Country Programme
Action Plan

between
The Government of Belize
and
The United Nations Development Programme

2013-2017
Acronyms:

AWP    Annual Work Plan
APR    Annual Programme Review
CCA    Common Country Assessment
CPAP   Country Programme Action Plan
CPD    Country Programme Document
CC    Climate Change
DRR    Disaster Risk Reduction
DIM    Direct Implementation Modality
FAO    Food and Agriculture Organization
GEF    Global Environment Facility
GDP    Gross Domestic Product
HDI    Human Development Index
IPSAS  International Public Sector Accounting Standards
IGO    Intergovernmental Organization
IP    Implementing Partner
MAF    Millennium Development Goals Acceleration Framework
MDGs   Millennium Development Goals
NIM    National Implementation Modality
NGO    Non-governmental Organization
PAHO   Pan American Health Organization
SBAA   Standard Basic Assistance Agreement
QCPR   Quadrennial Comprehensive Policy Review
RBM    Results Based Monitoring
UNCAC United Nations Convention against Corruption
UNDAF  United Nations Development Assistance Framework
UNEG   United Nations Evaluation Group
UNG A United Nations General Assembly
UNDP   United Nations Development Programme
UPR    Universal Periodic Review
WFP    World Food Programme
# TABLE OF CONTENTS

The Framework .............................................................................................................................. 4  
Part I. Basis of Relationship ........................................................................................................ 5  
Part II. Situation Analysis ........................................................................................................ 5  
Part III. Past Cooperation and Lessons Learned ....................................................................... 7  
Part IV. Proposed Programme .................................................................................................... 9  
Part V. Partnership Strategy ...................................................................................................... 15  
Part VI. Programme Management .............................................................................................. 16  
Part VII. Monitoring and Evaluation .......................................................................................... 18  
Part VIII. Commitments of UNDP ............................................................................................. 19  
Part IX. Commitments of the Government ............................................................................... 20  
Part X. Other Provisions ........................................................................................................... 23  
Annex I: Country Programme Action Plan Results and Resources Framework ....................... 26
The Framework

The Government of Belize and the UNDP Belize are in mutual agreement to the content of this document and their responsibilities in the implementation of the current Country Programme for Belize 2013-2017, which was approved by the Executive Board of UNDP in its decision 2012/29 in September 2012.

Reaffirming the decision 2012/28 of UNDP Executive Board which states that poverty eradication continues to be a guiding focus of UNDP Programming Activities for 2014-17 and recalling the UNGA QCPR Resolution 67/226 dated 21 December 2012, in particular paragraph 72 which calls upon the Organizations of the United Nations Development System including funds and programmes and specialized agencies as per their mandate to assign highest priority to poverty eradication and that efforts in this area should be scaled up to address the root causes of extreme poverty and hunger;

Furthering their mutual agreement and cooperation for the realization of the Millennium Development Goals and the United Nations Conventions and Summits to which the Government of Belize and UNDP are committed;

Building upon the experience gained and progress made during the implementation of the previous Country Programme (2007 to 2012),

Entering into a new period of cooperation from 2013 to 2017.

Declare that these responsibilities will be fulfilled in a spirit of close cooperation and have agreed as follows:
Part I. Basis of Relationship

1.1 WHEREAS the Government of Belize (hereinafter referred to as “the Government”) and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP’s assistance to the country (Standard Basic Assistance Agreement (SBAA), which was signed by both parties on 7 June 1982. Based on Article I, paragraph 2 of the SBAA, UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of ‘execution’ and ‘implementation’ enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonization initiative. In light of this decision, this Country Programme Action Plan (CPAP) together with an Annual Work Plan (AWP) (which shall form part of this CPAP, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner”, as such term is defined and used in the CPAP and AWPs.

Part II. Situation Analysis

2.1 The Government of Belize continues to put the primary focus of its strategies on the fight against poverty. In addition to the Millennium Development Goals (MDGs), Belize has identified several development priorities, namely through key strategic documents such as Horizon 2030, which include a focus on democratic governance through a transparent and accountable government machinery, capable of improving citizen security and access to justice; education for life and lifelong learning; building a resilient economy for healthy citizens, with care for the natural environment.

2.2 Belize’s economy is a small and essentially a private-enterprise economy, grounded primarily in tourism and petroleum. The government’s expansionary monetary and fiscal policies, initiated in September 1998, led to GDP growth averaging nearly 4% in 1999-2007. Oil discoveries in 2006 bolstered this growth. Exploration efforts have continued and production has increased by a small amount. Growth slipped to 0% in 2009, and has remained at just over 2% per year during 2010-2012, as a result of the global slowdown, natural disasters, and a temporary drop in the price of oil. Real GDP growth for 2012 is estimated at 2.8%. Inequality remains high as GINI coefficient increased from 40% (2002) to 42% (2009). Belize is not on track to achieve MDG1 as population living below the poverty line has increased to 41.3% in 2009 (baseline: 33.5% (2002) despite its positive trending GDP; target: 16.8% by 2015). A crucial factor associated with backslides against the poverty MDG is the country’s high unemployment rate of 23.1% (women recorded twice the unemployment rate of men/ age group 15/24 unemployment was 28.4% in 2010). Although Belize has the second highest per capita income in Central America, the average income figure masks a huge income disparity between rich and poor. The 2009 Country Poverty
Assessment shows that more than 4 out of 10 people live in poverty. The sizable trade deficit and heavy foreign debt burden continue to be major concerns.

2.3 Food security is also emerging as an important priority as national figures indicate that the proportion of population with less than minimum dietary consumption also continues to increase (2009 figures suggest almost 16% of the population). High levels of poverty and weak institutional capacity within the criminal justice system are also believed to be at the core of the country's deteriorating citizen's security. The year 2010 recorded an alarming 42 murders per 100,000 inhabitants placing the country among the 14 most violent countries in the world. (Secretariat, Geneva Declaration). Low school enrolment of young male and lack of opportunities, as well as exogenous causes, as Belize is a transshipment point and can become a full-fledged route for illicit drugs are all cited as contributing causes to the deterioration in the security situation. Lags in advancing of the MDG’s are linked with a relatively weak public sector, both in terms of a dearth of qualified human resources and inadequate business processes for planning, procurement, financial management, audit, monitoring and reporting, which makes the civil service susceptible to political influence. Weak organizational capacities have also implications for the irregular reporting on human rights treaties and limited human rights based policy planning.

