PROJECT DOCUMENT
[Belize Project]

Project Title: Strengthening National Systems to Support UNCAC Implementation in Belize

Project Number: 00100299

Implementing Partner: Attorney General's Ministry

Start Date: February 15th, 2017   **End Date:** December 31st, 2019

PAC Meeting date: February 1st, 2017

Brief Description
It is proven that corruption undermines human development and democracy and it is often the most vulnerable who suffer first. Corruption reduces access to public services by diverting public resources for private gain. . There are gendered dimensions to corruption, as men and women have different experiences with and perceptions of corruption. In order for countries to effectively manage limited resources and contribute meaningfully to their sustainable development, there has to be substantial reduction in corrupt practices.   Based on the recognition of the above, Sustainable Development Goal 16 (*Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels*) calls for a substantial reduction in corruption and bribery in all their forms. Target 16.5 recognizes the importance of a reduction in public perception of corruption as well as the need for transparency in public budgeting and expenditure.   Belize has been affected by a narrowing fiscal space and therefore the need for resources to be efficiently and equitably allocated is amplified. The Government of Belize has recognised the need for improved governance that is transparent and accountable to ensure that as resources become scarcer, that they are appropriately channelled. Likewise, civil society has been vocal about the need for increased measure to combat corruption and channel resources to the most vulnerable.   As a result and following intense, public, private sector and civil society pressure, Belize acceded to the United Nations Convention Against Corruption (UNCAC) in December 2016. The UNCAC Self-Assessment often takes place following the ratification of or accession, both to feed into the UNCAC Review Mechanism and to assist the government identifying compliance issues and subsequently prioritize and sequence its anti-corruption reforms.   This project, proposes to employ UNDP's 'Going beyond the Minimum' Approach to ensuring meaningfulness to the UNCAC ratification process. In addition, this project will draw on the technical expertise from both UNODC and UNDP in supporting the government in implementing the UNCAC. Recognizing the validating role of civil society, this project will work with the government in encouraging CSO, including women's organization participation during the assessment, planning and capacity development processes. Additionally, the project will employ a rigorous public information and advocacy campaign in an effort to address the embedded cultural acceptance of corruption.   At the end of the Project, the country will have an improved and gender sensitive national system to facilitate the effective implementation of the UNCAC and ultimately reduce the levels of corruption nationally.

<table>
<tr><td>Contributing Outcome (CPD):

Equitable access to justice, protection, citizen security and safety reinforced

Indicative Output(s):

Coordinated and effective gender sensitive mechanisms and frameworks for citizen security in place</td></tr>
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Total resources required:		$525,640.06
Total resources allocated:		
	UNDP:	$200,000.00
	UNODC In-Kind:	$35,000.00
Unfunded:		$325,640.06

Agreed by:

Government of Belize	United Nations Development Programme	United Nations Office on Drugs and Crime
Signature: _____	Signature:_____	Signature:_____
	Print Name:	Print Name:
Print Name:		
Date:	Date:	Date:

I.   DEVELOPMENT CHALLENGE

UNDP defines corruption as a misuse of entrusted power for private gain. It is proven that corruption undermines human development and democracy. It reduces access to public services by diverting public resources for private gain. Corruption is a global phenomenon found in all countries - but evidence shows it harms poor people more than others, stifles economic growth and diverts desperately needed funds from education, healthcare and other public services (UNODC, 2012). It is widely recognised that often, the most vulnerable suffers disproportionately from corruption.

One key issue which perpetuates corruption is an embedded culture of corruption. Often the acceptance of petty corruption translates to a cultural acceptance of grand corruption. This then translates to a culture of acceptance of impunity and weak enforcement of laws.

In January 2012, global anti-corruption team of UNDP's Bureau for Development Policy based in UN Headquarters, visited Belize to identify entry points on the issues of transparency, accountability and anti-corruption and come up with recommendations on possible interventions that could best position the Country Programme in implementation of its governance agenda.

