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United Nations Development Programme

PROJECT DOCUMENT

[Belize]

Project Title: **"The Enabling of Belize's Statistical System" Project**
Project Number: 01002606
Implementing Partner: United Nations Development Programme (UNDP)
Start Date: March 12th 2024 End Date: December 31st 2027 PAC Meeting date: May 5th 2025

Brief Description
Project Goal: ***"Belize's national data system capable of providing relevant, accurate, and timely data in support of evidence-based development planning and the effective monitoring of national programmes delivered through the country's sustainable development frameworks."*** The Strategic Objective: ***"To expand and upgrade capabilities of Belize's national data/ statistical network facilitating evidence-based development planning and the effective monitoring of national programmes delivered through the country's sustainable development frameworks."*** The strategic objective contributes to goal realization through the strengthening of statistical systems, processes and capacities for data generation and analysis. The Strategic Objective is realized through the implementation of actions supporting two (2) primary Outcome areas. 1. As producers of official national statistics, the Statistical Institute of Belize empowered in its roles as the convenor and coordinator of Belize's National Statistics System (BNSS). 2. NSS data contributors have increased their output of reliable statistics, supporting the expansion of the statistical range required to satisfy the increasing demands for data for development. It is worth noting that the activities are aligned with the Plan of Action associated with the National Strategy for the Development of Statistics, as well as national priorities articulated by national counterparts.

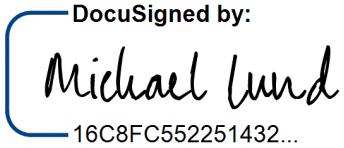
Contributing Outcome (UNMSDCF, CPD, RPD): The UN Multi-country Sustainable Development Cooperation Framework **Outcome 3: National Governments and Regional Institutions Use Relevant Data and Information to Design and Adopt Laws and Policies to Eliminate Discrimination, Address Structural Inequalities and Ensure the Advancement of Those at Risk of Being Left Furthest Behind.** Country Programme Document

Total resources required:		USD$3,460,778.84
Total resources allocated:		
	UNDP TRAC:	0.00
	Donor KOICA:	$2,935,778.84
	Government:	
	In-Kind:	$525,000.00
Unfunded:		

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Outcome 1. Structural transformation accelerated, particularly green, inclusive and digital transitions Indicative Output(s) with gender marker[1]: **Output 1.3. Established system for continuous development of human resources within the SIB – GEN1 (limited contribution)**		

Agreed by (signatures)[2]:

Government	UNDP
 Print Name: Mr. Carlos Pol Position: Chief Executive Officer, Ministry of Economic Transformation	 Print Name: Mr. Michael Lund Position: Deputy Resident Representative
Date:	Date:

[1] The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

[2] Note: Adjust signatures as needed

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I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

Belize faces significant challenges in generating accurate, timely, and reliable statistical data across various sectors. The existing statistical system lacks modernization, resulting in limited capacity to collect, analyze, and disseminate data effectively. This hampers evidence-based decision-making, policy formulation, and monitoring of development progress.

Lack of data is a significant obstacle in assessing the status and the trends of national development pathways and SDG progress in Belize. Unavailability of relevant development data impedes the ability of the Government and development partners to refine investment strategies to target intractable development challenges and to identify and confront emerging issues.

A pre-condition for Belize's post COVID recovery and its maintenance of SDG advancement requires the upgrading and modernizing of "Belize's Data and Information Systems." A fit for purpose National Statistics System requires functionality across two dimensions: statistical information is produced with acceptable quality (the production dimension) and statistics are used for decision making (the use dimension)[3]. A 2016 assessment conducted by the IDB using the Tool for Assessing Statistical Capacity (TASC) described a system where these conditions were met completely only in "sporadic, irregular, or ad hoc basis". The findings of the TASC were used as the basis for work done over the next several years to coordinate and strengthen the NSS' ability to fulfill its function, including capacity building activities, the establishment of a national compendium of indicators, the development of the BNSS portal where these indicators are compiled and published, and the development of a National Strategy for the Development of Statistics. In its existing iteration, the NSS lacks the necessary resources to fully monitor national circumstances and produce the full range of statistical information necessary to inform its sustainable development agenda.

Similarly, the Statistical Institute of Belize, although a critical member of the national statistical system, does not presently have sufficient resources to provide the level of technical support that is needed for the NSS to make a greater contribution to the national sustainable development architecture of the country by expanding the range of indicators the system is able to produce, enhancing the quality of such indicators where needed, and promoting the use of statistics in the country.