2.4 Belize’s Human Development Index (HDI) was 0.702 in 2012, which places the country at 96 out of 187 countries with comparable data. Belize is on track to achieve most of the health-related MDGs mainly due to strong emphasis on evidence-based planning and response but is unlikely to achieve the education and gender MDGs. The latter is chiefly related with very low levels of political participation of women – 0% of elected female MPs – and high female unemployment. As it relates to MDG 7, the country has invested in the creation of an enabling environment accommodating the sound management of its natural resource base. The present structure is characterized by the existence of legislative and regulatory frameworks as well as state/ none-state partnership networks. The effective integration of sustainable development principles across all sectors of the Belizean economy, however, is thought to be lagging. Belize is ranked 8th among 167 countries as being most vulnerable to climate risk (World Bank). With such a large part of the national economy being dependent on the integrity of the natural resource base (tourism, agriculture, aquaculture, forestry, among other), vulnerabilities to natural disaster and climate change more broadly, have moved to the center of the national agenda. While climate change is predicted to increase the population’s exposure to natural hazards, the presence of unsustainable management practices such as unchecked land conversion, the expansion of agriculture onto inadequate terrains or marginalized soils and the concentration of people in highly exposed areas increases both the risk and impact of climatic variation.

2.5 Due to a long-standing border differendum between Belize and Guatemala, Guatemala has maintained a territorial claim to a significant portion of the territory of Belize. 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. Given the parties’ repeated inability to reach a negotiated solution to the dispute, on 8 December 2008 they 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. The referendum on the submission of the Belize-Guatemala border dispute to the International Court of Justice (ICJ) was jointly agreed by Guatemala and Belize. The referendum was previously planned to take place simultaneously in both countries on 6 October 2013, and was seen as the culmination of a process to resolve a longstanding border differendum between both countries. The referendum has since been postponed until a newly agreed date is established by the two countries. **Support to the Referendum given that it will be Belize's first national referendum will be critical** particularly in supporting the government's awareness raising and education campaign on the dispute, collection and analysis of data, institutional and electoral capacity development, and facilitating voter participation.

### Part III. Past Cooperation and Lessons Learned

3.1 **Between 2007 and 2012, the UNDP has concentrated on the three UNDAF main thematic areas; poverty, HIV/AIDS and sustainable development.**

3.2 **Poverty and Governance. UNDP's support in this area focused on the reform of local government through the adoption of the National Policy on Local Government and development of capacities to promote programme-based budgeting.** Capacity development for decentralization was found to be necessary for the grounding/localization of the MDGs. Belize as a pilot of the Millennium Acceleration Framework (MAF) initiative unearthed governance bottlenecks in water sector management and recognized key “way forward” lessons, including the need for a stronger multi-sectoral approach to good governance, and the need to strengthen the institutional framework in which Village Councils operate having strong emphasis on transparency. The United Nations Development Assistance Framework (UNDAF) review recommends continuity of programmed support for reporting on international human rights treaties, given that the Universal Periodic Review (A/HRC/12/4, para. 7) notes that “Belize has a strong commitment to the normative human rights framework, but faces challenges in its full operationalization”. In addition UNDP Belize has been actively supporting the establishment of development coordination mechanisms in the context of efforts undertaken in the areas of citizen security and gender.

3.3 **Poverty and Gender. In addressing critical issues of gender inequalities, which influence national development, national partners with the support of UNDP successfully launched a 16-member platform for the analysis of gender and politics in Belize, resulting in the implementation of a renewed advocacy strategy responding to structural, social and cultural issues that prevent women from successfully engaging in electoral politics.** UNDP also assisted with the preparation of the 5th and 6th combined reports to the Committee on the Elimination of Discrimination against Women and in carrying out a capacity assessment of the Women’s Department as a means of facilitating its transition to the Gender Affairs Services. Lessons emerging from these interventions include the need for greater coordination among United Nations agencies and stakeholders groups in addition to identifying appropriate and country-tailored mechanisms to promote women empowerment and increase women participation and representation. According to the UNDP *Situation Analysis of Gender and Politics in Belize* (2012), some of these country-tailored mechanisms could include: advocacy for women’s political participation as a right, building capacities within political parties to promote women’s leadership and participation at the party
political level, and technical support for the drafting and implementing of temporary special measures to improve women’s political representation.

3.4 Sustainable development/disaster risk reduction. UNDP focused its support on improving the country's institutional capacities for sound management of its natural resource base as well as for preparedness and resilience to climatic changes and natural disasters. Support to national response strategies in the areas of biodiversity, sustainable land management, rural development, integrated water resource management, sound chemical management and adaptation/mitigation strategies to climate change contributed to the country’s overarching goal of protection of its natural resource base. An UNDAF evaluation identified United Nations support (e.g., UNDP technical, financial and advocacy support) as highly relevant for Belize in its development of policies and plans associated with the internalization of the three United Nations Rio Conventions and the country’s sustainable development agenda. In-programme evaluations (e.g., from Global Environment Fund (GEF) projects) identified the need to invest in interventions targeting national responses to climate change, particularly the need to advocate for its integration across ministries. The evaluation also pointed out limitations within the national structure owing primarily to the absence of a formalized strategy for national sustainable development. The UNDAF evaluation noted that the joint United Nations support to the Government’s capacity to conduct full disaster assessments has been very effective. The same evaluation also includes the need to direct future support to vulnerability mitigation and risk reduction efforts at the local/community level; and the redirection of interventions towards vulnerability mitigation and risk reduction efforts.

3.5 HIV/AIDS. In supporting national efforts to reduce the HIV/AIDS prevalence rate, advocacy and technical assistance provided jointly with other United Nations agencies contributed to strengthening the national response namely, by improving its information system and formulation of health-related policies, and improving the coverage and quality of care services. This included HIV-related prevention and care services, which UNDP has supported in the Belize and Stann Creek districts as the progress report of the Global Fund Round 9 project indicates. The UNDAF evaluation also points out the need for vigilance and continuous support, particularly important in ensuring that Belize meets the health-related MDGs.

3.6 At an operational level, lessons learned (through reviews of internal processes) include increasing efficiency in critical business processes and prospects for office sustainability through inter alia strengthened coordination between the El Salvador and Belize offices, and intensified and targeted resource mobilization efforts. Within the office there is a need to improve cost recovery to increase reserves to an optimal level and increase capacity of staff in the use of new Policies and Procedures, International Public Sector Accounting Standards (IPSAS), Atlas, Intranet and Teamworks. As to programmatic capacities, the office invested in drawing on its networks at the regional and sub-regional levels to increase and develop staff members’ knowledge and awareness of policy discussions, and provide the government with the required high-level policy advice. In this regard, the continued alignment of office capacities to current and emerging national priorities will be a priority within this programme period 2013-2017.
Part IV. Proposed Programme

4.1 The present CPAP aligns the work of the United Nations Development Programme in Belize with national priorities identified through the CCA and UNDAF processes. Thus, areas for support by UNDP are aligned with the direction set forth in the principal national development frameworks of Belize, including the Horizon 2030 Strategic Direction Document of 2010, National Medium Term Development strategy of 2010, and the National Poverty Elimination Strategy and Plan 2007-2013.

4.2 The long term country vision 2030 presented in the Horizon 2030 document, identifies people and the environment as being at the core of the long term development framework of the country and makes a national commitment to the “health of citizens throughout their lives and the health of the natural environment in which they live”.

