



**Project Document Format for projects within a CPAP**

**United Nations Development Programme**

**Country: BELIZE**

**Project Document**

**Project Title: Support for the Development of National Growth and Poverty Reduction Strategy 2014 – 2017**

**UNDAF Outcome(s): Democratic Governance, Capacity Development, Effectiveness and Responsiveness enhanced**

**Expected CP Outcome(s):** UNDP Country Programme Outcome 4: Enhanced institutional and line ministries' capacity to implement Belize's national citizen and violence prevention response plans and MDGs-based national development frameworks (including Belize's agreed actions under SICA and CARICOM social development and crime prevention plans).

**Expected Output(s):** Strengthened capacities to incorporate MDG based planning and programmatic interventions in key ministries and national civil society organizations

**Implementing Partner: Ministry of Finance and Economic Development**

**Responsible Parties: Ministry of Economic Development**

**Brief Description**

Belize has recently restructured its commercial debt given that the country, in an environment of low growth, does not have the ability to service its high level of debt under the pre-existing terms and at the same time maintain the level of social and economic development attained at this juncture; let alone achieve any further progress. While fiscal adjustments including debt restructuring are being employed to help Belize attain fiscal and debt sustainability, maximizing output growth is the other side of the coin requiring urgent attention. The Government of Belize through its Ministry of Finance and Economic Development has requested UNDP's support in developing its four-year Growth and Poverty Reduction Strategy (GPRS). The Strategy takes stock of the previous Medium-Term Development Strategy 2010-2013 and the prevailing socio-economic climate particularly the continued staggering increase in people living below the poverty line (from 34.1% in 2002 to 41.3% in 2009), and proportion of population below the 1\$ estimated at 15.8% (2009). The planned GPRS is expected to explore real solutions for the attainment of national poverty reduction goals for Belize within the context of a narrowing fiscal space, and debt restructuring. The GoBZ desires to have an effective growth and poverty reduction strategy (GPRS); reflecting clear, logical, convincing strategies that are tied to the budget and imbued with an appropriate accountability and results monitoring and aid management systems.

Programme Period:	August – 1- December, 2014
Key Result Area (Strategic Plan):	_____
Atlas Award ID:	_____
Start date: August 1, 2013	_____
End Date : December 31, 2014	_____
PAC Meeting Date	_____

2013 AWP budget:	\$60,000.00
Total resources required	<u>\$197, 280.00</u>
Total allocated resources:	_____
• Regular	<u>\$60,000.00</u>
• Other: GoBZ	_____
o Donor	_____
o Donor	_____
o Donor	_____
o Government	<u>\$40,000.00</u>
Unfunded budget:	<u>\$49,280.00</u>
In-kind Contributions	\$48,000.00

Agreed by (Implementing Partner):  
 Agreed by UNDP:

