in each individual component of the Project, even though most of these may appear as 'collaboration' or 'coordination'.	
	Learning, Communication and Outreach	YES/NO	Comments/Implications for the evaluation design The project's knowledge management approach, communication mechanisms and methods for sharing of results and lessons during the project are clearly defined	Section Rating: 5

			in Component 3 as Activity 3.2 of the PAD and Section 3.32 of the POM, but there is no clarity of dissemination at End of Project (EOP).	
	Does the project have a clear and adequate knowledge management approach?	Yes	This has been described to include project updates through quarterly electronic and print newsletters, comments and blogs from project participants on a web-based platform designed for the project, lessons learnt, and best practices developed from project activities, and a best practices forum.	
	Has the project identified appropriate methods for communication with key stakeholders during the project life? <i>If yes, do the plans build on an analysis of existing communication channels and networks used by key stakeholders?</i>	Yes	Through a Communications Strategy based on an initial and subsequent implementation of a Knowledge, Attitudes, Behavioural Practice (KAP) survey and the development of Behaviour Change Communication (BCC) Strategy & Action Plan.	
	Are plans in place for dissemination of results and lesson sharing at the end of the project? <i>If yes, do they build on an analysis of existing communication channels and networks?</i>	No	There is no indication of specific End of Project dissemination of project results or where all lessons learnt may be accessed after the project closure.	
	Financial Planning / Budgeting	YES/NO	Comments/Implications for the evaluation design Financial planning and budgeting seem appropriate at project design with clear yearly distribution without an obvious sign of possible late disbursements of substantial amounts in years 4 and 5 of the project	Section Rating: 6
	Are there any obvious deficiencies in the budgets / financial planning at design stage?	No	There are no clear deficiencies identified in the budget at design.	
	Is the resource mobilization strategy reasonable/realistic? <i>(E.g. If the expectations are over-ambitious the delivery of the project outcomes may be undermined or if under-ambitious may lead to repeated no cost extensions)</i>	Yes	At design, the budget allocations seem reasonably distributed among components and by Project Year, allowing for an anticipated normal distribution in project disbursements through-out the project cycle. A more thorough analysis of the project's implementation context will provide more details of this in the MTE findings.	
	Efficiency	YES/NO	Comments/Implications for the evaluation design The project appropriately addresses all aspects related to efficiency, however, consideration for asymmetries in the capacity of some project partners to effectively deliver and/or absorb project support could have been given greater relevance from a 'project efficiency' perspective.	Section Rating: 5
	Has the project been appropriately designed/adapted in relation to the duration and/or levels of secured funding?	No	A more in depth consideration of the asymmetries in institutional capacity of local organizations, and thus the pace of delivery of project results could have	

			resulted in adjustments in project implementation strategies to match stakeholder-specific needs, and thus reduce possible associated project implementation risks.	
	Does the project design make use of / build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency?	Yes	The project clearly builds on existing institutions and opportunities to create the required governance framework, including consideration for government, NGOS and stakeholder institutions.	
	Does the project document refer to any value for money strategies (i.e., increasing economy, efficiency and/or cost-effectiveness)?	Yes	Annex 6(c) of the PAD suggests that the Project would contribute to maintaining and potentially increasing the economic value of the reefs' environmental services in the fisheries and tourism sectors, as well as the income level the local population through the proposed sustainable management and resiliency of marine resources, and the promotion of alternative livelihoods. Additionally, Annex 7 of the PAD proposes that economic benefits deriving from project interventions will exceed project costs, thus suggesting economic efficiency in terms of return on project investments.	
	Has the project been extended beyond its original end date? <i>(If yes, explore the reasons for delays and no-cost extensions during the evaluation)</i>	No	There has been no extension of the project to date.	
	Risk identification and Social Safeguards	YES/NO	Comments/Implications for the evaluation design Common and foreseeable risks along with their corresponding mitigation measures are addressed in multiple sections of the PAD. However, there was no TOC developed during project design.	Section Rating: 5
	Are risks appropriately identified in both the TOC/results framework and the risk table? <i>(If no, include key assumptions in reconstructed TOC)</i>	No	The PAD has identified necessary mitigation measures, in Section V, Annex 4 in the Operational Risk Assessment Framework (ORAF), and in Annex 5 in the Implementation Support Plan. No TOC developed during project design, with possibility of certain critical assumptions, risks and impact pathways not being identified at design.	
	Are potentially negative environmental, economic and social impacts of the project identified and is the mitigation strategy adequate? <i>(consider unintended impacts)</i>	Yes	The anticipated social and economic impacts are all positive.	
	Does the project have adequate mechanisms to reduce its negative environmental foot-print? <i>(including in relation to project management)</i>	Yes	There are no perceived negative environmental foot-print to be produced in the delivery of the projected outputs of the project.	
	Sustainability / Replication and Catalytic Effects	YES/NO	Comments/Implications for the evaluation design	Section Rating:

			Sustainability and replication strategies have been clearly defined in Section IV(C) of the PAD, but no clear exit strategy was defined.	5
	Was there a credible sustainability strategy at design stage?	Yes	Sustainability and replication strategies have been clearly defined in Section IV(C) of the PAD, with clear linkages placed on capacity building of the project's community-based partner organizations; to PACT's sustained support to MPAs; and the complementarities with the World Bank's CPS for Belize.	
	Does the project design include an appropriate exit strategy?	No	There is no clear exit strategy defined or described.	
	Does the project design present strategies to promote/support scaling up, replication and/or catalytic action?	Yes	This is especially evident in the objectives and activities proposed under Component 2, but generally id possible for activities under components 1, 2 and 3.	
	Did the design address any/all of the following: socio-political, financial, institutional and environmental sustainability issues?	Yes	All these dimensions of sustainability were indirectly addressed in Section IV(c) of the PAD.	
	Identified Project Design Weaknesses/Gaps	YES/NO	Comments/Implications for the evaluation design Organization-specific readiness, better identification of baseline indicators, better articulation of critical assumptions and key project drivers would have helped to better understand the causal logic between project results and outcomes.	Section Rating: 5
	Were there critical issues not appropriately addressed, based on review of the PAD and the POM, inclusive of the Results Framework?	Yes	Organization-specific readiness, especially at the community-based level could have been better analyzed in preparation of the final project delivery arrangements. Also, a better identification of baseline indicators, better articulation of critical assumptions and key project drivers would have helped to better understand the causal logic between project results and outcomes.	

