United Nations Development Programme
Country: Belize
Project Document

Project Title	Millennium Development Goals Needs Assessment and Cost Prognosis: Phase II
UNDAF Outcome(s):	UNDAF Outcome 1: Poverty Elimination by Investing in People
Expected CP Outcome(s):	CPAP Outcome 1 Efficient And Effective Government Structures that Work.
Expected Output(s):	CPAP Output 1.1: By 2011, improved national capacities to formulate, budget, allocate, implement and monitor human rights based policies and interventions.
	CPAP Output 1.2: By 2010, research, data collection & compilation, desegregation, analysis and reporting systems improved at international standards.
Implementing Partner	UNDP
Responsible Parties:	University of Belize, MED, ECLAC, UNICEF, PAHO/WHO

Brief Description

This project will contribute to mainstreaming the Millennium Development Goals into Belize's national plans and budget whilst simultaneously strengthening national planning capacities. These objectives will be achieved through a collaborative Needs Assessment and Costing process focused on MDGs 3, 4 and 7. The Needs Assessment will involve a determination of the status of Belize's progress toward achieving the eight (8) MDGs; measures required for realizing the Goals 3, 4 and 7; and an estimation of the recurrent and investment costs associated with the indicated measures. Assessment activities will be undertaken by a national assessment team which will in turn be guided by an international consultant responsible for leading the requisite knowledge transfer and product development processes. The specific outputs of the project are 1) training in MDG Needs Assessment methodology and requisite tools and concepts, 2) an Interim MDG Scorecard and Outlook Report and 3) a final MDG Needs Assessment and Cost Prognosis Report, 4) MDG Needs Assessment toolkit and 5) a Project Document for a basket funded MDG Achievement Initiative .

Programme Period:	2007-2011
Key Result Area (Strategic Plan):	1-Promoting Inclusive Growth, Gender Equality and MDG Achievement
Atlas Award ID:	00051069
Start date:	12/02/2008
End Date	12/31/2010
PAC Meeting Date	11/06/2008
Management Arrangements	Direct Implementation

2008 AWP budget:		$20,275
Total resources required		$301,207
Total allocated resources:		$147,471
• Regular		$147,471
• Other:		
	○ Donor	_____
	○ Donor	_____
	○ Donor	_____
	○ Government	_____
Unfunded budget:		$153,736

Agreed by UNDP:

I. SITUATION ANALYSIS

Notwithstanding differences in applied methodologies, the Belize 1998 and 2002 Country Poverty Assessments (CPAs) both show at least one-third the population living in poverty (CSO 1998; CSO 2002). With virtually no change in the estimated level of incidence between the two review periods, poverty can be assessed as persistent. To understand the factors contributing to this persistence and therefore inform an effective poverty elimination strategy, a series of poverty related studies were undertaken between 2004 and 2005. These included an <u>Outcome Evaluation of Existing Poverty Measures</u> (NHDAC, 2005) which found that the effectiveness of poverty elimination measures was impeded by the following four main shortcomings:

- The absence of a strategic approach to poverty elimination;
- The need for coordination of activities across funders and implementers and for stronger efforts on their part at providing opportunities to beneficiaries;
- The lack of baseline or benchmarks and of indicators for measuring change and
- Weak organization amongst target groups and no deliberate effort by implementers to empower them.

The findings of the Outcome Evaluation as well as the other three studies undertaken informed the National Poverty Elimination Strategy and Action Plan (NPESAP) 2007-2011 completed in early 2007. The NPESAP consists of two documents, the National Poverty Elimination Strategy (NPES) and the National Poverty Elimination Action Plan (NPEAP). The latter document indicated cohesion of the NPESAP with all eight MDGs but stressed that execution should be done in tandem with "an articulated long term vision and supporting medium term development strategy (p. 9)" and that "[t]he full achievement of the MDGs is contingent on coordinated implementation of all plans and strategies (ibid)."

In addition to the need for strategic focus and for coordinated planning and implementation, various documents identify an overarching capacity constraint in Belize, characteristic of its status as a small, open developing state. These include Belize's National Assessment Report to the Barbados Programme of Action (BPOA, 2002), which identified a variety of constraints impeding national pursuit and achievement of sustainable development in such areas as-

1. Identifying and developing [sustainable energy] projects (p. 5);
2. policy, planning and response to confront natural disasters (p. 10);
3. compiling, storing and analyzing data on climate change (p. 14);
4. accessing funds to finance development projects (p. 34);
5. project monitoring and implementation (p. 43).

To address these and a number of other capacity constraints, the BPOA Assessment Report pointed to the need for capacity development in the following three areas:

- Project development and management
- Planning and
- Diplomacy and Negotiations.

Other key documents which explore capacity issues include those produced under an initiative to assess Belize's ability to meet the obligations of the environmental conventions—the National Capacity Self Assessment (NCSA). In particular, an NCSA Study on the Legal and Cross-cutting issues affecting convention implementation (Trench-Sandiford, 2004) set out a number of capacity needs and potential responses in the areas of:

1. [Environmental] convention management;
2. Human Resource Management;
3. Environmental Information Management;
4. Policy Formulation and Coordination;
5. Natural Resource Management and;
6. Access to Financial Resources.

Whilst the NCSA studies were focused on the implementation of the environmental conventions, they are not inconsistent with issues identified in the BPOA Assessment Report or the later NPESAP formulation process. In fact, it can be argued that the constraints and recommended measures identified through the BPOA Assessment Report, the NCSA and NPESAP activities are applicable to all planning and implementation processes in Belize. These reflect challenges arising from a "small pool of qualified professionals, small tax base, high rural-urban population ratio and low population density" indicated by the UNDP Country Programme Action Plan (CPAP, p.4) characteristics Belize shares with other small countries.

The UNDP is committed, through its Belize Country Programme Action Plan (CPAP) and the 2007-2011 United Nations Development Assistance Framework (UNDAF) for Belize, to addressing the need for strategic thrust in planning, coordinated implementation of initiatives and related capacity development. In this regard, the UNDAF has a strategic aim of: "assist[ing] the Government of Belize and its partners to accelerate progress to the Millennium Development Goals...and Declaration (p. 6) by, inter-alia,

> "provi[ding] a focus on strengthening the capacity of duty bearers in the area of national development and sectoral planning, policy development and implementation, effective social investment and governance in their obligation to deliver services and products that are compatible with economic, social, cultural, civil and political rights; while at the same time empowering the claim holders to know, monitor and claim their rights (p. 8)"

This approach suggests that efforts to support Belize's poverty and national development planning and implementation and ultimately its achievement of the MDGs should include capacity development of both state and non-state actors.

II. STRATEGY

Focus and Outputs. To respond to the needed cohesion in formulating and implementing national plans and in addressing capacity constraints, and to meet the UNDAF 2007-2011 commitments, the United Nations Development Programme will execute a Millennium Development Goals Needs Assessment and Costing Prognosis (MDG NACP) initiative. MDG NACP project execution will be done in collaboration the University of Belize and the Government of Belize, as well as with UNICEF, PAHO and the UNFPA,. In order to support and inform the anticipated planning processes by enabling MDG-based planning, the MDG NACP will focus on MDG 3-Gender Equity, MDG 4-Child Mortality and MDG 7-Environmental Sustainability. This approach provides for the completion of a scorecard and outlook report within a timeframe sufficient to build on and inform (1) a long term visioning and (2) a national development planning process, both anticipated to begin shortly.

To ensure effective capacity development, the MDG NACP will be undertaken by a national team which will in turn be guided by a development expert. The National Team will comprise of four Technical Working Groups (TWGs), each facilitated by a University of Belize capacity and working in tandem with a counterpart within the line Ministry responsible for national planning and/or implementation of national policy related to one of the focus MDGs. These line ministries are the Ministry of Economic Development (responsible for planning), the Ministry of Health (responsible for maternal and child mortality), the Ministry of Human Development (responsible for women's issues) and the Ministry of Natural Resources (responsible for sustainable development). The key role of the team is to identify ongoing interventions, determining factors, and required additional measures for achieving the three focus MDGs, and by extension significant levels of the remaining five. Whilst the University of Belize will support research, analysis and report writing, the Ministries will be responsible for providing technical lead particularly as it relates to policy positions and to allocation of fiscal resources. In addition to the UB and Ministry participants, each technical working group will benefit from the participation of local government and key non-state agencies.

For effectiveness, the MDG NACP will generate the following outputs in modular phases.

