



**PROJECT: Increased Prosecution Capacity,  
Community Leadership and Youth Engagement**

**United Nations Development Programme**

**Belize, 2012 to 2013**



Title	Project Document Template
Document Language	English (original), French - Spanish
Responsible Unit	Bureau for Development Policy/Capacity Development Group
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Contributors	BDP/CDG, BOM/CBS, OLPS, BRSP
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Replaces	Project Document: Required Format and Contents (8 Dec. 2006 version). The purpose of this update is to simplify the previous template and clarify specific requirements related to monitoring, risks management and management arrangements.
Is part of	<a href="#">UNDP User Guide - Project Management section</a>
Conforms to	Harmonized programming procedures and ATLAS
Related documents	<a href="#">UNDG AWP guidelines</a> Project Document - Deliverable Description UNDP User Guide - <a href="#">Defining a Project</a>
Document Location	Management Practice Document Repository - <a href="#">Project Management</a> - Defining - Deliverables

[Project Document Format for CPAP Countries](#)

[Project Document Format for non-CPAP Countries or Projects outside a CPAP](#) (also applicable to Global and Regional Projects)

**United Nations Development Programme**

**Country: \_\_BELIZE**

**Project Document**

**UNDAF Outcome(s):** Poverty elimination by investing in people

**Expected CP Outcome(s):** Efficient and Effective Governance Structures that work at all levels of the state

**Expected Output(s):** 1. Improve Implementation of National and International Criminal Justice Standards for Youth in conflict with the Law

2. Reduce the exclusion of youth in discourse on access to justice & human rights

3. A systematic process for the sharing of technical information and practices among stakeholders CJS in relation to youth.

**Implementing Partner/Executing Entity:** Ministry of Human Development and Social Transformation

**Responsible Parties/Implementing Agencies:** Community Rehabilitation Department

American Bar Association Rule of Law Initiative, British High Commission and Kolbe Foundation  
(if already identified)

**Access to justice and observance of the rule of law is critical to citizen security in Belize. This is particularly important given the high levels of violent crime in the country. Between 2000 – 2008 Belize’s homicide rate climbed from 19 to 32 per 100,000 with the perception that young people are increasingly becoming perpetrators of crime and violence. However, youth are significantly marginalized in the criminal justice system due to a lack of knowledge of their rights and overall inability to access legal services when in conflict with the law. This project aims to strengthen three areas of the criminal justice system, in order to improve the state and non-state institutions that safeguard the rights of young people who come in conflict with the law. Specifically, the project aims to strengthen the technical capacity of public prosecutors, magistrates, police and prison officers in implementing domestic and international standards for youth rights under the law; build the capacity of youth and the community to access rehabilitative support and relevant skills for life and work within the society after being on remand; and implement a national conference on Youth, Rights and the Law to highlight the need for youth to be actively engaged in the CJS and to improve the responsiveness of the institutions that respond to their needs.**

Programme Period: 2012-2014  
 CPAP Programme Component: Achieving MDGs and Democratic Governance.  
 Project Title: Increased Prosecution Capacity, Community Leadership and Youth Engagement  
 Atlas Award ID: 00081473  
 Start date: March 2012  
 End Date: March 2013  
  
 PAC Meeting Date: 9/03/12

Estimated annualized budget:	<u>\$109,000.00</u>
Total resources required	<u>\$150,000.00</u>
Total allocated resources:	<u>\$109,000.00</u>
• Regular	_____
• Other:	_____
o Donor	<u>\$100,000.00</u>
o Donor	_____
o Donor	_____
o Government	_____
Unfunded budget:	_____
In-kind Contributions	<u>\$9,000.00</u>

Agreed by (Government)

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Agreed by (Implementing Partner/Executing Entity):

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Agreed by (UNDP):

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## I. SITUATION ANALYSIS-

Youth in Belize describe the police as the government institution that fails them the most. 88% of youth describe their relationship with police as “poor”, “horrible”, “bad” or “non-existent”. Young people participate in encounters with law enforcement without any knowledge of their legal rights and are often caught up in the legal system unrepresented with little knowledge about the court process. This lack of understanding increases mistrust of law enforcement and increases reluctance of young people to come forward as witnesses to crime.

