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## PROJECT DOCUMENT

### BELIZE

**Project Title:** Belize's Public Awareness and Preparedness Campaign on the Question of Referring Guatemala's Claim to the ICJ

**Project Number:** 00109852

**Implementing Partner:** UNDP Belize

**Start Date:** Jun 2018

**End Date:** May 2019

**PAC Meeting date:** 7 May 2018

#### **Brief Description**

A long-standing territorial, insular and maritime dispute between Belize and Guatemala, dating back to the 19<sup>th</sup> century, persists despite the country gaining its independence in 1981. After repeated efforts of resolution through mediated dialogue a decision was made to consider the submission of the territorial dispute to binding arbitration at the International Court of Justice (ICJ) in The Hague.

As a first step both countries agreed that submission to the ICJ (International Court of Justice) must be preceded by consultation with their respective populations through national referenda. The Project's overall outcome is to ensure that: **the people of Belize have greater access to objective information and discussion on the Referendum and the state has improved capacity to undertake an effective nationwide Referendum on the issue of whether to submit the territorial dispute with Guatemala to the International Court of Justice.** Priority areas identified for the intervention are: national strategic communication support, and support to a national reregistration process.

The project proposes to support the priority areas through the following:

1. Providing comparative experiences on referenda through an international forum;
2. Supporting the national referendum authorities on the communications/voter education plan;
3. Supporting communications targeting youth voters and engaging civil society organizations, through social media, TV and radio;
4. Supporting outreach to rural and marginalized voter populations, promoting their participation in ongoing voter re-registration process

Proposed Activities includes:

1. Public discussions/ debates/ fora with the participation of the various stakeholders and society in general (to be implemented with referendum authorities, CSOs/ Media);
2. Production and broadcasting of TV and radio debates featuring various opinions on the referendum and voter registry (to be implemented with referendum authorities, CSOs/ Media);
3. Technical advice on the development and implementation of a "Campaign on Awareness and Participation Among Local Youth" (to be developed with referendum authorities, authorities responsible for voter registry and CSOs);
4. Production and dissemination of information promoting citizen participation in national voter re-registration process, as well as technical advice.

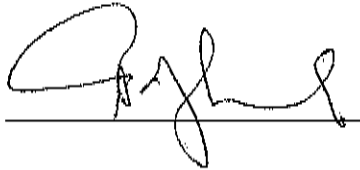

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**Contributing Outcome (CPD):**  
 Equitable access to justice, protection, citizen security and safety reinforced

**Indicative Output:**  
 Coordinated and effective gender sensitive mechanisms and frameworks for citizen security in place

<b>Total resources required:</b>	USD \$1,200,000	
<b>Total resources allocated:</b>	<b>CARSI</b>	\$250,000.00
	<b>Other donor</b>	TBD
<b>Unfunded:</b>	USD \$950,000	

Agreed by:

Government of Belize	United Nations Development Programme
Signature: 	Signature: 
Print Name: PATRICK ANDREWS	Print Name: Karen E. Bernard
Date: 2 JULY 2018	Date: 2 July 2018

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## I. DEVELOPMENT CHALLENGE

Disputes over territory are central to patterns of conflict and cooperation in international relations. There is an abundance of evidence that the presence of territorial claims profoundly affects factors as wide-ranging as trade, democratization and military conflict. Since the 19th Century, Guatemala has maintained a territorial claim on significant portions of Belize (formerly British Honduras) which has continued even after Belize's independence in 1981. The basis of Guatemala's claim has rested on its contention that an 1859 Convention between Guatemala and the United Kingdom (UK), which recognized boundaries of British Honduras, was a cession of territory dependent upon the provision of Article VII being met by the UK to constructing a cart road to connect Guatemala City to the Atlantic coast through what is now Belize's southernmost Town, Punta Gorda.

After both countries failed to reach an agreement to settle the dispute, in 2000 they entered into a dialogue process under the auspices of the Organization of American States (OAS) with the aim of ending their longstanding differendum. An Adjacency Zone was established along the so-called "Adjacency Line" separating Belize and Guatemala and reaching one kilometer into each of the two countries. In 2003, the OAS established a small Adjacency Office with five staff (including support personnel), in charge of addressing possible incidents and disputes along the area, although only at the request of the Foreign Ministries of either country.

Given the parties' repeated inability to reach a negotiated solution to the dispute, on 8 December 2008 parties signed a special agreement known as the *Compromis* to submit Guatemala's territorial, insular and maritime claim to the ICJ (International Court of Justice) for a binding ruling, although only after consulting their respective populations through national referenda. Article 7 of the *Compromis* specifies the following question would be put to voters in simultaneous referenda to be held at an agreed date:

'Do you agree that any legal claim of Guatemala against Belize relating to land and insular territories and to any maritime areas pertaining to these territories should be submitted to the International Court of Justice for final settlement and that it determine finally the boundaries of the respective territories and areas of the Parties?'

On 27 April 2012, both countries agreed to jointly hold the referenda on 6 October, 2013. In a statement dated 20 November 2012, the UN Secretary-General welcomed this decision.

The Belizean Government then requested the assistance of the United Nations for its preparation for the referendum. Accordingly, the Electoral Assistance Division (EAD) of the Department of Political Affairs (DPA) led a needs assessment mission in February 2013 and recommended *inter alia* limited technical advisory support to the Belizean Elections and Boundaries Commission in the area of voter information, as well as support to awareness and voter education campaign, to be delivered through a UNDP project. Due to differing requirements of the parties as it relates to the minimum voter turnout required to validate the referendum results, the negotiations between the two governments failed to reach a consensus.<sup>1</sup> As a consequence, the referendum scheduled for 2013 was not held in either country, and consequently the UNDP electoral assistance project was not implemented.

In 2014, under the auspices of the Organization of American States (OAS), progress was made between the governments of Belize and Guatemala. The two countries reached an agreement on a roadmap for strengthening their bilateral relations and formulated a plan of action. This followed the establishment of a Joint Binational Commission responsible for development and oversight of projects and programmes for cooperation between the two countries and an amendment to the 2008 agreement allowing both countries to

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<sup>1</sup> The Government of Belize adopted a Referendum Amendment Bill validating the outcome of the process on a sixty per cent minimum turnout requirement.

hold a referendum on separate dates. Regardless of the progress, sporadic clashes and violent incidents in the border area were reported.

The Government of Belize has now indicated it will hold the referendum on the 10<sup>th</sup> April 2019. A public outreach campaign on the need to resolve the territorial differendum with Guatemala through the ICJ has recently been launched by the Government of Belize. As a first step, Belize amended its Referendum Act to remove the 60 per cent minimum voter turnout, making it consistent with requirements under the Guatemalan legislation and have initiated actions leading to a national voters' re-registration process.

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## II. STRATEGY

This project contributes to the achievement of Priority Area 3 of the United Nations Multi-Country Sustainable Development Framework in the Caribbean (A Safe Cohesive and Just Caribbean); and is in line with UNDP's Strategic Plan 2018-2021 Signature solution 2: Strengthen effective, inclusive and accountable governance. Additionally, the project contributes to Belize CPD Outcome 3: Equitable access to justice, protection, citizen security and safety reinforced.

The Referendum Office, established by the Government of Belize in the Ministry of Foreign Affairs, acts in coordination with the Elections and Boundaries Commission, both sharing responsibility for the preparation and the organization of the 2019 Referendum. Since 2012, the Ministry of Foreign Affairs has continuously engaged in a low intensity public awareness campaign to prepare the Belizean electorate for an eventual referendum on whether the Guatemalan claim should be submitted to the ICJ for a final resolution. In March 2018, the Cabinet of Belize approved a new strategy to embark on a more active Public Awareness Campaign (PAC) to ensure that Belizeans will be fully informed of the relevant issues ahead of a referendum, to be held after the national re-registration exercise is completed. The PAC will be phased over a period of nine to ten months, from April 2018 to January 2019.