The mission conducted several stakeholder interviews and prior to the mission, a desk review of existing assessments, surveys, analysis, laws, institutional arrangements and regulations. The subsequent advisory note therefore took stock of the most relevant developments issues, highlighted the key challenges, and provided strategic recommendations. While the result of the mission is now almost five years old, the challenges identified and recommendations put forward are still mostly relevant today. This is especially so, given the government's agreement to accede to the UNCAC and therefore promptly move to the implementation phase of the convention. The major challenges are highlighted below:

There was a general consensus that corruption in Belize is widespread and starts with petty corruption, bribes and goes up to political corruption. The conviction rate of corruption-related crime is very low and citizens don't have much trust in law-enforcement bodies. Most of the respondents noted both political parties have advocated for anti-corruption reforms. However, once the respective political party was in power, not much is done to make sure that the levels of corruption in the country would decrease and that regular citizens would feel that in their every-day lives. Based on stakeholder interviews it was clearly put forward that Belize faces some challenges on transparency and accountability that starts from elections and, spreads to different sectors and law enforcement bodies.

In addition, most of the stakeholders interviewed during the mission were concerned with the increase of criminal violence and homicide in Belize in the last 10 years. They noted that crime is the biggest issue that Belize needs to address. Issues of low salary, low capacity and low level of education in different line ministries and law enforcement bodies was highlighted frequently. Key among the perception of the mission is that there is a lack of capacity in all the line ministries and law enforcement bodies. Many stakeholders underlined that the civil society is weak and there are not active NGOs that work on issues of transparency and accountability.

While several anti-corruption bodies have been set up in the past decade, not much has been done due to lack of capacity and funds. Therefore, a major challenge is that of enforcement and follow up.

The challenges that judicial system faces in Belize were articulated. It's only during the last couple of years that magistrates and prosecutors were required to have a law degree. However, there are still some in the system who do not have formal legal qualifications.

Though widely anecdotal, these identified issues are thought to be the resulting factors in breeding a culture of corruption. Systemic issues which range from weak legislative framework and enforcement, low capacity levels to implement and enforce anti-corruption measures and weak civil society pressure are all challenges which inhibit good governance and have the resultant effect of negatively affecting sustainable development.

II.   STRATEGY

The Project's Theory of Change is contained in annex 1 of this Project Document.

UNDP's Strategic Plan (SP) 2014-2017 advocates for increased integrity in public institutions at the national and sub-national levels. This is said to be critical in underpinning improved governance, especially as countries mobilize a growing share of their development expenditure from domestic resources. UNDP positions itself advanced this through assistance for the roll-out of standards, systems and incentives for the reduction of corruption, and strengthened legislative and public awareness and oversight. At its core, this anti-corruption project will utilize UNDP's 'going beyond the maximum' approach to implementing the UNCAC. This project likewise contributes to UNDP's *SP Outcome 2*: Citizens' expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. Additionally, the project contributes to *Belize CPD Outcome 3*: Equitable access to justice, protection, citizen security and safety reinforced.

The UNCAC is the most comprehensive international treaty on anti-corruption, and it has been signed, ratified or acceded to by over 186 States parties (as of October 2016) (UNODC,2016). The treaty is widely accepted as the international framework guiding the fight against corruption (UNDP 2010). The UNCAC covers four main areas: *prevention* in Chapter II, *criminalization and law enforcement* in Chapter III, *international cooperation* in Chapter IV, and *asset recovery* in Chapter V. In addition, Chapter VI outlines technical assistance and information exchange measures aimed at helping States comply with UNCAC requirements (ibid).

In November 2009, the Conference of the States Parties to UNCAC established the UNCAC Review Mechanism at its third session in Doha (UN, 2011). The CoSP agreed that UNCAC implementation by States parties will be reviewed in two successive five-year review cycles. Under this scheme, each State party to the Convention will review, and be reviewed by its peers, once every five years. The identification of reviewing and to-be-reviewed States first cycle was determined by a random drawing of lots at the Implementation Review Group meeting held in Vienna from 28 June to 2 July 2010 (UNODC 2010, as cited by UNDP 2010). The CoSP also endorsed the comprehensive UNCAC Self-Assessment Checklist as the tool to be used by States parties to gather information under the Review Mechanism.

Belize acceded to the UNCAC in December 2016. While this accession is a preliminary step in addressing corruption, according to the Anti-corruption Resource Center (2010) 'Ratification of UNCAC obliges States Parties to take concrete steps towards compliance. Hence, embassies and donor agencies can assist partner countries to define concrete indicators or benchmarks of progress and integrate them into high-level aid agreements in order to ensure regular monitoring'. To this end, UNDP has committed to support the government in the initial implementation stages of the UNCAC. This proposal, as part of the support to be provided highlights conducting gap analyses,

capacity building/strengthening, institutional strengthening and inception institutional arrangements to facilitate implementation.