4.3 The Country Programme Action Plan 2013-2017, aims to assist Belize in making progress on national development indicators including MDG targets as well as fulfilling its longer term goal to discernible sustainable human and economic development. UNDP’s approach in this regard is one of inclusiveness, where integrated planning and response provides a genuine multiplier effect on investments and provides for efficiency and effectiveness of development assistance offered. In support of Government priorities, UNDP will work with partners to help make development efforts more efficient, effective, equitable and sustainable. The CPAP is based on the 2013-2017 Country Programme Document (CPD) which was approved by the UNDP Executive Board in September 2012 and is aligned with the 2013-2016 United Nations Development Assistance Framework (UNDAF).

4.4 The present CPAP will ensure full alignment with national priorities and greater strategic focus, this CPAP will contribute directly to five of the UNDAF’s seven outcomes including Human Rights and Equity; Economic and Social Well Being, Citizen Security; Democratic Governance; and Sustainable Development. It will specifically focus on the following UNDP country programme outcomes;

1) Institutionalize and mainstream a culture of human rights with equity, equality and non-discrimination at all levels and in national development planning using a human rights-based approach, and gender-responsive strategies.

2) Strengthened institutional and human capacities to facilitate universal access to responsive, safe, quality and preventive health services with an emphasis on vulnerable populations.

3) Enhanced institutional and line ministries’ capacity to implement Belize’s national citizen and violence prevention response plans and MDGs-based national

1 Belize Horizon 2030; 2011
development frameworks (including Belize’s agreed actions under SICA and CARICOM social development and crime prevention plans).

4) Public policies and institutional capacities are strengthened and capacitated to manage Belize’s natural resource base in a sustainable manner, and for a more effective and multi-sectoral preparedness and response to natural disasters and climate-induced events.

5) Democratic governance strengthened through enhancing key institutional capacities and functions, and increasing responsiveness and accountability of the public sector.

UNDAF Priority 1: Advancing Human Rights with Equity, Equality and Non-discrimination

UNDP Country Programme Outcome 1: A culture of human rights with equity, equality and non-discrimination is institutionalized and mainstreamed at all levels and in national development planning using a human rights-based approach, and gender-responsive strategies.

Outputs:

- Enhanced levels of awareness and application of human rights standards in policy-making
- National capacities for monitoring and reporting on implementation of human rights recommendations strengthened and fully functional
- Improved mechanisms for civil society and youth engagement in monitoring of human rights standards strengthened
- Strategies and programmes for community knowledge of rights, legal responsibilities and entitlements implemented
- Strengthened policy framework and institutional capacities for accountability in the delivery of public services.

The programme intends to create enhanced levels of awareness and application of human rights standards in policy making and to establish solid foundations for improved use of human rights information in the articulation of national development strategies. Gender mainstreaming processes in Belize still need considerable strengthening with regard to data collection and mainstreaming actions, particularly within government. The programme will seek to strengthen the institutional and technical capacity of the national entities involved in human rights education and monitoring and gender mainstreaming efforts. In that regard, and following a capacity assessment of the Ministry of Foreign Affairs, UNDP will support the Ministry in its role of monitoring reports and implementation of recommendations, building inter-ministerial collaboration and use of human rights related data in policy making. In strengthening the capacity of citizens to claim their rights, responsive mechanisms in the public sector will be established within the Ministry of the Public Service, specifically at service delivery and public engagement portals. These will be strengthened to incorporate reporting on benchmark indicators for public accountability and responsiveness.
UNDAF Priority 2: Promoting Economic and Social Wellbeing, Citizen Security and Justice

UNDP Country Programme Outcome 2: Strengthened institutional and human capacities to facilitate universal access to responsive, safe, quality and preventive health services with an emphasis on vulnerable populations.

Outputs:

- Increased coverage of high-impact preventive and outreach HIV/AIDS interventions for vulnerable populations.
- Strengthened institutional capacities of the Government to coordinate access to quality hygiene and sanitation services to the most disadvantaged.

UNDP will support the strengthening of national capacities including of the country coordinating mechanism of the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM), and the National AIDS Commission for a more strengthened and integrated national HIV/AIDS response. With a strong prevention component targeting most at-risk populations (MARPS), UNDP will serve as Project Recipient (PR) to support efforts to reduce sexual transmission of HIV, and support the increase in coverage to quality care of HIV infected and affected populations.

UNDAF Priority 2: Promoting Economic and Social Wellbeing, Citizen Security and Justice

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

Outputs:

- Strengthened capacities to incorporate MDG based planning and programmatic interventions in key ministries and national civil society organizations
- National capacity building for establishment and institutionalization of labor market assessments for employment generation supported
- Increased management effectiveness for a coordinated system to address vulnerability and social exclusion of women and youth
- National system for legal aid and related services targeting poor and vulnerable populations instituted and supported
- Framework for democratic dialogue and conflict mediation as a means of reducing citizen insecurity established and supported

UNDP’s approach to addressing social and economic well-being includes the prioritization of lagging MDGs and the promotion of MDG-based responsive vehicles for poverty alleviation and the attainment of national food security targets. The execution of such a programme requires strategic partnering with the WFP, the FAO and PAHO. Interventions aimed at planning for, and building national capacities within social and productive sectors to respond to predicted impacts of climate change are integral to the attainment of the desired impact of social and economic resilience. Given the occupational segregation prevalent in Belize and the fact that women tend to earn less than men; they have significantly fewer financial assets (land, savings and other forms
of collateral) than men do. UNDP will work with national and international development partners in the promotion of SME’s for employment creation particularly among marginalized female and youth populations. Youth empowerment programmes will focus on the enhancement of youth’s work skills and on job creation, while strengthening capacities for the implementation of rule of law and promoting mechanisms to facilitate access to justice.

This programmatic focus will be critical for to ensure achievement of some of the MDGs since governance is a critical dimension to poverty reduction and citizen security.

UNDAF Priority 3: Environmental and natural resource management, disaster risk reduction and climate change mainstreamed into public policies and development processes

UNDP Country Programme Outcome 6: Public policies and institutional capacities are strengthened and capacitated to manage Belize’s natural resource base in a sustainable manner, and for a more effective and multi-sectoral preparedness and response to natural disasters and climate-induced events.