Government counterparts currently estimate a base cost of US\$4 million for the staging of the referendum, while an additional US\$10 million is required in support of the re-registration exercise. It is notable that voter re-registration is also expected to benefit the General Election process scheduled for 2020.

Following an official request from the Minister of Foreign Affairs in May 2017 for United Nations' assistance for the upcoming referendum, the UN Resident Coordinator for Belize requested the UN Department of Political Affairs (DPA) to undertake a National Assessment Mission (NAM), with the task to identify potential support activities from the UN. The joint DPA/UNDP advisory mission to Belize in July 2017 assessed political risks and opportunities of the proposed electoral assistance activity and the needs for technical support.

Central to the NAM recommendations is that ***assistance be provided on the basis that it not be seen as supporting any one referendum outcome***, in other words that all interventions/involvement from the UN be seen as strictly neutral. Priority areas identified for potential UN assistance include: developing a national strategic communication plan, support to improve the voter registration system, and support for the national referendum process.

Funding was then secured from CARSI in the amount of USD \$250,000, based on the NAM findings, and in recognition of the vital importance of this work for advancing Belize's sovereignty.

This initiative supports the work of the Referendum Office's education campaign within the context of the DPA/UNDP recommendations, tailoring national campaign actions for greater inclusivity, impartiality and visibility in the public domain. It is expected to provide support to the referendum process aimed at engaging Belizean voters to determine whether the territorial claim will be submitted to the ICJ. As citizens are asked to

participate in this process of self-determination, the project is positioned to enable citizen participation and action through education and support to an impartial and transparent process.

This initiative also provides opportunities for the exchange of comparative experiences on referenda, the targeting of youth voters participation, the engagement of CSO's, grassroots groups and the national media in the communication of factual, unbiased information to the general public and support to civic engagement action which inspires public involvement through re-registration. Following the guidance provided by joint UNDP/ UN DPA mission to Belize, All UN related assistance will be provided on the basis of not being seen to be supporting one or the other referendum outcome, and be seen as strictly neutral with regard to the referendum.

Guided by the **BELIZE - PUBLIC AWARENESS CAMPAIGN PLAN OF ACTION 2018**, the project will facilitate access to information on the referendum issue and its context, and facilitate discussion from various viewpoints. Key areas of information coverage will include:

- a. A history of Guatemala's claim to Belizean territory;
- b. Relevant international treaties, conventions, and UNGA Resolutions;
- c. The Special Agreement and its Protocol;
- d. The International Court of Justice and its role in settling boundary and territorial disputes;
- e. The pros and cons of submitting Guatemala's claim for definitive settlement at the ICJ.

The UN will not be directly involved in the crafting of specific messages for the campaign. Messages are expected to be consistent with the national campaign strategy with efforts being made to reaching marginalized groups such as women, and linguistic minorities (Mayan, Garifuna). It should be noted that no UN logos should appear on campaign materials.

Additionally, the project will support ongoing efforts for voter registration with direct support to voter education and the provision of information on voter registration. The proposed campaign aims to strengthen democracy and citizen participation by involving historically disenfranchised and marginalized rural populations in a nonpartisan voter re-registration and mobilization process.

It is expected that project proponents from both the Referendum Office and the Elections and Boundaries Unit will engage non-state actors, Community Based Organizations and Civil Society Organizations as a key supporting partners in nonpartisan civic engagement.

The value that UNDP brings to this project is derived from its global network, with readily available expertise and documented experiences globally. UNDP has a series of tools, resources and experiences that allow effective intervention in governance and electoral processes, and notably in this project will utilize these capacities and tools as a part of its role in project quality assurance and in the provision of expert guidance to national authorities, to ensure an inclusive and informative referendum process.

The United Nations Development Programme will provide technical advisory support to the process through an electoral expert sourced from a pre-vetted roster managed by UN Electoral Assistance Division (EAD). This staff person will be based in Belize, ideally at the Referendum Office, in order to work closely and discreetly with government.

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### III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

#### *Expected Results*

The Project's overall intended outcome is to ensure that: **the people of Belize have greater access to objective information on the referendum, and the state has improved capacity to undertake an effective nationwide Referendum on the issue of whether to submit the border dispute with Guatemala to the International Court of Justice.**

Following are the project's outputs and the expected results.

#### A. Output 1

**Support to the design and implementation of the national strategic communication plan to promote peaceful means of addressing the long-standing border dispute between Belize and Guatemala.**

Activities under Output 1 contribute to the roll-out of national strategic communication messages. This includes dissemination of experiences and information through the involvement of international experts, public figures, and representatives of civil society organizations; with events organized in part by representatives of various stakeholder groups. Actions are expected to be national in scope, providing Belizeans with stakeholders' reflections on various relevant issues, including the lessons to be learned from the referenda experiences of other countries.

#### **Expected Results**

1. Youth campaign using social media to appeal to the younger voting population and encourage their participation in the process. (Actions supported by the National Referendum Unit, Civil Society Organizations, the National Youth Council and the media).
2. Communication platforms, networks, and Ppocesses permitting the sharing of evidence-based viewpoints, narratives and frames. (Communication products for dissemination, comparative fora, public debates and discussions, etc. features various opinions and positions regarding the Referendum and provide for balanced messages on the referendum process, enabling the voting public to make informed choices).
3. Empowered media and CSOs ensuring transparency and accountability of processes and supporting the communication of factual information and providing for impartial coverage of the referendum process.
4. Exchange with Guyana and other countries to learn from their recent referendum experience, as potentially relevant for Belize

It should be noted that women's political representation in the Belize is low, and that project proponents should pursue within their interventions, actions which support women's electoral participation, with proponents targeting 50% women's participation in public discussions, TV and radio debates and fora.

UNDP has a strong role to play as knowledge broker, capacity development supporter and partnership facilitator when developing countries work together to find solutions to common development challenges. South-South and Triangular Cooperation (SSTrC) is a necessity to ensure an inclusive global partnership towards sustainable development. The project will support and encourage SSTrC to ensure knowledge and experience exchanges as a tool for the expanding the exposure of the voting population.

## B. Output 2

### **Technical support for improved voter registry and re-registration system in Belize.**

The state in Belize protects the rights of its eligible citizens to register to vote, although there may be some barriers or difficulties to be addressed in order to exercise this right. Output 2 interventions promote the civil and political rights of those qualified to vote in Belizean elections, and ultimately will strengthen democracy and citizen participation. The project provides support for the implementation of an education campaign focused on increasing voter re-registration rates particularly among underserved and dispersed rural populations. It constitutes an integral component of broader national efforts geared at an improved voter registry.

#### **Expected Results**

1. Cost-effective voter re-registration education campaign

#### ***Resources Required to Achieve the Expected Results***

Considering the short period for roll-out and delivery, UNDP through its Electoral Expert will work closely with the Referendum Office of the Ministry of Foreign Affairs.

The delivery of Output 1: **Support to the implementation of the national strategic communication plan to promote peaceful means of addressing the long-standing border dispute between Belize and Guatemala**, will be conducted within the phases of implementation outlined under the **BELIZE - PUBLIC AWARENESS CAMPAIGN PLAN OF ACTION 2018**.

#### **Phases of the Campaign:**

- **Phase I (April - August 2018):** Raising visibility of the PAC as well as promoting and stimulating the public's interest on the question of resolving the dispute at the ICJ;
- **Phase II (September 2018 - January 2019):** Ensuring that the Belizean public has all the relevant facts and information necessary to understand why we will be asked to vote on whether or not to go to the ICJ;
- **Phase III (February - April 2019):** Encouraging the electorate to vote in the referendum on the ICJ.

Programmed resources support primarily **Phases II and III** of the national campaign.

#### **Partnerships**

In cooperation with relevant state and non-state actors, efforts will be undertaken by UNDP and the Government of Belize to contribute to ensure synergies with broader national processes, as well as to promote confidence-building and establish the necessary conditions for participatory and inclusive public consultations.