ANNEX III. EVALUATION FRAMEWORK

Criterion & Evaluation Questions	Possible Respondents	Indicators/Evidence	Possible Data Sources
1. Attainment of objectives and planned results			
A. Relevance			
i. How do the project goals and programmatic targets align with local and national development policies and priorities and do they remain relevant considering any changes in context since start-up?	Members of the Project Steering Committee, Technical Advisory Committee, Project Coordinator, World Bank Task Manager, + key partners	Level of alignment of results to national policies and strategies, and to Belize's commitments under international conventions and agreements, and to World Bank's CPS.	Project Document (PAD) and Adaptation Fund document, Interviews, Project Reports, National Policies, Strategies and Plans, World Bank Strategic Documents.
ii. How do the World Bank's Country Partnership Strategy relate to the project?		Respondent perceptions, level of achievement of objectives and outcomes.	
iii. Are the components of the project consistent for the achievement of the goals of the project?			
B. Effectiveness			
i. How and to what extent is the project contributing to the effective management of Marine Protected Areas?	Members of the Project Steering Committee, Technical Advisory Committee, Project Coordinator, World Bank Task Manager, + key partners and project beneficiaries, MPA Managers, fishers, community stakeholders	Percentage of Marine Protected Areas (MPA) coverage increased and areas declared as marine replenishment zones.	Interviews, Project Progress Reports (PPRs), Project Annual Operational Plans; Project Technical Reports, MPA Tracking Tool Reports, Minutes of Steering Committee and Technical Advisory Committee meetings
ii. How and to what extent is the project contributing to a reduction in infraction of rules and regulations in MPAs?		Area or percentage of coastline under protection and acres of net loss of mangroves	
iii. To what extent has the project supported the restoration of coral sites with resilient varieties in Turneffe Atoll Marine Reserve and in South Water Caye Marine Reserve?		Number of Project beneficiaries who have adopted alternative livelihoods and reduced dependency on traditional fishing for household income, with evidence of participation by women.	
iv. How has the project supported or influenced adherence by developers to the Integrated Coastal Zone Management Plan?		Percentage of targeted communities reached by MCCAP public awareness efforts and % of targeted population with documented change in attitude.	
v. How is the project supporting a reduction in Mangrove clearance infractions?		Respondent perceptions, level of achievement of objectives and outcomes.	
vi. How is the project supporting alternative livelihoods of MPA stakeholders and communities adjacent to MPAs?			
vii. What measures has the project taken to ensure that women and indigenous groups are appropriately represented and benefitting from project-funded alternative livelihood activities?			
viii. How effective has the project been in implementing Behaviour Change Communications to fishers in Chunox, Copper Bank, Sarteneja, Belize City, Dangriga, Hopkins, Placencia, Sittie River, Riversdale and Seine Bight?			
ix. Has the project sponsored strategic planning sessions with fishers and fishers' organizations? If			

x. How effective has the project been in addressing the adverse impacts of and risks posed by Climate Change?			
xi. How and to what extent has the project addressed relevant World Bank Safeguard Policies?			
C. Efficiency			
i. Is the project applying any cost-saving mechanisms to ensure results are achieved within the approved timeframe and budget?	Members of the Project Steering Committee, Technical Advisory Committee, Project Coordinator, World Bank Task Manager	Reported adaptive management measures in response to changes in context and opportunities presented. Respondent perceptions, level of achievement of objectives and outcomes	Interviews, project unit documentation, Project Performance Reports (PPRs), Minutes of Steering Committee and Technical Advisory Committee meetings
ii. Have there been any obstacles to project implementation and if yes, how are these being addressed to mitigate against delays in implementation?			
2. Sustainability of Project Outcomes			
A. Financial			
i. What is the likelihood that adequate financial resources will be or will become available to use capacities built by the project?	Members of the Project Steering Committee, Technical Advisory Committee, Project Coordinator, MPA Managers, key partners	Respondent perceptions, policies of government of the day, budget and staff allocations, visible commitment from partner institutions	PPRs, budget and financial reports, interviews, evidence of institutionalized budgeting in support of project outputs and outcomes
ii. Are there any financial risks that may jeopardize sustainability of project results and onward progress towards impact?			
B. Socio-political			
i. Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts?	Members of the Project Steering Committee, Technical Advisory Committee, Project Coordinator, MPA Managers, key partners	Respondent perceptions, policies of government of the day, stakeholder ownership, and country drivenness Stakeholders participate actively in implementation and replication of project activities and results; commitment from partner institutions Project application of Bank's Social Safeguards, Process Framework, and Culturally Appropriate Participation Plan	Interviews and project reports, Minutes of Steering Committee and Technical Advisory Committee meetings
ii. Is the level of ownership by the main stakeholders sufficient to allow for the project results to be sustained?			
iii. Are there sufficient government and other key stakeholder awareness, interests, commitment and incentives to consolidate the support needed by the project to ensure its successful completion and sustain its anticipated impacts?			
C. Institutional framework			
i. To what extent is the sustainability of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance?	Members of the Project Steering Committee, Technical Advisory Committee, Project Coordinator	Respondent perceptions, policies of government of the day, budget and staff allocations, visible commitment from partner institutions	Interviews, project reports, national policies and strategies
D. Environmental			
i. Are there any environmental factors, positive or negative, that can influence the future flow of project benefits?	Members of the Project Steering Committee, Technical Advisory Committee, Project Coordinator, MPA Managers, Fishers	Key factors positively or negatively impacting project results Project application of Environmental Management Framework (EMF)	Interviews, project reports, national policies and strategies
ii. Are there any project outputs or higher level results that are likely to affect the environment, which, in			

<p>turn, might affect sustainability of project benefits?</p> <p>iii. Are there any foreseeable negative environmental impacts that may occur as the project results are being up-scaled?</p>			
3. Added Value			
<p>i. Has the project had a catalytic role in complementing other similar type investments, in promoting institutional change, changes in behavior, policy changes, new opportunities or follow-up support?</p>	<p>Members of the Project Steering Committee, Technical Advisory Committee, Project Coordinator, World Bank Task Manager</p>	<p>Number of follow up initiatives by stakeholders and national partner organizations or individuals to replicate results and lessons from project; ability of Project to attract or partner with other initiatives, organizations, and projects</p>	<p>Interviews, project reports, national policies and strategies</p>
4. Processes affecting attainment of project results			
A. Project Design			
<p>i. Were project stakeholders adequately identified and were they sufficiently involved in project development?</p> <p>ii. Are the project's objectives and components clear, practicable and feasible within its proposed timeframe?</p> <p>iii. Are potentially negative environmental, economic and social impacts of projects identified?</p> <p>iv. Were the capacities of executing agencies properly considered when the project was designed?</p> <p>v. Were counterpart resources (funding, staff, and facilities) and enabling legislation assured?</p> <p>vi. Were adequate project management arrangements defined?</p> <p>vii. Were lessons from other relevant projects properly incorporated in the project design?</p>	<p>Members of the Project Steering Committee, Technical Advisory Committee, Project Coordinator, World Bank Task Manager</p>	<p>Respondent perceptions, project performance and delivery trends, positive appraisal of project document</p> <p>Respondent perceptions, level of achievement of objectives and outcomes</p> <p>Likelihood of achieving outcomes and PDO based on Theory of Change Analysis</p>	<p>Interviews, project reports, Minutes of Meetings</p>
B. Stakeholders' Involvement & Awareness			
<p>i. What approaches are being used to engage stakeholders in project implementation?</p> <p>ii. To what extent are project partners and stakeholders collaborating/interacting in project implementation?</p> <p>iii. To what extent has the project been able to take up opportunities for joint activities, pooling of resources and mutual learning with other organizations and networks?</p>	<p>Members of the Project Steering Committee, Technical Advisory Committee, Project Coordinator, World Bank Task Manager</p>	<p>Respondent perceptions, evidence of workshops or other consultation mechanisms</p> <p>Respondent perceptions, evidence of stakeholder participation in planning and decision-making</p> <p>Evidence of participation by targeted communities in training opportunities offered by the Project</p>	<p>Interviews, Workshop Reports, Inception Phase Reports, Training Reports, Project Reports, Minutes of Meetings</p>
C. Country Ownership/Driven-ness			
<p>i. How and how well is the project stimulating country ownership of project outputs and outcomes?</p> <p>ii. To what extent has the Government assumed responsibility for the project and provided adequate</p>	<p>Members of the Project Steering Committee, Technical Advisory Committee, Project Coordinator, World Bank Task Manager</p>	<p>Respondent perceptions, timeliness of co-financing contributions, level of commitment and participation by government institutions and employees in</p>	<p>Interviews, National Policies, Strategies and Plans, Project Progress Reports, Minutes of Meetings</p>

