

**Project Document Format for CPAP countries**

**United Nations Development Programme**

**Country: BELIZE**

**Project Document**

**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

*(Those that are linked to the project and extracted from the CPAP)*

**Expected CPAP Output(s):** Improved good governance practices at national and local and non-state institutions.

*(Those that will result from the project and extracted from the CPAP)*

**Implementing partner:** Ministry of Labour Local Government and Rural Development (MLLGRD)

**Responsible Parties:** UNDP, MLLGRD

*(if already identified)*

**Narrative**

In 2010 Belize was one of 10 pilot countries that participated in the implementation of the MDG Acceleration Framework (MAF). The Belize MAF identified bottlenecks impeding the country's capacity to meet its MDG 7C water and sanitation targets. Specifically the MAF showed that while the country was implementing rural water systems projects nationally, there was insufficient institutional and technical capacity to sustain quality water coverage through community engagement processes. Improved sanitation coverage remains slow due to the absence of the facilitation and coordination by an identified lead agency which often leads to ad hoc communication and awareness support to communities especially those in rural areas. This project will implement some of the critical measures identified during the pilot and will make the MAF operational in Belize. This project will institutionalize democratic governance practices in rural water and sanitation service delivery while building leadership capacities within the Ministry of Local Government to improve the coordination and performance of local water boards and the communities in which they operate.

Programme Period: 1 March 2011 – 1 March 2013

CPAP Programme Component: Strengthened capacity at all levels in government and non-state actors to formulate implement and monitor policies and legislation that contribute to improved governance practices.

Project Title: Applying MDG Acceleration Framework: addressing governance bottlenecks to achieve water and sanitation coverage in Belize.

Estimated annualized budget: \_\_\_\_\_

Total resources required \$576,540.00

Total allocated resources: \_\_\_\_\_

• Regular	_____
• Other:	_____
o DGTF	\$250,000.00
o Donor	_____
o Donor	_____
o Government	\$220,900.00

Unfunded budget: \_\_\_\_\_

In-kind Contributions \_\_\_\_\_

Agreed by (Ministry of Economic Development): \_\_\_\_\_

Agreed by UNDP: \_\_\_\_\_

sanitation systems.	<p><b>Targets (year 1)</b></p> <ul style="list-style-type: none"> <li>▪ Community stakeholder engaged</li> <li>▪ Water board legislation revised</li> <li>▪ Legislation published and disseminated</li> <li>▪ Water boards and stakeholders trained</li> <li>▪ Education and Awareness materials developed and released.</li> <li>▪</li> </ul> <p><b>Targets (year 2)</b></p> <ul style="list-style-type: none"> <li>▪ Water boards and stakeholders trained</li> <li>▪ Education and Awareness materials disseminated.</li> </ul>	<p><b>2. Activity Result:</b> Legislation and Policy governing water boards operations and water resources are revised and strengthened to reflect a gender sensitive and human rights perspective.</p> <ul style="list-style-type: none"> <li>▪ Action: Review and analyze the legislation governing the Village Water Boards.</li> <li>▪ Action: Facilitate revisions to the water board legislation and conduct validation processes inclusive of women's participation.</li> <li>▪ Action: Reproduce and distribute copies of the revised water boards' legislation to all water boards.</li> <li>▪ Action: Facilitate water boards' training on revised legislation ensuring balanced gender coverage.</li> <li>▪ Action: Develop popular awareness and education materials on revisions</li> <li>▪ Action: Disseminate education and awareness materials and conduct presentations at the community level particularly targeting women.</li> </ul>	<p>MLLGRD; National Consultants,</p>	<p>8. International Consultants 9. International Travel 10. Per diem 11. Contractual Service 12. IT Equipment 13. Acquisition of computer software</p>
<p><b>Targets (year 1)</b></p> <ul style="list-style-type: none"> <li>- Stakeholders and water boards planning initiated</li> </ul> <p><b>Targets (year 2)</b></p> <ul style="list-style-type: none"> <li>- Village water and sanitation strategic plans developed.</li> </ul>	<p><b>3. Activity Result:</b> Water Boards in the Belize and Toledo Districts are implementing strategic plans based on rights-based water board policy and legislation.</p> <ul style="list-style-type: none"> <li>▪ Action Organize strategic planning meetings for water boards in the Belize and Toledo Districts.</li> </ul>	<p>MLLGRD; National Consultant</p>		