Media and civil society partners are key in monitoring and measuring effectiveness of communications, as well as providing support to public engagement. Voter awareness is expected to grow with increasing media

coverage. Given the short period for campaign implementation, civil society involvement is vital to support the national process in reaching marginalized groups.

The Belizean Elections and Boundaries Commission<sup>2</sup> is legally responsible for the administration and supervision of all electoral and referenda matters, it also confers its powers and duties to the Head of the Elections and Boundaries department, responsible for the operation of voter registration, elections and referenda activities.

The Referendum Office of the Ministry of Foreign Affairs has the key role in ensuring that the referendum plan is concrete and inclusive.

**Main partners:** Referendum Office at MFA, and Elections and Boundaries Commission.

**Other supporting organizations:** The Belize Network of NGOs, CSOs various, community-based organizations, churches, private sector, and the Opposition Party.

The project hopes to strengthen partnerships between CSOs and relevant government/quasi-government entities and international organizations, as a means of involving them in national efforts geared at increasing the participation of citizens in the planned national referendum exercise. Civil Society Organizations are key actors in public outreach, conveying messages and knowledge to the public, reaching individuals marginalized or disenfranchised by traditional structures.

### ***Risks and Assumptions***

Under the current political situation in Belize, there is a major risk the Referendum may be used as a political tool to take a position regarding the current government. It is widely recognized that a comprehensive public outreach and information campaign is essential, not only to generate interest on the matter, but also to give people access to accurate information which will allow them to make an informed choice in the referendum. Party-based opposition and early polarization of voters should be avoided by ensuring an extensive and inclusive awareness campaign that engages all Belizeans on the referendum, allows them to express and debate diverse viewpoints, and ultimately make a well-informed decision.

### ***Stakeholder Engagement***

The initiative is national in scope and is expected to benefit all qualified Belizean voters. The project targets specifically young voters and underserved rural populations, ensuring their participation in the referendum and the voter re-registration processes. It is important to ensure that accurate information and effective civic or educational messages reach a wide and inclusive audience. Beneficiary engagement will therefore be guided by the national Referendum Public Awareness Campaign Strategy.

UNDP and the Belize government also propose the involvement of civil society organizations, community based organizations and the media for direct engagement of beneficiary stakeholders. The Internet, mobile and social media tools and services will also be utilized as a means of magnifying communication interventions. It is essential that all participating groups be engaged through the communication strategy.

### ***South-South and Triangular Cooperation (SSC/TrC)***

One project component is an exchange with countries in the region that has or is experiencing similar border disputes to obtain insights from their experiences, identify lessons learned, and be guided by

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<sup>2</sup> The constitution of Belize established an independent Elections and Boundaries Commission and charged it with the registration of voters, the conduct of elections, establishment of election districts, and all other related matters. The five members of the commission serve a five-year term of office. The Governor-General appoints all five members in accordance with the advice of the Prime Minister, who consults with the leader of the opposition before nominating the members.



## V. RESULTS FRAMEWORK

Intended Outcome as stated in the Multi-Country Sustainable Development Framework in the Caribbean

Priority Area 3: A Safe Cohesive and Just Caribbean

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

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

SP Outcome indicator: Number of Electoral Management Bodies (EMBs) with strengthened capacity to conduct inclusive and credible elections

Applicable Output(s) from the UNDP Strategic Plan:

UNDP Strategic Plan 2018- 2021 Signature solution 2: Strengthen effective, inclusive and accountable governance.

Project title: Public Awareness and Preparedness for Referendum on Border Dispute

Atlas Project Number: 00109852

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		FINAL	DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2018	Year 2019		
<p><b>Output 1</b></p> <p>Support to the design and implementation of the national strategic communication plan to promote peaceful means of addressing the long-standing border dispute between Belize and Guatemala.</p>	<ul style="list-style-type: none"> <li>Increased beneficiary awareness referendum process.</li> </ul>	<p>Project Reports</p>	TBD	2017	=	Population survey shows at least 40% increase against baseline	Population survey shows at least 40% increase against baseline	<p>Validate through conducting of rapid media polls</p>
	<ul style="list-style-type: none"> <li>Number of prospective CSOs partner organizations actively involved in the implementation of the national communication plan: verified through evaluation form.</li> </ul>	<p>Project Reports</p>	0	2017	-	Minimum 15 CSO partners representing (academia, churches, CBOs political organizations, media etc) engaged in education and	Minimum 15 CSO partners representing (academia, churches, CBOs political organizations, media etc) engaged in	<p>Validate through Project Report</p>

						monitoring processes	referendum and education monitoring processes	
	<ul style="list-style-type: none"> <li>Feedback on quality and usefulness on Educational/ communication materials and methods utilized to implement strategic messaging</li> </ul>	Project Reports	0	2017	-	Project supported intervention generally seen as being balanced, informative and factual	Project supported intervention generally seen as being balanced, informative and factual	Validate through rapid beneficiary perception surveys
	<ul style="list-style-type: none"> <li>Number of young people reached</li> </ul>	Project Reports	0	2017	7,000	10,000	10,000	Validate through Project Report
	<ul style="list-style-type: none"> <li>Number of civil society organizations (CSOs) receiving assistance engaged in advocacy interventions.</li> </ul>	Project Reports	0	2017	5	5	5	Validate through Project Report
	<ul style="list-style-type: none"> <li>Existence of civic education plan for reregistration (Yes/No)</li> </ul>	Project Reports	No	2017	Yes	Yes	Yes	Validate through Project Monitoring Report
	<ul style="list-style-type: none"> <li>Improved rates of re-registration among traditionally underserved rural populations</li> </ul>	Project Reports	-	2017	-	At least 60% of documented rural voters reregistered	At least 60% of documented rural voters reregistered	Validate through voters registry (Elections and Boundaries Commission)
Output 2 Technical support for improved voter registry and re-registration system in Belize.								

## VI. MONITORING AND EVALUATION

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

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track Results Progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	None	\$20,000
Monitor And Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	None	0
Learn	Knowledge, good practices and lessons will be captured regularly and integrated back into the project.	Quarterly	Relevant lessons are captured by the project team and used to inform management decisions.	None	0
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	None	5,000

<b>Review And Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	Bi-Annually		Performance data, risks, lessons and quality will be discussed by the project management and used to make course corrections.	None	0	
<b>Project Report</b>	An end of project report will be presented to key stakeholders, consisting of progress data showing the results achieved against pre-defined project targets at the output level.	At the end of the project (final report)			None	1,500	

### Evaluation Plan

<b>Evaluation Title</b>	<b>Related Strategic Plan Output</b>	<b>CPD Outcome</b>	<b>Planned Completion Date</b>	<b>Key Evaluation Stakeholders</b>	<b>Cost and Source of Funding</b>
End of Project Evaluation	Strengthen effective, inclusive and accountable governance	Equitable access to justice, protection, citizen security and safety reinforced	30 June 2019	Referendum Office	10,000

VII. MULTI-YEAR WORK PLAN <sup>34</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Y1	Y2			Budget Description	Amount
<b>Output 1:</b> Support to the implementation of the national strategic communication plan to promote peaceful means of addressing the long-standing border dispute between Belize and Guatemala.	1.1 Multi-stakeholder Panel discussions streamed on TV and radio for magnified impact (5)	\$20,000	\$5000	MFA/ UNDP	CARSI	Support to hosting cost (venue, communication equipment): cost associated for transmission (Expected in-kind co-financing from media and CSO partners)	\$25,000
	1.2 Two (2) centralized Public fora event (Participation of international experts (Guyana) and lead national negotiators) held in various parts of the country (translated in several languages)	\$25,000	-	MFA/ UNDP	CARSI	Support to transportation and DSA of panelist, Facilitator Honorarium, hosting cost (venue, communication equipment, translation costs), cost associated with transmission (Expected in-kind co-financing through national referendum structure)	\$25,000