The different UNCAC requirements also contributes strongly to the above mentioned entry points. However, in setting such benchmarks, the Resource Center (ibid) cautions that government reform priorities need to be considered, and actual performance, not just the existence/introduction of anti-corruption legislation and measures, should be evaluated.

This project will lay the ground work to ensure that the country's approach to the UNCAC is one that will contribute effectively to reducing corruption in country by mapping and determining the relevance of programmes, policies, bodies etc. aimed at anti-corruption and subsequently planning to amend systems where necessary, in addition to strengthening relevant national capacities. This will provide empirical data to guide the country's plans for reducing corruption over the short to medium term.

The UNCAC Self-Assessment often takes place following the ratification of or accession to UNCAC, both to feed into the UNCAC Review Mechanism and to assist the government identifying compliance issues and subsequently prioritize and sequence its anti-corruption reforms (UNDP, 2010). According to the UNCAC Self-Assessment source book, political will is of paramount importance in assuring that the self –assessment is conducted transparently and will yield maximum results in improving current structures and systems to minimize the risk of corruption. Based on the December 2016 accession to the UNCAC and the Prime Minister's New Year's Message to the nation which points to the need and commitment for social reform to accompany economic reform including several anti-corruption measures such as the appointment of the Integrity Commission, the UN Anti-Corruption Convention signature and the fixed commencement date for the 13th Senator Law, there is strong indication of political will and a readiness to engage in this process.

Belize has two years to appear before the Internal Review Group for reporting in the first cycle. The first cycle reporting will be on Chapters three and four of the convention. Subsequently, there will be a reviewing on lots for the second cycle of reviews In June 2017, in Vienna. This second cycle will tentatively be closed in 2020. In the second cycle, countries will be required to report on chapters two and five of the convention. Therefore, in relatively close succession, the country will be required to report to the Conference of State Parties on its anti-corruption implementation progress.

In September 2015, the Governments of the United Nations adopted the UN Sustainable Development Goals (SDGs), with the recognition that in order for development to be meaningful and sustained over time that countries needed to reduce their levels of corruption. SDG 16 (***Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels***) particularly calls for a substantial reduction in corruption and bribery in all their forms. Target 16.5 recognizes the importance of a reduction in public perception of corruption as well as the need for transparency in public budgeting and expenditure. Additionally, target 16.6 calls for the development of effective, accountable and transparent institutions at all levels. In line with the aims of this project target 16.7 advocates for ensuring responsive, inclusive, participatory and representative decision-making at all levels. Likewise Targets 16.8 and 16.10 encourages countries to broaden and strengthening global governance and ensuring public access to information and transparency.

In fulfilment of the above, this project at its very core, employs UNDP's 'Going beyond the Minimum' approach to ensuring meaningfulness to the ratification process. In addition, this project

will draw on the technical expertise from both UNODC and UNDP in supporting the government in implementing the UNCAC. "Learning from UNDP's global, regional and national long-standing experience in integrating international normative standards into domestic legislation and national development plans and policies, UNDP understands that local ownership, proper enforcement and genuine commitment to implementation are crucial if all of our efforts are not simply to remain good intentions" (UNDP, 2010).

In addition, recognizing the validating role of civil society, this project will work with the government in encouraging CSO participation during the assessment, planning and capacity development processes. "Experience has shown that an UNCAC Self-Assessment will produce the most useful results by bringing together an interdisciplinary and integrated team, including various government departments, civil society, private sector, and academia" (UNDP,2010).

There are several countries where an integrated approach to the assessment has been successful. "South-South cooperation, otherwise known as South-South learning, has emerged as an alternative to the more traditional development structures, often characterized by a North-South flow of expertise. South-South cooperation falls under the ambit of technical assistance, an essential part to the successful and consistent implementation of the UNCAC (Conference of the States Parties to the United Nations Convention against Corruption, 2009). This project will promote south-south exchange of knowledge between Belize and a country to be identified with best practices within the region. It is expected that the countries will sign cooperation agreements and share knowledge as required during and post project implementation. During the second intersessional meeting of the Open-ended Intergovernmental Working Group in December 2008, on Technical Assistance (the "Working Group"), speakers emphasized the importance of promoting South-South cooperation, as expertise could be utilized at different levels. It was held that learning from peers is less likely to generate questions of ownership and conditionality, and donors also appear to be interested in supporting such an alternative means of knowledge transfer" (ibid).