<p><b>Output 2: Strengthened ownership of water systems and sanitation services.</b></p> <p>Baseline: Communities are not sufficiently equipped with management skills to take ownership of water systems and sanitation facilities and effectively interface with authorities</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Culturally sensitive communication materials, products on water and sanitation and hygiene developed;</li> <li>- Community scorecards on performance of water boards implemented;</li> <li>- Water board members trained through peer education activities;</li> <li>- Dialogue involving women and indigenous people informing management and governance practices water boards and sanitation service providers.</li> </ul>	<p>Targets (year 2)</p> <ul style="list-style-type: none"> <li>- MDG 7 Communication strategy developed</li> <li>- Engendered communication materials disseminated.</li> <li>- Print materials released</li> </ul>	<p><b>1. Activity Result</b> <i>Communities capable of monitoring service delivery responsibilities of water boards.</i></p> <ul style="list-style-type: none"> <li>▪ Action: Conduct gender sensitive and rights-based community awareness campaigns on MDG 7 water and sanitation indicators</li> <li>▪ Actions: Develop gender sensitive communication materials and disseminate with results generated from database.</li> </ul>	<p>MLLGRD; UNDP; UNICEF; NAVCO, National consultants, MoH, MoE</p>	<ol style="list-style-type: none"> <li>1. Workshop, venue and training materials</li> <li>2. Printing</li> <li>3. Local travel costs</li> <li>4. National consultants.</li> <li>5. Development and distribution of promotional materials</li> <li>6. Audio visual productions</li> <li>7. Local daily subsistence allowance</li> <li>8. Communication</li> <li>9. Contractual services</li> <li>10. Audio visual equipment</li> </ol>
	<p>Target (year 2)</p> <ul style="list-style-type: none"> <li>- Relevant stakeholders engaged (Women, youth and indigenous populations)</li> <li>- Design and implementation of Scorecards</li> <li>- Local oversight committee enacted</li> <li>- Stakeholder review and meeting initiated</li> </ul> <p>Target (2013)</p> <ul style="list-style-type: none"> <li>- Stakeholder review and meetings continued</li> <li>- Consultations for training of water board cohorts initiated</li> <li>- Local oversight committee engaged</li> </ul>	<p><b>2. Activity Result:</b> <i>Strengthened community capacity to incorporate traditional practices in management of water systems.</i></p> <ul style="list-style-type: none"> <li>▪ Action: Support community consultations to identify traditional practices that foster equitable access to common resources.</li> <li>▪ Actions: Support the development of community scorecards for water boards that integrate identified traditional practices to be measured.</li> <li>▪ Action: Train communities especially women and youth to use and complete the scorecards.</li> <li>▪ Activity: Establish local oversight committee to implement and compile results of the scorecards.</li> <li>▪ Actions: Local committees conduct meetings to present community scorecards to water boards.</li> </ul>	<p>MLLGRD; National Consultant; Water Boards, MoH</p>	

	<p><b>3. Activity Result:</b> Water boards have increased capacity to provide technical assistance to each other.</p> <ul style="list-style-type: none"> <li>▪ Actions: Facilitate consultation in the two districts to identify critical areas of training based on the results of assessment tools and community scorecards.</li> <li>▪ Actions: Organize and implement peer education training and exchange educational visits among water boards to share best practices.</li> </ul>		
<p>Target: (Year 2)</p> <ul style="list-style-type: none"> <li>▪ Peer discussions initiated</li> <li>▪ Training needs identified</li> <li>▪ Training and exchange program initiated</li> </ul> <p>Target (2013):</p> <ul style="list-style-type: none"> <li>▪ Training and exchange program implemented</li> </ul>	<p><b>1. Activity Result:</b> Enhanced adaptive management to monitor institutionalization of governance practices and coordination and collaboration with a wide a range of stakeholders.</p> <ul style="list-style-type: none"> <li>▪ Actions: A Programme Manager and team enabled to co-ordinate project activities and adapt project strategies in light of evolving circumstances and experiences in the environment.</li> <li>▪ Actions: Support for a monitoring platform to engage broad-based stakeholder review and contribution.</li> <li>▪ Actions: A system for generating, documenting and disseminating lessons learned based, inter alia, on findings of above monitoring system.</li> <li>▪ Support for a monitoring system for water and sanitation governance analysis with links to bench mark indicators and the MDG Acceleration framework, country action plan.</li> <li>▪ Actions: Annual Project Review Final Project Evaluation</li> </ul>	<p>Target (year 1)</p> <p>Targets (year 2)</p> <p>-</p> <p>-</p>	<p><b>Output 3: Adaptive Management support to water boards and other national stakeholders</b></p> <p>Baseline: 3. Water boards and other stakeholders are not sufficiently aware of project experiences and processes and do not benefit from an enabling environment to support replication and dissemination of lessons learned.</p> <p>Indicators:</p> <p>Adaptive project management and coordinated implementation; Dissemination of lessons learned among stakeholders and supporting materials of MDG Governance Project; Technical support to Knowledge sharing and support for replication of MAF Governance Project</p>
	<p><b>3. Activity Result:</b> Water boards have increased capacity to provide technical assistance to each other.</p> <ul style="list-style-type: none"> <li>▪ Actions: Facilitate consultation in the two districts to identify critical areas of training based on the results of assessment tools and community scorecards.</li> <li>▪ Actions: Organize and implement peer education training and exchange educational visits among water boards to share best practices.</li> </ul>	<p>UNDP;MLLGRD</p>	<ol style="list-style-type: none"> <li>1. Project administration</li> <li>2. Coordination</li> <li>3. Local Consultancy</li> <li>4. Support services</li> <li>5. Planning and coordination meetings</li> <li>6. Annual reports and final Evaluation</li> </ol>