- MDG Background and Score-card report
- Final Belize MDG methodology and workplan
- Belize MDG needs assessment and costing
- MDG Portfolio Project

Phased Approach. The MDG Scorecard and Outlook Report will provide updated information on Belize's implementation status for the three focus MDGs and by extension the remaining five. This phase will contribute significantly to the second module, which is the Belize MDG methodology to be used for assessing and costing the measures to be taken to achieve the MDGs. The finalized methodology also incorporates a refinement of the workplan,. *It is important to note that at this point the methodology and workplan to be refined/finalized in this phase has already been drafted through a preparatory initiative.* Once finalized and applied, the methodology and workplan will yield an MDG outlook report which will detail the interventions identified by a national team as necessary for achieving the three focus MDGs by 2015, along with their required investment costs. This information will in turn be translated into a basket project which will support the direction of resources from Government, UN Agencies and other development partners. For effectiveness, partners have already been identified and approached, and will be consulted, informed and incorporated as the MDG NACP progresses.

Stakeholder Participation. As initiated already in the scoping mission and the preparatory phase, the national team will use a participatory and collaborative approach to determine the desired interventions. In addition to the input of the key line ministries, decisions on interventions for achieving the MDGs will be *localized* through the full participation and input of the local government agencies and their constituents. These agencies include the National Association of Village Councils (NAVCO) and the Mayors and Alcalde Associations. Other perspectives and interests such as *indigenous rights and equity provisions for youth and women* will be assured through consultation with and inclusion of key individual or agency advocates, such as the National Women's Council, the Toledo Maya Women's Council, Youth for the Future and the Conscious Youth Development Programme. In addition to the Ministries of local government and human development, information on current policies related to these areas, and formulation of new policy positions will be pursued by the ministries responsible for youth and for culture.

Public Awareness and Buy-in. In order to reinforce the level of commitment to the MDG NACP and to support mainstreaming of MDGs into the national plans, the MDG NACP will benefit from strong awareness components. This will include an initial public launch and regular updates, as well as public forums for the release of interim products. The main outputs of anticipated to be released through such public forums are the Scorecard and Outlook Report and the final needs assessment and costing. To maximise the level of awareness and understanding of and buy-in to the MDGs, the release of the Scorecard and Outlook Report

will be done through a public forum that will lead into a two (2) day MDG seminar. Key presenter and co-facilitators of the seminar will include at least two (2) international practitioners with experience in MDG based planning.

National Ownership and Knowledge Transfer. The full involvement of all interested stakeholders in the formulation of the MDG NACP and in roles that will be described further below will ensure a high level of *national ownership* of the process and the resulting outputs. Furthermore, the participatory and collaborative process will ensure effective *knowledge transfer.* These two factors will lend to a needs analysis and cost prognosis that will inform and guide national plans and budgets and to the development of national capacity to plan follow-up initiatives and to monitoring and evaluation activities. Furthermore, the inclusion of the United Nations Agencies from the inception of the initiative, combined with the Ministry of Economic Development's participation and commitment and the exercise of their national coordinating role, provides for the effective *mainstreaming* of the MDG NACP into the wider national plans, and for the allocation and targeting of national and international budgetary support and technical resources.

National Assessment and Co-writing. Effective assessment of the status of implementation of the MDGs, of the types of initiatives needed to achieve the MDGs and of such factors as the population and areas in which added intervention is needed and of the level of investments required to ensure the MDG target is reached by 2015 requires an in-depth knowledge of the socio-economic fabric of Belize. To ensure accurate assessment and national commitment, and at the same time effectively reinforce structured capacity building activities, the MDG NACP will be undertaken through a collaborative approach in which a national assessment team will be central. The team will work closely with and by guided where necessary by a lead consultant with experience and expertise in participatory planning and poverty reduction. Key activities of the national assessment team will include support and/or guidance in the collection and analysis of data; participation in national policy and planning dialogue related to poverty reduction and MDG achievement; and co-writing and editing of the intended MDG Reports, inclusive of the Scorecard and Need Assessment. A more detailed generic terms of reference for national team members is included in the Appendix to this document. In order to adequately reflect the MDG methodology to be applied for Belize, team members will enhance the terms of reference for each of the Technical Working Groups Consistent with the approach taken to formulate such stellar reports as the MDG Needs Assessment for the Dominican Republic and the 2007 National Human Development Report for Liberia, team members will be fully acknowledged. Members of the National Assessment Team who collaborate on the refinement of the methodology, on the data collection and analysis, and on the writing and editing will be fully credited and profiled in published reports.

Advocacy Network and Championing. Support for coordinated planning and sustained implementation will be sought through regular consultation and collaboration with key stakeholder groups. These include the **National Women's Commission,** the Department of Labour, Private Sector Umbrella Groups, including the Belize Chamber of Commerce. The Project coordination ensure inclusion of these agencies in the communication system, and undertake regular briefs and consultations. Moreover, at least one key umbrella agency will be enlisted to champion each of the focus MDGs.

UN Coordinated Support. Given the nature of the MDGs, the needs assessment initiative has implications for all resident agencies of the United Nations. The agencies resident in Belize are the United Nations Children's Fund (UNICEF), the Pan American/World Health Organization (PAHO/WHO) and the United Nations Population Fund (UNFPA). These agencies are engaged in the formulation of the project, and are committed to participation on the National Assessment Team. Each agency has identified at least one of the three focus MDGs in the needs assessment process to be particularly critical to their mission. As a consequence, each of the four thematic working groups will benefit from the participation of an officer from at least one UN agency. Overall, the agencies are committed also to a quality assurance role, and to supporting, informing and strengthening the MDG NACP II initiative through information sharing and coordination amongst the United Nations Country Team (UNCT).

ECLAC Technical and Quality Assurance Support. The United Nations Economic Commission for Latin America and the Caribbean (ECLAC) has been the key sister agency partner for the MDG NACP. ECLAC was instrumental in the identification of development planning expertise and in providing support through the design and implementation of a first phase MDG Needs Analysis project which preceded and led to this more extensive MDG NACP II, as well as to the design of this follow up initiative. The ECLAC input has been and will continue to be critical for quality assurance, and for incorporating and sharing lessons learned. Furthermore, ECLAC has committed to supporting the MDG NACP gender related activities and, where possible, training activities that support the development of national team members' capacity.

Building on strategic partners and International experience and expertise. Whilst it incorporates elements of three different approaches to needs analysis and costing, the draft MDG NACP methodology leans heavily toward the Millennium Development Project approach. In addition, lessons learned from a number of country experiences have already been drawn on in the scoping and preparatory processes preceding this initiative. To extend the benefits of the external resources, the national team and the lead consultant have agreed on utilizing a peer review approach throughout the MDG NACP process. It is

anticipated that experts from whom they will rely on for such review will be drawn from the United Nations Development MDG Team committed to carrying on the work of the Millennium Project. The MDG NACP will also draw on the expertise of other United Nations experts for training and seminar support as needed, and will seek to strengthen linkages to strategic partners such as the Caribbean Youth Programme, the University of the West Indies and the University of Technology. The partnerships will be aimed at both informing the shape of the interventions and at securing early commitment for the allocation of resources toward achieving the same. As a consequence, the inclusion of the strategic partners will follow the established lines of protocol. This approach is consistent with the recommendation of the Greeley report recommendation of "offer[ing] coherent, country-level [mdg related] support...through existing country processes...housed and conducted within the relevant line ministries (March 2008; Executive Summary, Main Recommendations, Final Bullet).

Communication System for Collaboration. MDG NACP national team members from the government ministries, University of Belize and NGOs are located mainly in the cities of Belize and Belmopan. These two locations are fifty miles apart. It is also anticipated that MDG team members and collaborators will be drawn from towns and villages countrywide. In addition, the lead consultancy is likely to be drawn from the University of Technology, and the Economic Commission for Latin America and the Caribbean (ECLAC) is expected to continue to play a key role throughout implementation. ECLAC's input comes from its sub-office in Trinidad and Tobago. Collaboration and information sharing amongst these widely dispersed agencies will be enabled initially through existing web-based Information Technology Communication (ICT) tools such as Wikis, online calendars and regular emails; and later through an ICT system. The system will include the following components-

- Facility for online voice communication.
- Document Management
- Announcements
- Email, calendar and task management.
- Online discussions.
- System administration.

Sustainability. The sustainability of the MDG outputs—mainly the identified measures needed for achieving the MDGs and the capacity for MDG-based planning that is to be developed, is hinged on the effectiveness of interface with the national planning and budgeting process. In particular, the activities aimed at ensuring interaction and linkages with national planning processes and at harnessing support at all levels and across agencies, are both aimed at ensuring sustainability as well as effectiveness. In addition, the final activity incorporated in the workplan, that of the formulation of a portfolio or basket project that would incorporate the initiatives identified as critical for achieving the MDGs, and including MDG advocating for inclusion of the first set of initiatives in the national budgets are specifically aimed at securing sustainability. In addition, the initiative is to be transferred to a joint UB-MED team for oversight of implementation into 2015, as well as of any additional initiatives aimed at securing MDG based planning.