There are fundamental institutional weaknesses throughout the criminal justice system and specifically a lack of capacity in the formal justice and security system to correctly and consistently deal with youth according to national and international standards of conduct. Freedom of expression, integrity of prosecutors’ interaction with judges and the media in Belize’s prosecutorial system are found to be lacking in many respects, including areas ranging from inadequacy of legal training to a poorly structured police service with limited capacity and capability investment (Nicola, 2011). The inefficient and ineffective executive structure of governance overseeing justice and security is a further problematic area in need of intervention to ensure that the rights of youth in conflict with the law are not violated. The Ministry of Policing and Public Security and the Ministry of the Attorney General are responsible for providing the public with justice and security services (including police and prosecution, legal aid, court administration and non-criminal matters), but both seriously lack capacity, resources and technical skills (*ibid.*).

Moreover, there is an unacceptably high level recidivism rate for youth in conflict with the law (Unicef, 2011). The need for strengthening of life-skills training and anger management as part of the treatment plan for youth in conflict with the law receiving services is pressing (*ibid.*). The Youth Hostel, the only Government of Belize (GOB) operated residential institution for juveniles in conflict with the law who are removed from parents for uncontrollable behaviour or who are on remand, has been unable to provide adequate rehabilitation services. Similarly, the Wagner Youth Facility located on the national prison compound and in which youth under 18 are held on remand separated from the general prison population but provided with very limited rehabilitative intervention including life and other skills to support their community reintegration. Given Belize’s very low conviction rate, youth on remand in both facilities are likely to be freed without receiving consistent and sound rehabilitative interventions or skills development for productive engagement in society that will deter re-entry into the system.

At the community level, there is need for more community based awareness and knowledge of youth rights and the law. Young people and significant adults in their lives, including parents generally lack knowledge of their rights within the court and security systems. This lack of knowledge of rights increases youth fear of and apprehension toward the justice system and reduce youth active participation in democratic processes.

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## I. STRATEGY

The UNDP Country Programme Action Plan 2007-2011, proposes to strengthen a culture of human, civil and political rights by creating enhanced levels of awareness and application of human rights standards and principles at the level of duty bearers as well as rights holders. This is a critical entry point for tackling citizens’ insecurity. In relation to the national development strategy for citizen’s security, this project responds to at least three critical areas: strengthening the technical capacity of law enforcement officers who work directly with youth; building institutional responsiveness to uphold the rights of youth in conflict with the law including facilitating rehabilitative skills development for youth on remand; and increasing public awareness of youth rights and the law.

The project will improve the implementation of domestic and international standards within the criminal justice system when dealing with youth, primarily those who are under 18 years old and are in the criminal justice system. In this regard, the project will target the police, prison officers, public prosecutors and magistrates through technical and legal training on these standards as a means to reduce the marginalization of young people within the criminal justice system. These training activities will strengthen standards in prosecution and related legal responsibilities when working with youth in conflict with the law. These officers of the CJS will be supported with technical skills to correctly and consistently apply these domestic and international standards and

protocols within the Belize justice system. In order to facilitate the application of the law for juveniles, a youth justice manual tailored specifically for Belize will be developed specifically to guide officers within the CJS and to educate and inform youth on their rights.

The project also addresses the lack of meaningful youth engagement in dialogue on access to justice and human rights as a means to empowering young people as proponents of peace and good governance. Through this medium, young people, in and out of school, including those who are on remand will participate in training workshops that will provide them with knowledge and skills on youth rights and the law. These workshops will be implemented to increase youth knowledge of the legal system, the court process and their rights when in conflict with the law. This will empower the youth community and reduce fear of the courts while increasing awareness of the importance of active participation in the democratic process. From this process of knowledge and awareness building on youth rights and law, two critical products will be developed including a youth justice manual and an educational video to increase understanding of the criminal justice system from a youth rights perspective. Additionally, a national conference on youth and justice will be implemented to bring together all stakeholders along with the youth to engage in critical dialogue on the issues affecting youth within the CJS and on how young people themselves can be empowered to become change agents at the community level.

Most critically, the project will target at least 100 young people on remand for reintegration and rehabilitation efforts through targeted life skills training and basic employment readiness capabilities. The focus of the life skills training will develop the young person's resiliency and coping skills for re-integration into society and reduce recidivism in detention. The project will strengthen already existent life skills programs in addition to other support services such as technical skills training and job search assistance, to help young people find employment, but also increases their self-esteem, confidence and sense of control over their lives and their future. The Life-skills program approach utilizes the **Self-Esteem Conflict Resolution Anger Management Independent Liking Skills (SCAIS)** Manual and proposes an innovative use of sports as an outlet to apply skills learned and an opportunity to exercise leadership, conflict and anger management, self-esteem building, discipline and peer-support. Essentially the life-skills program will use sports as an avenue to engage youth in conflict with the law to prepare for positive civic engagement.