Outputs:

- Comprehensive National Climate Change Adaptation and Mitigation Strategy developed and cascaded, and a critical mass of national functionaries capacitated to advance priorities within the national climate change agenda.
- Strengthened management effectiveness and improved conditions of financial security of the National Protected Areas System in Belize contributing to the overall protection of Belize’s biodiversity base.
- National compliance with multi-lateral environmental agreements strengthened.
- Strengthened policy framework and institutional arrangements for integrated water and land resource management
- Improved human and technical capacities for coordination, communication, planning and networking within the context of comprehensive disaster/ risk management
- Climate risk reduction and disaster risk reduction efforts integrated in key sector plans and in national recovery efforts

UNDP will work to support national counterparts in the development of national frameworks and capacities for climate change monitoring, planning and management. Central to this is the articulation of a comprehensive national policy and strategy which outlines national responses and cross-sectoral linkages to climate change related issues. Efforts aimed at enhancing national frameworks which support the integration of multilateral environment agreements will continue, with an emphasis on the creation and maintenance of cross-thematic synergies, highlighting the poverty-reducing potential of sound natural resource management practices. UNDP will also assist local authorities in strengthening national policy and institutional frameworks guiding sustainable natural resources management. Support will be provided for institutional capacity building in the areas of environmental management, biodiversity management, chemicals management, climate change governance and integrated water resource management.
The economic, social and environmental linkages between climate change and sustainable development, and their implications for poverty alleviation, have been highlighted in various global studies and are very evident within the Belizean setting. UNDP will support the alignment of the management of the country’s natural resource base with efforts to realize the economic development needs of the country. Technical and financial support will be provided through regular programmatic support windows for the climate proofing of sectoral development policies and plans placing many of these sectors on the sustainable development path, as well as the provision of assistance to the government to facilitate their definition of a sustainable development pathway for the country. This defined pathway will consider the possible transitioning of the country towards a green/low carbon economy.

UNDP, through the GEF Small Grants and Community Based Adaptation Programmes, will support the implementation of integrated, gender responsive community based interventions that demonstrate linkages between adaptation to climate change and sustainable development. Interventions supported within the context of these programmes are expected to contribute to the lessening of pressure on the country’s natural resources as well as reduce community vulnerability through adaptation.

It is expected that UNDP will continue its ongoing programme aimed at protecting Belize’s biodiversity through support to review and implementation of the National Biodiversity Strategy and Action Plan as well as through continued support to operationalization of the National Protected Areas Policy and System Plan. Both financial and technical support will be provided for improved management effectiveness and the financial security of the system. Projects supporting community based natural resources management and the sustained productivity of land and seascapes are expected to be continued under the GEF Small Grants Programme.

UNDP will support where possible effective national participation in regional and international environmental/ sustainable development negotiations/ discussions, as well as the mainstreaming of international obligations into development plans.

In response to the country’s vulnerability to natural hazards including hurricanes, flooding and landslides, UNDP will continue building national capacities for Comprehensive Disaster and Risk Management, focusing efforts on increasing efficiencies for decentralized planning and response. Based on the 2010 Mid-term review of the last CPAP, UNDP’s approaches to strengthen national capacities for planning and response were highly effective in reshaping national processes. UNDP also plans to work alongside national and regional counterparts in a programme aimed at replicating regional best practice systems and mechanisms locally, as well as target community resilience in its programming. The Proposed DRR programme for the country is closely associated with proposed climate change adaptation programme.

UNDAF Priority 4: Democratic Governance

UNDP Country Programme Outcome 7: Democratic governance strengthened through enhancing key institutional capacities and functions, and increasing responsiveness and accountability of the public sector.

Outputs:
➢ Civil society capacities to engage citizens in community-based actions to reduce insecurity strengthened
➢ Programs that promote youth participation in national policy development and social auditing processes implemented and supported
➢ Strengthened national capacities for effective implementation of UNCAC Plan of Action and consistent national reporting
➢ Women’s political participation and representation increased to MDG 3 indicator level
➢ Increased capacities in the justice and security sectors to implement international standards for youth in contact with the legal system
➢ Support mechanisms to empower local governance implementation of citizen security strategies at the community level implemented and supported.
➢ Support for national capacity development strategy to enhance aid effectiveness and national development planning, implementation and reporting
➢ Support to the awareness and education campaign for national participation in the simultaneous referendum between Belize and Guatemala
➢ Support to the referendum operational planning and implementation

Belize is experiencing an exponential increase in crime and violence and young people are the primary perpetrators of and victims of crime. Given this increase in criminal activity especially in urban settings, the justice, law and order institutions require increased technical capabilities for effective, rights-based administration and enforcement of justice. UNDP will support the strengthening of the national institutions and mechanisms for peace building, conflict prevention, management and resolution in the country. At the same time citizens must have increased knowledge and capacity to exercise and claim their rights within the justice system. UNDP will support the strengthening of the national capacities for increased knowledge on rights. The civil society organizations will be supported to enhance the capacities of vulnerable groups inclusive of women and youths to seek access and obtain justice.

Institutional capacity development remains by and large a critical area for support in Belize. In this regard, supporting public sector reform or strengthening through a national capacity development approach or strategy will be one priority area for UNDP.

The Government of Belize is principally prepared to ratify the UNCAC and implement an operational plan previously developed to guide this process. Technical assistance and support will be extended towards advocating for full ratification of the UNCAC including the strengthening of the national capacity of the State to comply with its obligations and regularly report on its achievements.

Through its democratic governance pillar, UNDP’s support to the Referendum given that it will be Belize’s first national referendum will be critical and special assistance will focus on galvanizing the donor community to assist Belize to: effectively raise the public’s general knowledge and understanding of the issues surrounding the referendum; support the gathering and analysis of qualitative and quantitative data on the progress made by the education campaign; support participation in the referendum given the national threshold of 60% of voting population; and building the institutional capacity of the elections and boundaries office to facilitate the referendum procedures with credibility and highest standards.
Part V. Partnership Strategy

5.1 Acknowledging that the Government of Belize is UNDP’s first and foremost partner in the realization of the expected results of this country Programme, the partnership strategy of this CPAP is founded on the principle that the desired UNDAF and relevant UNDP Country Programme outcomes can be fully attained only with the support and concerted action of all concerned stakeholders. Building consensus and creating a deeper sense of ownership and a higher level of accountability of the development process and the intended outcomes among all partners is therefore critical in achieving the desired results.

5.2 UNDP is driven by its corporate and universal mandate to convene and broker knowledge, experience and resources to help people build a better life; UNDP’s development paradigm rests on democratic governance for poverty eradication, inclusive growth and sustainable development. The specific assistance delivery strategy of UNDP Belize is to strengthen the country’s institutional capacity in knowledge management, to help deliver UNDP’s contributions for convening the development actors into evidence-based and effective policy debate, and to provide strategic technical assistance to facilitate both processes. In most cases, delivery will occur at the level of the partner agencies, the nationally implementation modality (NIM); in cases of crisis and rapid response situation as well as planned impartial interventions that attempt to promote processes of national dialogue, UNDP may use the Direct Implementation Modality (DIM) for certain elements of its country Programme (e.g. National Human Development Reports and Human Development Issues paper).