<sup>3</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>4</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.3 Youth targeting including the use of Social media used for information sharing and live streaming	\$13,470	\$5,000	MFA/ UNDP	CARSI	Support to social media campaign, media campaign (youth messaging), hosting of district school debates with the involvement of secondary and tertiary institutions, debate facilitation fees	\$18,470
	1.4 CSO Engagement Workshop (Introduction to referendum process, National Public Awareness Campaign strategy, roles and opportunities for CSO involvement)	\$10,000	-	MFA/ Press Office/ Electoral Expert	CARSI	Support to workshop design and logistics (venue, catering services, print material), travel and DSA for regional technical lead	\$10,000
	1.5 Provide two (2) day training in media monitoring, professionalism, accuracy and impartiality in coverage	\$12,000	-	MFA/ Press Office/ Electoral Expert	CARSI	Support to workshop design and logistics (Venue, catering services, print material), travel and DSA of facilitator, facilitation fee)	\$12,000
	1.6 Promulgation of balanced Referendum Education/ awareness material/ information products	\$10,000		MFA/ Press Office/ Electoral Expert	CARSI	Print production costs	\$10,000
	1.7 Support media messaging	\$10,000		MFA/ Press Office/ Electoral Expert	CARSI	TV/ radio advertisements	
	1.8 Referendum Monitoring (Campaign effectiveness)	\$5825	\$5,000	UNDP	CARSI	Media surveys (Campaign effectiveness, voters' awareness, etc)	\$10,825
	<b>Sub-Total for Output 1</b>	<b>\$106,295</b>	<b>\$15,000</b>				<b>\$121,295</b>

Output 2 Support for improved voter registry and re-registration system in Belize.		4.1 Design of voter re-registration messages and communication products targeting rural, underserved populations	\$15,000	-	Elections and Boundaries Commission/ Government of Belize Press Office, Electoral Expert	CARSI	Media costs	\$15,000
		4.2 Promulgation of gender sensitive/ cultural sensitive communication materials	\$15,000	-	Electoral Expert	CARSI	Print Production Costs	\$15,000
		4.3 CSO/ Non-state actors engagement in re-registration awareness process	\$10,000	-	Elections and Boundaries Commission/ UNDP	CARSI	Support CSO/ Non-state actors with the securing of local venues/ facilities for community engagement	\$10,000
		4.4 Support to media campaign	\$15,000	-	Elections and Boundaries Commission/ UNDP	CARSI	Contract: Engagement of local TV and radio stations for information promulgation	15,000
		<b>Sub-Total for Output 2</b>	<b>\$55,000</b>	<b>-</b>				<b>\$55,000</b>
3.0 Adaptive Management (Technical and operational support)		3.1 International Electoral Expert sourced through UN EAD roster	\$37,530		UNDP	CARSI	Salary support for international Electoral Expert (P3 TA)	\$37,530
		3.2 CO management oversight, tracking and reporting	\$5,775	\$4,125	UNDP	CARSI	33% Salary of Programme Associate (Governance Unit) 12 months (June 2018 – May 2019)	\$9,900
		3.3 Project evaluation	-	\$10,000	UNDP	CARSI	Independent external evaluation	\$10,000
		3.4 Project quality assurance/ terminal audit	\$5,000	\$3,000	UNDP	CARSI	Independent spot checks / assessments (Project HACT compliance requirement)	\$8,000
		<b>Sub-Total for Adaptive Management</b>	<b>\$48,305</b>	<b>\$17,125</b>				<b>\$65,430</b>

Indirect Cost (10%)	Facilities and Administration	\$18,302	\$4,425	UNDP	CARSI	UNDP Indirect Cost as stipulated by signed agreement with CARSI	\$22,727
<b>TOTAL</b>						\$250,000- CARSI	\$250,000



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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be governed by a Project Board comprised of the government partners, US embassy, other donors, and UNDP. The Project Board is chaired the Chief Executive Officer (CEO) of the Ministry of Foreign Affairs or his designate.

The Project Board provides strategic direction to the project, and makes key decisions as per its Terms of Reference (Annex B). In order to ensure UNDP's ultimate accountability, Project Board decisions will be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. The Executive is ultimately responsible for the project, supported by the Senior Beneficiaries and Senior Suppliers. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive must ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier. The role of Executive will be held by the CEO of the Ministry of Foreign Affairs.

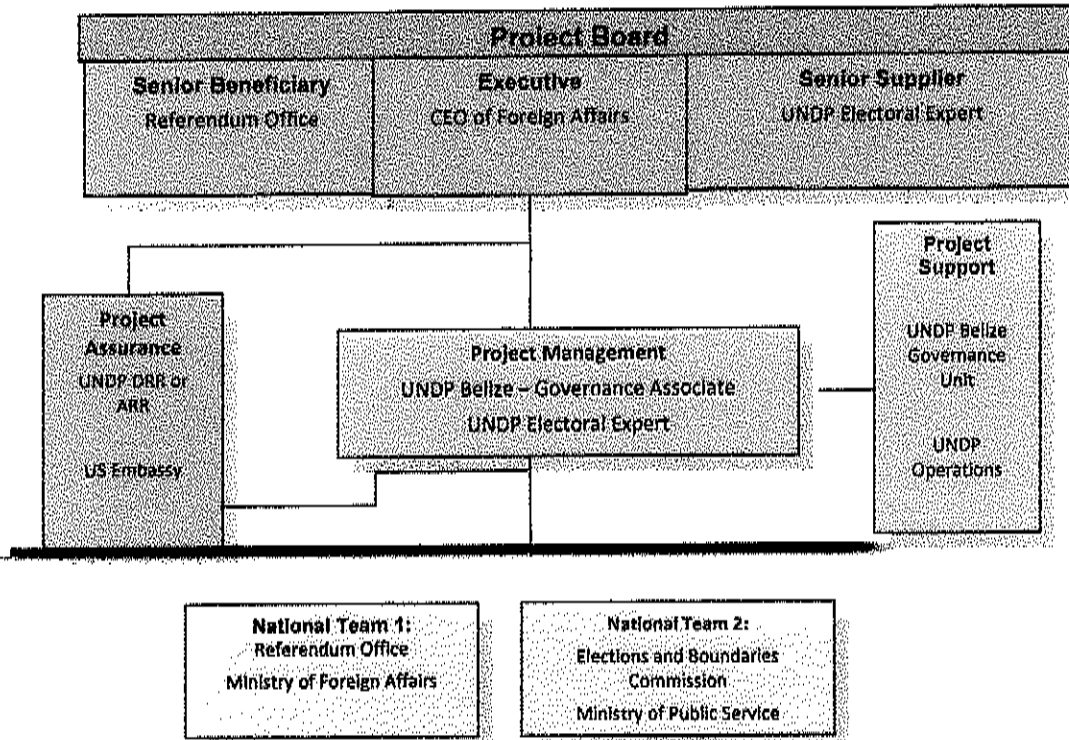
The Senior Beneficiary is responsible for validating the needs, and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities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

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility and financial commitments of the project. In this project, the role is held by UNDP Electoral Expert.

Project Assurance is generally the responsibility of each Project Board member. In the present project, additional support to assurance is provided by UNDP Belize Deputy Resident Representative (DRR) or Assistant Resident Representative (ARR,) and US embassy.

Project Management will be led UNDP Electoral Expert and UNDP Governance Associate, in close coordination with the National Focal Point within the Referendum Office at Ministry of Foreign Affairs.

# Project Organisation Structure



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## IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Belize and UNDP, signed in 1981. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

The Implementing Partner under DIM modality shall ensure best value for money, fairness, integrity, transparency, and effective international competition in the financial governance applied to implementing the project. This project will be implemented by UNDP Belize ("Implementing Partner"), as per UN policies on electoral projects globally. UNDP's Financial Regulations and Rules and governance procedures shall be followed.