National stakeholders agree that further work needs to be done on strengthening the capacities of Government institutions, including law enforcement bodies to effectively tackle the challenges that Belize faces in terms of transparency, accountability and security. Therefore, the project will consist of the three key components below which translates into the project's main outputs.

1. Comprehensive assessments that will support the development of a national anti-corruption Implementation Plan
2. Enhancement of State institutions/ human resource and CSOs capacities to implement anti-corruption programmes and policies nationally
3. Anti-Corruption advocacy utilizing a multi-sectoral approach

2. Results and Partnerships

Expected Results

The project will advance three key components. These components are mutually reinforcing and work in tandem. Initially, the institutional architecture to support the implementation of the UNCAC will be improved. Primarily, the state will be required to name a national focal point, lead agency and national reviewers to support the UNCAC implementation. Additionally, the relevant institutions will be strengthened to support this implementation. Institutional strengthening will also be comprised of Human Resource capacity building through south-south exchanges, anti-corruption course through the UNODC's Anti-corruption academy and technical support where necessary.

The project's second component will require a gender sensitive UNCAC self-assessment to comprehensively analyze Belize's anti-corruption system, legislation and practice. It is in this regard that states Parties are encouraged to go beyond the minimum and conduct comprehensive UNCAC Self-Assessments in order to promote national reforms and to prepare for an eventual review under the Review Mechanism (UNDP, 2010). These assessments will be multi-sectoral and inclusive of key CSO partners to ensure the validity of the process and to contribute to a robust and reflective UNCAC implementation plan and recommendations for legal change and enforcement where necessary.

The Project puts forward that when capacities of Government Officials and CSOs are strengthened to implement anti-corruption measures; and when institutions are enhanced to implement preventative corruption measures and to enforce the laws, that national systems will be strengthened to reduce corruption and to contribute to more equitable and sustainable development.

Components one and two will yield maximum results through the engagement of the public. This is to ensure that the public's expectation for improved governance is retained over a sustained period of time and also that the public understands the implications of the UNCAC, have a greater understanding of the concept of corruption and understand proposed reform ideas that will eventually results from UNCAC self-assessments. This public information campaign is especially important based on lessons learned from countries in the Caribbean who have recently acceded to the UNCAC and who have had proposed reforms failed as a result of the suspected politicization of reform measures. Therefore this advocacy campaign will require active bi-partisan support in order to counter some of the inherent political risks of a project of this nature.

These components jointly contribute to Outcome 2 of UNDP's Strategic Plan 2014 -2017 (Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance).

Further, it directly fulfills UNDP's Strategic Plan 2014-2017 output 2.2: Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders.

Based on the above, the project's goal hierarchy is as follows:

Project Outcomes:
1. The country has an improved national system to facilitate the effective implementation of the UNCAC and governance improvement measures

Project Outputs:

1. National gender sensitive assessments of corruption conducted and disseminated
2. Institutional architecture, and national capacities for anti-corruption enhanced
3. Increased awareness nationally of corruption and the national anti-corruption reform agenda

Resources Required to Achieve the Expected Results

This project will require technical support both from UNDP and UNODC. Technical support from UNDP is envisioned at both the national and regional level. Therefore the partnership of the United Nations System is of importance. Additionally, this project will require financial support in the area of capacity enhancement and awareness raising of the process to the general public.

Partnerships

This process requires national ownership in order to achieve any meaningful success. The Preamble of the UNCAC puts forward that 'bearing in mind that the prevention and eradication of corruption is a responsibility of all States and that they must cooperate with one another, with the support and involvement of individuals and groups outside the public sector, such as civil society, non-governmental organizations and community-based organizations, if their efforts in this area are to be effective. Therefore the Government of Belize is the first identified partner for this process. The Government will lead the UNCAC self-assessment processes, ensure that the public and civil society remains engages in the process of UNCAC implementation, and implement legislative and governance reform based on the results of the national self-assessments. If this partnership is not sustained over the period of the project, sustainability and success cannot be ensured.