## II. ANNUAL WORK PLAN BUDGET SHEET

Year: 2011 -2013

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	2011						2012			2013		RESPONSIBLE PARTY	Funding Source	Budget Description	Amount
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2					
<p>Output 1: Water boards are capable of delivering essential water and sanitation services in rural communities based on an improved coordination structure and enhanced national capacities within the Ministry of Labour Local Governance and Rural Development.</p> <p>Baseline: Lack of coordination and insufficient level of capacity and resources for sustainable support to water boards.</p> <p>Indicators:</p> <ol style="list-style-type: none"> <li>Institutional Assessment Report of MLLGRD with emphasis on linkage opportunities with rural and indigenous communities.</li> <li>Ministry technical officers trained to adopt a human rights approach to water and sanitation programming ;</li> <li>Revised water board legislation that is rights based and integrates water resource management.</li> <li>Communications Strategy developed and materials disseminated to strengthen community engagement in water and sanitation management.</li> <li>Strategic plans that strengthen the planning capacity of water boards completed.</li> <li>A governance Assessment to strengthen democratic and inclusive</li> </ol>	<p>1. Activity Result: MLLGRD Coordinating Structure to Support Water Boards Strengthened</p> <p>- Action: Conduct review of institutional capacity of MLLGRD to strengthen linkages between rural indigenous communities and state support services.</p> <p>- Action: Provide technical assistance to MLLGRD to integrate recommendations of institutional review in the ministry's operating procedures.</p> <p>- Action: Train staff of MLLGRD to implement revised operational procedures.</p>		X											71300 – Local consultant to conduct capacity assessment \$600 X 10 days	\$10,000.00	
			X												71300 – Local Consultant to provide training and technical assistance to integrate recommendations of review	\$4,500.00
				X											Min of Labour, Local Government and Rural Development, (MLLGRD) UNDP, National Consultant, NAVCO, DGTF	



	<p>3. Activity Result: Water Boards in the Belize and Toledo Districts are implementing strategic plans based on a rights-based water board policy and legislation.</p> <p>Actions: Organize strategic planning meetings for water boards in the Belize and Toledo Districts.</p> <p>Actions: Facilitate strategic planning sessions for water boards in the Belize and Toledo Districts.</p> <p>Actions: Provide technical assistance to water boards to develop work plans based on strategic plans</p> <p>Actions: Monitor implementation of work plans and compliance with strategic plans.</p> <p>Actions: Document and disseminate progress reports of each water board.</p>	X	2	3	4	1	2	3	4	1		<p>MLLGRD, UNDP, National Consultant</p> <p>DGTF</p>	<p>71300 – Consultant Trainer strategic planning workshops (5 days)</p> <p>71600- Strategic planning and work plan facilitation for water boards in Belize and Toledo Districts 4 RCDOs</p> <p>71600 -Monitoring visits</p> <p>74200 – Printing and publication of community strategic plans</p>	<p>\$1,500.00</p> <p>\$6,040.00</p> <p>\$2,168.00</p> <p>\$4,250.00</p>
--	--	---	---	---	---	---	---	---	---	---	--	--	--	---



	<p>4. Activity Result: Water Boards are implementing Benchmark standards as part of their operating procedure.</p> <p>Actions: Support a mission of OGC to Belize to assist in the formulation of a governance assessment in the water and sanitation sector</p> <ul style="list-style-type: none"> <li>- Actions: Establish and train a national research team</li> <li>- Actions: Develop Governance framework and identify national indicators</li> <li>- Actions: Conduct data collection</li> <li>- Actions: Establish governance database</li> </ul> <p>Actions: Train technical staff on management and maintenance of database</p>												<p>71200 International Consultants -airfare</p> <p>71600 – International Travel (10 days)</p> <p>Per diem</p> <p>72140 – Contractual Service for training venue</p> <p>71300 – Local consultant technical assistance</p> <p>71300 – Local consultants for data collection</p> <p>72800 – IT Equipment</p> <p>72805 – Acquisition of computer software</p> <p>71300 – Local consultant IT support and database management</p>	<p>\$3,430.00</p> <p>\$4,900.00</p> <p>\$2,000.00</p> <p>\$6,000.00</p> <p>\$3,000.00</p> <p>\$9,000.00</p> <p>\$4,000.00</p> <p>\$4,500.00</p>
<p>MLLGRD, International Consultants, National Consultants, UNDP</p>														
<p>DGTF</p>														