## II. RESULTS AND RESOURCES FRAMEWORK

<b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b> <i>Efficient and effective governance structures that work at all levels of the state.</i>				
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b> <i>% National budget allocated to social investment, % indicators adequately disaggregated, % population with knowledge of civil rights</i>				
<b>Applicable MYFF Service Line:</b>				
<b>Partnership Strategy: National Implementation</b> The Ministry of Human Development and Social Transformation, through its Community Rehabilitation Department (CRD) is the lead government agency implementing the project and forging collaborative efforts with the American Bar Association Rule of Law Initiative, the Wagner Facility at the prison, and the Princess Royal Youth Hostel to strengthen institutional collaboration for the mainstreaming and consistent application of domestic and international standards for youth in conflict with the law. The CRD will also provide leadership for active youth engagement in rights and law education and skills development for youth on remand.				
<b>Project title and ID (ATLAS Award ID):</b>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><i>Specify each output that is planned to help achieve the outcome.</i></p> <p><i>For each output, include a baseline with associated indicators and targets to facilitate monitoring of change over time.</i></p> <p><i>Each output shall ultimately become a Project ID in Atlas.</i></p> <p><b>Output 1</b> <b>Domestic and International Criminal Justice Standards for Youth in conflict with the Law are implemented.</b></p> <p><b>Baseline:</b> There is inconsistent implementation of national and</p>	<p><i>Use this column for more complex projects where an output takes more than one year to produce.</i></p> <p>Targets (year 1)</p> <ul style="list-style-type: none"> <li>- One training workshop for two days for police prison officers with comprehensive report completed.</li> <li>- One training workshop for two days for magistrates and prosecutors with comprehensive report</li> </ul>	<p><i>List activity results and associated actions needed to produce each output or annual output targets.</i></p> <p><i>Each activity result shall ultimately become an Activity ID in Atlas.</i></p> <p><b>Train police, judiciary &amp; prison officers in norms &amp; standards for youth in CJS.</b></p> <ul style="list-style-type: none"> <li>• Train at least a total of 40 police and prison officers in domestic and international norms and standards when dealing youth in conflict with the law</li> <li>• Train at least 36 magistrates and prosecutors in domestic and international norms and standards when dealing with youth in conflict with the law</li> </ul>	<p><i>Specify parties that have been engaged by the executing entity to carry out these activities</i></p> <p>ABA ROLI</p> <p>ABA ROLI</p>	<p><i>Specify the nature and total costs of the UNDP inputs needed to produce each output.</i></p> <ol style="list-style-type: none"> <li>1. 71300-Consultancy Fees</li> <li>2. 72500-Supplies</li> <li>3. 72100-Facility Rental</li> <li>4. 72100-Equipment Rentals</li> <li>5. 71600-Daily Subsistence</li> <li>6. 71600- Consultants Travel</li> </ol> <ol style="list-style-type: none"> <li>1. 71300-Consultancy Fees</li> <li>2. 72500-Supplies</li> <li>3. 72100-Facility Rental</li> <li>4. 72100-Equipment Rentals</li> <li>5. 71600-Daily Subsistence</li> <li>6. 71600- Consultants Travel</li> </ol>