The partnership with UNODC is critical in achieving project results. UNODC will support the process of building capacities nationally through online courses, their Anti-Corruption Academy and leading national workshops on the reviewing mechanisms and self-assessments. A cadre of national experts both from civil society and government is necessary for the implementation of anti-corruption reform measures.

The project also identifies Civil Society including the private sector, NGOs, labour unions, academia, and faith-based organizations (in line with the national senate composition) as the third key partner in this process. According to the convention, 'each State Party shall take appropriate measures, within its means and in accordance with fundamental principles of its domestic law, to promote the active participation of individuals and groups outside the public sector, such as civil society, non-governmental organizations and community-based organizations, in the prevention of and the fight against corruption and to raise public awareness regarding the existence, causes and gravity of and the threat posed by corruption'. The role of civil society is to enhancing the transparency of the process, to ensure that the public has effective access to information and to undertaking public information activities that contribute to non-tolerance of corruption. This partner serves a key assurance role to the process and will also support to the process as an interlocutor between government and the public at large through their membership.

Risks and Assumptions

There is a key assumption that ratification of the UNCAC will address corruption. Cultural acceptance of corruption is not easily addressed and it is expected that change in culture will take time beyond the scope and time of this project. Additionally, in a project of this nature, there is the risk that increased capacities will not override political will to address corruption and ensure enforcement of policies and laws aimed at a reduction in corruption. The political nature of anti-corruption reform measures and governance improvement measures are inherent and therefore it is imperative that the project is nationally owned at the highest level in addition to Working closely with CSOs to ensure that there is advocacy to ensure that governance improvement measures and prioritized and implemented.

Linked to the above, is also a risk in terms of time available to implement a project of this nature and to which meaningful results can be achieved. If there is a lack of political will at the onset of the project, there will be time pressures to have completed two self-assessments and requisite capacity development efforts as a result. T*he full Project risk log, is annexed below.*

Stakeholder Engagement

A key stakeholder to this process is the opposition. Engagement of the Opposition is critical to ensuring long term sustainability of the process and to ensure that the inherent political risk of a project of this nature is mitigated. The engagement of the national opposition will be done through participation on country's IRG

In line with the above, the project proposes to utilize the national senate composition as a basis for identifying key sectors who will contribute to this process of governance reform. Therefore in addition to the Opposition, a member of the NGO community, Belize Council of Churches, National Trade Union Congress and Belize Chamber of Commerce will also be engaged to steer this process at the onset of the project. The engagement of the CSOs will be done through participation on country's IRG

South-South and Triangular Cooperation (SSC/TrC)

Initial exchange with countries in the English Speaking Caribbean with similar legislative systems, who have made significant progress in anti-corruption measures after ratifying the UNCAC is proposed. While the selection of an exchange country is not finalized, it is expected that Belize and Jamaica will engage in Technical Corporation to facilitate the exchange of Jamaica's experience and to capitalize on lessons learned from recent ratification of the UNCAC. Additionally, a second round of exchange is proposed from the Commonwealth Global South. Potentially countries in the pacific or South-East Asia will be considered for follow up exchanges of practices globally.

Knowledge

The executive summary of the country's self-assessments has to be made public. This document will be published in user friendly versions so that civil society will be able to validate the assessment's findings and hold their Government accountable to the recommendations put forward in the assessments.

Additionally, the assessment of the gender specific impacts of corruption will be published as a user friendly tool to support advocacy and knowledge.

Sustainability and Scaling Up

This Project will be supporting a Government of Belize led and owned process. Therefore this lends itself to the sustainability of the process post UN intervention. The project will support strengthening national structures based on recommendation and preliminary support of the implementation of these recommendation. To this end, supporting the implementation of the institutional architecture and legislative reform or enforcement improvements, this helps to ensure that post intervention the government will continue with reform measures.

III. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project will use a joint operations approach particularly in the area of monitoring the results of the project along with other UNDP projects as well as in the procurement of larger limit items.

Project Management

UNDP will be responsible for the financial and procurement of the Project. The UNDP Office in Belmopan will be the implementing partner for the project in close coordination with the Attorney General's Ministry. The AGM will be the interlocutor and lead national coordinator of the process attached to this project.