<p>Output 2: Strengthened local ownership of water systems and sanitation services.  <i>Baseline: Communities are not sufficiently equipped with management skills to take ownership of water systems and sanitation facilities and effectively interface with authorities.</i></p> <p>Indicators:</p> <ol style="list-style-type: none"> <li>1. <i>Culturally sensitive communication products to increase decision-making of women and indigenous populations developed</i></li> <li>2. <i>Community scorecards that recognize indigenous peoples' priorities for water supply and sanitation service delivery completed.</i></li> <li>3. <i>Results of Community Scorecards reflecting uptake of benchmark indicators disseminated.</i></li> <li>4. <i># of peer education and training which includes gender based leadership and technical skills.</i></li> <li>5. <i>Community-based dialogue and spaces that embrace women's and indigenous population's contribution to the management of water systems.</i></li> </ol> <p>Targets: <i>Staff of MLLGRD, water boards, village leaders inc women, youth and indigenous populations.</i></p> <p>Related CP outcome: <i>Improved good governance practices at national and local and non-state institutions.</i></p>	<p>1. Activity Result: <i>Communities capable of monitoring service delivery responsibilities of water boards.</i></p> <p>- Action: Conduct gender sensitive and rights-based community awareness campaigns on MDG 7 water and sanitation indicators</p> <p>- Actions: Develop gender sensitive materials to disseminate results generated from database</p>				<p>MLLGRD, UNICEF National Consultants, UNDP</p>	<p>DGTF</p>	<p>74200 – Audio visual productions on MDG 7 water and sanitation targets</p> <p>74200 – Publish database water and sanitation coverage results</p> <p>74200 – Promotional materials distribution</p>	<p>\$10,000.00</p> <p>\$3,000.00</p> <p>\$2,000.00</p>
---	--	--	--	--	--	-------------	---	--

<p>2. Activity Result: <i>Strengthened community capacity to incorporate traditional practices in management of water systems.</i></p> <ul style="list-style-type: none"> <li>- Action: Support community consultations to identify traditional practices that foster equitable access to common resources.</li> <li>- Actions: Support the development of community scorecard for water boards that integrate identified traditional practices to be measured.</li> <li>- Train communities especially women and youth to use and complete the scorecards.</li> </ul> <p>Activity: Establish local oversight committee to implement and compile results of the scorecards.</p> <ul style="list-style-type: none"> <li>- Actions: Local committees conduct meetings to present community scorecards to water boards.</li> </ul> <p>3. Activity Result: <i>Water boards have increased capacity to provide technical assistance to each other.</i></p> <ul style="list-style-type: none"> <li>- Actions: Facilitate consultation in the two districts to identify critical areas of training based on the results of assessment tools and community scorecards.</li> <li>-Actions: Organize and implement peer education training and exchange educational visits among water boards to share best practices.</li> </ul>				<p>MLLGRD, National Consultant, UNDP</p>	<p>DGTF</p>	<p>71300 – Organize and implement community consultations on traditional practices for inclusion in scorecards</p> <p>72140 contractual services for meeting and training venue (10 satellite locations)</p> <p>74230- Audio visual equipment</p> <p>71300 – Develop community scorecards and conduct related training</p> <p>71600 – Local travel to communities to conduct training needs assessment.</p> <p>71600 – Local daily subsistence allowance</p> <p>72140 – Contractual service - training and education service</p> <p>71600 – Exchange visits between the two districts.</p>	<p>\$3,000,000</p> <p>\$2,500.00</p> <p>\$3,000.00</p> <p>\$3,000.00</p> <p>\$2,700.00</p> <p>\$1,760.00</p> <p>\$2,000.00</p> <p>\$2,000.00</p>
---	--	--	--	--	-------------	--	--