5.3 Under the NIM modality, the national government or counterparts are fully accountable for implementation of the programme or project. However, under this modality, UNDP may incur costs when providing support for which the government counterpart requests UNDP to undertake some (Country Office Support to NIM) or all (DIM) implementation functions on its behalf; the latter usually in special development situations. In those circumstances and cases, costs borne by UNDP in the life of the project that are incurred for, and can be reliably traced, to delivery of project and programme outputs must be recovered from the projects themselves. To facilitate this process the office and the government must sign a Letter of Agreement for the provision of support services, which sets out all the services required, the cost to UNDP and how those costs will be charged to the project. The Programme Manager must ensure that the estimates and costing has been verified with the UNDP Programme Support Unit and Operations.

5.4 UNDP’s support will contribute to the achievement of national development priorities as articulated in the UNDAF 2013-2016 through established partnerships with Government departments and institutions, other UN agencies, civil society organizations, private sector, academic and local training and research organizations.

5.5 The agencies of the UN System in Belize have expressed in the UNDAF 2013-2016 their joint commitment to collaborate and cooperate in contribution to the achievement of the MDGs. This makes other UN agencies, resident and non-resident, crucial development partners of UNDP, embodied by joint planning and programming, joint programmes or projects and possible joint resource mobilization. It is expected that a joint programme with various joint projects will be established.

5.6 Civil society organizations constitute, in some thematic areas, vital partner organizations to UNDP’s country programme portfolios, as they contribute to national
policy and planning exercises and augment government’s capacity in the down-stream delivery of public goods and services as well as community mobilization for the introduction and implementation of sustainable development initiatives at the local level.

5.7 **Although not numerous in Belize, bilateral donor institutions - and specifically the EU and IDB – will serve as partners in aid coordination and project co-financing and implementation arrangements.** Other bilateral donors will play a key role in helping to address issues of citizen security and democratic governance.

5.8 **New partnerships will be forged with national academic institutions to help promote knowledge management and policy research including data collection and analysis for evidence-based policy-making and dialogue. This will help in the elaboration of future National Human Development Reports and Human Development-based research.**

5.9 **For greater impact, the partnership strategy employed will emphasize synergies across all programmes** with the aim of ensuring national adherence of international conventions and policies, strengthening capacities and leadership, partnership management and coordination; and developing systems for enhancing accountability as well as integration of gender issues.

### Part VI. Programme Management

6.1 **The programme will be nationally executed under the overall coordination of Ministry of Economic Development.** Government ministries, NGOs, IGOs, UN agencies including UNDP will implement the programme activities. National Implementation (NIM) will be the main modality to implement activities for the duration of the new Country Programme as part of a continued effort to improve capacity and ownership. The AWPs describe the specific results to be achieved and will form the basic agreement between UNDP and each Implementing Partner on the use of resources. The reference to “Implementing Partner(s)” shall mean “Executing Agency (ies)” as used in the SBAA. The Implementing Partner(s) may enter into agreement, e.g. Terms of Reference, Memorandum of Agreement, with other organizations or entities to assist in successful delivery of project outputs.

6.2 **In programme design and implementation, UNDP works closely with key partners. The country programme builds on the United Nations reform principles, especially simplification and harmonization,** by operating in line with the harmonized common country programming instruments such as the UNDAF results matrix, joint monitoring and evaluation, and programme resources frameworks in the CPAP and the AWPs.

6.3 **To the extent possible, UNDP and partners will use the minimum documents necessary, namely the signed CPAP and signed AWPs to implement programmatic initiatives**2. However, as necessary and appropriate, project documents would be prepared

---

2 In some exceptional cases, it may be necessary to prepare a project document outside the CPAP. While the use of project documents outside the CPAP should be avoided, if necessary, such project documents could be prepared (for example, in crisis situations not envisaged before). In such cases, the AWP format will be used as project document.
using, inter alia, the relevant text from the CPAP, and AWPs. UNDP will sign the project
documents with partners in accordance with corporate practices and local requirements. In
line with the UNDG Joint Programming Guidance Note, the scope of inter-agency
cooperation is strengthened through joint programmes and geographical convergence. In the
case of joint programmes or projects between two or more UN Agencies, two possible
funding and implementation arrangements can be instituted: a) parallel funding in which
each agency manages separately the utilization and monitoring of its own project
contribution via a separate AWP; or b) pooled funding in which all involved UN Agencies
appoint among themselves a Managing UN Agency, which will manage the full
programme/project via one AWP.

6.4 Atlas, UNDP’s global financial and programme management system, contributes to
the timely, efficient delivery of activities and effective financial monitoring to manage
projects and the UNDP programme.

6.5 All cash transfers to an Implementing Partner are based on the Annual Work Plans
agreed between the Implementing Partner and UNDP. An implementing partner is an
entity that signs an AWP with UNDP and assumes full responsibility and accountability for
the effective use of UNDP’s resources. Implementing Partners may include government
tentities such as line ministries, local government organizations, United Nations
organizations, non-governmental and inter-governmental organizations

6.6 Cash transfers for activities detailed in AWPs can be made by UNDP using the
following modalities:

1. Cash transferred directly to the Implementing Partner:
   a. Prior to the start of activities (direct cash transfer), or
   b. After activities have been completed (reimbursement);

2. Direct payment to vendors or third parties for obligations incurred by the Implementing
   Partners on the basis of requests signed by the designated official of the Implementing
   Partner;

3. Direct payments to vendors or third parties for obligations incurred by UNDP in support of
   activities agreed with Implementing Partners.

6.7 Cash transfer modalities, the size of disbursements, and the scope and frequency of
assurance activities may depend on the findings of a review of the public financial
management capacity in the case of a Government Implementing Partner, and of an
assessment of the financial management capacity of the non-UN Implementing
Partner. A qualified consultant, such as a public accounting firm, selected by UNDP may
conduct such an assessment, in which the Implementing Partner shall participate. The
Implementing Partner may participate in the selection of the consultant.

ensuring that it reflects the mandatory clauses such as the legal context, management arrangements and for cash
transfer.
6.8 **Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities** may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

6.9 **Resource mobilization efforts will be intensified to support the (Results and Resources Framework (RRF) and ensure sustainability of the programme.** Mobilization of other resources in the form of cost sharing, trust funds, or government cash counterpart contributions will be undertaken to secure funding for the programme.

**Part VII. Monitoring and Evaluation**

7.1 **Monitoring and evaluation are integral and individually distinct aspects of the country programme preparation and implementation.** Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF Results Matrix and UNDAF monitoring and evaluation plan. A comprehensive and detailed M&E Framework/Plan more specifically focused on monitoring and overseeing the results that are being supported directly by UNDP will be prepared and implemented within the UNDAF processes. Results based management will be systematically integrated across all the programmes and projects with strengthened M&E capacity in the country office. In addition, UNDP will continue sensitizing and strengthening the capacity among its implementing partners in the areas of M&E and Results Based Management. The Government and UNDP will be responsible for setting up the necessary M&E mechanisms, tools and conducting reviews in order to ensure continuous monitoring and evaluation of the CPAP, and with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity. The Implementing Partners will provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP. The reporting will be in accordance with the procedures and harmonized with UN agencies to the extent possible.