support to project execution, including the degree of cooperation received from the various public institutions involved in the project?		the project's activities	
D. Achievement of Outputs and Activities			
i. How successful has the project been in achieving its planned outputs, considering aspects such as quantity, quality, sequencing, timeliness and usefulness? ii. To what extent have project outputs contributed towards the expected outcomes?	Members of the Project Steering Committee, Technical Advisory Committee, Project Coordinator, MPA Managers, key partners, fishers, fishers' cooperatives	Respondent perceptions, level of achievement of objectives and outcomes	Interviews, Project Progress Reports, M&E Reports
E. Implementation Approach			
i. To what extent are the project implementation mechanisms (PIAG, PSC, TAC, PACT) outlined in the project document delivering project milestones, outputs and outcomes? ii. Were pertinent adaptations made to the approaches originally proposed? iii. To what extent has project management responded to direction and guidance provided by the World Bank Task Manager? iv. Are there operational and political / institutional problems and constraints influencing the effective implementation of the project, and how is the project overcoming these problems?	Members of the Project Steering Committee, Technical Advisory Committee, Project Coordinator, MPA Managers, key partners, fishers, fisher's cooperatives	Level of implementation of mechanisms outlined in project document Measures to improve implementation based on results of planned project monitoring Number of recommendations made in Aide Memoires of World Bank Supervision Missions that are actually taken on board to improve project implementation, as expressed in project reports.	Interviews, Project Progress Reports, M&E Reports, Minutes of Meetings, Aide Memoires
F. Financial Management, Procurement and Planning			
i. Are sufficient financial resources being made available and disbursed in a timely manner to the project and its partners? ii. Are additional resources – financial, in-kind – being leveraged by the project, beyond those that were already committed prior to the project's approval? iii. Is there an approved Project Procurement Plan and how effective have procurement processes been? iv. Are the project progress and financial reports being submitted on time, and if not, why not? v. Are there Independent Audited financial Statements available for the project?	PACT as National Implementing Agency, Members of the Project Steering Committee, Technical Advisory Committee, Project Coordinator	Respondent perceptions, timeliness of disbursements, number of budget revisions, efficiency of disbursement process Co-financing reports Level of co-financing related to original planned budget Number of Audited Financial Statements	Project Progress Reports, M&E Reports, Financial Reports, Audited Financial Statements
G. Monitoring & Evaluation			
a. <u>M&E Design</u> : i. Does the project have a sound M&E plan to monitor results and track progress towards achieving project objectives? ii. How well was the project logical framework designed as a planning and monitoring instrument?	PACT as National Implementing Agency, Members of the Project Steering Committee, Technical Advisory Committee, Project Coordinator, World Bank Task Manager	Respondent perceptions, number of indicators that allow measurement of objectives Number of indicators measured or monitored successfully by the project's M&E efforts	Interviews, Project Progress Reports, M&E Reports, Minutes of PSC and TAC Meetings

<p>iii. Are there specific indicators in the log-frame for each of the project objectives? iv. Are the indicators measurable, attainable (realistic) and relevant to the objectives? v. Are the indicators time-bound? vi. Have specific targets been specified for project outputs?</p>		<p>Number of mid-term and end of project targets defined in Results Framework</p>	
<p>b. <u>M&E Plan Implementation:</u> i. Is the M&E system operational and facilitating timely tracking of results and progress towards projects objectives? ii. Are PIR reports prepared? iii. Are Half-Yearly Progress & Financial Reports complete and accurate? iv. Is risk monitoring regularly documented? v. Is the information provided by the M&E system being used to improve project performance and to adapt to changing needs?</p>	<p>PACT as National Implementing Agency, Members of the Project Steering Committee, Technical Advisory Committee, Project Coordinator, World Bank Task Manager</p>	<p>Number of indicators measured or monitored successfully by the project's M&E efforts Number of PPRs and Half-Yearly Progress & Financial Reports Number of adaptive approaches embraced by project management as a consequence of M&E results</p>	<p>Interviews, Project Progress Reports, M&E Reports, Minutes of Meetings</p>
<p>c. <u>Budgeting and funding for M&E activities:</u> i. Are M& E activities properly budgeted and funded in a timely manner?</p>	<p>PACT as National Implementing Agency, Members of the Project Steering Committee, Technical Advisory Committee, Project Coordinator, World Bank Task Manager</p>	<p>Annual Operational Plans & Budget; PPRs and Half-Yearly Progress & Financial Reports</p>	<p>Interviews, M&E Plan, Project Progress Reports, M&E Reports, Financial Reports, Minutes of Meetings</p>
World Bank Supervision			
<p>i. How effective has the supervision, guidance and technical support provided by the World Bank? ii. How effective has the World Bank been in monitoring the outcomes of the project? iii. How well are the backstopping mechanisms of World Bank working in support of project implementation? iv. What are the strengths and limitations of World Bank backstopping support?</p>	<p>PACT as National Implementing Agency, Members of the Project Steering Committee, Technical Advisory Committee, Project Coordinator</p>	<p>Respondent perceptions, timeliness and acceptance of project technical and financial reports; timeliness of disbursements and administrative support services by World Bank Documented back-stopping by World Bank</p>	<p>Interviews, PPRs, Minutes of PSC and TAC</p>

ANNEX IV. LIST OF PROJECT-RELATED DOCUMENTS CONSULTED

Adaptation Fund Evaluation Framework; Adaptation Fund Board, Fifteenth Meeting, Ethics and Finance Committee, 2011

Adaptation Fund Board Decision B.25-26/14 - Amendment to the project performance report (PPR) template; 20th August 2015

Adaptation Fund Board Decision B.27-28/7 - Report on project implementation: World Bank (International Bank for Reconstruction and Development) (Belize); 27th April 2016

Adaptation Fund Grant Agreement – Marine Conservation and Climate Adaptation Project (MCCAP) between BELIZE and the International Bank for Reconstruction and Development; AF Grant Number TF018449; 2015

Aide Memoire, Marine Conservation and Climate Adaptation Project (MCCAP) – P131408, World Bank Implementation Support Mission June 10-16, 2017

Aide Memoire, Environmental & Social Safeguards Training and Supervision Mission; Marine Conservation and Climate Adaptation Project (MCCAP) – P131408, World Bank, July 10-14, 2017

Aide Memoire, Marine Conservation and Climate Adaptation Project (MCCAP) – P131408, World Bank Implementation Support Mission October 2-6, 2017

Annual Operational Plan Year 1: (2015/2016) (April to March); Marine Conservation and Climate Adaptation Project (MCCAP); 2015

Annual Operational Plan Year 2: (2016/2017) (April to March); Marine Conservation and Climate Adaptation Project (MCCAP); 2016

Annual Operational Plan Year 3: (2017/2018) (April to March); Marine Conservation and Climate Adaptation Project (MCCAP); 2017

Annual Report 2016/17, Marine Conservation and Climate Adaptation Project (MCCAP), 2017