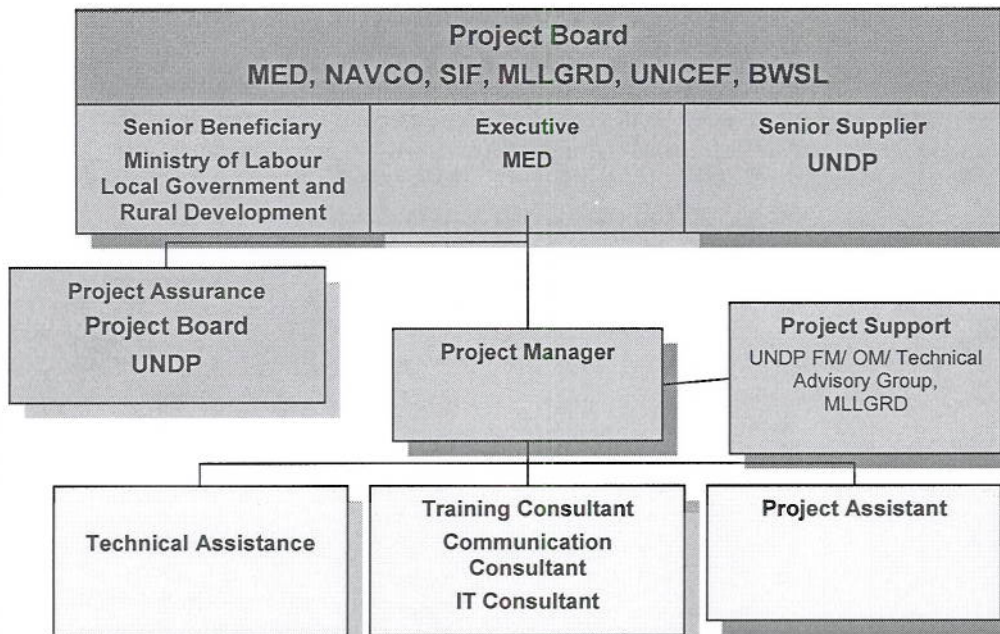


### III. MANAGEMENT ARRANGEMENTS

Explain the roles and responsibilities of the parties involved in managing the project. Please refer to the Deliverable Description to complete this component of the template. Use the diagram below for the composition of the Project Board.

The annual work plan will be Nationally Implemented (NIM) with support from UNDP. It has strong linkages to the existing MDG Needs Assessment and Cost Prognosis Project coordinated by UNDP which draws together all relevant stakeholders from the government sector, civil society, and academia to function as technical working groups. Furthermore this project is directly linked to the MDG Acceleration Framework piloted in Belize with some of the outputs reflected as two critical solution areas identified during this process. These linkages will take full advantage of all the actions under the MDG NACP project and will be guided by the MDG Acceleration Framework and the related processes previously implemented.

To enable UNDP's responsibility for programming activities and resources, while simultaneously fostering national ownership, appropriate management arrangements and oversight of UNDP's programming activities will be established. The management structure will respond to the project's needs in terms of direction, management, control and communication. This will be addressed through the use of adaptive management structure throughout the project.



UNDP will act as the Senior Supplier of the project. As the Supplier, UNDP brings to the table a wealth of experience working with governments and is well-positioned to assist both in capacity development, institutional strengthening and interface communication between the community and national authorities. The UNDP Office is accountable for transparent practices, and sound business operations. Consultants will be contracted and materials and other services procured according to the established procedures and financial regulations of UNDP.

The Government Cooperating Agency is the governmental unit directly responsible for the government's participation in each UNDP-assisted project. In the case of this initiative Applying MDG Acceleration Framework: addressing governance bottlenecks to achieve water and sanitation coverage in Belize, the Government's Cooperating Agency is represented by the Ministry of Economic Development. A representative of the MED will perform the role and functions of the Executive on the Project Board.

The Ministry of Labour and Local Government as the senior beneficiary of this project will provide on-going technical support and field assistance for the implementation of this project. The staff of this Ministry has excellent knowledge of each of the two districts and the institutions that will be targeted in the project and in this regard, they will implement the community-based interventions with professional support from local and

international consultants. The sustainability of the activities of this project will depend on strengthening institutional capacity of this ministry as well as its ability to maintain a relationship with the communities.

The Project Execution Group/ Project Board is the group responsible for building consensus, management decisions for the project when guidance is required by the Project Manager. Responsibilities of the PEG/PB include making recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, the PEG/PB decisions should be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective competition.

The Project Assurance will be undertaken by the Project Board. UNDP's Programme Officer for Poverty Reduction and MDGs will be in charge of project management, hence also ensuring maximum linkages and synergies with the COs on-going project on MDG Needs Assessment and Cost Prognosis.

The management arrangements will continue to include the Project Execution Group from the MDG Acceleration Framework pilot process and they will provide support for the implementation of key aspects of the project providing overall guidance for linkages to other national and institutional programs. This group would therefore serve as the project board and consists of representation from the Ministry of Economic Development, National Association of Village Councils, the Social Investment Fund and the Belize Water Services Limited.

The day-to-day management of the project will be undertaken by UNDP's Programme Officer for Poverty Reduction and MDG. This project will be feeding into the larger, project in this portfolio for MDG Needs Assessment and costing, therefore management of these projects will foster integration as appropriate. The stakeholders and beneficiaries are very similar and the CO will ensure that synergies and where possible joint learning opportunities are nurtured.