7.2 **In line with UNDP’s corporate project management standards, the government and the Country Office will establish project and outcome boards** based on already existing project steering committees, and only create new boards where compatible already existing boards are lacking. Project boards will monitor the progress on achievement of project outputs and provide a forum to guide project managers on how to address new developments and risks that have an effect on anticipated results. Outcome boards will monitor the progress in achieving one or more related outcomes in the Country Programme CPAP projects in a particular sector will be contributing to. The project and outcome boards will meet at least twice a year.

7.3 **Implementing partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers** and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Implementing partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives,
2. Programmatic monitoring of activities following UNDP’s standards and guidance for site visits and field monitoring,

3. Special or scheduled audits. UNDP, in collaboration with other UN agencies will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

7.4 To facilitate assurance activities, Implementing partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis.

7.5 The audits will be commissioned by UNDP and undertaken by private audit services.

7.6 Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

7.7 The Annual Programme Review (APR) with the participation of all stakeholders will be a key monitoring event of the CPAP. It will be conducted annually in the last quarter. It will provide a forum for building a stronger mutual understanding and consensus among partners on the issues directly relevant to achieving planned results and documenting challenges, lessons learnt and best practices, and for making high level decisions. The recommendations of the review will be the basis for the yearly revision of the CPAP with the framework of the approved CPD.

7.8 Evaluations will be based on the approved evaluation plan submitted as an attachment to the CPD approved by the Executive Board and guided by the United Nations Evaluation Group (UNEG) corporate evaluation guidelines and UNDP evaluation policy. Emphasis will be on the implementation of the recommendations of the evaluations through progress made on the actions agreed upon in the management responses. Independent CPD/CPAP evaluations, and the Assessment for Development Results whenever applicable, will be the main instrument for assessment of UNDP’s contribution to national development results.

7.9 A mid-term evaluation of the CPAP covering the first semester of the 2013-2017 period will be conducted towards the end of 2015. It will provide a basis for outcome evaluations in each thematic area to be conducted in the penultimate year (2017) of the programme cycle. Decentralized programme and project evaluations will also be conducted as guided by the approved 2013-2017 evaluation plan and project documents. Together with regular monitoring data; these evaluations will feed into annual programme reviews and mid-term and outcome evaluations. To the extent possible, UNDP will integrate its outcome evaluations into UNDAF outcome evaluations for sectoral outcomes predominantly delivered by UNDP supported interventions. Final evaluation of the CPAP will be conducted in 2017.

Part VIII. Commitments of UNDP

8.1 With regards to financial support, the amount of $US 497,000.00 from UNDP’s regular resources will be committed for the current CPAP subject to availability of funds. UNDP will intensify its resource mobilization efforts in the programme period, striving to mobilize complementary resources in the projected indicative amount of $US 5,000,000 from the
Global Environment Facility, bilateral and multilateral funding institutions, global trust funds, government cost-sharing, technical assistance and South-South Cooperation, subject to interest from funding partners, in close collaboration with the Government. Emergency funds will be mobilized separately in response to any humanitarian or crisis situation. Should resource mobilization efforts not yield the expected results, UNDP and the Government should review and re-prioritize activities and intervention focus.

8.2 **With regards to coherence**, UNDP will ensure that the CPAP and AWPs are aligned with UNDAF results matrix and MDGs, including M&E reporting. Through annual reviews and periodic progress reporting, responsibilities between UNDP, the Government and the Implementing Partners will be emphasized.

8.3 **With regards to financial management**, in case of direct cash transfer or reimbursement, UNDP shall notify the Implementing Partner of the amount approved by UNDP and shall disburse funds to the Implementing Partner within five working days. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment within five working days. UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor. Where more than one UN agency provides cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

Part IX. Commitments of the Government

9.1 **The Government will honor its commitments in accordance with the provisions of the SBAA of 7 June 1982.** The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP’s property, funds, and assets and to its officials and consultants. In addition the Government will accord to UNDP and its officials and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities as set out in the SBAA.

9.2 **The Government will concur with UNDP’s cost recovery policy including the recovering of costs from NIM projects where UNDP has incurred costs in the provision of support or services upon the request of the national counterparts as per 5.3.**

9.3 In case of government cost-sharing through the CPAP, the following clauses should be included:

i. The schedule of payments and UNDP bank account details.

ii. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the
value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the CPAP may be reduced, suspended or terminated by UNDP.

iii. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of CPAP delivery.

iv. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

v. All financial accounts and statements shall be expressed in United States dollars.

vi. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

vii. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [vi] above is not forthcoming from the Government or other sources, the assistance to be provided to the CPAP under this Agreement may be reduced, suspended or terminated by UNDP.

viii. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

ix. In accordance with the decisions and directives of UNDP’s Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 3%. Furthermore, as long as they are unequivocally linked to the specific project(s), all direct costs of implementation, including the costs of executing entity or implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.

x. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

xi. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

9.4 In support of nationally-aligned monitoring, mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme review, planning and joint strategy meetings and where
appropriate, coordination of sectoral and thematic development partners groups to facilitate
the participation of donors, civil society, private sector and UN agencies. In addition, the
Government will facilitate periodic monitoring visits by UNDP staff and/or designated
officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and
evaluating the impact of the use of programme resources. The Government will make
available to UNDP in a timely manner any information about policy and legislative changes
occurring during the implementation of the CPAP that might have an impact in co-
operation.

9.5 The estimated cost to the Government of its obligations under this Country Programme
Action Plan is to be determined in the duration of the country programme.

9.6 **In support of fiduciary good practice**, a standard Fund Authorization and Certificate of
Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP),
will be used by Implementing Partners to request the release of funds, or to secure the
agreement that UNDP will reimburse or directly pay for planned expenditure. The
Implementing Partners will use the FACE to report on the utilization of cash received. The
Implementing Partner shall identify the designated official(s) authorized to provide the
account details, request and certify the use of cash. The FACE will be certified by the
designated official(s) of the Implementing Partner.

9.7 **Also in support of fiduciary good practice**, cash transferred to Implementing Partners
should be spent for the purpose of activities as agreed in the AWPs only. Cash received by
the Government and national NGO Implementing Partners shall be used in accordance
with established national regulations, policies and procedures consistent with international
standards, in particular ensuring that cash is expended for activities as agreed in the
AWPs, and ensuring that reports on the full utilization of all received cash are submitted to
UNDP within six months after receipt of the funds. Where any of the national regulations,
policies and procedures is not consistent with international standards, the UN agency
regulations, policies and procedures will apply. In the case of international NGO and IGO
Implementing Partners cash received shall be used in accordance with international
standards in particular ensuring that cash is expended for activities as agreed in the AWPs,
and ensuring that reports on the full utilization of all received cash are submitted to UNDP
within six months after receipt of the funds.