IV.   RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

SP Outcome 2: Citizens' expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. Additionally, the project contributes to

Belize CPD Outcome 3: Equitable access to justice, protection, citizen security and safety reinforced.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

SP Outcome indicator 2.1. Number of countries with open access to data on government budgets, expenditures and public procurement

Applicable Output(s) from the UNDP Strategic Plan:

Output 2.2. Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders

Project title and Atlas Project Number:

Strengthening National Systems to Support UNCAC Implementation in Belize
00100299

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 3	Year 4	Year FINAL	
Output 1 National gender sensitive assessment of corruption and system conducted and disseminated	*1.1 Number of anti-corruption assessments with a gender sensitive focus completed*	*Project Reports*	0	2016	2	1		*3*	*Validate through Project Report*

Output	Indicator	Source		Year					Notes
	1.2 *Extent to which non-state actors are consulted in the UNCAC self-assessment (**1- no consultation; 2- consultation of results; 3- consultation at all stages of assessment**)*	*Assessment reports*	*1*	*2016*	*3*			*3*	*Survey of CSOs* *This is a subjective indicator and will bear the rating of perception*
	1.3 *Number of user friendly version of UNCAC self-assessment disseminated*	*Project Report*	*0*	*2016*	*200*	*300*		*500*	*Validate with Project Report*
	1.4 *existence of recommendations to inform anti-corruption plan of action*	*UNCAC Self-Assessment*	*No*	*2016*	*Yes*			*Yes*	*Validate by acquiring evidence from self-assessment*
Output 2 Institutional architecture, and national capacities for anti-corruption enhanced	**2.1** *Belize has a UNCAC focal point (Yes/No)*	*UNODC*	No	2016	Yes			Yes	*Verify with UNODC and through letter submitted to Vienna*
	2.2 *Existence of Internal review committee (Yes/No)*	*Minutes of initial stakeholders meeting*	*No*	*2016*	*Yes*			*Yes*	*Validate through receipt of minutes.* *Risk: Notes are not forthcoming*

	2.3 Number of operational institutions supporting the fulfillment of internationally ratified human rights anti-corruption obligations (Strategic Plan i)	*National UNCAC Gap Analysis*	*TBD*	*2016*	*TBD by assessment*			*TDB by assessment*	*This baseline and target cannot be determined at the time of project development.*
	2.4 Extent to which national institutional structure for good governance is established based on recommendations of UNCAC Self-Assessment (1- no inclusion of recommendations, 2- inclusion of some recommendations 3-inclusion of all recommendations)	*Project Reports/ Review reports*	*0*	*2016*	*0*	*2*	*3*	*3*	
	2.5 Number of courses taken by public servants	*Project Report*	0	*2016*	*1*	*1*	*1*	*3*	

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	Indicator	Source	Baseline	Year					Means of Verification
	2.6 Number of public servants trained at the UNODC anti-corruption university disaggregated by sex	*Course Reports*	*Total- 0* *Male-0* *Female-0*	*2016*	*Total-TDB by self-assessment*			*Total- TDB by self-assessment*	*Validate through course report*
	2.7 Number of CSO trained in anti-corruption	*Project Report*	*0*	*2016*	*6 (opposition academia, Unions, Private sector, NGOs)*			*6*	*Validate through project report*
	2.8 Number of south-south exchanges conducted	*Project Report*	*0*	*2016*	*1*			*2*	*Validate through project report*
	2.9 Number of workshops to prepare for national gap analysis conducted	*Project Report*	*0*	*2016*	*2*			*4*	*Validate through project report*
	2.10 Existence of a self-reporting mechanism for member of civil society to rank governance improvement (score carding)	*Project Report*	*No*	*2016*	*No*	*Yes*	*Yes*	*Yes*	*Validate through project report*

Output 3 Increased awareness nationally of corruption and the national anti-corruption reform agenda	3.1 Existence of an anti-corruption advocacy campaign strategy	Strategy	No	2016	Yes	Yes	Yes	Yes	Validate through project report
	3.2 Number of students at tertiary and high school level receive information on corruption and UNCAC	Project Report	0-High School 0-Tertiary	2016	200 High School 100-Tertiary	200 High School 100-Tertiary	200 High School 100-Tertiary	600 High School 300 Tertiary	Validate through project report

V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	None	$600.00 (2% Project Officer time annually)*3
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	National Implementing partner	$0.00
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNODC	$1,200.00 (4% M&E Officer time annually)*3
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	None	$600.00 (2% Project Officer time annually)*3

Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Bi-Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	National Implementing partner	$1,000.00 (board meetings and materials)
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		National Implementing Partner	$600 2% Project Officer time annually)*3
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	National Implementing Partner	$600 2% Project Officer time annually)*3

Evaluation Plan

Evaluation Title	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
End of Project Evaluation	Output 2.2	CPD Outcome 3	June 2020	Lead National Implementing partner	$10,000.00 (Project Budget)

VI. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019		Funding Source	Budget Description	Amount
Output 1 National gender sensitive assessment of corruption and system conducted and disseminated	UNCAC Focal Point secures a policy approval to conduct UNCAC gap analysis, with engagement of civil society groups	$0.00			Focal Point (GOB)	UNDP	72100	$0.00
	Country conducts UNCAC gap analysis and organize validation sessions	$40,000.00			UNODC UNDP	UNDP	71300 72100	$40,000.00
	Conduct national survey on the gendered impacts of corruption	$15,000.00			UNDP Ministry of Human Development (GOB)	UNDP	71300 72100 71600	$15,000.00
	Finalize and Disseminate key finding of the Gap Analysis, nationally, on UN website and table report in parliament	$10,000.00			GOB UNODC UNDP	UNDP	72100	$10,000.00
	MONITORING	$1,333.34	$1,333.34	$1,333.34	UNDP	UNDP	71300	$4,000.00
Subtotal		**$66,333.34**	**$1,333.34**	**$1,333.34**				

Output 2 Institutional architecture, and national capacities for anti-corruption enhanced	Support Focal Point with establishment Human Resource Capacities to coordinate the UNCAC Process	$26,000.00	$26,000.00	$26,000.00	UNDP GOB	UNDP	72800	$78,000.00
	Convene sessions of the state reviewers	$2,000.00	$1,000.00	$1,000.00	UNDP UNODC GOB	UNDP	72100	$4,000.00
	Enrol a cadre of state and non-state stakeholders in UNODCs Anti-corruption Academy in Belize and UNODC online courses	$30,000.00	$20,000.00	$20,000.00	UNDP UNODC GOB	UNDP	72100	$70,000.00
	Facilitate attendance of focal point and national delegation at the June 2017 Conference of State Parties	$ 12,000.00			UNDP UNODC	UNDP	71600	$12,000.00
	Facilitate South-South Exchanges to incorporate lessons learned/best practices from the Global South in the design of policies and programmes in Belize	$10,000.00	$20,000.00		UNDP	UNDP	71600	$30,000.00

	Provide technical assistance to the Government and CSOs in conducting UNCAC self-assessments and the IRG	$10,000.00	$10,000.00		UNODC	UNDP	72100	$20,000.00
	Support the redesign/strengthening/ restructuring of relevant institutions responsible for anti-corruption policies and programs based on *development of anti-corruption strategy*		$25,000.00	$25,000.00	GOB UNODC UNDP			$50,000.00
	Engage local authorities and CSOs in certifying monitors and developing scorecards to monitor implementation of UNCAC	$10,000.00	$10,000.00		UNDP	UNDP	71300 72100	$20,000.00
	MONITORING	$1,333.34	$1,333.34	$1,333.34	UNDP	UNDP	71300	$4,000.00
Sub-Total for Output 2		**$101,333.34**	**$113,333.34**	**$73,333.34**				
Output 3 Anti-Corruption Advocacy utilizing a multi-sectoral approach	Develop UNCAC/Anti-Corruption Advocacy Strategy	$10,000.00			GOB UNDP BCCI	UNDP	71300	$10,000.00
	Conduct public information campaigns	$35,000.00	$20,000.00	$20,000.00	BCCI	UNDP		$75,000.00

	Hold information sessions in secondary schools and tertiary institutions (including members of the National Youth Council)	$3,000.00	$3,000.00	$3,000.00	UNDP GOB	UNDP		$9,000.00
	Support the implementation, facilitation and communication of project nationally	$20,000.00	$10,000.00	$10,000.00	UNDP	UNDP		$40,000.00
	MONITORING	$1,333.34	$1,333.34	$1,333.34	UNDP	UNDP	71300	$4,000.00
Subtotal Output 3		**$69,333.34**	**$34,333.34**	**$34,333.34**				
Evaluation *(as relevant)*	EVALUATION			$10,000.00	UNDP	UNDP	71300	$10,000.00
General Management Support (8%)			$11,920.00	$8,720.00	UNDP	Donor	75100	$20,640.00
TOTAL		**$237,000.02**	**$160,920.02**	**$127,720.02**				**$525,640.06**