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## X. RISK MANAGEMENT

### UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>5</sup> [UNDP funds received pursuant to the Project Document]<sup>6</sup> are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. 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;
    - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

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<sup>5</sup> To be used where UNDP is the Implementing Partner

<sup>6</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that

the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

**Table 2: Project Risk Log**

Project risks					
Description	Type	Impact & Probability	Mitigation Measures	Owner	Status
Referendum will be used as a political tool to take a position regarding the government.	Political	Potential effect: Polarization of voters  Probability: 3  Impact: 5	Party-based opposition and early polarization of voters should be avoided by ensuring an "extensive and inclusive" awareness campaign that would "educate" Belizeans on the referendum and would allow them to have an informed decision	Electoral Expert, UNDP CO	No change
Missed opportunity to involve civil society in consultations and implementation.	Political	Potential effect: There will be limited buy-in into the results of the 6 <sup>th</sup> National Reports  Probability: 2  Impact: 4	The project has taken efforts to engage CSOs and the Media within the broader referendum process. More specifically the project will support introduction workshops which will serve as an induction into the referendum process. CSO counterparts will be trained in the components of the national referendum communication strategy. This training allows parties to identify their roles in the process. The Project will manage a comprehensive list of the stakeholders that should be engaged in the process. The technical advisor will advise the Government of Belize on how to facilitate a comprehensive stakeholder engagement process.	Electoral Expert, Referendum Office, UNDP CO	No change
Referendum messaging perceived as being unbalanced resulting in perception of UN system directing voter turnout in support of one particular end result.	Strategic	Potential effect: Reputational risk for parties involved.  Probability: 2  Impact: 3	Project Quality Assurance mechanisms are set in place to actively monitor the content of project supported messages. Messages are responsive to the national public awareness campaign strategy. The UN System while not actively involved in the crafting of any individual campaign messaging will provide technical support, through UNDP regional networks, to guide inclusive balanced messages which take into consideration uptake limitations by the general population particularly those associated with marginalized subgroups e.g. linguistic minorities.	Electoral Expert, Referendum Office, UNDP CO	No change
As this programme is designed to be complementary to national work programmes, there is a risk of implementation delays triggered by changes in national circumstances s.a.	Strategic/ Environmental	Potential effect: Implementation Delays (As the country prepares for the upcoming 2018 Atlantic hurricane season, it	While it is envisioned that the project will set in place mechanisms for efficiency and adaptive management which allows for the maintenance of strict project implementation schedules; the project cannot mitigate effectively against the possible destabilizing effect of Force Majeure. It is	Referendum Office, UNDP CO	No change

<p>country's exposure to natural disasters during the new hurricane season</p>		<p>should consider the possibility of the country being impacted by storm events leading to a diverting of focus and priorities away from planned project activities.</p> <p>Probability:2</p> <p>Impact: 4</p>	<p>anticipated however that any significant impact to the country will trigger immediate national diplomatic response, and petition to delay the referendum process.</p>		
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## XI. ANNEXES

- A. Multi-year Work-plan
- B. Terms of Reference (TOR) for Project Board
- C. Terms of Reference (TOR) for UNDP Electoral Expert
- D. UNDP Social and Environmental and Social Screening Template (SESP)
- E. UNDP Project Quality Assurance Report (to be completed by UNDP Country Office)
- F. Results of the capacity assessment of the project implementing partner and HACT micro assessment (to be completed by UNDP Country Office)
- G. Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs (where the NGO is designated as the "executing entity"), letters of financial commitments, GEF OFP letter, GEF PIFs and other templates for all project types, LOA with the government in case DPCs are applied should be attached.





**UNITED NATIONS DEVELOPMENT PROGRAMME  
JOB DESCRIPTION**

**I. Position Information**

Job Code Title: **Electoral Expert - communications and public outreach**  
Pre-classified Grade: P3  
Duty station: Belmopan, Belize  
Supervisor: UNDP Deputy Resident Representative  
Initial of contract date: 1 July 2018 (12 months TA contract)

**II. Organizational Context**

Under the overall guidance and direct supervision of the UNDP Deputy Resident Representative (DRR), the Electoral Expert provides support to the Belizean authorities responsible for the organization of the Referendum according to the parameters established by the UN National Assistance Mission (NAM) conducted in July 2017. This support will be specifically for the activities described in the project document through clear strategies, presentation of methodology and implementation capacity.

The long-standing unresolved territorial dispute between Belize and Guatemala dates back to the 19th century, and continues despite Belize gaining its independence in 1981. After decades of failed attempts at a resolution, both governments agreed to enter into a dialogue process under the auspices of the Organization of American States (OAS) with the aim of ending their longstanding differendum. Both countries signed the Agreement on a Framework for Negotiations and Confidence Building Measures in 2005. In November 2007, the Secretary General of the OAS made a recommendation for submission to the ICJ by parties. To this end, both parties signed the "Special Agreement Between Belize and Guatemala to Submit Guatemala's Territorial, Insular and Maritime Claim to the International Court of Justice in December 2008. As a condition, Article 7 of the above stated agreement called for the holding of simultaneous referenda in both counties to determine the support of citizens to taking the claim to the ICJ for final resolution. The Government of Belize has since established a Referendum Office in the Ministry of Foreign Affairs, which in coordination with the Elections and Boundaries Commission is responsible for organizing the envisioned upcoming Referendum.

The Government of Belize has indicated to its citizenry and international partners that it will stage the Referendum in April 2019, seeking concurrence of Belizean citizens to adjudication by the ICJ of Guatemala's claim over Belizean territory. In preparation for this process, the country amended the Referendum Act in 2017, effectively removing

the 60 per cent minimum voter turnout to reflect a simple 50%+1 majority vote. The Government of Belize has also committed to undertaking a national voter registration update exercise, prior to the Referendum. As of April 2018, the government has launched a public awareness campaign preparatory to a referendum. The support of international partners to this process has been officially requested by the Government of Belize since 2017.

### **III. Functions / Key Results Expected**

#### **Key Functions:**

- ❑ Overall coordination of the UNDP Referendum Support project;
- ❑ Provision of advice and support to the implementation of the national strategic communication plan to promote peaceful means of addressing the long-standing border dispute between Belize and Guatemala will be developed;
- ❑ Provide inputs into the development of a national referendum process plan (the project will enable Belizean authorities to will draw on lessons learned from recent referendum processes regionally and globally) and;
- ❑ Ensure coordination with civil society organisations involved in the implementation of information campaigns regarding the referendum;
- ❑ Participate in the conceptualization and development of information campaigns targeting youth and populations with difficult access to information;
- ❑ The provision of technical advice regarding the registration process, if required.

#### **Summary of Activities:**

1. Provide expertise and advice to the Elections and Boundaries Commission and the Referendum Office of Belize in the development of policy, regulations, methodologies, tools, and working instruments for the referendum on the issue of territorial dispute with Guatemala being taken to the ICJ.
2. Develop and implement the UNDP programme for the referendum.
3. Assist the Elections and Boundaries Commission and the Referendum Office to organize and facilitate public outreach information events throughout the country, as defined in the project document, including assistance to the production of public outreach tools.
4. Develop capacities of the referendum commission and the elections office in an effective and sustainable manner.
5. Provide support to the civil society organizations involved in the dissemination of the awareness campaign throughout the country.
6. Implement capacity development activities on civic education methodologies to the CSOs involved in the awareness campaign to the referendum.
7. Provide inputs to the Referendum Office's education plan.
8. Organize spaces for civil society and general public discussions on the referendum.
9. Ensure the dissemination and broadcasting of the public events in various media as well as online platforms.
10. Facilitate the exchange of lessons learned from relevant international experiences, as per request.

#### **IV. Impact of Results**

Effective communication with the public improved, ensuring a good flow of information and facilitated discussion on the Referendum.

Capacity of civil society organizations (especially those working with women and youth) strengthened to contribute to efficient and effective electoral/referendum process.