Supporting the UNDAF Strategic Objective. Altogether, the participatory approach to the MDG NACP through the undertaking of key aspects of the initiative by members of a wide-cross sector of economic, social and political interests will lend to an effective transition to MDG based planning and contribute significantly to the overall strategic thrust of the UNDAF. Moreover, the MDG NACP will help to identify the areas to which national and international resources are to be targeted, as well as the manner in which they are to be expended, in order to achieve Goals 3, 4 and 7. Given the specific MDGs involved, the initiative will contribute to UNDAF Outcome 1: Poverty Elimination by Investing in People and UNDAF Outcome 3: Improve Sustainable Development Practices. UNDAF Outcome 2, which is focused on HIV/AIDS, will be supported to the extent that measures to address the impact of HIV/AIDS on the achievement of MDGs 3, 4 and to a lesser extent 5, will be incorporated into the MDG NACP. Importantly too, the initiative will lend significantly to the UNDAF 's utility as "guid[ing] the work of all UN agencies and their partners in contributing strategically to the human rights principles and standards, and to improved levels of human and sustainable development (UNDAF, p. 6).

III. PROPOSED OUTPUTS AND ACTIVITY RESULTS

The proposed outputs and activity results which constitute the MDG NACP project are designed to generate a needs assessment and costing prognosis in a participatory manner. This approach is intended to ensure effective transfer of the know-how for MDG based planning. In addition, the various actors to be incorporated will lend to

1. **Improved MDG related research, data collection and compilation, disaggregation, analysis and reporting systems.** This output is intended to improve the level of information available for decision-making and to enhance methods and systems for research and analysis. The specific activity results and related rationale are described below.

    i. **MDG Scorecard and Outlook report completed.** This activity is intended to provide information on the extent to which Belize has achieved MDGs 3, 4 and 7, as well as related aspects of MDG 5.

    ii. **Belize MDG methodology and costing tool developed and applied.** This activity will consist mainly of adapting and applying a methodology for determining the optimal levels of investments needed for MDG achievement in gender, health and environment in Belize. The methodology and adapted tools will build on best practices in development planning and on the outputs of the Millennium Project.

    iii. **Required interventions for achieving MDGs 3, 4 and 7 and associated costs identified.** This activity is intended to identify the specific interventions needed to achieve MDGs 3, 4 and 7. This will be done through the application of the methodology and tools developed at 2.11 above to identify completed interventions, additional interventions needed and the level of human and physical resources required to undertake these and the associated costs.

    iv. **MDG targets, required interventions and investment costs documented.** This activity is intended to validate and document the indicated investment needs for achieving MDGs 3, 4 and 7.

2. **Strengthened capacities at all levels of government and non-state actors to formulate, implement and monitor MDG related policies and legislation.** This output targets three main groups of stakeholders for capacity development and increased awareness. In addition to capacity development, it is intended to ensure active participation of stakeholders at all levels in the MDG NACP project. The specific activity results and respective rationale are set out below.

    i. *National team enabled to undertake needs assessment.* This activity is intended to ensure that the knowledge and skills for assessing Belize's needs for MDG achievement are developed, especially within the University of Belize and the Government line ministries. The main approach to realizing this development is through the development of specific computational and analytical skills and through an understanding of the needs assessment methodology and tools to be adapted and adjusted. In addition to the target beneficiaries, other members coopted to the needs assessment team will be trained.

    ii. *Dialogue mechanism and policy frame for MDG based planning established.* This activity is intended to provide the framework for collaboration on the MDG NACP and to identify the fit of the MDG NACP with other policies and strategies. It will comprise an enabling framework for MDG based-planning and benefit the wider public sector.

    iii. **Public aware of and updated on MDG NACO activities.** This activity is intended to ensure that the general public is fully informed of the MDG NACP objectives, activities and outputs. It is further expected that this will lend to wider understanding of the approach to, relevance of, and benefits from MDG based planning.

3. **Effective targeting, transparency and monitoring of national programmes, budget allocations and investments for MDG achievement.** This output is intended to support MDG achievement through resource allocation and linkages and/or scaling up of initiatives in the areas of health, gender or environmental management, and through incorporation of indicators for MDG Portfolio Project into national MDG monitoring framework.

    i. **MDG NACP Initiatives linked with ongoing Environment, Health and Gender Programmes.** This activity will build on and complement efforts to achieve synergies that are integral to ongoing initiatives such as the UNDP/GEF/GOB projects for Sustainable Land Management project and for Strengthening National Capacities for Coordination in Environmental Management. To this end, support will be provided for linking the National Human Development Advisory Committee with key coordinating bodies in environment, health and gender, for enhancing the monitoring and evaluation mechanism within the

Ministry of Economic Development and for establishing a node for MDG monitoring and evaluation within the University of Belize.

ii. **MDG NACP Initiatives incorporated in national and donor budgets and plans.** This activity is intended to ensure that the interventions for achieving MDGs 3, 4 and 7 which are identified and costed are provided for in the plans and budgets of government and international partners.

iii. **Portfolio of projects for providing "critical mass" toward Belize's achievement of MDGs 3, 4 and 7 formulated and documented.** This activity is intended to facilitate the implementation of the initiatives identified as critical to achieving MDGs 3, 4 and 7 over the 2010 to 2015 period.

IV. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

1: Efficient and effective governance structures that work at all levels of the state.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator(s): No. of government and non-government actors trained to undertake MDG based planning; MDG based development plans; % of National Budget allocated to MDG related interventions.

Baseline: National Capacities not sufficiently equipped to undertake or lead MDG based planning; MDGs not fully incorporated in national plans, strategies and budgets.

Target: Key ministries and local government and non-state agencies equipped with human resources and systems to undertake MDG based planning by 2009; MDG NACP identified interventions incorporated in national development plans and in 2010/2011 to 2014/15 Fiscal budgets.

Applicable Key Result Area (from 2008-11 Strategic Plan): 1.1: Promoting inclusive growth, gender equality and MDG achievement;

2.1: Fostering inclusive participation.

Partnership Strategy: Implementing Partner: University of Belize; Technical Leads: Ministries of Economic Development, Natural Resources, Health and Human Development.

Project title and ID (ATLAS Award ID): MDG Needs Assessment II; 00051069

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1: Improved MDG related research, data collection and compilation, disaggregation, analysis and reporting systems. Baseline: 1. Last MDG scorecard report produced in 2005; 2. Level of investment and effort to achieve MDGs unknown. Indicators: 1. Update on Belize's MDG	Targets (year 1) - Background research complete by Q4. Targets (year 2) - Scorecard and background report released by Q1. Targets (year 1) - Data collection initiated by Q4. Targets (year 2) - Methodology	1 Activity Result: MDG Scorecard and Outlook Report completed. • Action 1: Conduct research, data collection and analysis in areas of gender, health and environment. • Action 2: Draft Scorecard and Outlook Report. • Action 3: Consult stakeholders and finalize report. 2 Activity Result: Belize MDG methodology and costing tool developed and applied • Action 1: Adapt and/or develop gender, child mortality and environment methodology and assessment and costing tools. • Action 2: Conduct research, data collection and analysis.	UB; MED; MOH; MNR; MHD (International Consultant; National Consultant) UB; MED; MOH; MNR; MHD (International Consultant)	1. International Consultancy 2. Local Consultancy 3. Administration 4. Project Coordination 5. Travel 6. Communication 7. Rental and Maintenance-Premises 8. Printing

achievement progress. 2. Belize MDG needs assessment methodology.	complete by Q1. - Costing tool populated by Q2. - Targets established by Q2. Targets (year 2) - Policies and strategies assessed by Q2. - Interventions identified by Q2. - Costing complete by Q3.	▪ Action 3: Establish targets to achieve MDGs 3, 4 and 7 by 2015 (through modelling). ▪ Action 4: Determine required investment levels. 3 <u>Activity Result:</u> Required interventions for achieving MDGs 3, 4 and 7 and associated costs identified. ▪ Action 1: Assess existing plans and strategies to identify contribution to targets for MDG 3, 4 and 7. ▪ Action 2: Identify and analyse on-going or impending interventions contributing to MDG targets ▪ Action 3: Identify new interventions required to achieve targets for MDGs 3, 4 and 7. ▪ Action 4: Estimate human and physical resource costs of required interventions.	UB; MED; MOH, MNR; MHD (International Consultant)	
	Targets (year 1) - Peer discussions initiated by Q4. Targets (year 2) - Peer review initiated by Q2. - Stakeholder review initiated by Q3. - Report finalized by Q4.	4 <u>Activity Result:</u> MDG targets, required interventions and investment costs documented. ▪ Action 1: Facilitate peer review. ▪ Action 2: Draft MDG NACP Report. ▪ Action 3: Facilitate stakeholder review. ▪ Action 4: Finalize report. 5 <u>Activity Result:</u> Project effectively coordinated and lessons disseminated ▪ Action 1: Project Coordination ▪ Action 2: Implementation Support ▪ Action 3: Project Review and Evaluation	UB; MED; MNR; MHD (International Consultant; National Consultant)	