Audit of International Bank grant recipient Belize Marine Conservation and Climate Adaptation Project (MCCAP); World Bank Agreement Number: TF 18449-001 BZ, *Period Subject to Audit*: 3 June, 2015 to 31 March, 2016; 2016

Culturally Appropriate Participation Plan, Marine Conservation and Climate Adaptation Project (MCCAP), prepared by Valentino Shal with support of The Nature Conservancy; Belize Fisheries Department; 2014

Environmental Management Framework (E4678), Marine Conservation and Climate Adaptation Project (MCCAP), prepared by Valentino Shal with support of The Nature Conservancy; Belize Fisheries Department; 2014

Guidance Note for Design and Management of Procurement Responsibilities in Community-Driven Development Projects; World Bank, 2012

Guidelines – Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, January 2011 Revised July 2014

Guidelines – Procurement of Goods, Works and Non-Consulting Services under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, January 2011 Revised July 2014

Implementation Status & Results Report, Reporting Period: July-December 2016; Marine Conservation and Climate Adaptation Project (MCCAP) (P131408); World Bank, 2017

Knowledge, Attitude and Practice Survey Consultancy; D-4: MCCAP KAP Survey Final Report, Component 3.1, Activity 54, Belize Environmental Technologies (BET), 2016

Marine Conservation and Climate Adaptation Project (MCCAP); Project Procurement Plan (2017-2018), October 2017

Marine Conservation and Climate Adaptation Project (MCCAP) Financial Report at October 2017

Minutes of the 6th Project Steering Committee (PSC) Meeting; July 2016

Minutes of the 7th Project Steering Committee (PSC) Meeting; MED Conference Room, October 2016

Minutes of the 8th Project Steering Committee (PSC) Meeting, Agriculture Conference Room, 2nd March, 2017

Minutes of the Project Steering Committee (PSC) Meeting, MED Conference Room, 27th April, 2017

Operations Manual; Marine Conservation and Climate Adaptation Project (MCCAP); MCCAP Preparation Consultancy Team, Revised May 2015

Process Framework (RP1706), Marine Conservation and Climate Adaptation Project (MCCAP), prepared by Valentino Shal with support of The Nature Conservancy; Belize Fisheries Department; 2014

Project/Programme Proposal, Marine Conservation and Climate Adaptation Project, Adaptation Fund; 2014

Project Appraisal Document (PAD); Marine Conservation and Climate Adaptation Project (MCCAP); Report No: PAD272, World Bank; 2015

Project Performance Report (PPR): March 2015-March 2016; Marine Conservation and Climate Adaptation Project (MCCAP), 2016

Rapid Evaluation of Management Effectiveness: Corozal Bay Wildlife Sanctuary; Conservation of Marine Resources in Central America Project – Phase II, 2015

Rapid Evaluation of Management Effectiveness: South Water Caye Marine Reserve; Conservation of Marine Resources in Central America Project – Phase II, 2015

Report of the 7th Technical Advisory Committee (TAC), CZMAI Conference Room, 25th October, 2016

Report of the 8th Technical Advisory Committee (TAC), CZMAI Conference Room, 22nd February, 2017

Review and Revision of the Coastal Zone act & Regulations: Draft Amendments to CZM Act and Regulations Report; Agrer, October 2017.

Women in Fisheries Forum – Press Release; Marine Conservation and Climate Adaptation Project (MCCAP); 2017

World Bank Group Country Partnership Strategy Evaluation; CLR Review, Independent Evaluation Group; May 2017

ANNEX V. LIST OF STAKEHOLDERS CONSULTED

INTERVIEWEE	TITLE/ORGANIZATION	PLACE OF INTERVIEW
Face to Face Interviews		
Ms. Michele Diez	Task Manager, World Bank	Belize City
Mrs. Nidia Chacon	Senior Technical Officer, MCCAP, (Participant in Women's Forum)	Belize City
Mr. Marco Garcia	Administrative Assistant, MCCAP	Belize City
Dr. Sandra Grant	Project Coordinator, MCCAP, (Participant in Women's Forum)	Belize City
Mr. Valdemar Andrade	Executive Director and Member of the TAC, TASA	Belize City
Mr. Marcelo Windsor	Deputy Chief Forest Officer, Forestry Dept	Belmopan
Ms. Andrea Tillett	Procurement Officer and Member of the TAC, MCCAP/PACT	Belmopan
Ms. Maria Catzim	Project Accountant, MCCAP/PACT	Belmopan
Mrs. Arlene Maheia Young	Director and Member of the TAC, CZMAI	Belize City
Mr. Gilbert Andrews	Water Quality Technician, CZMAI	Belize City
Mr. Samir Rosado	Coastal Planner, CZMAI	Belize City
Ms. Andrea Rosado	GIS Technician, CZMAI	Belize City
Mr. Nigel Martinez	Director and Member of the TAC, BFF	Belize City
Mr. Dale Fairweather	Vice Chair and Member of the TAC, BFF	Belize City
Mr. Hopeton Westby Sr.	Fisher	Belize City
Mr. Hopeton Westby Jr.	Fisher	Belize City
Mr. James Rhaburn	Fisher	Belize City
Mr. Andrew Castillo	Chairperson, Hopkins Fisherman Association	Belize City
Ms. Beverly Wade	Fisheries Administrator and Chairperson of the TAC, Fisheries Dept, (Participant in Women's Forum)	Belize City
Mrs. Arreini Palacio Morgan	Interim Executive Director, SEA, Placencia	Placencia
Mr. Harrison Palacio	Chairman, Seine Bight Fisherman Association	Seine Bight
Mr. John Augustine	Fisher, Seine Bight	Seine Bight
Ms. Gina Young	Director and Member of the TAC, Spatial Infrastructure Dept, MNR	Belmopan

Dr Percival Cho	CEO and Chairperson of the PSC, MAFFESD	Belmopan
Mrs. Nayari Diaz Perez	Executive Director and Member of the PSC, PACT	Belmopan
Mr. Dennis Jones	Director, BEST	Belmopan
Mr. Mark Thompson	Chair, Wabafu Fisherman Association	Dangriga
Mr. Abil Castaneda	Chief Tourism Officer and Member of the PSC, MTCA	Belize City
Mr. Elmer Rodriguez	Chairman and Member of the TAC, NFCA and BFCA	Belize City
Mr. Abisai Canul	Sarteneja Tour Guide Association and Fisher (Traditional Fish Traps)	Sarteneja
Mr. Joel Verde	Executive Director and Member of the TAC, SACD	Sarteneja
Mr. Elidoro Martinez	Chunox Fisher Association Chair	Chunox
Mr. Jeronimo Tzul	Chair, Copper Bank Fisherman Association	Copper Bank
Mr. Edvin Cobb	Secretary, Copper Bank Fisherman Association	Copper Bank
Mr. Lloyd Flores	Fisher	Copper Bank
Mr. Reynaldo Gorosica	Fisher	Copper Bank
Ms. Chuc	Educator, St. Viator High School	Chunox
Mrs. Maxine Monsanto Lopez	Senior Environmental Officer and Member of the TAC, Department of the Environment	Belmopan
Mr. Ansel Dubon	Director and Member of the TAC, NPAS	Belmopan
Mrs. Chantalle Clarke- Samuels	CEO and Member of the PSC, CZMAI	Belize City
Ms. Julie Robinson	Marine Specialist, The Nature Conservancy (Participant in Women's Forum)	Belize City
Ms. Kimberly Westby	Economist, MED, Member of the TAC	Belmopan
Mr. Colin Mattis	National Climate Change Office (Inception Meeting)	Belize City
Non- face-to-face interviews (E-mail)		
Ms. Lisa Carne	Fragments of Hope	E-mail Consultation
Ms. Ana Gomez	ITVET Corozal	E-mail Consultation
Ms. Beatriz Gonzalez	ITVET Orange Walk	E-mail Consultation
Mr. Miguel Usher	Praxi 5	E-mail Consultation
Non- face-to-face interviews (Telephone)		
Mr. Jaime Rivero	ITVET Alternative Livelihood Training Participant	Sarteneja