---

#### IV. MONITORING FRAMEWORK AND EVALUATION

*Suggested text to be adapted to project context*

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

##### Within the annual cycle

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

##### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each

above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

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



## Quality Management for Project Activity Results

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

<b>OUTPUT 1: Build Capacity of Water Boards</b>		
<b>(Atlas ID)</b>	<b>Activity</b>	<b>Start Date: April 2011</b> <b>End Date: September 2011</b>
	<i>Short title to be used for Atlas Activity ID</i> <i>Coordinating Structure to Support Water Boards Strengthened</i>	
<b>Purpose</b>	<i>What is the purpose of the activity?</i> To improve the technical and monitoring support that the Ministry of Labour Local Government and Rural Development (MLLGRD) provides to water boards so that communities can access water supply and sanitation services that are consistently available, affordable and healthy. Through the actions proposed, the ministry will strengthen its operational capacity as a means of strengthening the direct technical assistance and support to water boards. The strengthening of these capacities will improve service delivery to rural communities. Many water boards are operating below acceptable financial and management standards and MLLGRD will be engaged in actions to strengthen its coordinating capacity to meet the technical and operational needs of the water boards.	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> Critical activities for this action include the conduct of a capacity assessment of the MLLGRD to determine the level of institutional support it is currently providing to water boards and how this could be further enhanced. The assessment will provide recommendations to increase support to water boards while at the same time create communication lines between this national authority and the communities that depend on its leadership. Upon completion of the assessment, the staff of the MLLGRD will also receive training to integrate the recommendations of the assessment within the general operating procedures of the ministry to effectively support water boards.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<i>how/with what indicators the quality of the activity result will be measured?</i>	<i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<i>When will the assessment of quality be performed?</i>
Capacity Assessment of MLLGRD conducted	Capacity Assessment Report	Bi-annually
Operational Procedures to support water boards developed	Capacity Assessment Report Recommendations	Bi-annually
Training activities for RCDOs	Training curriculum, workshop attendance log	Quarterly

<b>OUTPUT 1: Build Capacity of Water Boards</b>		
<b>Activity Result 2 (Atlas Activity ID)</b>	<b>Start Date: July 2011</b> <b>End Date: March 2012</b>	
	<i>Short title to be used for Atlas Activity ID</i> <i>Revise Water Board Policy and Legislation</i>	
<b>Purpose</b>	<i>What is the purpose of the activity?</i> The purpose of this activity is to enhance the policy and legal framework in which water boards operate. This activity result will build transparency in the selection of water boards' members and provide them with clarity on their roles and responsibilities to the national authorities and to their communities. The policy and legislation review will also focus on integrating a human rights approach to water and sanitation at the same time that it strengthens management of the local water source. The revisions to the policy and legislation will incorporate roles and responsibilities of both the rights holders and duty bearers to ensure access to quality water supply and improved sanitation facilities.	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> This process would be highly participatory and will involve consultations at the community level. Stakeholders including water board members, indigenous communities and women in the action areas will contribute to the incorporation of	

	recommendations on legislative responsibilities of the water boards. These legislative revisions will also incorporate sanitation actions which currently do not form part of the responsibilities of the water boards. Upon passage of the recommendations by law a communication strategy will be developed and implemented to ensure that all water boards and their communities are trained in the application of the legislation for the management of rural water system systems.	
<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>
Revised water board legislation	Revised legislation	Annually
Community contribution to revisions to legislation	Attendance sheets of meetings	One time only
Water board members trained	Training curriculum, certificates received	Quarterly
Water boards implementing revised legislation	Monitoring Reports of RCDOs	Quarterly

<b>OUTPUT 1: Build Capacity of Water Boards</b>		
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID</i> Water Boards Strategic Plan Development	Start Date: October 2011 End Date: October 2012
<b>Purpose</b>	<i>What is the purpose of the activity?</i> The purpose of this activity is to enhance the planning capacity of water boards to improve upon their technical and operational efficiency and effectiveness. This activity result will build technical capacity of water boards with support from Rural Community Development Officers who will directly support the boards to develop plans that would enable them to sustainably manage the water systems and sanitation services in their respective communities.	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> A lead trainer will conduct training of the rural community development officers who in turn will conduct training of the water boards to develop their respective strategic plans. The RCDOs will thereafter assist the water boards to develop two annual plans that they will monitor. These strategic plans would be used to developed annual work plans that include annual targets by which both the community and the national authority can monitor the progress of water boards, identify training needs, and procure technical assistance as needed. The water boards will also develop annual plans that would enable the community to become actively engage in the identification and implementation of water and sanitation management activities.	
<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>
Rural Community Development Officers Trained	Strategic planning curriculum, training attendance sheets	Quarterly
Water boards in Belize and Toledo Districts Trained	Strategic planning curriculum, training attendance sheets	Quarterly
Water Boards in Belize and Toledo Districts have developed strategic plans	Water boards Strategic Plans	Quarterly
Water Boards in Belize and Toledo Districts implementing Annual operational plans	RCDO monitoring reports	Bi-monthly