9.8 **Also in support of fiduciary good practice** and to facilitate scheduled and special audits,
each Implementing Partner receiving cash from UNDP will provide UNDP or its
representative with timely access to:

- All financial records which establish the transactional record of the cash
  transfers provided by UNDP;

- All relevant documentation and personnel associated with the functioning of
  the Implementing Partner’s internal control structure through which the cash
  transfers have passed.
9.9 **The findings of each audit will be reported to the Implementing Partner and UNDP.**

Each Implementing Partner will furthermore:

- Receive and review the audit report issued by the auditors.
- Provide timely statements of the acceptance or rejection of any audit recommendation to the auditors and UNDP so that the auditors can include those statements in their audit report and submit it to UNDP.
- Undertake timely actions to address the accepted audit recommendations.
- Report on the actions taken to implement accepted recommendations to the UNDP on a quarterly basis (or as locally agreed).

9.10 **Projects will be operationally completed when the last UNDP-financed inputs have been provided and the related activities completed.**

Through the PSC, the implementing partner notifies the UNDP when this has been done. When a project is operationally complete, the parties must agree on the disposal of any equipment and complete the transfer of assets under the project. Projects will be financially completed when the Implementing Partner has reported all financial transactions to UNDP so that the project accounts can be closed. UNDP and the Implementing Partner will certify a final Combined Delivery Report. Projects will be financially completed not more than 12 months after being operationally completed. Between operational and financial closure, the Implementing Partner will be required to identify and settle all financial obligations and prepare a final expenditure report. No adjustments can be made to a financially completed project.

### Part X. Other Provisions

10.1 **Where a Government agency is the Implementing Partner** of a particular project under this CPAP, consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, each Implementing Partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the implementing partner’s security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this CPAP, and its constituent AWPs.

**Each Implementing Partner agrees to undertake all reasonable efforts** to ensure that none of the UNDP funds received pursuant to the Project Document (CPAP and AWP) are used to provide support to individuals or entities associated with terrorism and that the recipients of any
amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under/further to each Project Document.

The foregoing shall also apply to Projects under this CPAP where the Implementing Partner is an Inter-governmental organization that has signed a standard basic executing agency agreement with UNDP.

Where UNDP or other UN Agencies serve as Implementing Partners, they shall (a) comply with the policies, procedures and practices of the United Nations safety and security management system, and (b) undertake all reasonable efforts to ensure that none of the project funds/UNDP funds received pursuant to a Project Document, are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered unto under each Project Document.

10.2 This CPAP enters into force on the date signed by both Parties and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force until 31 December 2017.

10.3 This CPAP supersedes any previously signed CPAP between the Government of Belize and UNDP and may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day 10 December 2013 in Belmopan, Belize.

For the Government of Belize

Signature: _________________

Name: Hon. Dean O. Barrow

Title: Prime Minister and Minister of Finance and Economic Development

For the United Nations Development Programme Belize

Signature: _________________

Name: Roberto Valent

Title: Resident Representative UNDP Belize
Annex I: CPAP RESULTS AND RESOURCES FRAMEWORK

The Results and Resources Framework (RRF) constitutes the core of the CPAP. The CPAP RRF further elaborates the Country Programme Document (CPD) RRF and is linked to the UNDAF results matrix. It spells out the key results that UNDP will be accountable for over the period of the programme cycle.

**UNDAF/CPD outcome 1:** A culture of human rights with equity, equality and non-discrimination is institutionalized and mainstreamed at all levels.

**Relevant UNDP Strategic Plan result:** Poverty Reduction and achievement of the MDGs.

<table>
<thead>
<tr>
<th>Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes</th>
<th>Country programme outputs</th>
<th>Implementation modality(ies) and implementing partner(s)</th>
<th>Indicative Resources by outcome (per year, US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>No of national legislative reform laws and Enhanced levels of NIM</td>
<td></td>
<td></td>
<td>2013</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>NIM</td>
</tr>
</tbody>
</table>
policies enacted to meet international standards

**Baseline:** a) Absence of inter-ministerial human rights group b) Increasing unemployment rate among youth and female populations.

**Indicator:** a) Existence of an operational inter-ministerial human rights group b) Existence of disaggregated Information systems on labour and employment status.

**Target:** (a) Creation of an inter-ministerial human rights group. b) Contribute to acceleration of MDGs 1 and 3 awareness and application of human rights standards in policy-making

- National capacities for monitoring and reporting on implementation of human rights recommendations strengthened and fully functional
- Improved mechanisms for civil society and youth engagement in monitoring of human rights standards strengthened
- Strategies and programmes for community knowledge of rights, legal responsibilities and entitlements implemented
- Strengthened policy framework and institutional capacities for accountability in the delivery of public services

**Gender Marker Rating and Motivation (2)**

Gender equality is a significant objective of the output. All efforts will be made to ensure that there is no deliberate or unintended bias towards either gender in the implementation of this project.

<table>
<thead>
<tr>
<th>Ministry of Economic Development and Ministry of Human Development Social Transformation and Poverty Alleviation</th>
<th>90,000</th>
<th>50,000</th>
<th>110,000.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Resources</td>
<td>90,000</td>
<td>60,000</td>
<td>---</td>
</tr>
</tbody>
</table>
UNDAF/CPD outcome 2: Strengthened improved institutional and human capacities to facilitate universal access to responsive, safe, quality and preventive health services with an emphasis on vulnerable populations.

Relevant UNDP Strategic Plan result: Poverty Reduction and achievement of the MDGs.

<table>
<thead>
<tr>
<th>Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes</th>
<th>Country programme outputs</th>
<th>Implementation modality(ies) and implementing partner(s)</th>
<th>Indicative Resources by outcome (per year, US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIV prevalence in young people age 15-24</td>
<td>• Increased coverage of high-impact preventive and outreach HIV/AIDS interventions for vulnerable populations. • Strengthened institutional capacities of the Government to coordinate access to improved water supply, quality hygiene and sanitation services to the most disadvantaged. Gender Marker Rating and Motivation – 2 Gender equality is a significant objective of the output.</td>
<td>NIM Ministry of Health, Ministry of Human Development Social Transformation and Poverty Alleviation, Ministry of Education, Youths and Sports, Belize Family Life Association, Belize Red Cross Ministry of Rural Development, National Integrated Water Resource Authority</td>
<td>Regular Resources</td>
</tr>
<tr>
<td>Baseline: a) 1.01% (UNGASS 2010, b) 0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indicator: a) HIV prevalence in young people age 15-24, b) # of water boards with performance based evaluations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target: a) 0.72% by 2015 b) 10 water boards using performance based evaluations</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**UNDAF/CPD outcome 4:** Enhanced institutional and line ministries’ capacity to implement Belize’s national citizen and violence prevention response plans and MDGs-based national development frameworks (including Belize’s agreed actions under SICA and CARICOM social development and crime prevention plans).