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

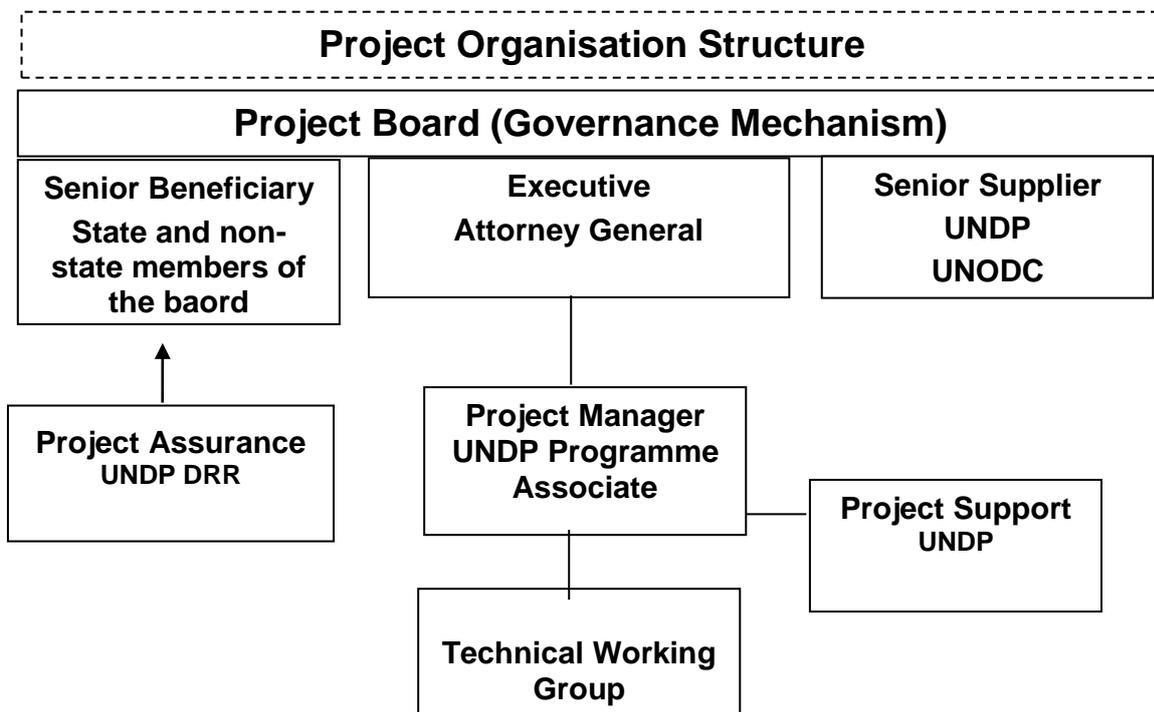The role of Executive will be hold Minister attached to the Attorney General's Ministry.

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary will monitor progress against targets and quality criteria.

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. In the case of the Project, the role is designated to UNDP's Resident Representative. UNDP and other funding development partners will hold the role of Senior Supplier.

Project Assurance is the responsibility of each Project Board member; however the role can be delegated. In the present project this role is delegated to UNDP Deputy Representative.

Project Manager is the responsibility of UNDP Project Manager.

The coordination of the project will be the role of the National Focal Point or his/her designated coordinator within the Attorney General's Ministry

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Project Organisation Structure

Project Board (Governance Mechanism)

Senior Beneficiary State and non-state members of the baord	Executive Attorney General	Senior Supplier UNDP UNODC

Project Assurance UNDP DRR

Project Manager UNDP Programme Associate

Project Support UNDP

Technical Working Group

VIII. LEGAL CONTEXT AND RISK MANAGEMENT

Select the relevant one from each drop down below for the relevant standard legal text:

1. Legal Context:

Country has signed the Standard Basic Assistance Agreement (SBAA)

2. Implementing Partner:
UNDP (DIM)- Direct Implementation Modality

IX. ANNEXES

1. **Risk Analysis**. Annex 1

2. **Capacity Assessment:** Results of capacity assessments of the Attorney General's Ministry will be conducted upon the signature of the Project Document

3. **Project Board Terms of Reference and TORs of key management positions:** Annex 3