Output 2: Strengthened capacities at all levels of government and non-state actors to formulate, implement and monitor MDG related policies and legislation. Baseline: 1. National capacities not equipped to effectively link MDGs with national plans and budgets. 2. Public awareness of MDGs relatively low. Indicators: 1. Trained government and NGO capacities. 2. Informed population.	Targets (year 1) - Team members trained in Microsoft applications and MDG methodology by Q4. - ICT system established by Q4. Targets (year 1) - Initiative endorsed by Prime Minister and Ministers of Health, Natural Resources and Human Development by Q4. Targets (year 2) - Stakeholders incorporated by Q1.	1 Activity Result: National team enabled to undertake assessment. • Action 1: Establish and train national team. • Action 2: Establish and maintain ICT system. 2 Activity Result: Dialogue mechanism and policy framework for MDG based planning established. • Action 1: Secure political commitment to MDG NACP. • Action 2: Consult and incorporate government, non-government and donor stakeholders. • Action 3: Liaise with and support national visioning and development planning initiative(s). • Action 4: Map MDG NACP with existing and impending policies, plans and strategies.	UB (international Consultants). UNDP; UB; MED.	1. International Consultancy 2. National Consultancy 3. Coordination 4. Project Administration 5. Contractual Services 6. Communication 7. Information Technology Equipment 8. Support Services 9. Printing
	Targets (year 1) - Design and installation of MDG NACP Website complete by Q4. - MDG NACP Launched by Q4. Targets (year 2) - Print material released by Q1.	3 Activity Result: Public aware of and updated on MDG NACP activities. • Action 1: Develop public awareness campaign plan, inclusive of launch and website development. • Action 2: Develop, launch and maintain MDG NACP website. • Action 3: Conduct and/or participate in public forums and medial events on MDG NACP, including launch. • Action 4: Develop and release print information.	UB; MED; (National Consultants)	
		4 Activity Result: Project effectively coordinated and lessons disseminated • Action 1: Project Coordination • Action 2: Implementation Support • Action 3: Project Review and Evaluation		

Output 3: Effective targeting, transparency and monitoring of national programmes, budget allocations and investments for MDG achievement. Baseline: 1. MDG achievements arrived at as a collateral result of uncoordinated planning and incremental budgeting. Indicators: 1. National development plans and strategies 2. Government and agency budgets.	Targets (year 2) - Allocations identified by Q3. - 2010/2011 allocations for MDG projects incorporated in fiscal budget by Q4.	1 Activity Result. MDG NACP Initiatives linked with ongoing Environment, Health and Gender Programmes ▪ Action 1: Design and support mechanism for NHDAC collaboration with environment, health and gender sectors. ▪ Action 2: Design monitoring and evaluation mechanism within Ministry of Economic Development and University of Belize. 2 Activity Result: MDG NACP incorporated in national and donor budget(s) and plans. ▪ Action 1: Facilitate articulation of MDG NACP in national plans. ▪ Action 2: Facilitate commitment of UN agencies to specific interventions. ▪ Action 3: Support incorporation of MDG initiatives in national budget(s). ▪ Action 4: Support and/or facilitate commitment of non-UN partners to specific initiatives.	UNDP; MED.	1. International Consultancy 2. Local Consultancy 3. Travel 4. Project Administration 5. Coordination 6. Travel 7. Public Forums 8. Website design and launch 9. Planning and Coordination Meetings 10. Support Services 11. Audit and Evaluation
	Targets (year 2) - Report drafted by Q3 - Report published by Q4.	3 Activity Result: Portfolio of projects for MDGs 3, 4 & 7 formulated and documented. ▪ Action 1: Estimate required fiscal allocations for indicated interventions for FY 2009/2010 to 2014/2015. ▪ Action 2: Formulate MDG Portfolio Project document and supporting donor specific project profiles/documents. ▪ Action 3: Document government budgetary requirements, donor commitments and project profiles/documents.	UNDP; UB; MED (International Consultant)	
		4 Activity Result: Project effectively coordinated and lessons disseminated ▪ Action 1: Project Coordination ▪ Action 2: Implementation Support ▪ Action 3: Project Review and Evaluation		

V.   TOTAL BUDGET AND WORK PLAN

| Award ID:	00058148
Award Title:	Belize MDG NACP Phase II
Business Unit:	El Salvador (SLV10)/Belize Sub-Office (B0483)
Project Title:	Belize MDG Needs Assessment and Cost Prognosis II
Project ID: PIMS no.	00063302
Implementing Partner (Executing Agency)	DEX/DIM

Output/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)	See Budget Note:
Output 1		00012		71200	International Consultants	$5,000	$50,000	S0	$55,000	
		00012		71300	Local Consultants	$9,350	S40,650	S0	$50,000	
		00012		71400	Service Contracts	$2,800	$11,200	S0	$15,400	
		00012		71600	Travel	$900	S6,750	S0	S7,650	Annex 3
Improved research, data		00012		72100	Contractual Services	$1,500	$0	S0	S1,500	
collection and compilation,	UNDP	00012	UNDP	72400	Communications and Audio Visual Equipment	$150	S600	S0	S900	
disaggregation,		00012		72500	Supplies	$250	S1,000	S0	S1,500	
analysis and reporting		00012		73100	Rental and Maintenance-Premises	$175	S700	S0	$1,050	
systems of and/for MDGs.		00012		73500	Reimbursement to UNDP	S0	S696	S0	S696	
		00012		74200	Audio Visual and Printing Production Costs	S0	S15,000	S0	$15,000	
		00012		74500	Miscellaneous Expenses	$150	S600	S0	S900	
					Sub-Total UNDP	**$20,275**	**$127,196**	**S0**	**$147,471**	
					TOTAL OUTPUT 1	**$20,275**	**$127,196**	**S0**	**$147,471**	
OUTPUT 2			Unfunded	71200	International Consultants	S0	$20,000	S0	$20,000	Annex 3
Strengthened capacities at	UNDP			71300	Local Consultants	S0	S2,000	S0	S2,000	
all levels of				71500	Service Contracts	S0	$16,800	S0	$16,800	
government				71600	Travel	S0	S16,200	S0	$16,200	
and non-state				72100	Contractual services	S0	S300	S0	S300	

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Output/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)	See Budget Note:
				72400	Communications and Audio Visual Equipment	S0	S900	S0	S900	
				72500	Supplies	S0	S1,500	S0	S1,500	
				72800	Information Technology Equipment	S0	S7,000	S0	$7,000	
				73100	Rental and Maintenance-Premises	S0	S1,050	S0	$1,050	
			Unfunded	73500	Reimbursement to UNDP	S0	S478	S0	S478	Annex 3
				74200	Audio Visual and Printing Production Costs	S0	S800	S0	S800	
				74500	Miscellaneous Expenses	S0	S900	S0	S900	
					Sub-Total UNDP	**S0**	**$67,928**	**S0**	**$67,928**	
					TOTAL OUTPUT 2	**S0**	**$67,928**	**S0**	**$67,928**	
OUTPUT 3				71200	International Consultants	S0	$0	S20,000	$20,000	
				71300	Local Consultants	S0	$0	S11,800	$11,800	
				71400	Service Contracts	S0	S5,600	S11,200	$16,800	
				71600	Travel	S0	$0	$9,018	S9,018	Annex 3
Effective targeting, transparency and monitoring of national programmes, budget allocations and investments for MDG achievement.	UNDP		Unfunded	72100	Contractual services	S0	S6,500	S10,200	$16,700	
				72400	Communications and Audio Visual Equipment	S0	S300	$600	S900	
				72500	Supplies	S0	S500	$1,000	S1,500	
				73100	Rental and Maintenance-Premises	S0	S350	$700	$1,050	
				73500	Reimbursement to UNDP	S0	$0	$390	S390	
				74100	Professional Services	S0	$0	$6,750	S6,750	
				74500	Miscellaneous Expenses	S0	S300	$600	S900	
					Sub-Total UNDP	**S0**	**$13,550**	**$72,258**	**$85,808**	
	Party 1				**TOTAL OUTPUT 3**	S0	S13,550	$72,258	$85,808	
					PROJECT TOTAL	**$20,275**	**$208,674**	**$72,258**	**$301,207**	

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VI.   MANAGEMENT ARRANGEMENT

Assessing the status of and determining the measures needed to achieve each of the MDGs requires extensive inter-sectoral collaboration and commitment at all levels. Moreover, there is a critical need to ensure synergy and strategic inter-linkages with other national planning and poverty elimination measures under implementation or soon to be initiated. These include a Country Poverty Assessment which has recently been initiated and which is expected to generate clear indicators of areas to be addressed for poverty alleviation, as well as a recently initiated policy programme. The latter is intended to generate critical outputs such as a long term vision for development, referred to as Vision 2030. Ensuring that the information and indicated needs arising from these initiatives both benefit from and contribute to the MDG NACP, and that concrete steps are made toward MDG based planning requires an intense level of coordination, relative independence of analysis and capacity to liaise with and draw consensus from many sectors and layers of the Belize society. In order to achieve these ends, as well as to ensure that adequate resources are harnessed for and directed to capacity development even through the implementation process, the UNDP will directly execute the MDG NACP.