<b>OUTPUT 1: Build Capacity of Water Boards</b>		
<b>(Atlas ID)</b>	<b>Activity</b> <i>Short title to be used for Atlas Activity ID</i> <i>Benchmark Standards Implemented</i>	<b>Start Date:</b> October 2011 <b>End Date:</b> December 2012
<b>Purpose</b>	<i>What is the purpose of the activity?</i> The purpose of this activity is to ensure that water boards are operating based on the principles of transparency and accountability. The water boards will adapt nationally benchmark indicators as a means of building institutional capacity to meet basic criteria for high quality service delivery ensuring that communities' basic right to access potable water is met and that communities are empowered to address sanitation issues in their communities. These indicators will also incorporate measures for sustainability, accountability and transparency.	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> This aspect of the project will be implemented with technical support from the Oslo Governance Center. This technical assistance will encompass full implementation of a country level water governance assessment including the identification of indicators, setting up a research team, data collection and housing of a water and sanitation database in the MLLGRD. The governance assessment will be used to determine the water boards' capacity to diagnose the needs of the community and provide high quality water and sanitation services.	
<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>
OGC Mission to Belize	Travel and Per diem paid, Mission Report	Quarterly
Indicators identified and data collected	Research Team meeting reports	Quarterly
# of MLLGRD staff trained in use of database	Training curriculum and attendance sheets	Quarterly
Establishment of Database in MLLGRD	Computer database functional	Monthly
Water boards assessment reports	RCDO monitoring reports	Monthly
<b>OUTPUT 2: Local Ownership of water systems and sanitation services</b>		
<b>(Atlas ID)</b>	<b>Activity</b> <i>Short title to be used for Atlas Activity ID</i> <i>Community Monitoring of Water boards</i>	<b>Start Date:</b> January, 2012 <b>End Date:</b> December, 2012
<b>Purpose</b>	<i>What is the purpose of the activity?</i> This activity will build community awareness of their right to access potable water in a sustainable manner as well increase community knowledge of the roles and responsibilities of water boards. Through this activity, the community will be provided with reports of scorecards, and those generated by the national database to track progress of their respective water boards. These reports will reach women and youth, key beneficiaries of water and sanitation at the community level.	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> Develop communication and awareness outreach campaigns on MDG 7, plan community dissemination of outreach and communication materials on scorecard reports, plan public dissemination of reports of the national database system developed under the governance assessments. All communication on safe water, and good hygiene practices will be culturally sensitive and developed	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the</i>	<b>Quality Method</b> <i>Means of verification. what method will be</i>	<b>Date of Assessment</b> <i>When will the assessment</i>

<i>activity result will be measured?</i>	<i>used to determine if quality criteria has been met?</i>	<i>of quality be performed?</i>
Communication, awareness and outreach campaign developed	Communication and Outreach strategy	Monthly
Communication materials developed and disseminated	Audio /visual and written communication materials	Monthly
Governance database reports disseminated	Governance database reports	Monthly
<b>OUTPUT 2: Local Ownership of Water Systems and Sanitation services</b>		
<b>(Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID</i> <i>Community Management of RWS and Sanitation Services</i>	Start Date: April, 2012 End Date: September 2012
<b>Purpose</b>	<i>What is the purpose of the activity?</i> This activity will strengthen the management skills of rural communities to take ownership of water systems. Communities will monitor service delivery by their water boards through the implementation of a scorecard system that takes into account acceptable traditional practices. In scheduled community meetings the scorecards be presented and the communities will provide feedback to water boards on the quality of services they are receiving. These scorecards can improve accountability and transparency in the management of rural water systems and sanitation facilities. This activity result will use successful water boards to educate and train other water boards that are not progressively improving in their water and sanitation services.	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> This aspect of the project is community-based and will be participatory. Communities leaders will receive training to develop and use scorecards as a means of providing feedback to the water boards. The interventions for this activity result will focus heavily on education and awareness campaigns to raise the skills-base of the beneficiary communities. Through this activity, the community will have access to the results of the national database reports and will use these to further support high quality water and sanitation coverage in their communities.	
<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>
Training of community leaders	Training curriculum and attendance sheets	Quarterly
WaSH awareness products and materials disseminated	Audio, video and print communication materials	Bi-monthly
Community database assessment disseminate	Database Reports	Quarterly
Community public presentations conducted	Meeting attendance sheets	Quarterly
<b>OUTPUT 2: Local Ownership of water systems and sanitation services</b>		
<b>(Atlas Activity ID)</b>	<i>Short title to be used for Atlas Activity ID</i> <i>Strengthened Community Management Capacity</i>	Start Date: April 2012 End Date: Jan, 2013
<b>Purpose</b>	<i>What is the purpose of the activity?</i> The purpose of this activity is to develop monitoring and technical capacities within the communities to ensure that they are actively involved in the management of the water systems and are exercising their rights to access basic needs and services: quality water supply and improved sanitation.	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> The activities in this project include training of community leaders especially women and youth to develop water and sanitation scorecards and to use these to monitor the levels of achievement of water boards and an identified sanitation service provider	

	<p>based on good governance practices. These scorecards will include the principles of traditional practices that local communities adopt to ensure equitable access to services and basic needs among its populations. The community will implement the use of these scorecards and will share these with the water boards and other leadership bodies within the community.</p> <p>Based on the scorecards report, the MLLGRD along with the community can identify solutions to address problems identified as well as use successful activities to showcase best practices to other water boards that may need additional technical assistance.</p>	
<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>
Training for community leaders including women, youth and indigenous population	Training curriculum, training attendance sheets	Annually
Community Scorecard Developed and implemented	Community Scorecards	Quarterly
Peer education training for water boards conducted	Training curriculum, training attendance sheets	Annually