<p>international standards when young people are in the criminal justice system; Young people caught up in the legal system often go unrepresented;</p> <p><b>Indicators:</b></p> <p>1) At least 40 police and prison staff trained and implementing international and domestic norms and standards for dealing with youth in conflict with the law by 2012.</p> <p>2) At least 18 prosecutors trained and implementing national and international norms and standards for youth by June 2012.</p> <p>3) At least 18 magistrates trained and implementing national and international standards for youth in the CJS by June 2012.</p> <p>4) Youth justice manual is developed for use by December, 2012.</p>	<p>completed.</p> <p>A manual on youth justice is developed and completed for Belize.</p> <p>Targets (year 2)</p> <p>-</p> <p>-</p>	<ul style="list-style-type: none"> <li>Develop a youth justice manual for Belize</li> </ul>	<p><i>British High Commission Criminal Justice Advisor</i></p>	<ol style="list-style-type: none"> <li>71300-Short term, International Technical Consultant- Criminal Justice Advisor</li> </ol>
<p><b>Output 2</b></p> <p><b>Youth are participating in discourse on access to justice &amp; human rights</b></p> <p><b>Baseline:</b></p> <p>Youth are excluded from discourse on access to justice and human rights. As a result, they are often unaware of and unable to apply their human and legal rights in the court process.</p> <p>There is a lack of adequate rehabilitation programmes for youth</p>	<p>Targets (year 1)</p> <p>- Four workshops targeting at least 160 youth for engagement on youth rights and law completed and including documentation of a comprehensive report.</p> <p>- An educational video on youth in the court process completed, launched and disseminated.</p> <p>A completed program</p>	<p><b>Develop an outreach &amp; sensitization program on Youth - Rights and Law</b></p> <ul style="list-style-type: none"> <li>Conduct 4 training workshops for male and female youth at risk, young people in school and parents</li> <li>Develop a training video on Youth - Rights and Law</li> </ul> <p><b>Develop a program for life &amp; work skills training developed for young people on remand.</b></p> <ul style="list-style-type: none"> <li>Provide life skills training for young people on</li> </ul>	<p><i>ABA ROLI and CRD</i></p> <p><i>CRD</i></p> <p><i>CRD, Kolbe Rehabilitation Centre</i></p>	<ol style="list-style-type: none"> <li>71300-Consultancy Fees</li> <li>72500-Supplies</li> <li>72100-Facility Rental</li> <li>72100-Equipment Rentals</li> <li>71600-Daily Subsistence</li> <li>71600- Consultants Travel</li> </ol> <p>1. 71300-Script and video development</p> <p>1. 71300-Life-skills Facilitator</p>





3. Regional technical assistance and support				
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### III. ANNUAL WORK PLAN BUDGET SHEET

Year: March 2012- March 2013

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4	Q 1		Funding Source	Budget Description	Amount
<b>Output 1:Improve Criminal Justice Standards for youth in conflict with the law</b> <b>Baseline:</b> <i>There is serious institutional weakness throughout the criminal justice system;            Young people caught up in the legal system often go unrepresented;            There is a lack of adequate support for juveniles once they are released from detention</i> <b>Indicators:</b> <i>1)at least 40 police and prison staff trained in international and domestic norms and standards for dealing with youth in conflict with the law by the end of the project</i>	<b>1. Police, judiciary &amp; prison trained in norms &amp; standards for youth in CJS.</b>									
	Train police and prison officers in domestic and international norms and standards						American Bar Association Rule of Law Initiative (ABA ROLI)	DGTTF	71300-Consultancy Fees 72500-Supplies 72100-Facility Rental 72100-Equipment Rentals 71600-Daily Subsistence 71600- Consultants Travel	\$6,592.20 \$300.00 \$1,100.00 \$150.00 \$960.00 \$780.20
	Train magistrates and prosecutors in domestic and international norms and standards						ABA ROLI	DGTTF	71300- Consultancy Fees 72100-Facility Rental 72500-Supplies 72100-Equipment Rental 71600-Travel 71600-Daily Subsistence 71600- Consultant Travel	\$6,592.20 \$900.00 \$225.00 \$150.00 \$280.00 \$2468.00 \$780.20