#### **V. Competencies and Critical Success Factors**

##### **Corporate Competencies:**

- Promotes the vision, mission and strategic goals of UNDP.
- Demonstrates integrity by modeling the UN's values and ethical standards.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

##### **Functional Competencies:**

###### **Technical knowledge**

- Demonstrates a good understanding of public outreach and communications strategies applied to electoral/referendum processes;
- Exhibits a good knowledge of institutional and capacity development issues;
- Displays process, transparency, and accountability in the country.

###### **Development and Operational Effectiveness**

- Ability to lead and contribute to activity plan implementation, results-based management, work planning and reporting.
- Ability to apply development theory to the specific country context to identify creative, practical approaches to overcome challenging situations.
- Ability to build and sustain effective partnerships with UN agencies and development partners, advocate effectively, communicate sensitively across different constituencies.
- Ability to implement new systems and effect behavioural and attitudinal change.

###### **Knowledge Management and Learning**

- Promotes a knowledge sharing and learning culture
- Has good knowledge on UNDP programme and operational issues
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills.
- Has knowledge of UNDP/UN policies and programmes in support for elections.

###### **Management and Leadership**

- Builds strong relationships with stakeholders and clients, focuses on impact and results for clients, and respond positively to feedback.
- Ability to establish effective working relations in a multicultural team environment
- Excellent interpersonal skills
- Consistently approaches work with energy and a positive, constructive attitude

- Demonstrates strong oral and written communication skills including the ability to convey complex concepts in a concise way;
- Demonstrates capacity to communicate effectively; resource management; capacity to plan and organize programmes effectively;
- Demonstrates resourcefulness, initiative and mature judgement
- Demonstrates openness to change and ability to manage complexities

**Core Competencies:**

- Demonstrating/safeguarding ethics and integrity
- Demonstrate corporate knowledge and sound judgment
- Self-development, initiative-taking
- Acting as a team player and facilitating team work
- Facilitating and encouraging open communication in the team, communicating effectively
- Creating synergies through self-control
- Managing conflict
- Learning and sharing knowledge and encourage the learning of others. **Promoting learning and knowledge management/sharing is the responsibility of each staff member.**
- Informed and transparent decision making

<b>VI. Recruitment Qualifications</b>	
Education:	University degree in public administration, political science, governance or related field
Experience:	<ul style="list-style-type: none"> <li>• Five years' experience in electoral support projects particularly in civic education and communications.</li> <li>• Experience in the usage of computers and office software packages (MS Word, Excel, etc) and knowledge of spreadsheet and database packages, experience in handling of web based management systems.</li> <li>• Ability to communicate with a wide range of stakeholders, including government and local administration officials, UNDP specialists, private sector companies and civil society</li> <li>• Familiarity with a range of contemporary governance issues</li> <li>• Familiarity with UNDP objectives and values</li> <li>• Prior experience in a UNDP office will be an asset</li> </ul>
Language Requirements:	Excellent command of English, both written and spoken Fluency in Spanish would be an asset

**VII. Signatures- Job Description Certification**

Incumbent (*if applicable*)

Name	Signature	Date
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Supervisor

Name	Signature	Date
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Chief Division/Section

Name	Signature	Date
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## Annex B

### Term of Reference of the Project Board

#### **PUBLIC EDUCATION AND AWARENESS FOR REFERENDUM ON TERRITORIAL, INSULAR AND MARITIME DISPUTE**

##### **1. BACKGROUND**

There is a long-standing border dispute between Belize and Guatemala, dating back to the 19<sup>th</sup> century, and which continued after Belize gained its independence in 1981. After repeated efforts and discussion, in 2000 both countries agreed to enter into a dialogue process under the auspices of the Organization of American States (OAS) with the aim of ending their longstanding differendum.

In 2013, Belize and Guatemala pledged to hold simultaneous referenda to decide whether to submit the territorial dispute to binding arbitration at the International Court of Justice (ICJ) in The Hague. However, the simultaneous referendum was not carried out. Following this failed attempt at holding the referenda in 2013, the countries agreed to create the appropriate conditions so that a new date for holding the referenda could be fixed<sup>1</sup>. The Government of Belize has since established a Referendum Office in the Ministry of Foreign Affairs, which in coordination with the Elections and Boundaries Commission is responsible for organizing the envisioned upcoming Referendum.

The Government of Belize has now indicated that it aims to hold a referendum on this matter in April 2019, seeking concurrence of Belizean citizens to the adjudication by the ICJ of Guatemala's claim over Belizean territory. Also in preparation for this referendum, the Referendum Act was amended in 2017 to remove the 60 per cent minimum voter turnout to reflect a simple 50%+1 majority vote. In addition, the Government has also committed to ensuring that a national voter registration update exercise is conducted prior to the referendum. A public outreach campaign on the need to resolve the territorial differendum with Guatemala through the ICJ will be launched by the Government of Belize.

The Project's overall outcome is to ensure that: **the people of Belize have greater access to objective information and discussion on the referendum, and the state has improved capacity to undertake an effective nationwide Referendum on the issue of whether to submit the border dispute with Guatemala to the International Court of Justice.**

The project aims to contribute to this outcome by ensuring that:

1. Providing comparative experiences on referenda through an international forum;
2. Supporting the national referendum authorities on the communications/voter education plan;
3. Supporting communications targeting youth voters, engaging Civil Society Organizations and the media as conductors of public outreach;

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<sup>1</sup>OAS Process OAS 2007 <http://www.oas.org/can/peacefund/belizeandguatemala/contacts.html>

4. Supporting communications targeting rural and marginalized voter populations, promoting their participation in ongoing voter re-registration process

## 2. SUMMARY OF DUTIES AND RESPONSIBILITIES

### Overall responsibilities

The Project Board is the group responsible for making management decisions, by consensus, for a project when guidance is required by the Project Manager (PM), including approval of project plans and revisions. In order to ensure UNDP ultimate accountability, Project Board decisions should be made in accordance to standards<sup>2</sup> that shall ensure best value to money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Deputy Resident Representative or equivalent (head of office).

Project reviews by the Project Board are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. The PB is consulted by the Project Manager for decisions when project tolerances have been exceeded<sup>3</sup>.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorises any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorises the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

## 3. COMPOSITION AND ORGANIZATION

Among the members, this group contains three primary roles, including:

- An **Executive**: individual representing the project ownership to chair the group.
- **Senior Supplier**: individual or group representing the interests of the parties concerned, which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- **Senior Beneficiary**: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary

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<sup>2</sup> UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

<sup>3</sup> The Project Board has the responsibility to define for the Project Manager the specific project tolerances within which the Project Manager can operate. For example, if the Project Board sets a budget tolerance of 10%, the Project Manager can expend up to 10%

function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

#### **4. RESPONSIBILITIES OF THE PROJECT BOARD**

##### **4.1. Executive**

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

The role of Executive will be held by **the CEO of Ministry of Foreign Affairs**, or his designate.

Specific Responsibilities (as part of the above responsibilities for the Project Board):

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief National MSDF Steering Committee and relevant stakeholders about project progress
- Chair Project Board meetings

The Executive is responsible for overall coordination of the project as described below.

##### **4.2. Senior Beneficiary**

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

**The Referendum Office** at Ministry of Foreign Affairs will hold the role of Senior Beneficiary.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure the expected outputs and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project outputs
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts



The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities below.

### **4.3. Senior Supplier**

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required.

**The UNDP Electoral Expert** will hold the role of Senior Supplier.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project outputs from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

If warranted, some of this assurance responsibility may be delegated in the project assurance below.

### **4.4. Project Assurance**

Project Assurance is the responsibility of each Project Board member; however, the role can be delegated. In the present project this role is delegated to the **UNDP Deputy Resident Representative (DRR) or Assistant Resident Representative (ARR), and US Embassy.**

## **Overall responsibility**

The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains consistent with, and continues to meet, a business need and that no change to the external environment affects the validity of the project.