<b>OUTPUT 3: Adaptive Management Support</b>		
<b>(Atlas Activity ID)</b>	National stakeholders are applying lessons learned from the MDG Acceleration Framework to address governance bottlenecks in the water and sanitation sector.	Start Date: March 2011 End Date: March 2013
<b>Purpose</b>	<i>What is the purpose of the activity?</i> This project will provide important coordination, knowledge sharing and project implementation processes through its demonstration effect of democratic governance in the water sector at a regional and national level. This project has the likely capacity of being replicated across the country with great potential for the methodology to be adapted and applied. The adaptive management approach will be necessary to forge alliances among other non-beneficiary stakeholders, other government agencies, NGOs and water boards.	
<b>Description</b>	<i>Planned actions to produce the activity result.</i> This project will provide for a portion of the fees for the cost of technical support to project management, specialised communication expertise, and project assistance for monitoring and administrative support. These expertise will strengthening the technical and coordinating capacities within the project to enable its sustainable immersion within the MLLGRD	
<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>
Project Board meetings conducted	Meeting Agenda, Minutes of Meeting	Quarterly
Stakeholders collaboration and coordination mechanisms facilitated	Stakeholders Consultations, Minutes of meetings	Quarterly
Project lessons learned disseminated	Communication strategy	Quarterly
Project Progress reports	Progress reports	Monthly

---

## LEGAL CONTEXT

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

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing 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 implementing partner.

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 this agreement.

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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

**ANNEX 1: RISK ANALYSIS**

Use the standard Risk Log template

Please refer to the Deliverable Description of the Risk Log for instructions

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

**RISK LOG**

<b>Project Title:</b> Applying MDG Acceleration Framework: addressing governance bottlenecks to achieve water and sanitation coverage in Belize	<b>Award ID:</b> 00061353	<b>Date:</b> March 1, 2011
---	---------------------------	----------------------------

#	Description	Date Identified	Type	Impact & Probability	Countermeasure / response	Owner	Submitted, updated by	Last Update	Status
1	Currently the human resources available for rural water and sanitation is limited. The implementing agency, MLLGRD will require additional technical human resources to support and coordinate the work of RCDOs in the field.	December, 2010	Operational: Delivery	P = 4 I = 2	A project Assistant will be hired to directly support MLLGRD implementation of the project.	Programme Officer	Programme Officer	N/A	Current

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

## I. 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 ministry and local government and non-state agencies equipped with capacity to implement democratic governance practices to achieve national MDG water and sanitation targets by 2015.

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, Ministry of Local Government and Rural Development, UNICEF, Ministry of Health, National Association of Village Councils

Project title and ID (ATLAS Award ID):MDG Water Governance Project; 00077697

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1: Build Capacity of Water Boards</b></p> <p>Baseline:</p> <ol style="list-style-type: none"> <li>Lack of coordination and insufficient level of capacity and resources for sustainable support to water boards.</li> </ol> <p>Indicators:</p> <p>Institutional assessment of MLLGRD report;</p> <p>Trained ministry officers;</p> <p>Revised water board legislation; Communication strategy developed; Functioning database on water and</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> <li>Staff of MLLGRD, Water boards have clear guidelines on operational procedures for support to water boards</li> <li>Operational procedures incorporated within the ministry ( )</li> </ul>	<ul style="list-style-type: none"> <li><b>1. Activity Result:</b> Coordinating structure to support water boards strengthened.</li> <li><b>Action-</b> Conduct review of institutional capacity of MLLGRD to strengthen linkages between rural indigenous communities and state support services.</li> <li><b>Action:</b> Provide technical assistance to MLLGRD to integrate recommendations of institutional review in the ministry's operating procedures.</li> <li><b>Action:</b> Train staff of MLLGRD to implement revised operational procedures.</li> </ul>	<p>MLLGRD; MED; NAVCO; Water boards; National consultant</p>	<ol style="list-style-type: none"> <li>Local consultants,</li> <li>Workshop training venue</li> <li>Workshop materials</li> <li>Printing</li> <li>Local Travel costs</li> <li>Meeting and logistics,</li> <li>Production and dissemination of communication materials</li> </ol>



4	The voluntary participation of water board members may influence their willingness to accept and effectively implement the legislative revisions, and their expanded roles and responsibilities.	February 21, 2011	Organizational Accountability and Compensation	P = 5 I = 4	Consistent monitoring of implementation, governing boards strengthening community capacity to monitor water boards performance	Project Director - MLLGRD	Project Director - MLLGRD/ Programme Officer	N/A	Impending
5	Technical challenges to maintain sustainable implementation of the benchmark indicators and the water governance database	December, 2010	Operational: Programme Management	P = 2 I = 3	Project includes intensive training of RCDOs, Water-boards and integration of the system within the operational procedures of MLLGRD.	Project Coordinator, MLLGRD	Project Coordinator - MLLGRD/ Programme Officer	N/A	Impending