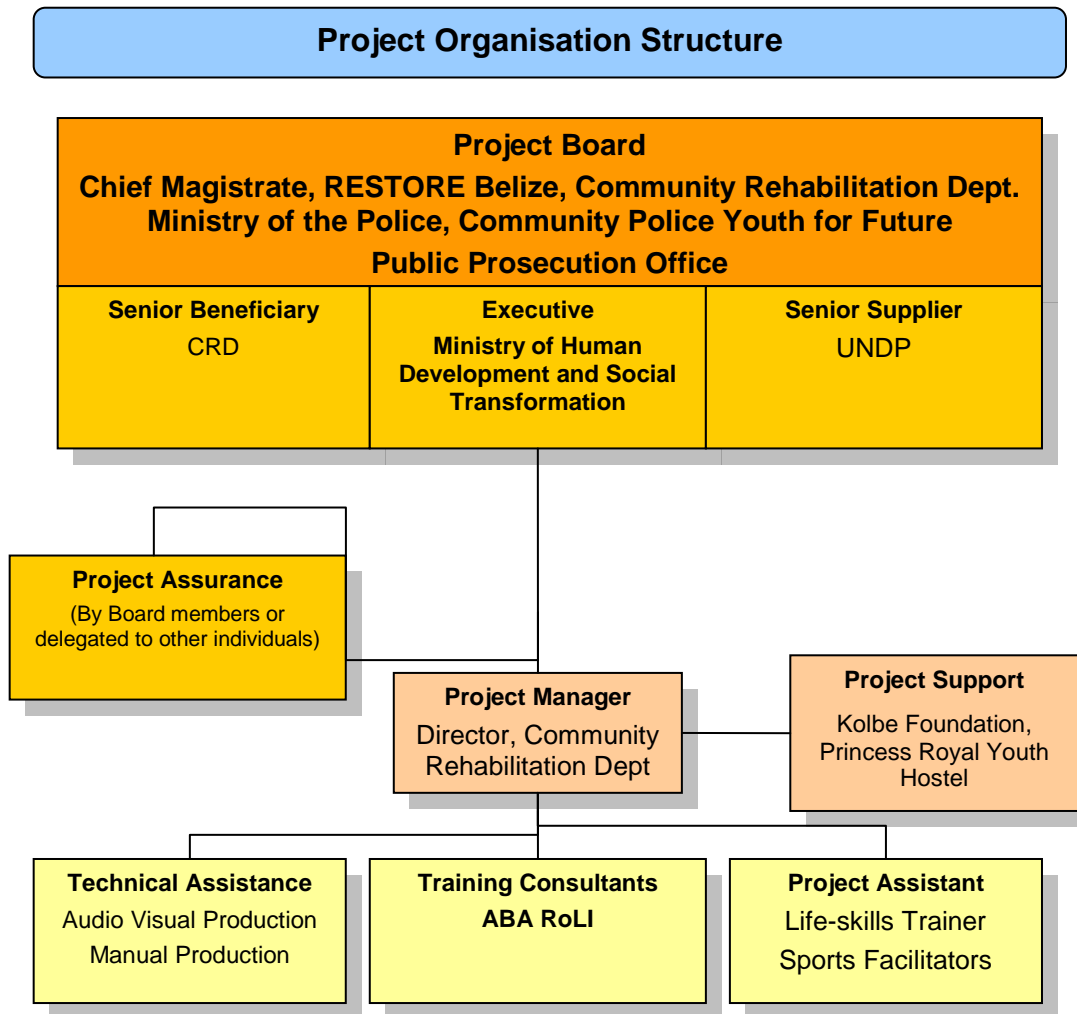
<p>2) At least 18 prosecutors trained in norms and standards for youth by the end of the project</p> <p>3) 90% of magistrates trained in standards for youth in the CJS by the end the project</p> <p>4) Youth justice manual is developed for use by the end of the project</p> <p>Related CP outcome: Efficient and effective governance structures that work at all levels of the state.</p>	<p>Develop a youth justice manual for Belize</p>					<p>British High Commission Criminal Justice Advisor, CRD</p>	<p>DGTTF</p>	<p>71300-Research drafting consultancy printing and reproduction</p>	<p>\$3000.00</p>
<p><b>Output 2</b> <b>Reduce the exclusion of youth in discourse on access to justice &amp; human rights</b> <b>Baseline:</b> Youth are excluded from discourse on access to justice and human rights; as a result, they are often unaware of their human and legal rights and the court process. There is a lack of adequate rehabilitation programmes for youth on remand</p> <p><b>Indicators:</b> 1)At least 4 workshops are carried out by the end of the project</p>	<p><b>2.1 An outreach &amp; sensitization program on Youth - Rights and Law developed</b></p>					<p>ABA ROLI and CRD</p>	<p>DGTTF</p>	<p>71300-Consultancy Fees 72100-Facility Rental 72500- Supplies 71600-Meals 71600- Consultant Travel</p>	<p>\$13,184.40 \$ 1,000.00 \$ 300.00 \$ 1,920.00 \$ 1,075.40</p>
	<p>Develop a training video on Youth - Rights and Law</p>					<p>CRD and UNDP</p>	<p>DGTTF</p>	<p>71300- Technical expertise for video production</p>	<p>\$5,000.00</p>