Chief Executive Officer  
 Economic Development

*PARALLEL GOVERNMENT FINANCING TO THE PROJECT objective*

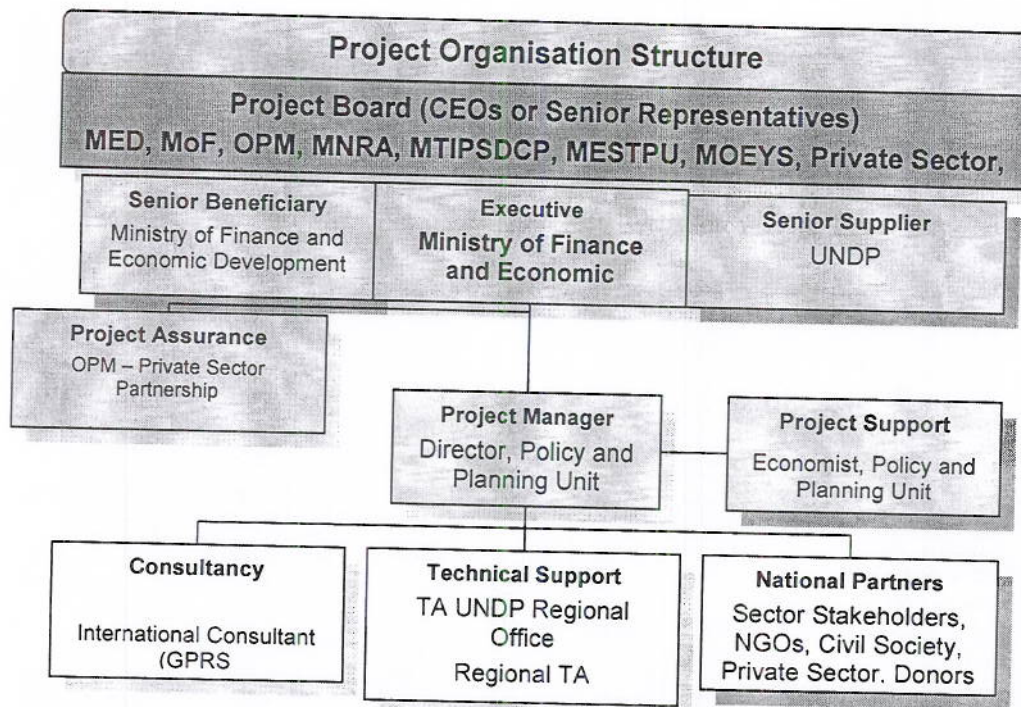
# I. ANNUAL WORK PLAN

Year: 2013

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
		<p><b>Output 1: A National Growth and Poverty Reduction Strategy (GPRS), 2014 -17 aligned to Horizon 2030</b></p> <p><i>Baseline: Medium-Term Development Strategy</i></p> <p><i>Indicators:</i></p> <ul style="list-style-type: none"> <li>- Expert Consultancy Services identified</li> <li>- At least 25 technical officers receive capacity building training for implementation of Strategy</li> <li>- Participatory Methodology implemented</li> </ul> <p><i>Targets: A Growth and Poverty Reduction Strategy nationally endorsed</i></p> <p><i>Related CP outcome:</i></p>	<p>1. Activity Result: Highly qualified technical expertise engaged for the completion of the GPRS</p> <ul style="list-style-type: none"> <li>- Action - conduct procurement of expert</li> <li>- Action - Offer and sign contract with expert</li> </ul> <p>2. Activity Result: National technical staff have improved capacities to plan for, budget and support implementation of sector strategies directly aligned to the GPRS.</p> <ul style="list-style-type: none"> <li>- Action: Capacity development of national technical staff within planning ministries to support development and implementation of GPRS.</li> </ul> <p>3. Activity Result: The national development priorities of the GPRS attain national ownership and are informed by key stakeholders.</p> <ul style="list-style-type: none"> <li>- Action: Project Steering Committee fully representative of key line ministries</li> <li>- Action: Sector workshop/consultations conducted</li> <li>- Action: National Growth and Poverty Reduction Strategy incorporated in ministry planning processes</li> </ul>		X		X		MFED
			X	X		MFED	UNDP	72145 Training Venue Catering	\$5,760.00
			X	X		MFED	MFED	72145- Venue, catering 711635 - Local Travel 71620- Daily subsistence allowance	

<p><b>Output 2: A monitoring and evaluation platform is developed and integrated within the GPRS 2014-2017.</b></p> <p><i>Baseline: PSIP template -GPRS 2014 -2017</i></p> <p><i>Indicators: A national M&amp;E and Aid Coordination platform</i></p> <p><i>Targets: MFED effectively monitoring, evaluating and reporting on medium term indicators of GPRS, aid coordination and Key Performance Indicators of Horizon 2030.</i></p> <p><i>Related CP outcome:</i></p>	<p>1. Activity Result: National Ministries are regularly contributing to and generating reports from the Monitoring and Evaluation and Aid Coordination System.</p> <p>- Action: Technical Assistance from UNDP regional office to support lead Ministry (MFED) and partners in the development of M&amp;E and Aid Coordination System &amp; Framework engaged.</p> <p>- Action: Conduct of training and capacity building of national planning officers in the area of monitoring and evaluating for results</p> <p>- Action: A national Monitoring and Evaluation and Aid Coordination Platform launched and mainstreamed as part of national development planning and implementation.</p>		X	X	MFED	UNDP  UNDP  UNDP/MFED  MFED	71205- International Consultant – Technical 71605 – International travel 71615 – International Daily subsistence allowance 71405 Service Contract - individual	TBD
<b>TOTAL</b>								60,000.00

## II. MANAGEMENT ARRANGEMENTS



A Project Board will be established with responsibility for providing oversight to the project management through approval of project plans, revisions and offering of guidance on management decisions. The Project Board's decisions will also monitor the performance of the project activities in line with the envisaged outputs, work plan and deliverables. In order to ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity, transparency and effective international competition.

The membership of the Project Board will include representatives of the Ministries of Economic Development, Finance, Natural Resources and Agriculture, Education Youth and Sports, Trade and Investment, Office of the Prime Minister, Private Sector, and UNDP. The Project Board will be co-chaired by a representative of the government of Belize and UNDP. The first meeting of the Project Board will take place within 30 days of the start of the project, and will include agreement on its modalities and terms of reference. Following meetings will be held at regular intervals of at least once a quarter or as frequent as necessary when required by the project. It is expected that the meetings will be more frequent in periods of peak activity. Minutes of meetings will be taken; minutes of previous meetings will be circulated in advance. In cases where a consensus cannot be reached within the Project Board, final decision shall rest with the Minister of Finance and Economic Development or his designate.

The Project Board will provide guidance and approve work plans and revisions. In order to ensure UNDP's ultimate accountability, the Board decisions should be made in accordance to standards that shall ensure best value for money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Project Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. Based on the approved annual work plan (AWP), the Project Board may review and approve annual plans when required and authorizes any major deviation from these agreed plans. It is the authority that signs off the completion of each annual plan as well as authorizes the start of the next annual plan. It ensures

that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies.