Ms. Elizabeth Munoz	ITVET Alternative Livelihood Training Participant	Sarteneja
Mr. Eric Cobb	ITVET Alternative Livelihood Training Participant	Copper Bank
Ms. Jessie Aldana	ITVET Alternative Livelihood Training Participant	Sarteneja
Mr. Rogendri Tun	ITVET Alternative Livelihood Training Participant	Chunox
Ms. Ingri Keme	ITVET Alternative Livelihood Training Participant	Consejo
Ms. Amini Durantes	ITVET Alternative Livelihood Training Participant	Sarteneja
Ms. Deirie Munoz	ITVET Alternative Livelihood Training Participant	Sarteneja
Ms. Rosideli Mendez	ITVET Alternative Livelihood Training Participant	Chunox

ANNEX VI: SUMMARY OF THE PROJECT’S INTERVENTION IN TARGETED COMMUNITIES

Target Communities	Project Intervention to Date
Corozal Town	September 2015- Consultation meeting to introduce MCCAP and discuss viable alternative livelihood activities
Belize City	<p>August 2015- Field trip to view and discuss agricultural activities at Central Farm, Cayo District</p> <p>September 2015- Consultation meeting to introduce MCCAP and discuss viable alternative livelihood activities</p> <p>January 23rd, 2017- A meeting was conducted with Turneffe Seaweed Growers Association to establish seaweed farms in Turneffe Atoll as a source of supplementary income for fishers</p> <p>28th September 2017- Discussed with Fishermen Association leaders the process, eligibility criteria and category of sub-project requests for MCCAP</p> <p>12th November 2017- Discussed with Belize City Central Fishers Association Board members the process, eligibility criteria and category of sub-project requests for MCCAP</p>
Dangriga	<p>August 2015- Field trip to view and discuss agriculture activities at Central Farm</p> <p>September 2015- Consultation meeting to introduce MCCAP and discuss viable alternative livelihood activities</p> <p>5th December 2016- Meeting with Wabafu board members to discuss MCCAP sub-project development</p> <p>17th March 2017- Introduced MCCAP Skills Training and recruit interested persons</p>
Consejo	<p>October 2016-MCCAP in collaboration with Red Cross conducted a needs assessment at the village that will lead to sub-project development</p> <p>November 10th 2016- Introduce MCCAP skills training and recruit trainees</p>
Copper Bank	<p>August 2015- Field trip to view and discuss agriculture activities at Central Farm</p> <p>November 19th 2016- Introduce MCCAP skills training and recruit trainees</p> <p>October 2017- Tourism Stakeholders engagement workshop for</p>

	the Northern Tourism Rural Belt Action Plan
Chunox	<p>August 2015- Field trip to view and discuss agriculture activities at Central Farm</p> <p>September 2015- Consultation meeting to introduce MCCAP and discuss viable alternative livelihood activities</p> <p>November 19th 2016- Introduce MCCAP skills training and recruit trainees</p> <p>8th June 2017- component 2 Alternative livelihoods processes and eligibility criteria for sub- project</p> <p>October 2017- Tourism Stakeholders engagement workshop for the Northern Tourism Rural Belt Action Plan</p>
Sarteneja	<p>August 2015- Field trip to view and discuss agriculture activities at Central Farm</p> <p>September 2015- Consultation meeting to introduce MCCAP and discuss viable alternative livelihood activities</p> <p>November 18th 2016- Introduce MCCAP skills training and recruit trainees</p> <p>11th June 2017- To initiate contact with registered beach trap fishers of Corozal Bay Wildlife Sanctuary to develop sub Project</p> <p>3rd November 2017- To discuss with users of Corozal Bay Wildlife Sanctuary the process, eligibility criteria and category of sub-project requests for MCCAP.</p> <p>October 2017- Tourism Stakeholders engagement workshop for the Northern Tourism Rural Belt Action Plan</p>
Hopkins	<p>August 2015- Field trip to view and discuss agriculture activities at Central Farm</p> <p>September 2015- Consultation meeting to introduce MCCAP and discuss viable alternative livelihood activities</p> <p>5th December 2016- Meeting with Hopkins Fisherman Association board members to discuss MCCAP sub-project development</p> <p>7th March 2017- Introduce MCCAP Skills Training and recruit interested persons</p>
Sittee River	6 th December 2016- Meeting with Village Council and Fisherman members to discuss MCCAP sub-project development

	6 th April 2017- Introduce MCCAP Skills Training and recruit interested persons
Riversdale	<p>September 2015- Consultation meeting to introduce MCCAP and discuss viable alternative livelihood activities</p> <p>6th December 2016- Meeting with Riversdale Fisherman Association board members to discuss MCCAP sub-project development</p> <p>7th April 2017- Introduce MCCAP Skills Training and recruit interested persons</p>
Seine Bight	<p>September 2015- Consultation meetings to introduce MCCAP and discuss viable alternative livelihood activities</p> <p>7th December 2017- Meeting with Village Council and Fisherman members to discuss MCCAP sub-project development</p> <p>7th April 2017- Introduce MCCAP Skills Training and recruit interested persons</p>
Placencia	<p>September 2015- Consultation meetings to introduce MCCAP and discuss viable alternative livelihood activities</p> <p>8th December 2016- Meeting with Placencia Seaweed Growers Association and Fisherman members to discuss MCCAP sub-project development</p>

ANNEX VII. STATUS OF PRAXI-5 ASSIGNMENT AT NOVEMBER 13, 2017

Assignment	Actions Completed	Challenges	Next Steps
1. Draft tourism development action plan for the Corozal Rural Belt that will guide MCCAP tourism-based grant scheme	<ul style="list-style-type: none"> • Preparatory meetings with MCCAP PIAG & Ministry of Tourism and Civil Aviation • Developed and finalized assignment methodology and work plan. • Completed and submitted Inception Report. • Conducted secondary data collection. • Meta-review and meta-analysis of main Corozal tourism studies, plans and strategies. • Conducted primary data collection. • Conducted Field Trips to destination sites. • Conducted a community a stakeholder workshop to discuss & prioritize tourism concepts. 	<ul style="list-style-type: none"> • Due mainly to budgetary and time constraints, the methodology employed for assignment execution did not allow for undertaking a comprehensive and representative sampling approach to surveying the local communities for interest and enterprise concepts related to tourism. • The assignment execution approach had to prioritize enterprise concepts that were mainly private sector driven and could not seriously consider and develop larger infrastructural and sophisticated public-private tourism project concepts which are needed for driving rural tourism sector development in Corozal but which are outside the scope of the MCCAP intervention. 	<ul style="list-style-type: none"> • Complete the report first draft by November 24. • Revisit communities to address gaps & confirm enterprise proponents. • Interactive learning with community participants via field trips and fieldwork visits. Recommendation that this is held back and done along with southern tourism stakeholders.
2. Enhancing the Climate Resilience of ANRI Agriculture School Farm	<ul style="list-style-type: none"> • Initial meeting with MCCAP PIAG, NEXTERA, & ANRI Staff. • Developed and finalized work plan. • Completed and submitted Inception Report. • Reviewed Existing Documents. • Designed Data Collection Instruments and planning workshops. • Consulted and planned w/ Relevant Stakeholders – 3 workshops. 	<ul style="list-style-type: none"> • Agreement on appropriate meeting dates for workshops. 	<ul style="list-style-type: none"> • Complete first draft of Sub-project Proposal by November 17 • Incorporate feedback from NEXTERA in subproject proposal. • Complete draft Market/Business Plan. • Present Proposal to TAC.