<p>2)At least 160 participants are sensitized about youth rights and the law by the end of the project</p>	<p><b>2.2 A program for life &amp; work skills training developed for young people on remand.</b></p>								
<p>3)At least 90% of youth on remand are provided with life and work skills training by the end of the project</p>	<p>Provide life skills training for young people on remand</p>					<p>CRD, Kolbe Rehabilitation Centre</p>	<p>DGTTF</p>	<p>71600-Transportation 72500-Materials and Supplies 74200-Audiovisual Equipment</p>	<p>\$2,500.00 \$500.00 \$1,500.00</p>
<p>4)At least 85% of youth on remand participate in sporting activities for the duration of the project</p>	<p>Provide work skills training to youth on remand</p>					<p>CRD, Kolbe Rehabilitation Centre</p>	<p>DGTTF</p>	<p>72399-Technical and vocational training equipment 72220-Equipping of workshop facility</p>	<p>\$2,000.00 \$800.00</p>
<p>5)One youth and justice conference held by the end of the project</p> <p>6)Youth Justice video is accepted by the end of the project</p> <p>Related CP outcome: Efficient and effective governance structures that work at all levels of the state.</p>	<p>Engage youth on remand in life skills training through sporting activities</p>					<p>CRD, Kolbe Rehabilitation Centre</p>	<p>CRD DGTTF</p>	<p>71300- Life Skills Facilitators 71300- Sports Facilitators 72100- Sporting Equipment 72100-Trophies and Medals 72100-T-Shirts 72100-Workout Gear 72100-Snacks &amp; Refreshment</p>	<p>\$9,000.00 (contribution) \$7,500.00 \$1,500.00 \$1,500.00 \$ 750.00 \$3,000.00 \$1,250.00</p>
	<p><b>2.3 A one-day conference on youth &amp; justice held</b></p>								
	<p>Conduct a conference to promote national dialogue including young people, parents and law enforcement including the launch of the youth justice manual and video.</p>					<p>ABA ROLI, CRD</p>	<p>DGTTF</p>	<p>71300- Consultancy fees 72100- Facility Rental 72500-Supplies 72100-Equipment Rental 71600-Meal 71600- Consultant Travel</p>	<p>\$7,592.20 \$1,100.00 \$ 420.00 \$ 150.00 \$1,200.00 \$ 780.20</p>

<p><i>Adaptive Project Management:</i> Dissemination of lessons learned Production of materials detailing the citizens security project collaborative, coordinated management experience Meetings and knowledge sharing opportunities organized and planned for relevant national stakeholders Support to replication of the citizens security project for other regions of the country</p> <p>Target: Government Ministries (Human Development and Social Transformation, ministry of National Security), UN agencies, NGOs, women and youth organizations</p>	<p><b>1. A systematic coordination of Project Stakeholders</b></p> <p>Actions: A technical assistant and team to coordinate the overall project activities and adapt project strategies in light of evolving circumstances and experiences.</p> <p>Actions: Support for a monitoring platform to engage broad-based stakeholder review and contribution.</p> <p>Actions: A system for generating, documenting and disseminating lessons learned based, inter alia, on findings of above monitoring system.</p> <p>Actions: Technical expertise from a regional office of democratic governance to support national implementation</p>					UNDP	DGTTF	71300- local consultant	\$11,200.00	
						UNDP	DGTTF	71610 – Local Travel 74525 – Miscellaneous	\$2,000.00 \$1,500.00	
						UNDP	DGTTF	71605 – International Travel 71615 – International per-diem	\$2,000.00 \$2,500.00	
<b>TOTAL</b>										<b>\$109,000.00</b>

## IV. MANAGEMENT ARRANGEMENTS

Please refer to the Deliverable Description to complete this component of the template.



1. The proposed project strategy is dependent on maintaining positive stakeholder attitudes towards the action in general and acceptance of the activities. To the extent possible UNDP will actively promote collaboration with local sector partners including women and youth organizations and the private sector. The project focuses on building the capacity of the stakeholders within the CJS who deal directly with youth who come in conflict with the law, whilst building awareness and capacities among within the wider youth population. The Community Rehabilitation Department will lead policy discussions to reduce youth marginalization in the criminal justice system. The program strategy promotes community engagement and encourages participation by other stakeholders to address the issues of youth vulnerability and lack of skills for positive re-integration in society.
2. To ensure UNDP's accountability for programming activities and use of resources, while fostering national ownership, appropriate management arrangements and oversight of UNDP programming activities and project management structure will be established. The management structure will respond to project's needs in terms of direction, management, control and communication. As the project is cross-functional and involves various stakeholders/ actors, the project structure will allow for some flexibility in order to adjust to ongoing changes in the context. The UNDP Project Management structure consists of roles and responsibilities that bring together the various interests and skills involved in, and required by, the project. Specifically, the support to cross-functional actions will be facilitated through adaptive management.