- Beneficiary/User needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the expected achievements
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- Focus on the development need is maintained
- Internal and external communications are working
- Applicable standards are being used
- Adherence to quality assurance standard
- Project Board decisions are followed and revisions are managed in line with the required procedures

## **5. PROJECT BOARD MEETINGS**

The Project Board shall meet quarterly (or as the project requires) to agree on the work plan and budget, as well as to review results and progress to date.

The Project Board, through the Project Assurance, is responsible for the organization of the Project Board meetings.

The **standard indicative agenda** could be organised in this order:

- Introduction by the Executive
- Presentation of the Quarterly Project Progress Report (and any other evaluation or mid-term review) by the Project Manager = review of main progress, risks and implementation issues
- Remarks from the Senior Beneficiary = assessment of the main progress from the point of view of the beneficiaries and guidance on how to address risks
- Remarks from the Senior Supplier = when relevant UNDP can provide some technical guidance
- Discussion on risks and outstanding implementation issues
- Presentation of the quarterly work plan and the results or deliverables for the next quarter
- Approval of the quarterly work plan or any proposed project/budget revision

## Annex D. Social and Environmental Screening Report

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the Social and Environmental Screening Procedure and Toolkit for guidance on how to answer the 6 questions.

### Project Information

<b>Project Information</b>	
1. Project Title	Belize' Public Awareness and Preparedness Campaign on the Question of Referring Guatemala's Claim to the ICJ
2. Project Number	00109852
3. Location (Global/Region/Country)	Belize (Latin America & the Caribbean)

### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

#### **QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?**

##### **Briefly describe in the space below how the Project mainstreams the human-rights based approach**

A main component of the project aims to support ongoing efforts for voter registration with direct support to voter education and the provision of information on voter registration. The campaign aims to strengthen democracy, citizen participation and inclusion by involving historically disenfranchised and marginalized rural populations in a nonpartisan voter re-registration and mobilization process.

##### **Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment**

The main effort of this project is to instill active participation by the public, especially the engagement of the marginalized sectors of the population in the preparation of the referendum. Due diligence will be done to ensure the women's and youth organizations within the civil society are equal stakeholders in the process through consultations and active participation in the information dissemination programme. In addition, the promulgation of gender sensitive/ cultural sensitive communication materials aims to ensure that the most vulnerable sectors are equally given impartial information about the upcoming ICJ vote.

##### **Briefly describe in the space below how the Project mainstreams environmental sustainability**

Nil

Part B. Identifying and Managing Social and Environmental Risks

**QUESTION 2: What are the Potential Social and Environmental Risks?**  
*Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on only “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Questions 4 and 6 and Select “Low Risk” Questions 5 and 6 not required for Low Risk Projects.*

**QUESTION 3: What is the level of significance of the potential social and environmental risks?**  
*Note: Respond to Questions 4 and 5 below before proceeding to Question 6*

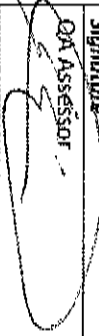

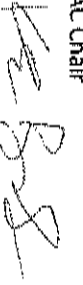
**QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?**

<b>Risk Description</b>	<b>Impact and Probability (1-5)</b>	<b>Significance (Low, Moderate, High)</b>	<b>Comments</b>	<b>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</b>
Risk 1: Referendum used as a political tool by relevant stakeholders	1 = 5 P = 3	High	Under the current political situation in Belize, there is a major risk that the Referendum will be used as a political tool to take a position regarding the current government, which could be manipulated, thus destabilizing the entire process.	Party-based opposition and early polarization of voters will be avoided by ensuring an extensive and inclusive awareness campaign that engages all Belizeans on the referendum, which will allow them to express and debate diverse viewpoints, and ultimately make an informed decision. The main effort is to ensure that all stakeholders have a key interest and thus a participatory role in the process, this includes an inclusive body that represents all interests, active dialogue, and coordination that is widespread to all sectors of the Belizean society.
Risk 2: Missed opportunity to involve civil society in consultations and implementation.	1 = 4 P = 2	Moderate	Under the current political situation in Belize, there is a major risk that the Referendum will be used as a political tool, which would result in the exclusion of Civil Society in the entire process.	The project will make significant efforts to engage CSOs and the Media within the broader referendum process. More specifically, the project will support introduction workshops which will serve as an induction into the referendum process. CSO counterparts will be trained in the components of the national referendum communication strategy. This training allows parties to identify their roles in the process. The Project will manage a comprehensive list of the stakeholders that should be engaged in the process. The technical advisor will advise the Government of Belize on how to facilitate a comprehensive stakeholder engagement process.
Risk 3: Referendum messaging perceived as being unbalanced resulting in perception of	1 = 3 P = 2	Moderate	Under the current political situation in Belize, there is a	Project Quality Assurance mechanisms will be set in place to actively monitor the content of project supported messages.

UN system directing voter turnout in support of one particular end result.		major risk that the Referendum will be used as a political tool, which may be viewed as UNDP is taking a side on the issue, thus incurring reputational risks.	Messages are responsive to the national public awareness campaign strategy. The UN System while not actively involved in the crafting of any individual campaign messaging will provide technical support, through UNDP regional networks, to guide inclusive balanced messages which take into consideration uptake limitations by the general population particularly those associated with marginalized subgroups e.g. linguistic minorities. All efforts will be made by UN personnel to maintain impartiality, in accordance with written guidelines and procedures.
Risk 4: As this programme is designed to be complementary to national work programmes, there is a risk of implementation delays triggered by changes in national circumstances s.a. country's exposure to natural disasters during the 2018 hurricane season	l = 3 p = 3	Moderate  Potential effect: Implementation Delays (As the country prepares for the upcoming 2018 Atlantic hurricane season, it should consider the possibility of the country being impacted by storm events leading to a diverting of focus and priorities away from planned project activities.	While it is envisioned that the project will set in place mechanisms for efficiency and adaptive management which allows for the maintenance of strict project implementation schedules; the project cannot mitigate effectively against the possible destabilizing effect of Force Majeure. It is anticipated however that any significant impact to the country will trigger immediate national diplomatic response, and petition to delay the referendum process.
<p><b>QUESTION 4: What is the overall Project risk categorization?</b></p> <p>Select one (see SESP for guidance)</p> <p>Low Risk <input type="checkbox"/></p> <p>Moderate Risk <input checked="" type="checkbox"/></p> <p>High Risk <input type="checkbox"/></p> <p><b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b></p> <p>Check all that apply</p> <p>Principle 1: Human Rights <input checked="" type="checkbox"/></p> <p>Principle 2: Gender Equality and Women's Empowerment <input checked="" type="checkbox"/></p> <p>1. Biodiversity Conservation and Natural Resource Management <input type="checkbox"/></p> <p>2. Climate Change Mitigation and Adaptation <input type="checkbox"/></p> <p>3. Community Health, Safety and Working Conditions <input type="checkbox"/></p> <p>Comments</p>			

	4. Cultural Heritage	<input type="checkbox"/>	
	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
	15/12/18	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver 	15 Aug 2018	UNDP senior manager, typically the UNDP Deputy Country Director (DCCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair 	15 Aug 2018	UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

<b>Checklist Potential Social and Environmental Risks</b>		<b>Answer (Yes/No)</b>
<b>Principles 1: Human Rights</b>		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	yes
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>1</sup>	yes
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	no
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	yes
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	no
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	yes
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	yes
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
<b>Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below</b>		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural), and critical habitats) and/or ecosystems and ecosystem services?	No

<sup>1</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	<i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>2</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No

<sup>2</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]



3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>3</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?  <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No

<sup>3</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?  <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

# Design & Appraisal Stage Quality Assurance Report

Overall Project Rating: **Highly Satisfactory**

Decision: Approve: The project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.