	<ul style="list-style-type: none"> Conducted Market Assessment – interviews conducted with schools, hotels (including Hopkins), and butchers in the area (Dangriga & neighboring villages) served by ANRI 	<ul style="list-style-type: none"> Data Analysis. 	
<p>3. Enhancing the Climate Resilience of St. Viator Vocational High School Agricultural Farm</p>	<ul style="list-style-type: none"> Initial meeting with MCCAP PIAG, NEXTERA, & VIATOR Staff. Developed and finalized work plan. Completed and submitted Inception Report. Reviewed Existing Documents. Designed Data Collection Instruments and planning workshops. Consulted and Planned w/ Relevant Stakeholders – 2 workshops Conducted Market Assessment – survey conducted with mothers from feeder communities (Chunox, Copper Bank, Sarteneja, and Progresso). Data Analysis. 	<ul style="list-style-type: none"> Agreement on appropriate meeting dates for workshops. Limited/poor communication responsiveness from school. Poor documentation of school farm records. 	<ul style="list-style-type: none"> 1 workshop to finalize business session November 15. Complete first draft of Sub-project Proposal by November 24 Incorporate feedback from NEXTERA in subproject proposal. Complete draft Market/Business Plan. Present Proposal to TAC.

<p>4. Fisheries Diversification through deep-slope fisheries</p>	<ul style="list-style-type: none"> • Initial meeting with MCCAP PIAG and potential executing agency. • Developed and finalized work plan. • Completed and submitted Inception Report. 	<p>N/A</p>	<ul style="list-style-type: none"> • Design executing agency/organization evaluation tool. • Selection of executing agency/organization. • Initial meeting with the selected agency/organization. • Finalize work plan. • Review Existing Documents. • Design Data Collection Instruments and planning workshops. • Workshop to Conduct Situational Analysis. • Conduct Key Stakeholder Interviews. • Stakeholder Workshops with Fisher folks (2 regions).
			<ul style="list-style-type: none"> • Survey Administration • Data Analysis. • Draft of Sub-project Proposal. • Draft Market/Business Plan. • Present Proposal to TAC.
<p>5. Improving Production Chain for Conch and Lobster Fishery Through Capacity Building and Equipment Upgrade</p>	<ul style="list-style-type: none"> • Initial meeting with MCCAP PIAG & National Coop. Staff. • Conducted Stakeholder Workshop – Situational Analysis • Identified project scope that will involve strengthening efficiency of the coop to increase their competitiveness and addressing members’ needs. In addition, a new business line will be developed (live lobster). 	<p>N/A</p>	<ul style="list-style-type: none"> • Develop and finalize work plan. • Inception Report by December 1.

<p>6. Fisheries Diversification through Sustainable Seaweed Farming</p>	<ul style="list-style-type: none"> Initial meeting with MCCAP PIAG & TNC Staff. 	<p>N/A</p>	<ul style="list-style-type: none"> Develop and finalize work plan. Inception Report by December 1.
<p>7. Draft tourism development action plan for the Southern Communities that will guide MCCAP tourism-based grant scheme</p>	<p>N/A</p>	<p>N/A</p>	<ul style="list-style-type: none"> Inception meeting – there might not be need for inception meeting given the similarities with the northern tourism assignment. MCCAP and Ministry of Tourism can provide any specific information regarding tourism development down South or expectations regarding this particular assignment via email or via a shorter than normal inception meeting. <input checked="" type="checkbox"/> Inception Report by December 1.

ANNEX VIII: PLANNED VERSUS ACTUAL DELIVERY OF MCCAP TARGETS AT THE MID-TERM

Project Objectives	Objective Outcome Indicators	Baseline/Unit	Mid-Term Target (Expressed as YR 3 Targets)	Progress at Mid-Term (Oct 2017) (actual achievement)	Planned End of Project Target	Comments
Indicator one: Improving the protection regime of marine ecosystems	Marine protected areas (MPA) coverage increased to 20.2% and areas declared as marine replenishment zones (RZ) increased to at least 3.1% of the Belize's territorial sea as identified in the NPASP, by the third year of the project	(%; Ha) MPAs share 13% of marine ecosystem habitats as identified in the NPASP. MPAs: 248,810 Marine RZs share approximately 2% of marine ecosystem habitats as identified in the NPASP. Replenishment zones: 38,278	20.2 MPAs: 386,612; 3 Replenishment zones: 59,331	22% MPAs: 405,512.67 3% Replenishment zones: 58,699.38	20.2 MPAs: 386,612; 3 Replenishment zones: 59,331	This indicator has been achieved and surpassed. Validation workshop for maps and demarcation of areas to follow.
Indicator two: Improving the protection regime of coastal ecosystems	Coastal zone managed effectively through implementation of Coastal Zone Management Plan, measured by coastline under protection and no net loss of mangroves	(km; Ha) ICZM Plan available for implementation in Dec 2012 allowing for the 386 km of Belize's coastline under better management	386; 74,480	Baseline being developed	386; 74,480	This indicator needs to change to be output based. Baseline for a mapping of coastal communities currently underway, upon which metrics for management may be defined. If Water Quality Management is considered, CZMAI is doing

		0; 74, 480 (2012)				30% of this; FD has 70% and the project has not started a WQM programme for FD
Indicator three: Support for viable and sustainable alternative livelihoods for affected users of the reef	Project beneficiaries who have adopted alternative livelihoods and reduced dependency on traditional fishing for household income (at least 2,500 people), of which 30% are women	(% fishers) (% women) Survey conducted in YR1	1500; 30	59; 55%	2500; 30	Need to start the sub-projects and do tour guide training across the targeted communities.
Indicator four: Raising awareness, building local capacity, and disseminating information.	Awareness raising campaigns and dissemination of project information and project supported investments reach 100% and change attitude of 75% of intended beneficiaries	(%) 0	25	48%	75	This activity is 40% complete. Implementation of the communication plan and final KAP to follow.
Project Outcomes	Project Outcome Indicators	Baseline	Mid-Term Target (Expressed as YR 3 Targets)	Progress at Mid-Term (actual achievement)	End of Project Target	
Component 1: Improving the protection regime of marine and coastal ecosystems						
MPAs and replenishment zones expanded and secured in strategically selected locations	The target MPAs are effectively managed as recorded by the Management Effectiveness Tracking Tool	(Management effectiveness score as recorded by METT (1-4)) TAMR - nil; CBWS -2.16; SWCMR - 2.65 (2009)	3.5;	(new scoring system adopted) TAMR – being assessed CBWS – 0.65 SWCMR – 0.62	3.5;	In terms of MPA Management Effectiveness, there are uncertainties related to the methodology, source, reliability and confidence of the baseline measurements listed in the project’s Results Framework. It is recommended that this indicator be adjusted based on METT results obtained in 2015 for CBWS and SWCMR