3. Project Board: A Board with representation from UNDP, the Ministry of Human Development and Social Transformation, Youth, Community Police, Restore Belize and the Public Prosecution Office will be established. This Board functions to provide leadership and guidance on the implementation of the project and serves to create synergies with other initiatives related to economic empowerment, gender equality, youth active participation in democratic governance and exercise of legal rights. The Board provides strategic direction throughout the various implementation actions, ensuring that the project initiatives are executed as proposed in the project document and ensures the attainment of maximum national benefits. The Board will meet at least quarterly to review strategic issues and directions and make suggestions concerning risk mitigation.
4. The Associates: According to UNDP policies and in order to ensure ownership and sustainability of the action, the project will be nationally implemented. Direct implementation of project activities will occur with the assistance of three specific agencies. Partnering in the delivery of the proposed initiative are the The American Bar Association Rule of Law Initiative, the Wagner Youth Facility and the Princess Royal Youth Hostel, both of which are responsible for custodial functions for youth in conflict with the law and those on remand, and the British High Commission that will provide legal expertise and technical assistance to guide the youth justice manual development.
5. Day to Day execution of project work packages will be undertaken by the Project Manager at the Community Rehabilitation Department. This project will not have a specially assigned program unit but as it will be supporting the ongoing efforts of the Community Rehabilitation Department, the Director and a Life-skills coordinator will manage the administrative aspects of the project. As her primary responsibility, the Project Manager will head the project's planning and coordination efforts and will oversee and monitor the day-to-day operations guided by approved annual work plans. The Project Officer is expected to produce quarterly operational and procurement plans, as well as report to the PEG on a quarterly basis as to the advances made by the project and those issues potentially impacting project delivery. The Project Officer is expected to execute visibility actions as stipulated in a communication's plan to be elaborated during the project inception period. The Project Officer manages the project's risk and issue logs and serves as primary authority in the project's procurement processes.
6. The remaining support personnel include the Ministry's Life-skills Facilitator and will work closely with project associates, stakeholders and beneficiaries.
7. Project Support: UNDP Operations Manager, Finance and Procurement Officers will provide administration and management support to the Project Officer as required ensuring effective implementation of project work packages. The communications Associate is also expected to support project visibility efforts. Additional oversight of project implementation and decision making will be provided by the UNDP Assistant Resident Representative. Further operational and technical support including capacity assessment assistance is available at any time from UNDP's regional Democratic Governance Specialist offices, which houses experts available to all country offices in the region.

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## V. MONITORING FRAMEWORK AND EVALUATION

*Suggested text to be adapted to project context*

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

*In case a project evaluation is required, please indicate the justification and proposed timing for the evaluation. A project evaluation is required only when mandated by partnership protocols such as GEF. However, a project evaluation may be required due to the complexity or innovative aspects of the project.*

## Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project". This table shall be further refined during the process "Initiating a Project".

<b>OUTPUT 1: Improve Criminal Justice Standards for youth in conflict with the law</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	Police, judiciary & prison officers trained in norms & standards for youth in CJS	<b>Start Date: March,2012 End Date: June, 2012</b>
<b>Purpose</b>	<i>To build the capacity of officers in the CJS specifically, Police, Prison Officers, Prosecutors, and Magistrates to increase their technical capacities to better manage cases involving youth as well as to strengthen commitment and actions in the sector to uphold the rights of youth who are in the system. This training will additionally build on the overall professionalism and ethical standards of these actors.</i>	
<b>Description</b>	<i>The training of these officers will be conducted through two sets of workshops: one set will be for the police officers and prison officers while another will be for magistrates and prosecutors. The workshop will educate law enforcement officers and regarding rights, use of force and professionalism.</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification? what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
1) Workshop Training Agenda and training packets for police and prison officers completed	Attendance logs Evaluation forms Project Report	Quarter 2, 2012
2) Workshop Training Agenda and training packets for Magistrates and Prosecutors completed	Attendance logs Evaluation forms Project Report	Quarter 2, 2012
3) A Youth justice manual completed.	Youth Justice Manual is officially endorsed by Ministry of Human Development and Social Transformation.	Quarter 2, 2012

<b>OUTPUT 2: Reduce Youth Exclusion in Discourse on Access to Justice and Human Rights</b>		
<b>Activity Result 2.1 (Atlas Activity ID)</b>	Youth - Rights and Law outreach & sensitization program developed and implemented for young people in and out of school.	<b>Start Date: March, 2012 End Date: June, 2012</b>
<b>Purpose</b>	As young people in Belize describe the Police as the government institution that fails them the most the workshop training is to sensitize youth about their legal and human rights within the court process and in the society at large.	
<b>Description</b>	These training activities will be conducted at the community level and will be highly participatory, enabling a positive space for young people to voice their opinions, learn about their rights and identify opportunities to become agents of peace, and citizens who uphold the law within their respective communities. At the end of the project a video will be developed documenting the correct procedures for young people's interaction within the court system and other areas of the CJS.	