The Project Board will decide the frequency of meetings but however, shall meet at least three times a year to review and approve activities under the annual work plan and will review the project modifications if needed. The project will produce two semi-annual narrative reports that track progress, difficulties in implementations and areas needing adjustments. The Board will, at its meetings, review both the financial and narrative reports from the project management and project staff support. They will approve all financial modifications beyond 10% of original budget lines as well as changes to the activity plans. There will be an annual project review, midterm and final review by the Board to ensure that the project is on course.

Financial reports and projections will be produced annually to ensure that the project is on course. The financial controls required by UNDP as well as any additional requirements by the respective donors will be complied with. The project will be revised to ensure that the project remains consistent with its original objectives to the extent identified by its Project Assurance responsibilities

**Project Assurance**

The UNDP Programme Analyst will hold the project assurance role. This role includes ensuring that appropriate project management milestones are managed and completed.

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 approve 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.

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### III. MONITORING FRAMEWORK AND EVALUATION

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 Project Progress Reports (PPR) 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.

## Quality Management for Project Activity Results

OUTPUT 1: A National Growth and Poverty Reduction Strategy (GPRS), 2014 -17		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Technical Expertise – GPRS Development</i>	Start Date: August, 2013 End Date: December, 2013
<b>Purpose</b>	<i>Provision of high quality technical assistance to Government of Belize for the Development of the Growth and Poverty Reduction Strategy.</i>	
<b>Description</b>	<i>Procurement of an International Expert</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>
Terms of Reference Developed	ToR – GPRS Development	Quarter 3
Procurement Processes completed	Contract Developed	Quarter 3
Contractor Procured	Contract Signed	Quarter 3

OUTPUT 2: A monitoring evaluation platform for the GPRS and Growth Strategy Developed		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>GPRS Monitoring and Evaluation Framework</i>	Start Date: August, 2013 End Date: December, 2014
<b>Purpose</b>	<i>To strengthen national capacity to manage, monitor and evaluate GPRS including coordination of aid and donor funding that support national development programming.</i>	
<b>Description</b>	<i>Technical assistance to support: Capacity development assessment Identification installation of a Monitoring and Evaluation and AID Coordination Platform Training of Technical staff on use of system and report generation Management of the Monitoring and Evaluation and AID Coordination system</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>
ToR – Technical Assistance (M&E) System Development	Technical Mission to Belize	Quarter 3 and 4, 2013
Capacity Assessment and Development Initiative for M&E and Aid Coordination	Capacity Assessment and Plan	Quarter 4, 2013
Technical staff trained on M&E platform	No. of trained technical staff	Quarter 1, 2014
Establishment and management of M&E and Aid Coordination platform	M&E and Aid Coordination platform established and functional	Quarter 1, 2014

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#### IV. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner 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 implementing partner'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 the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]<sup>1</sup>.

The Implementing Partner 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/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document".

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<sup>1</sup> Use bracketed text only when IP is an NGO/IGO



**ANNEXES**

**Risk Analysis:** An assessment of risks that may affect the project should be conducted during the formulation.

**Agreements.** Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs<sup>2</sup> (where the NGO is designated as the “executing entity”) should be attached.

**RISK LOG**

<b>Project Title:</b> Support for the Development of National Growth and Poverty Reduction Strategy 2014 – 2017		<b>Award ID:</b>		<b>Date:</b> August, 2011	
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#	Description	Date Identified	Type	Impact & Probability	Counter measures / Mgmt response	Owner	Submitted , updated by	Last Update	Status
1	If inadequate buy-in and ownership is guaranteed by all key stakeholders and ministries, the effectiveness of the GPRS as a real planning tool may be derailed	August 2013	Strategic	P=3 I = 5	Ensure buy-in early on in the process through consultations and a project steering committee.	Director, Policy Unit, MED	Director, Policy Unit, MED	N/A	Current

<sup>2</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.

2	The proposed contracted time frame during which the consultant is expected to complete the report may prove insufficient.	August, 2013	Operational: Delivery	P = 2 I = 2	TBD	Director, Policy Unit, MED	Director, Policy Unit, MED	N/A	Current
3	Availability of all requisite staff for training and planning for use of the GPRS.	August, 2013	Operational: Delivery	P = 1 I = 5	The GPRS preparation and training will be monitored extensively by MFED.	Director, Policy Unit, MED	Director, Policy Unit, MED	N/A	Impending
4	Availability of Technical Specialist to conduct assessment for development and eventual launch of M&E evaluation platform.	August, 2013	Operational: Programme Management	P = 2 I = 4	Increased coordination and planning within planning units.	Director, Policy Unit, MED	Program Manager	N/A	Impending
5	Technical challenges to sustainably maintain implementation and use of the monitoring and evaluation framework	August, 2013	Operational: Programme Management	P = 4 I = 3		Director, Policy Unit, MED	Director, Policy Unit, MED	N/A	Impending

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."