			3.5; 3		3.5; 3.5	using a methodology and scoring system adopted by the project, and which is easily replicable. The 2015 data score would become the new baseline for CBWS and SWCMR, with a baseline for TAMR to be established by June 2018. This score would then be reassessed in Year 5 of the project.
	Infractions of rules and regulations in the target MPAs and RZs reduced by 75%	(% reduction in infractions of MPA/RZ rules and regulations) NOTE: based on arrests made at the MPAs in 2011-2012 Turneffe Atoll SPAG MRs- 13 arrest (2011) SWCMR: 26 arrests (2011) Turneffe SPAG MRs – 2 arrest (2012) SWCMR – 23 arrests (up to Sept 2012)	75	TAMR – 39 arrests (2014) SWCMR – 17 arrests (2014) CBWS – 0 arrests (2014)	75	This indicator must be interpreted with caution, and the context governing the quantitative % reported must be fully explained in PPRs. With resources made available by the project, the enforcement capacity has increased, resulting in more arrests that may not have been possible or recorded previously. For infractions to be effectively extrapolated from # of arrests, enforcement effort must remain constant and cannot be a variable in the estimates of % infractions. Additionally, the new enforcement effort will initially produce a large number of arrest, but will eventually decrease as such enforcement is consolidated as a deterrent to infractions.
	At least 3 restored coral sites, with resilient varieties grown in coral nurseries, within TAMR and SWCMR by the end of the project (with each site	(Number of restored coral sites) 0	3	0	6	Ongoing. One out-planting site should be established by the end of December

	measuring 300 m2)					
Coastal zones effectively managed	75% of coastal developments adhering to the development guidelines set by the ICZM Plan	(% development adhering to ICZM Plan) No available quantitative data (baseline to be collected 1 st year of project)	50	0	75	Baseline being developed. May not be completed before the end of the project. Advisable to re-frame indicator.
	Mangrove clearance infractions reduced by 100% (that is, infractions of the revised mangrove regulations)	(% reduction in mangrove clearance infractions) No available quantitative data (baseline to be collected 1 st year of project)	75	0	100	Need to change indicator. This is not possible. There were limited funds in the project budget to cover this activity. More funds needed to enforce the regulations. Under KBA Forest Department will create an enforcement team, which hopefully will include mangroves.
Component 2: Support for viable and sustainable alternative livelihoods for affected users of the reef in the areas impacted by project activities						
Livelihoods of affected users of the reef diversified	Alternative livelihoods subprojects elaborated and financed, with at least 30% of beneficiaries being women	(Number of business plans financed) 0	17	0	20	Reduce target to 10. Activity 11% completed.
	Persons participating in training based on training needs assessment (at least 30% of trainees are women)	(Number of persons trained) 0	1,500	82	2,000	It is recommended to reduce target based on number of households.
		(% women trained) 0	30	58%	30	
Component 3: Raising awareness, building local capacity, and disseminating information						
The value of marine conservation and impacts of climate change are understood by local	Behavior change communication (BCC) campaigns conducted at all the target fishing communities (Chunox, Copper Bank,	(Number of target communities) 0	5	3	12	This activity should be fully delivered by End of Project.

people	Sarteneja, Belize City, Dangriga, Hopkins, Placencia, Sittee River, Riversdale and Seine Bight) and reach 100% of fishers	(Number of fishermen) 0	500		TBD	
	Strategic planning workshops with fishers' associations and three fisher cooperatives	(Number of planning workshops (3 per association & cooperative)) 0 (Number of strategic plans) 0	24	5 1 to be started	24	It is recommended that this indicator be reduced to reflect a more rational value. Strategic Planning sessions, by definition, are meant to be conducted once every 3 to 5 years. It is suggested that the new target be 8 Strategic Planning sessions by End of Project, which translates to 5 fishers' associations representing communities targeted by the project, plus 1 session for each of 3 fishing cooperatives; total of 5 + 3 = 8.

ANNEX IX. BRIEF CV OF THE MTE CONSULTANT

Name: Noel D. Jacobs

Year of Birth: 1967

Nationality: Belizean

Education (Formal Degree Programs):

1994 - 1996 Masters Degree in Marine Biology – National Polytechnic Institute, Mexico

1988 - 1992 Bachelors Degree in Aquaculture Engineering – Technical Institute of the Sea, Mexico

Executive Education (Certificate Courses & Short Courses):

- March 2017 – **The Strategy Consultant**; Chartered Management Institute (CMI)/Institute of Consulting(IC)/Advanced Management Skills (AMS); London, England, United Kingdom.
- March 2017 – **The Lean Operations Consultant**; Chartered Management Institute (CMI)/Institute of Consulting (IC)/Advanced Management Skills (AMS); London, England, United Kingdom.
- March 2017 – **The Professional Consultant**; Chartered Management Institute (CMI)/Institute of Consulting (IC)/Advanced Management Skills (AMS), London, England, United Kingdom.
- May 2012 – **Advanced Level Organizational Development Certified Consultant Program (ODCC)**; Institute of Organization Development (IOD), Fort Lauderdale, Florida, U.S.A.
- March 2009 - **Practitioners Program in the Critical Components of Effective Governance**; BoardSource, Arlington, Virginia, U.S.A.
- June 2007 – **Certificate in Fund Raising Management (CFRM)**; Centre on Philanthropy, Indiana University, Indianapolis, U.S.A.
- November, 2003 – **Certificate in Negotiation and Decision Making Strategies**; Columbia University Graduate School of Business, New York, U.S.A
- June, 2002 - **Leaders in Development: Managing Political & Economic Reform**; John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts, U.S.A.

Membership in Professional Associations:

- Association for Strategic Planning (ASP-Canada) – Full Member ID#: 43690191
- Society for Human Resources Management (SHRM-U.S.A.) – Professional Member ID#: 01792767
- Institute of Consulting - United Kingdom (IC-UK) – Fellow (FIC) #P04525163

Language Skills:

English: Mother tongue

Spanish: Read, Write, Speak (Excellent Level)

Overview of Employment Experience:

Period	Employment position and sector	Countries	Key activities performed
July 2007 to Present	International Institutional Development Consultant in the following sectors: Tourism Aviation Heritage & Culture Environment/Biodiversity/Protected Areas Marine & Fisheries Coastal Zone Management Climate Change Agriculture Health	Antigua & Barbuda, Barbados, Dominica, Grenada, Guyana, Jamaica, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, Trinidad & Tobago, Cuba, Dominican Republic, Mexico, Colombia, Ecuador, Bolivia, Peru, Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica, Panama, Belize, Uruguay, Chile, Argentina	Provision of national and international Consulting Services in the following thematic areas: Strategic Planning; Board Governance & Institutional Development; Institutional Assessment; Biodiversity and Social Impact Assessment; Capacity Building & Training; Development of Organizational Policies, Guidelines and Manuals; Fund Raising Strategy; Project Design (National & Regional Projects) in Biodiversity and Climate Change; Project Management and Project Evaluation.
July 2001 to June 2007	Regional Director, Central American Commission for Development and Development (CCAD)	Belize Guatemala Honduras Mexico	Regional oversight of the Mesoamerican Barrier Reef Systems Project; overall execution of a multi-national, multi-sector, and multidisciplinary project over a 6-year period, while leading a team of regional experts.
August 1998 to April 1999	Director, Lobster & Conch Resource Management Program (CIDA/CARICOM)	Belize Jamaica St. Kitts & Nevis St. Lucia Grenada St Vincent & the Grenadines	Program development, monitoring and supervision of technical program implementation in six countries of the Caribbean to ensure compliance with planned activities, outputs and performance indicators both on a national and on a regional scale.
September 1996 to July 1998	Fisheries Administrator	Belize	Fisheries and Coastal Management, Research, Fisheries Enforcement, Compliance with International Conventions and Agreements, Marine Protected Areas Management