<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Four youth sensitization and awareness workshops training packs and materials developed.	Project Report Attendance Sheets	Quarter 2, 2012
At least 160 youth participants are sensitized about rights and the law by the end of the project.	Project Report Attendance Sheets Evaluation forms	Quarter 2, 2012
Youth Justice Video developed and completed.	Video is endorsed by UNDP, CRD and ABA ROLI	Quarter 2, 2012
<b>Activity Result 2.2 (Atlas Activity ID)</b>		
<b>Purpose</b>	A program for life & work skills training developed for young people on remand developed.	<b>Start Date: July, 2012</b> <b>End Date: March 2013</b>
<b>Description</b>	To improve the chances of young men and women on remand to return to society rehabilitated and prepared with skills that will allow them to be productive citizens after being exposed to opportunities to improve their life-skills, and work preparedness.	
<b>Description</b>	This action will target at least 61 young people youth under the age of 18 who are on remand at the Wagner Corrections Facility and at the Youth Hostel. This training will be provided by a skilled trainer at the Facility who will train young people on vocational technical skills, specifically woodcraft and basic plumbing, so that when they return to society after being on remand they will have life skills as well as job preparedness skills that will enable productive engagement in society. In addition youth on remand are considered a captive group for inclusion in life-skills training that is engaging and specific to their need for social re-integration. In this respect young men in remand at the Wagner facility and the Youth Hostel which are both juvenile detention facilities will engage in life-skills training activities through sporting activities that will allow them to put into practice self-esteem, conflict management, leadership and other related activities.	
<b>Quality Criteria</b>		
<b>Quality Method</b>		
<b>Date of Assessment</b>		
At least 90% of youth on remand are provided with life and work skills training by the end of the project	Project Reports Training Certificates/graduation ceremony Feedback of participants Report from Kolbe Rehabilitation Centre and the Princess Royal Youth Hostel	Bi-monthly Reports
At least 85% of youth on remand participate in sporting activities for the duration of the project	Project Reports Medals and trophies awarded Feedback of participants Report from Kolbe Rehabilitation Centre and the Princess Royal Youth Hostel	Bi-monthly Reports
<b>Activity Result 2.3 (Atlas Activity ID)</b>	An outreach & sensitization program on Youth - Rights and Law developed	Start Date: December, 2012 End Date: December, 2012

<b>Purpose</b>	To create a national dialogue to address lack of legal representation for youth, and to sensitize the population regarding the rights of youth and their legal entitlements when in court and in conflict with the law.	
<b>Description</b>	At the completion of the project a conference Create a conference to promote national dialogue including young people, parents and law enforcement and other stakeholders within the CJS. This Launch youth justice video and manual	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
One youth and justice conference held by the end of the project	Project Report Attendance Sheets Evaluation forms National response	December, 2012
Youth justice video launched by the end of the project	Video is launched and played over national stations	December, 2012

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## VI. LEGAL CONTEXT

***If the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#), the following standard text must be quoted:***

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the implementing partner.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

***If the country has not signed the SBAA, the following standard text is quoted:***

The project document shall be the instrument envisaged in the [Supplemental Provisions](#) to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

## VII. ANNEXES

### RISK LOG

<b>Project Title:</b>	<b>Award ID:</b>	<b>Date: February 3, 2012</b>
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Ability of the officers of the CJS to implement domestic and international standards	02/2012	Organizational	4 4	Project members support. Board advocacy	Project Manager	Programme Analyst	N/A	Current
2	Remand policies within the Facilities remain unchanged and open to interventions by the project.	02/2012	Organizational	4 1	Re-align project activities.	Project Manager	Programme Analyst	N/A	Current
3	Availability of Criminal Justice Advisor to support manual development.	01/2012	Organizational	2 3	Re-assign responsibility within the project.	Project Manager	Programme Analyst	N/A	Current
4	Changes within the national ministry leadership	02/2012	Political	3 4	Re-align project advocacy	Project Manager	Programme Analyst	N/A	Current

**Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

**Agreements.** Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs<sup>1</sup> (where the NGO is designated as the “executing entity”) should be attached.

**Special Clauses.** In case of government cost-sharing through the project which is not within the CPAP, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [ ]above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [...%]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
  - (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”

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<sup>1</sup> For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.