Capacity development through involvement in and contribution to the MDG NACP is targeted mainly to the functionaries within the participating public sector agency and the quasi-public national University of Belize (UB). To achieve this end, critical roles have been identified for these agencies. The UB will be the main partners in the research, analysis and report writing, whilst the Ministry of Economic Development and the three line ministries responsible for the focus MDGs will provide the lead role in policy analysis and recommendations.
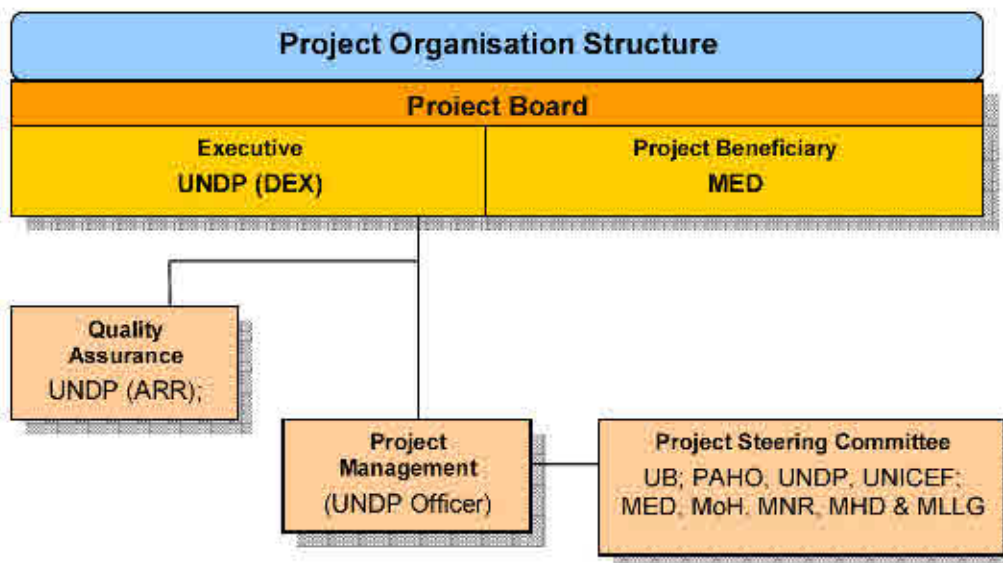
To ensure effective implementation especially in terms of clearly identifying and quantifying the measures needed for MDG achievement and so enable commitment of resources and support at all levels, United Nations sister agencies operating within Belize will collaborate on the MDG NACP at several levels. UNCT resident representatives will function as steering committee members, whilst UNCT technical officers will lend support to the Technical Working Groups which align with their respective areas of responsibility. In addition, the UNCT is expected to advocate for the incorporation of initiatives assessed as critical for MDG achievement into national development plans and budgets.

Project Execution and Management: Responsibility for executing the MDG NACP will be undertaken primarily by the United Nations Development Programme Belize Country Office (Belize CO).   Because of its importance to the national planning process, the Belize CO will rely heavily on input and collaboration from a wide cross sector of agencies and actors. This approach is especially important in order to allow for effective transfer of capacity for MDG based planning and for incorporating the MDGs into national plans. Because of its nature, and consistent with the recommendations of the Millennium Development Project, the MDG NACP will involve national and local government bodies, non-government actors and international donor/funding agencies.

The University of Belize has been instrumental in the first phase of the MDG NACP and will function as the main provider of research and analysis for Phase II. In fact, one of the major objectives of this phase is the transfer of knowledge and skills for MDG Needs Assessment methodology to the University's four participating lecturers. These lecturers have each been identified as the focal point for one of the three MDGs for which assessment is to be done, and for statistical and economic analysis. The University is considered one of the primary beneficiaries of the project. In addition to providing the focal points, and as a key supporting tool of the needs assessment team, the University will assist in the establishment and maintenance of an information communication technology platform, as described in the Strategy Section of this document,. This system will facilitate dialogue and collaboration amongst the dispersed team members.

Project Beneficiary. The main institutional beneficiary of the MDG NACP will be the *Ministry of National Development,* which has responsibility for national development planning and the oversight of the public sector investment programme. The MED is the assigned focal point for the Millennium Development Goals, and it will play a key role in coordination support—particularly for the public and quasi-public sector inputs—and for the public service interface with the international donor agencies. The MED has a representative on the national assessment team and its primary responsibilities includes coordination of MDG related inputs from government agencies and support for the MDG NACP socioeconomic analyses.

In addition to the MED, other institutional beneficiaries includes the Ministries responsible for the implementation of policies in the areas of the three focus MDGs—*Health, Natural Resources and Human Development.* These are the *Ministries of Health, Natural Resources, Human Development,* which each have responsibility for policy analysis, advice and implementation in the areas of maternal and child health, women's issues and natural resource management. This latter includes forest and biodiversity management, environmental protection and land management. Each ministry has representation on the national assessment team and their main role is to lead the technical and policy inputs of their respective technical working group—gender, health or environment.

Technical Working Groups. The assessment of measures required to meet the three focus MDGs will be done by each of four technical working groups, collectively referred to as the National Assessment Team. The TWGs will each focus on infant mortality, gender equality, environmental sustainability and the cross-cutting theme of data collection and analysis. TWG members will be drawn from the Government ministries and departments with respective responsibility for each of these focus areas, as well as from the Ministry of Economic Development and the University of Belize. Key Departments within these ministries that will be incorporated in the TWGs include the Departments of the Environment and of Women's Affairs. Other TWG members will be drawn from non-government organizations with mandates in the fields of environment, health and gender affairs. These will include such agencies as the Belize Audubon Society, the Women's Issues Network (WIN) Belize and the National Women's Commission.

National Assessment Team			
Technical Working Group, MDG 3 (MHD, UB, Dept. of Women's Affairs, NWC, WIN Belize)	Technical Working Group MDG 4 (MoH, UB)	Technical Working Group, MDG 7 (MNR, UB, DoE, FD, Env. NGOs)	Technical Working Group, Data and Analysis (MED, UB, SIB, Epidemiology Unit, LIC)
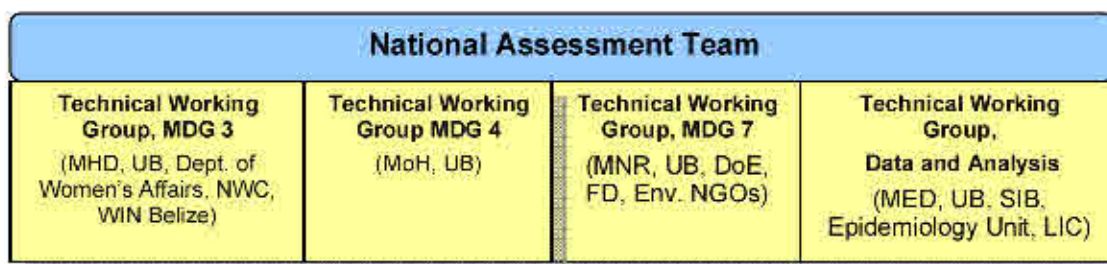
Quality Assurance. The quality assurance role will be exercised by the Assistant Resident representative, UNDP Belize CO. Given the importance of the project to the portfolios of the of the ministries of health, environment, human development and economic development will also exercise a key quality assurance function. It is understood that the functionaries in this area will be separate from the technical capacities that will function at the TWG level. Given the importance of localising the MDGs also, quality assurance will be undertaken too by the Ministry of Local Government and the National Association of Village Councils.

Audit and Evaluation. To assist in the dissemination of lessons learned in MDG based planning and in capacity building for MDGs, a mid-term review of the project will be undertaken by the Local Project Appraisal Committee (LPAC) by the end of the third quarter of 2009. The lessons learned from the

LPAC evaluation will be disseminated to the broader stakeholders, and any adjustment indicated as critical to the success of project implementation will be undertaken as soon as possible thereafter. Final project evaluation will include be undertaken by the end of the first quarter of 2010 and will include an assessment of the management of project funds.

Intellectual Property Rights and Use of UNDP Logo. Consistent with the Standard Basic Assistance Agreement (SBAA) signed between the Government of Belize and the United Nations Development Programme, all products of the MDG NACP initiative are the intellectual property of the Government of Belize and the UNDP. Any methodology, costing tool or similar output of the project will remain the property of UNDP.