Consulting Assignments:

Belize: Institutional Development Consultant – Institutional Assessment of the Hol Chan Marine Reserve. Client. Hol Chan Marine Reserve Board of Trustees, 2017

Antigua and Barbuda, Barbados, Grenada, Guyana, Jamaica, Saint Kitts and Nevis, Saint Lucia, Trinidad

and Tobago: GEF Project Mid-Term Review – Advancing the Nagoya Protocol in Countries of the Caribbean. Client: United Nations Environment Programme (UNEP)/University of the West Indies, 2017

Peru: GEF Project Concept Note Consultant – Sustainable Landscape of Northern Tropical Peru. Client: Development Bank of Latin America (CAF), 2017

Peru: GEF Project Concept Note Consultant - Sustainable Landscapes of Madre de Dios. Client: Development Bank of Latin America (CAF), 2017

Uruguay, Chile, and Argentina: GEF Project Concept Note Consultant - 'Cetaceans and Health of the Oceans in South America: Banner Species as Bio-indicators of Mercury Pollution'. Client: Development Bank of Latin America (CAF), 2017

Colombia: GEF Project Document Consultant - Transformation of the Panela (sugar cane) Sub-Sector in Colombia Through Nationally Appropriate Mitigation Actions (NAMA) to the Impacts of Climate Change. Client: Development Bank of Latin America (CAF), 2016

Belize: Institutional Development Consultant - Institutional Review and Organizational Development Support to the Karl Heusner Memorial Hospital Authority. Client: Government of Belize, 2016

Antigua & Barbuda, Bahamas, Barbados, Belize, Commonwealth of Dominica, Grenada, Guyana, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, Suriname, and Trinidad & Tobago: Assessment of Capacity in the Caribbean Sub-Region in Support of Biosafety Systems. Client: University of the West Indies/United Nations Environment Programme (UNEP), 2016

Antigua & Barbuda, Bahamas, Barbados, Belize, Commonwealth of Dominica, Grenada, Guyana, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, Suriname, and Trinidad & Tobago: Assessment of Genetically Modified Organisms in the Caribbean Region. Client: University of the West Indies/United Nations Environment Programme (UNEP), 2016

Bolivia, Colombia, Ecuador and Peru: GEF Project Implementation Manual of the Andes Adaptation to the Impacts of Climate Change on Water Resources (AICCA) Project. Client: Development Bank of Latin America (CAF), 2016

Bolivia, Colombia, Ecuador, Peru: GEF Project Document Consultant - Andes Adaptation to the Impacts of Climate Change on Water Resources (AICCA). Client: Development Bank of Latin America (CAF), 2016

Jamaica, Grenada, St. Lucia, and St. Vincent & the Grenadines: Project Design Consultant - Coastal Protection for Climate Change Adaptation in the Small Island States in the Caribbean project. Client: International Union for the Conservation of Nature (ORMACC)/Caribbean Community Climate Change Centre (CCCCC)/German Development Bank (KFW), 2016

Belize: Project Terminal Evaluation Consultant - Making Tourism Benefit Communities Adjacent to Archaeological Sites” (MTBCAAS). Client: Government of Belize/European Union (EU), 2015

Belize, Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica: Organizational Development Support & Management Coaching to the Central American Cooperation for Air Navigation Services (COCESNA).

Client: COCESNA, 2015

Belize, Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica: 20-Year Master Plan of the Central American Cooperation for Air Navigation Services (COCESNA). Client: COCESNA, 2015

Belize: Organizational Development Support to the Belize Airports Authority. Client: Government of Belize, 2014

Belize: General Core Component - Curriculum Framework of the Revised Belize National Tour Guide Training. Client: Government of Belize, 2014

Belize: Training Needs Assessment and Training Program Design for Members of the Belize Shrimp Cluster for Aquaculture Stewardship Council (ASC) certification. Client: Inter-American Development Bank (IDB)/Compete Caribbean/World Wildlife Fund (WWF)

Belize: Project Mid-Term Evaluation Consultant - Making Tourism Benefit Communities Adjacent to Archaeological Sites" (MTBCAAS). Client: Government of Belize/European Union (EU), 2014

Belize: 5-Year Strategic Planning & Operational Planning Support to the Ministry of Trade, Investment Promotion, Private Sector Development, and Consumer Protection. Client: Government of Belize, 2014

Belize: Institutional Assessment & Proposal for a Gaming and Lotteries Commission. Client: Government of Belize, 2014

Belize: 2013-2015 Strategic Plan for the Development Finance Corporation. Client: Government of Belize, 2013

Belize: Belize National Sustainable Development Report. Client: United Nations Development Program (UNDP)/UNDESA, 2012

Belize: Institutional Assessment & Proposal for a Civil Aviation Authority. Client: Government of Belize, 2012

Belize: Project Management Services - Sustainable Tourism Program (STP). Client: Inter-American Development Bank (IDB), 2011

Seven Countries of Central America + Mexico: Development of a White Paper and Proposed Framework for the Establishment of a 'Global IUCN Ridge to Reef Program. Client: International Union for the Conservation of Nature IUCN-Mesoamerica, 2011

Belize: 2010-2015 Strategic Plan for the Protected Areas Conservation Trust (PACT). Client: Government of Belize, 2010

Belize: 2010-2015 Institutional Assessment of the Protected Areas Conservation Trust (PACT). Client: Government of Belize, 2010

Belize: Preparation of an Environmental Impact Assessment (EIA) Manual for Belize. Client: Government of Belize and Central American Commission for Environment & Development (CCAD) and

IUCN, 2009

Belize, Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica: Institutional Assessment & Five Year Strategic Plan. Client: Central American Cooperation for Air Navigation Services (COCESNA), 2009

Costa Rica-Panama-Colombia-Ecuador: Shark Management Strategy and Guidelines for the Tropical Eastern Pacific Corridor. Client: International Union for the Conservation of Nature (IUCN), 2008

Seven countries of Central America, Southern Mexico, Cuba and the Dominican Republic: Regional Marine Conservation Strategy for IUCN Mesoamerica. Client: International Union for the Conservation of Nature (IUCN)

Belize: Institutional Development Plan. Client: Belize Association of Private Protected Areas (BAPPA), 2008

Belize, Guatemala, Honduras & Mexico: Project Preparation and Design Coordinator – Mesoamerican Barrier Reef systems Project. Client: Central American Commission for Environment & Development (CCAD)/GEF-World Bank, 1999-2001

Belize: Master Editor, Belize National Biodiversity Strategy and Action Plan. Client: United Nations Development Programme (UNDP), 1998

Belize: Marine and Coastal Areas Strategy and Action Plan for Belize. Client: United Nations Development Programme (UNDP), 1997