**Relevant UNDP Strategic Plan result:** Poverty Reduction and achievement of the MDGs.

<table>
<thead>
<tr>
<th>Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes</th>
<th>Country programme outputs</th>
<th>Implementation modality(ies) and implementing partner(s)</th>
<th>Indicative Resources by outcome (per year, US$)</th>
</tr>
</thead>
</table>
| **Baseline:** Approved and resourced framework for violence and crime prevention  
**Indicator:** a) Draft legislative reforms and policies developed to strengthen the citizens protection system b) Strengthen juvenile justice  
- Strengthened capacities to incorporate MDG based planning and programmatic interventions in key ministries and national civil society organizations  | NIM  
| | | | 1,763,000 1,172,000 701,000 | 3,636,000 |
system in accordance with Beijing and RIAD Rules

c) Existence of a coordinated system of a pro-social opportunity development for at-risk youths

**Target:**

a) At least two UNDP supported technical cooperation initiative that assist Government efforts in developing draft legislative documents, policies and reports

b) Mechanisms, training at local level and protocols on alternative justice and restorative justice focused on juvenile sector

c) At least two UNDP supported initiatives that promote community base actions for citizen security

- National capacity building for establishment and institutionalization of labor market assessments for employment generation supported
- Increased management effectiveness for a coordinated system to address vulnerability and social exclusion of women and youth
- National system for legal aid and related services targeting poor and vulnerable populations instituted and supported
- Framework for democratic dialogue and conflict mediation as a means of reducing citizen insecurity established and supported

**Gender Marker Rating and Motivation 2:** Gender equality is a significant objective of the output.

| Other Resources | 130,000 | 200,000 | 120,000 |

**UNDAF/CPD outcome #6:** Public policies and institutional capacities are strengthened and capacitated to manage Belize’s natural resource base in a sustainable manner, and for a more effective and multi-sectoral preparedness and response to natural disasters and climate-induced events.

**Relevant UNDP Strategic Plan result:** Environment and Sustainable Development

<p>| Outcome-level indicators, Country programme, Implementation | Indicative Resources by outcome (per year, US$) |</p>
<table>
<thead>
<tr>
<th>baselines and targets for UNDP contribution to UNDAF/CPD outcomes</th>
<th>outputs</th>
<th>modality(ies) and implementing partner(s)</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>Total</th>
</tr>
</thead>
</table>


Green House Gas per GDP emission; Prevalent Vulnerability Index; Environmental Performance Index

**Baseline:** a) Framework for resource management fragmented or absent; No overarching SD framework; limited capacities for local participation in CDM efforts (only 15% of coastal communities with completed VCA) b) Climate change is currently a technical subject within the Ministry of Environment.

**Indicator:** a) Existence of integrated national frameworks/capacities for water, land use management, and comprehensive disaster management (CDM) b) Existence of national climate office to mainstream climate change adaptation and mitigation measures.

**Target:** (a) 50% of coastal communities with vulnerability assessments; Appropriate institutional structures for water and land use management identified and operationalization supported. b) A National CC office and supporting structure defined and operational

- Comprehensive National Climate Change Adaptation and Mitigation Strategy developed and cascaded, and a critical mass of national functionaries capacitated to advance priorities within the national climate change agenda.

- Strengthened management effectiveness and improved conditions of financial security of the National Protected Areas System in Belize contributing to the overall protection of Belize’s biodiversity base.

- National compliance with multi-lateral environmental agreements strengthened.

- Strengthened policy framework and institutional arrangements for integrated water and land resource management

- Improved human and technical capacities for coordination,

---

**NIM**

Ministry of Forestry, Fisheries and Sustainable Development,
Ministry of Natural Resources and Agriculture,
National Emergency Management Organization,
Caribbean Community Climate Change Center,
Local NGOs

**Regular Resources**
- Communication and networking within the context of comprehensive disaster/risk management

- Climate risk reduction and disaster risk reduction efforts integrated in key sector plans and in national recovery efforts

**Gender Marker Rating and Motivation (1)**
Outputs will contribute in some way to gender equality but not significantly

<table>
<thead>
<tr>
<th>Other Resources</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,200,000</td>
<td>1,500,000</td>
<td>1,200,000</td>
<td>1,500,000</td>
</tr>
<tr>
<td></td>
<td>400,000</td>
<td>500,000</td>
<td>500,000</td>
<td>1,400,000</td>
</tr>
</tbody>
</table>
**UNDAF/CPD outcome #7**: Democratic governance strengthened through enhancing key institutional capacities and functions, and increasing responsiveness and accountability of the public sector.

**Relevant UNDP Strategic Plan result**: Democratic governance strengthened through enhancing key institutional capacities and functions, and increasing responsiveness and accountability of the public sector.

<table>
<thead>
<tr>
<th>Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes</th>
<th>Country programme outputs</th>
<th>Implementation modality(ies) and implementing partner(s)</th>
<th>Indicative Resources by outcome (per year, US$)</th>
</tr>
</thead>
</table>
| # homicides per 100,000 habitants; % of women in the House of Representatives | • Civil society capacities to engage citizens in community-based actions to reduce insecurity strengthened  
• Programs that promote youth participation in national policy | NIM  
National Women's Commission, Women's Issue Network, Ministry of Foreign Affairs, Attorney General Ministry, Ministry of Human Development Social | **Regular Resources** |
| **Baseline**: a) RESTORE Belize plans not yet budgeted  
b) United Nations Convention against Corruption (UNCAC) not signed; | | | **Total**  
1,900,000 |
**Indicator: a)** # of justice and security institutions produce fully budgeted work-plans to implement aspects of RESTORE Belize. **b)** # of Laws developed or revised and presented in the national assembly to support national and international obligations on anticorruption.

**Target:** (a) 10 civil society and public sector organizations implementing fully budgeted aspects of RESTORE Belize (b): Signing of UNCAC and plan to develop and implement provisions of the convention in place

- Development and social auditing processes implemented and supported
- Strengthened national capacities for effective implementation of UNCAC Plan of Action and consistent national reporting
- Women’s political participation and representation increased to MDG 3 indicator level
- Increased capacities in the justice and security sectors to implement international standards for youth in contact with the legal system
- Support mechanisms to empower local governance implementation of citizen security strategies at the community level implemented and supported.
- Support for national capacity development strategy to enhance aid effectiveness and national development planning, implementation and reporting
- Support to the awareness and education campaign for national participation in the
- Support to the referendum operational planning and implementation

**Gender Marker Rating and Motivation 2**
- Gender equality is a significant objective of the output.
<table>
<thead>
<tr>
<th>Other Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>160,000</td>
</tr>
<tr>
<td>800,000</td>
</tr>
<tr>
<td>1,000,000</td>
</tr>
<tr>
<td>500,000</td>
</tr>
<tr>
<td>430,000</td>
</tr>
</tbody>
</table>