VII. 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, Project Progress Reports (PPR) shall be submitted **quarterly** by the Project Coordinator 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.

At Midterm

> *Midterm Review Report.* A mid-term review report shall be prepared by the Project Coordinator and shared with the Project Steering and Local Appraisal Committees. As minimum requirement, the Midterm 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.

> *Midterm Project Review.* Based on the above report, an midterm project review shall be conducted during the second quarter of the second year of the project or soon after, to assess the performance of the project and review the Annual Work Plan (AWP) for that year. This review is driven by the Project Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and efforts to ensure that these remain aligned to appropriate outcomes.

Annually

> *Annual Review Report.* An Annual Review Report shall be prepared by the Project Manager and shared with the Project Steering and the Local Advisory Committees. 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 second year of the project or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. 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 efforts to ensure that these remain aligned to appropriate outcomes.

At Project Closure

> *End of Project Evaluation* Due to the complexity of the project and its critical importance to national development planning and to poverty elimination, an end of project evaluation will be done in the third quarter of 2010.

Quality Management for Project Activity Results

OUTPUT 1:

Activity Result (Atlas Activity ID)	MDG Research and Analysis		Start Date: Nov. 10 2008 End Date: Dec. 31, 2009
Purpose	This activity is intended to improve the level of information available on MDGs for decision-making and to enhance methods and systems for research and.		
Description	Assessment of and reporting on status of achievement of MDGs 1 through 8 and determination of targets, gaps and resource needs for achieving MDGs 3, 4 and 7..		
Quality Criteria	**Quality Method**		**Date of Assessment**
Documented Scorecard on Achievement of MDGs 3, 4 and 7	Published Report		Q3, 2009
Assessed human and financial resource needs for MDG 3, 4 and 7	Published Report		Q1, 2010

OUTPUT 2:

Activity Result. (Atlas Activity ID)	Capacity Strengthening for MDGs		Start Date: Jan. 1, 2009 End Date: Apr 30, 2010
Purpose	This activity to enable MDG assessment and monitoring at all levels through capacity development and awareness.		
Description	Strengthened state and non-state capacities through training, dialogue and public awareness.		
Quality Criteria	**Quality Method**		**Date of Assessment**
Training Workshops in Gender, IT and Needs Assessment Methodology	Signed Workshop Attendance sheets Facilitators Outlines		Q1, 2009
Finalized tool kit (assessment methodology costing tool) for MDGs 3, 4 and 7	Published Tool Kit		Q3, 2010

Output 3:

Activity Result (Atlas Activity ID)	Effective Programming for MDGs		Start Date: Jan 1, 2009 End Date: April 30, 2010
Purpose	Support for MDG achievement through resource allocation, linkages and scaling up and through design and implementation of M&E system.		
Description	Development of measures to achieve synergies in between MDG implementation bodies and costing and resource allocation for MDG achievement...		
Quality Criteria	**Quality Method**		**Date of Assessment**
3 Public Forums	Signed Attendance Sheets		Q1, 2010
MDG Website	Functioning Website		Q1, 2009
6 NHDAC Meetings	Signed Attendance Sheets		Q3, 2009; Q1 & Q3, 2010
2 Budget/Coordination Workshops	Signed Attendance Sheets		Q1, 2010

VIII. LEGAL CONTEXT

This document, together with the Country Programme Action Plan signed by the Government and UNDP which is incorporated by reference, constitute a Project Document as referred to in the Standard Basic Agreement and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, 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 UNDP in its role as executing agency. In this regard, the UNDP 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.

Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The UNDP agrees to undertake all reasonable efforts to ensure that none of the 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 shall be included in all sub-contracts or sub-agreements entered into under this Project Document".

IX. DOCUMENTS CITED

Central Statistical Office. *Poverty Assessment 2002.*

Government of Belize, (2006). National Human Development Advisory Committee. *Outcome Evaluation of Existing Measures.*

Government of Belize, (2007a). *National Poverty Elimination Strategy.*

Government of Belize. (2007b). *National Poverty Elimination Action Plan..*

Government of Belize. (2003). *Belize's National Assessment Report to the Barbados Programme of Action.*

Trench-Sandiford, Carolyn. (2005). *Consultancy on Legal and Cross Cutting Issues of Three United Nations Conventions on Biological Diversity, Framework Conventions on Climate Change and the Convention to Combat Desertification.*

United Nations Development Programme. (2006). *Belize Country Programme Action Plan.*

United Nations Development Assistance Framework (UNDAF) 2007-2011.

ANNEX 1: Risk Analysis:

#	Description	Date Identified	Type	Impact & Probability	Countermeasures/ Management responses	Owner	Submitted, updated by	Last Update	Status
1	MDG NACP not effectively linked to national planning activities	23/09/2008	Strategic	P = 4 I = 5	Maintain links with other national planning efforts through MED; Ensure free flow of information between MDG NACP project and other planning initiatives.	UNDP, UB, MED			
2	UN in-country agencies implement programmes and initiatives that duplicate or undermine MDG NACP Objectives	23/09/2008	Strategic	P = 4 I = 5	Incorporate monitoring and UNCT coordination of MDG NACP II into workplan of Policy and M&E Theme Group. Ensure regular communication amongst UNCT on MDG NACP II.	UNDP, PAHO, UNICEF & UNFPA			
3	Project implementation discord	23/09/2008	Operation al	P = 3 I = 5	Coordinate MDG activities with those of LAC member agencies; Maintain regular information flow amongst national assessment team and LAC members.	UNDP, UB, MED			
4	Insufficient/loss of political buy-in and commitment	23/09/2008	Political	P = 3 I = 5	Provide regular brief and consultation on MDG NACP II to political directorate and Chief Executive Officer	UB, UNDP, MED			
5	Financing not secured for unfunded components.	23/09/2008	Financial	P = 3 I = 5	Seek financial input from partner agencies.	UNDP			

Annex 2: Total Budget and Workplan

Award ID:	00051069
Award Title:	Belize MDG Needs Assessment II
Business Unit:	Belize City Programme
Project Title:	Belize MDG Needs Assessment II
Project ID: PIMS no.	00063302
Implementing Partner (Executing Agency)	UNDP

Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)	See Budget Note:
Output 1: Scorecard and Outlook Reporting	UNDP	00012	UNDP	71200	International Consultants	$5,000	$50,000	$0	$55,000	1
				71300	Local Consultants	$9,350	$40,650	$0	$50,000	2
				71400	Service Contracts	$2,800	$11,200	$0	$14,000	
				71600	Travel	$900	$6,750	$0	$7,650	
				72100	Contractual Services	$1,500	$0	$0	$1,500	
				72400	Communications and Audio Visual Equipment	$150	$600	$0	$750	
				72500	Supplies	$250	$1,000	$0	$1,250	
				73100	Rental and Maintenance-Premises	$175	$700	$0	$875	
				73500	Reimbursement to UNDP	$0	$696	$0	$696	
				74200	Audio Visual and Printing Production Costs	$0	$15,000	$0	$15,000	
				74500	Miscellaneous Expenses	$150	$600	$0	$750	
					Sub-Total UNDP	**$20,275**	**$127,196**	**$0**	**$147,471**	
					TOTAL OUTPUT 1	**$20,275**	**$127,196**	**$0**	**$147,471**	
Output 2: Capacity Strengthening	UNDP	Unfunded	TBD	71200	International Consultants	$0	$20,000	$0	$20,000	x
				71300	Local Consultants	$0	$2,000	$0	$2,000	x
				71500	Service Contracts	$0	$16,800	$0	$16,800	
				71600	Travel	$0	$16,200	$0	$16,200	
				72100	Contractual services	$0	$300	$0	$300	
				72400	Communications and Audio Visual Equipment	$0	$900	$0	$900	

Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)	See Budget Note:
Output 2: Capacity Strengthening (Cont'd)	UNDP	Unfunded	TBD	72500	Supplies	$0	$1,500	$0	$1,500	
				72800	Information Technology Equipment	$0	$7,000	$0	$7,000	
				73100	Rental and Maintenance-Premises	$0	$1,050	$0	$1,050	
				73500	Reimbursement to UNDP	$0	$478	$0	$478	
				74200	Audio Visual and Printing Production Costs	$0	$800	$0	$800	
				74500	Miscellaneous Expenses	$0	$900	$0	$900	
					Sub-Total UNDP	**$0**	**$67,928**	**$0**	**$67,928**	
					TOTAL OUTPUT 2	**$0**	**$67,928**	**$0**	**$67,928**	
Output 3: Effective Programming	UNDP	Unfunded	TBD	71200	International Consultants	$0	$0	$20,000	$20,000	x
				71300	Local Consultants	$0	$0	$11,800	$11,800	x
				71400	Service Contracts	$0	$5,600	$11,200	$16,800	
				71600	Travel	$0	$0	$9,018	$9,018	
				72100	Contractual services	$0	$6,500	$10,200	$16,700	
				72400	Communications and Audio Visual Equipment	$0	$300	$600	$900	
				72500	Supplies	$0	$500	$1,000	$1,500	
				73100	Rental and Maintenance-Premises	$0	$350	$700	$1,050	
				73500	Reimbursement to UNDP	$0	$0	$390	$390	
				74100	Professional Services	$0	$0	$6,750	$6,750	
				74500	Miscellaneous Expenses	$0	$300	$600	$900	
					Sub-Total UNDP	**$0**	**$13,550**	**$72,258**	**$85,808**	
					TOTAL OUTPUT 3	$0	$13,550	$72,258	$84,308	
					PROJECT TOTAL	**$32,550**	**$207,324**	**$72,258**	**$301,207**	