Project Number: 00109852

Project Title: Awareness and Preparedness for Belize's National Referendum on its Border Dispute with Guatemala

Project Date: 01-Mar-2018

Strategic Quality Rating: Exemplary

## 1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project)

3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time.

2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence.

1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change.

### Evidence

### Management Response

This project contributes to the achievement of priority #2 Promoting economic and social well-being, citizen security and justice as outlined in the United Nations Development Assistance Framework (2013-2016). This project likewise contributes to UNDP's SP Outcome 2: Citizens' expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. Additionally, the project contributes to Belize CPD Outcome 3: Equitable access to justice, protection, citizen security and safety reinforced.

## 2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project)

3: The project responds to one of the three areas of development work as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. (all must be true to select this option)

2: The project responds to one of the three areas of development work as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true to select this option)

1: While the project may respond to one of the three areas of development work as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.

### Evidence

This project contributes to the achievement of priority #2 Promoting economic and social well-being, citizen security and justice as outlined in the United Nations Development Assistance Framework (2013-2016). This project likewise contributes to UNDP's SP

Outcome 2: Citizens' expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. Additionally, the project contributes to Belize CPD Outcome 3: Equitable access to justice, protection, citizen security and safety reinforced.

Relevant

Quality Rating: Satisfactory

**3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project)**

3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (all must be true to select this option)

\* 2: *The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (both must be true to select this option)*

1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.

Not Applicable

Evidence

Management Response

The Project's overall outcome is to ensure that: the people of Belize have greater access to objective information on the referendum and the state has improved capacity to undertake an effective nationwide Referendum on the issue of whether to submit the border dispute with Guatemala to the International Court of Justice.

Citizens and voters will be engaged through a communication plan that will convey information to build awareness about the border dispute between Belize and Guatemala which will allow for an informed decision to be made by citizens and voters in regards to the referendum. In terms of the government agencies, there will be close collaboration to define the intervention's scope and technical assistance will be provided during the project's implementation.

**4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project)**

3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives.

\* 2: *The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.*

1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence.

Evidence

Management Response

This project has utilized past experiences and lessons learnt from previous evidence and sources.

**5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project)**

3: A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (all must be true to select this option)

2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (all must be true to select this option)

1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered.

**Evidence**

The project has limited evidence of the usage of a gender analysis to determine impacts on each sector of the public. This is due to the fact that women's political representation in the Belize is low, and that project proponents should pursue within their interventions, actions which support women's electoral participation, with proponents targeting 50% women's participation in public discussions, TV and radio debates and fora.

**Management Response**

**6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select the option from 1-3 that best reflects this project)**

3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. (all must be true to select this option)

2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.

1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

**Evidence**

This initiative supports the work of the Referendum Office's education campaign within the context of the DPA/UNDP recommendations, tailoring national campaign actions for greater inclusivity, impartiality and visibility in the public domain. This project will engage key stakeholders in Government, Opposition, Civil Society, Schools, the media, and all grassroots organization

**Management Response**

as a means of eliciting their full participation in the referendum process.

## Social & Environmental Standards

Quality Rating: Highly Satisfactory

### 7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project)

3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true to select this option)

2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget.

1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

#### Evidence

The state in Belize protects the rights of its eligible citizens to register to vote, although there may be some barriers or difficulties to be addressed in order to exercise this right. Several interventions that are included in this project as a means of promoting the civil and political rights of those qualified to vote in Belizean elections, and ultimately will strengthen democracy and citizen participation.

#### Management Response

### 8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project)

3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true to select this option).

2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget.

1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered.

#### Evidence

These can be noted in the risk log.

#### Management Response

### 9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? [If yes, upload the completed checklist as evidence. If SESP is not required, provide the reason(s) for the exemption in the evidence section. Exemptions include the following:

- Preparation and dissemination of reports, documents and communication materials
- Organization of an event, workshop, training
- Strengthening capacities of partners to participate in international negotiations and conferences

- Partnership coordination (including UN coordination) and management of networks
- Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)
- UNDP acting as Administrative Agent

Yes

No

SESP not required

Evidence

Find attached.

Management & Monitoring

Quality Rating: Exemplary

**10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project)**

3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (all must be true to select this option)

2: The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (all must be true to select this option)

1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators.

Evidence

Management Response

Kindly find response in the Project Document.

**11. Is there a comprehensive and costed M&E plan with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?**

Yes

No

Evidence

Find attached the Project Document

**12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project)**

3: The project's governance mechanism is fully defined in the project document. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true to select this option).

2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true to select this option)

1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

**Evidence****Management Response**

Kindly find response in the Project Document.

**13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project)**

\* 3: *Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. (both must be true to select this option)*

2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.

1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document.

**Evidence****Management Response**

Find attached the Risk Log.

Efficient

Quality Rating: Highly Satisfactory

**14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.**

\* Yes

No

**Evidence**

Kindly find response in the Project Document.

**15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)**

\* Yes

No

**Evidence**

This project is in the process of linking up with other agencies with similar objectives for the referendum. For instance, the Organization of American States (OAS) is likewise funding the referendum process.



**16. Is the budget justified and supported with valid estimates?**

3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget.

2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates.

1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

**Evidence**

Funding has been confirm from the US Embassy (through CARSI), for all activities. Additional funding has been approved by the UK government, however, at the time of writing, a final agreement has not been signed as of yet.

**17. Is the Country Office fully recovering the costs involved with project implementation?**

3: The budget fully covers all direct project costs that are directly attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)

2: The budget covers significant direct project costs that are directly attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.

1: The budget does not reimburse UNDP for direct project costs. UNDP is cross-subsidizing the project and the office should advocate for the inclusion of DPC in any project budget revisions.

**Evidence****Management Response**

Funding has been confirm from the US Embassy (through CARSI), additional funding has been approved by the UK government, however, at the time of writing, a final agreement has not been signed as of yet.

Effective

Quality Rating: Highly Satisfactory

**18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project)**

3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. (both must be true to select this option)

2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments.

1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.

**Evidence****Management Response**

The project will be implemented following UNDP's Direct Implementation Modality (DIM), in accordance with UNDP's Guidance Note on Elections Support and the Standard Basic

Assistance Agreement (SBAA) between UNDP and the Government of Belize, and the approved Country Programme.

**19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?**

3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.

\* 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.

1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.

Not Applicable

**Evidence**

Kindly find response in the Project Document.

**20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?**

\* Yes

No

**Evidence**

Find attached the Annual Workplan.

**21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.**

\* Yes

No

**Evidence**

Data will be sex-disaggregated at all times, and full participation of women in this democratizing process will be promoted and enabled.

**Management Response**

**22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project)**

\* 3: The project has a realistic work plan & budget covering the duration of the project at the activity level to ensure outputs are delivered on time and within the allotted resources.

2: The project has a work plan & budget covering the duration of the project at the output level.

1: The project does not yet have a work plan & budget covering the duration of the project.

Evidence

Find attached the revised workplan/budget narrative.

Sustainability & National Ownership

Quality Rating: Highly Satisfactory

**23. Have national partners led, or proactively engaged in, the design of the project?**

3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP.

2: *The project has been developed by UNDP in close consultation with national partners.*

1: The project has been developed by UNDP with limited or no engagement with national partners.

Not Applicable

Evidence

Kindly find response in the Project Document.

**24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):**

3: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.

2.5: *A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities.*

2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment.

1.5: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned.

1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.

Not Applicable

Evidence

Kindly find response in the Project Document.

**25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?**

Yes

No

*Not Applicable*

**Evidence**

Since the project is a DIM project, UNDP systems of procurement, monitoring and evaluations will be utilized.

**26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?**

Yes

No

**Evidence**

This project is directly aimed at presenting clear and impartial information pertaining to the upcoming Referendum. Although the secondary objectives are garnering a more robust democratic process in Belize, the project itself is time-bound to the Referendum, scheduled for March 2019.

**Quality Assurance Summary/PAC Comments**