Annex 3: Procurement Details/Budget Notes

	Atlas Account Code	Procurement Type	Unit	No.	Per Unit Value	Total	Notes
Improved research, data collection and compilation, disaggregation, analysis and reporting systems of and/for MDGs.	71200	*International Consultancy*				**5,000**	
		Preparation of Scorecard and Background Report	days	60	500	30,000	Retainer Type Contract for guidance of and support to data collection and analysis for MDG Scorecard and Outlook Report.
		Preparation of Outlook Report	days	40	500	20,000	Retainer type Contract for guidance of and support to data collection and analysis for MDG Outlook Report on MDGs 3, 4 & 7.
		2 X 1 Week research and data collection in-country	days	5	1,000	5,000	Lead Consultant research and data collection at time of Scorecard release
	71300	*Local Consultancy*				**50,000**	
		Co-consulting and co-writing on scorecard and background report.	days	240	75	18,000	UB Focal points collaboration on research and analysis for background, scorecard and outlook report
		Researchers	days	160	200	32,000	Consultant/researcher for data and information collection
	71400	*Service Contract*				**14,000**	
		Project Coordination	Months	5	2,800	14,000	PU
	71600	*Travel*				**7,650**	
		1. International Travel Fares	tickets	2	1,400	2,800	International Consultant and ECLAC participation in Launch
		2. International DSA	days	10	152	1,520	International Consultant and ECLAC participation in Launch
		3. International TE	stops	10	33	330	International Consultant and ECLAC participation in Launch
		4. Local travel Fares	tickets	1	300	300	Needs Assessment Team member to Release
		5. Local mileage	miles	1200	0.75	900	UB Focal Points
		6. Local DSA	days	24	75	1,800	UB Focal Points
		7. Local Travel Other	Trips	3	60		PU

	Atlas Account Code	Procurement Type	Unit	No.	Per Unit Value	Total	Notes
						180	
	72100	*Constractual Services*				**1,500**	
		Workshop	Persons	30	50	1,500	Scorecard and Outlook Release Workshops
	72400	*Communications and Audio Visual Equipment*				**750**	
		1. Telephone Expenses	Months	5	150	750	PU
	72500	**Supplies**				**1,250**	
		1. Office Supplies	Months	5	250	1,250	PU
Improved research, data collection and compilation, disaggregation, analysis and reporting systems of and/for MDGs.	73100	*Rental and Maintenance-Premises*				**875**	
		1. Office Rent	Months	5	175	875	PU
	73500	*Reimbursement to UNDP*				**696**	
		Check Processing	Transactions	62	11	680	ISS
		Ticket Purchase	Transactions	0	14	-	ISS
		F 10 Settlement	Transactions	2	8	16	ISS
		CAP Procurement with Vendor Profile (ID)	Transactions	0	20	-	ISS
		Non-CAP Procurement with Vendor Profile (ID)	Transactions	0	10	-	ISS
	74200	*Audio Visual and Printing Production Costs*				**15,000**	
		1. Publications (Books)	Books	400	38	15,000	Scorecard and Outlook Publications
	74500	*Miscellaneous Expenses*	Months	5	150	**750**	Misc
		TOTAL OUTPUT 1				**147,471**	
Strengthened capacities at all levels of government and non-state actors to formulate,	71200	*International Consultancy*				**20,000**	
		2 X Two week training, research and data collection in-country	days	20	1,000	20,000	Gender awareness (ECLAC); Excel (LC); Project Mgmt and Projects (LC); Stata (IC); NA&C Methodology
	71300	*Local Consultancy*				**2,000**	

	Atlas Account Code	Procurement Type	Unit	No.	Per Unit Value	Total	Notes
		1. IT Training	days	3	250	750	Training sessions led by local consultants
		2. Project Management Training	days	5	250	1,250	Training sessions led by local consultants
	71400	**Service Contract**				**16,800**	
		Project Coordination	Months	6	2,800	16,800	PU
	71600	**Travel**				**16,200**	
		1. International Travel Fares	tickets	4	1,400	5,600	1 International Consultant and 2 ECLAC personnel training
		2. International DSA	days	20	152	3,040	2 International Consultant and 2 ECLAC personnel training
		3. International TE	stops	20	33	660	3 International Consultant and 2 ECLAC personnel training
		4. Local travel Fares	tickets	2	300	600	UB Focal Points
		5. Local mileage	miles	400	0.75	300	UB Focal Points
		6. Local DSA	days	80	75	6,000	UB Focal Points
		7. Local Travel Other	Trips	6	60	360	Proj Coord
	72100	**Contractual Services**				**300**	
		Workshop Facilities Services	Contracts	2	150	300	Workshop Facilities fees during 2 sessions of training @ 2 weeks each
	72400	**Communications and Audio Visual Equipment**				**900**	
		1. Telephone Expenses	Months	6	150	900	PU
	72500	**Supplies**				**1,500**	
Strengthened capacities at all levels of government and non-state actors to formulate,		1. Office Supplies	Months	6	250	1,500	PU
	73100	**Rental and Maintenance- Premises**				**1,050**	
		1. Office Rent	Months	6	175	1,050	PU

	Atlas Account Code	Procurement Type	Unit	No.	Per Unit Value	Total	Notes
	72800	*Information Technology Equipment*				**7,000**	
		1. Computer (PC)	Unit	1	2,000	2,000	Admin/Operations
		2. Server/Software	Unit	1	5,000	5,000	Technical
	73500	*Reimbursement to UNDP*				**478**	
		Check Processing	Transactions	35	11	384	ISS
		Ticket Purchase	Transactions	4	14	58	ISS
		F 10 Settlement	Transactions	2	8	16	ISS
		CAP Procurement with Vendor Profile (ID)	Transactions	0	20	-	ISS
		Non-CAP Procurement with Vendor Profile (ID)	Transactions	2	10	20	ISS
	74200	*Audio Visual and Printing Production Costs*				**800**	
		Publications	Books	20	40	800	Needs Assessment Methodology Manual/toolkit for MDGs 3, 4 and 7
	74500	*Miscellaneous Expenses*	Months	6	150	**900**	Miscellaneous
		TOTAL OUTPUT 2				**67,928**	
Effective targeting, transparency and monitoring of national programmes, budget allocations and investments for MDG achievement.	71200	*International Consultancy*				**20,000**	
		Formulation of Basket Project Document	days	20	1,000	20,000	International Consulting for Project Formulation
	71300	*Local Consultancy*				**11,800**	
		1. Research/Planning Support	days	20	250	5,000	National Consultants (Focal Points)
		2. Research/Planning and Co-writing	days	24	75	1,800	National Consultants (Focal Points)
		3. M & E System Improvement	days	20	250	5,000	National Consultants
	71400	*Service Contract*				**16,800**	
		Project Coordination	Months	6	2,800	16,800	PU
	71600	*Travel*				**9,018**	
		1. International Travel Fares	tickets	1	1,400	1,400	International Consultants Travel
		2. International DSA	days	5	152		International Consultant DSA

Atlas Account Code	Procurement Type	Unit	No.	Per Unit Value	Total	Notes
					760	
	3. International TE	stops	6	33	198	International Consultant TE
	4. Local travel Fares	tickets	0	300	-	N.A.
	5. Local mileage	miles	400	0.75	300	National Consultants/Focal Points Travel
	6. Local DSA	days	80	75	6,000	National Consultants/Focal Points DSA
	7. Local Travel Other	Trips	6	60	360	PU
72100	**Contractual Services**				**16,700**	
	Public Forums	Persons (per Forum)	110	50	5,500	Launch; Scorecard Release: Outlook Release
	NHDAC Led Meetings	Persons (per Forum)	90	30	2,700	6 NHDAC led planning/coordination sessions involving participants from environment, health and human development; Focus on synergy and M&E
	Workshops	Persons (per Wkshop)	60	50	3,000	Budget planning workshops
	Website design	days	10	250	2,500	Design of site for MDG NACP
	Website maintenance	Months	12	250	3,000	Maintenance of MDG NACP site
72400	**Communications and Audio Visual Equipment**				**900**	
	1. Telephone Expenses	Months	6	150	900	PU
72500	**Supplies**				**1,500**	
	1. Office Supplies	Months	6	250	1,500	PU
73100	**Rental and Maintenance- Premises**				**1,050**	
	1. Office Rent	Months	6	175	1,050	PU
73500	**Reimbursement to UNDP**				**390**	
	Check Processing	Transactions	27	11	296	ISS
	Ticket Purchase	Transactions	4	14	58	ISS
	F 10 Settlement	Transactions	2	8	16	ISS

Atlas Account Code	Procurement Type	Unit	No.	Per Unit Value	Total	Notes
	CAP Procurement with Vendor Profile (ID)	Transactions	0	20	-	ISS
	Non-CAP Procurement with Vendor Profile (ID)	Transactions	2	10	20	ISS
74100	*Audit*				**6,750**	
	End of Project Audit	days	12	250	3,000	National Consultant-Project Audit
	End of Project Evaluation	days	15	250	3,750	National Consultant-Project Evaluation
74500	***Miscellaneous Expenses***	Months	6	150	**900**	Miscellaneous
	TOTAL OUTPUT 3				**85,808**	
	PROJECT TOTAL				**301,207**	

ANNEX 4: Terms of Reference
Project Steering Committee

The Project Steering Committee will include representatives from the University of Belize, the Ministry of Economic Development, the United Nations Country Team. The committee will be chaired by the University of Belize, with the Ministry of Economic Development as alternate. The PAC will be responsible for monitoring the project progress towards results:

Responsibilities:

1. Provide overall guidance and direction to the project.
2. Review and approve the initial as well as the quarterly work plan prepared by the project management.
3. Review work progress at the quarterly meetings to be held and follow-up on the project.
4. Provide recommendations and orientation to the project execution to solve any emerging issues.
5. Approve any changes needed during project implementation.
6. Advise on policy issues and review the draft MDG-based sectoral plans and MDG-based vision of the National Agenda..
7. Decide on and monitor the work of the technical committee

Composition:

1. The University of Belize
2. The Ministry of Economic Development
3. The United Nations Development Programme
4. UNICEF
5. PAHO/WHO
6. Ministry of Health
7. Ministry of Natural Resources
8. Ministry of Human Development
9. Ministry of Local Government

ANNEX 5: Terms of Reference

Technical Working Groups (National Assessment Team)

The Technical Working Groups, also referred to as the National Assessment Team, will meet according to the project's needs and will be an operational committee directly in charge of gathering and analysing information for the draft MDG-based sectoral plans and National Agenda, and of co-writing the Scorecard and Needs Assessment Reports. Responsibilities will include the following:

Responsibilities:

1. Research and information facilitation for the preparation of the Outlook Report;

2. An elaboration of how the relevant MDG will be translated into sector-based verifiable indicators that would feature in the national budgeting exercise. Where sector plans are already in place it is necessary to ensure that their objectives and financing are consistent with the achievement of the relevant MDG(s);

3. Establishment of a suitably comprehensive analytical process involving all stakeholders for that MDG or thematic area. This includes assisting with the development of costed activity plans demonstrating clear links between sector activities, the MDG and national impact indicators;

4. Contribution to budgeting of all domestic and externally funded activities, based on the national budgeting framework to ensure that the costed plan is linked to the resources made available by the Ministry of Finance over the medium term;

5. Clear identification of information requirements together with arrangements for their exchange within and between the partners, sector ministries, MDG line ministries and the Ministry of Finance;

6. Participation in the joint report review of the project;

7. Identification of capacity and institutional strengthening needs, including requirements for technical assistance;

8. Promotion of a shift from project-type support to programme support for the effort to achieve the relevant MDG, either in the form of a sector programme (basket funding) or direct budgetary support;

9. Preparation of reports on the work of the Technical sub-Committee.

Composition and Modality:

Technical working groups are formulated around each of the Millennium Development Goals and the statistical and analytical function. The overall coordination of teams activities and needs are to be channelled through a core comprising of the ministry and UB focal points for each of the MDGs and for statistical analysis. This core team is to be chaired by the Ministry of Economic Development. Within the core as well as the individual technical working groups, the policy and planning related input of the ministries are to be coordinated by the Ministry focal point. The technical writing and editing is to be coordinated and/or undertaken by the UB focal points. In this regard, the focal points will liaise closely with the project manager.

One of the main responsibilities of the TWGs is the refinement of and adherence to their Terms of Reference for executing the tasks required to modify/adapt and apply the methodology and costing tools. This TOR should build on and refine the responsibilities outlined above. Furthermore, the application of the methodology and costing tools must also include provisions for contributing to the writing and editing of the MDG Scorecard and Outlook/Needs Assessment reports.
Technical working groups will centre around organization's representatives as follows:

TWG MDG 3: Gender

1. University of Belize
2. Ministry of Human Development and/or Women's Department
3. Executive Director, National Women's Commission
4. Representative, Toledo Maya Women's Council

TWG MDG 4: Child Mortality
1. University of Belize
2. Ministry of Health: Policy Unit
3. Ministry of Health; Maternal and Child Health Unit
4. Epidemiological Officer

TWG MDG 7: Environmental Sustainability
1. University of Belize
2. Ministry of Natural Resources; Environment Department
3. Ministry of Natural Resources: Forest Department
4. Programme For Belize and/or Belize Audubon Society

TWG Statistics and Analysis
1. University of Belize
2. Ministry of Economic Development
3. Statistical Institute of Belize

TERMS OF REFERENCE
MDG NACP Coordinator

The success of the MDG NACP initiative is highly dependent on effective management of the stakeholder interaction at all levels. Given the importance of the initiative to the national development planning and poverty elimination processes, effective coordination of activities at several levels will be critical to its success. The initiative should therefore be supported by a coordinator who will be responsible for leading, planning, managing and implementing all project activities and delivery of the expected outputs and results identified in the Project Results and Resources Framework. S/he will be supervised by and report to the Assistant Resident Representative and will liaise closely with the Project Appraisal Committee.

Core Responsibilities:

The Core responsibility of the MDG NACP II Coordinator is to ensure the smooth coordination of project activities. S/he will undertake the following-

- Spearhead the planning, management and monitoring of implementation and delivery of planned results.

- Coordinate the analytical, technical and policy aspects of the project.

- Prepare annual results based work plans with corresponding breakdowns on monthly or quarterly basis, prepare monthly and quarterly progress reports and organize, correspondingly, monthly and quarterly progress reviews.

- Coordinate with and participate substantively in dialogues and consultations with experts in Capacity 2015 in formulating and implementing the project.

- Lead, in consultation with the UNDP and the National Appraisal Committee, the mobilization of external resources for the project and the interface with external donors

- Coordinate the project's capacity building efforts aimed at government counterparts and civil society groups..

- Contribute to the production of reports and publications.

- Ensure project outputs are aligned procedurally with UNDP positions and practice area development

- Support in advocacy, preparation of communication materials as well as network with the media.

- Organize meetings of the Project Appraisal Committee and

- Support the organization of meetings of the National Assessment Teams and Project Appraisal Committee.

Qualifications

- Post-graduate degree in development studies, public policy, international economics or a related field.

- Approximately ten years experience working on issues relevant to development

- Competent and knowledgeable on development issues, especially MDGs, National Development Strategies and human development concepts and methodologies

- Ability to function at both policy advisory and project implementation levels

- Excellent writing, communication and presentation skills

- Strong analytical aptitude.

- Good interpersonal skills

- Computer and internet literate

- Strong written and spoken English. Fluency in Spanish would be an asset.

- Prior project management experience an advantage

ANNEX 7:   Terms of Reference

MDG NACP Project Assistant

<u>Duties and Responsibilities</u>

1. Undertake necessary administrative assignments as requested by the Project Management.

2. Organize meetings or assist in the organization of events as requested, taking minutes when necessary.

3. Assist the Project Management with the compilation of reports, data, background information, correspondence, and any other material needed.

4. Set-up and maintain project files (both paper and electronic) and establish document control procedures.

5. Assist in collection of data and information.

6. Arrange the logistics and operational arrangements for the Steering and Technical Committee meetings

7. Perform other related duties as requested by the Project Coordinator.

<u>Qualifications:</u>

- Bachelor's degree or administrative/secretarial/office management training certification.

- At least 2 years experience in an administrative function.

- Full proficiency in both written and spoken English, and the ability to express ideas fluently.

- Computer literacy, with particular knowledge in, and routine use of, word processing, spreadsheets, presentations, etc.

- Strong organizational, interpersonal, and communication skills as well as the ability to work in a team.