The recent assignment of SIB's role in MTDS monitoring and learning has revealed the fact that SIB in its present form cannot support an expanded workload associated with the demand for more and better statistics, the coordination of the NSS, the certification of official statistical products and the implementation of the GSDS. Institutional strengthening of SIB is therefore a priority and requires specific attention.

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

The proposed concept recognizes data as an enabler of those transformational shifts necessary to guarantee population wellbeing and the realization of those ambitions and conditions envisioned under the seventeen (17) SDGs; and is designed to contribute to strengthening of the national capacities for statistics/ data systems modernization. The intervention proposes an approach to the enabling of the National Statistics System through key investments for the strengthening of the Statistical Institute of Belize as the central element of the system, as well as targeted strengthening of system's contributors. The proposed initiative will support the undertaking of key actions prescribed within Belize's Strategy for the Development of

[3] InterAmerican Development Bank Tool for Assessing Statistical Capacity (TASC); 2016

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Statistics (NSDS) as well as prioritized measures related to system's building and coordination as have been identified by an internal review of NSDS progress. These include the development of foundational capacities and structures which enables the work of SIB and data collection nodes.

The projects propose actions that strengthens SIB both as primary contributor to national statistics, but which also focus on SIB's capabilities to function as system coordinator and their role in the verification/ validation of national statistics. The funding opportunity provided by KOICA allows for timely investments in the system's development and is expected to deliver significant impacts leading to system's transformation and modernization. The strengthening of SIB and the enabling of the National Statistics System is a critical element of the country's development agenda.

As the production of statistics in Belize is the responsibility of several public and private sector entities, the strengthening of SIB is being carried out in parallel with capacity development efforts targeting statistical agencies/ data collection nodes, as well as contributing to foundational capacities that support the attraction of financing and development of resource streams meant to contribute to NSS sustainability.

Investment areas supported within the framework of the proposed KOICA project is consistent with stated national needs as are identified within the NSDS, the TASC and the NSDS review document; as well as considers the emerging role of SIB and the NSS in MTDS monitoring and learning. KOICA's investment builds incrementally on realized milestones and allows for the acceleration of national efforts for the institutionalization and operationalization of a fit for purpose National Statistics System capable of providing reliable, timely and accurate data for informed policy and responsive programme development.

Project activities support:

1. The improvement of Belize's Statistical Infrastructure
2. The strengthening of data governance architecture
3. Institutional strengthening of both SIB and its data nodes
4. The expansion of SIB's and NSS capabilities to respond to increasing demand for data/ statistics

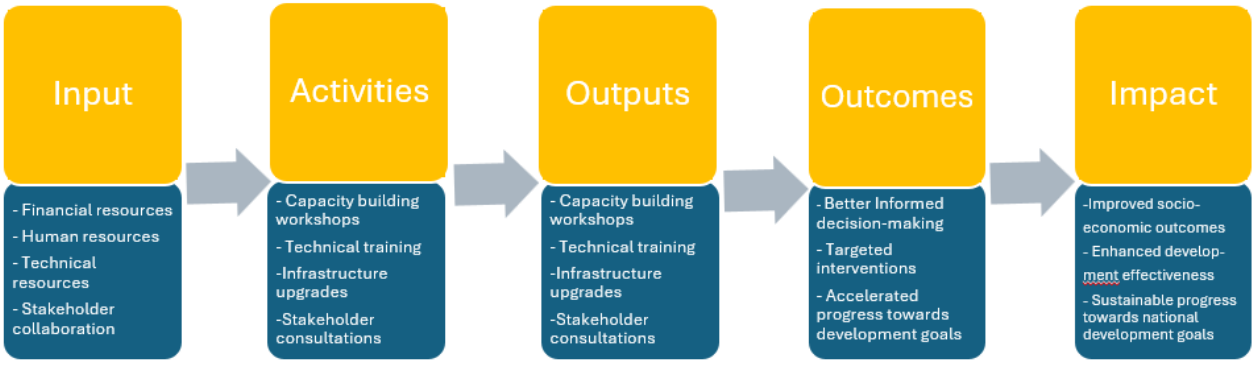
Project implementation is guided by the following principles:

- Multi- and inter-sector stakeholder engagement through, inter alia, participation in coordinating bodies, data collection, decision-making on prioritisation of needs and target groups, and the design, implementation and monitoring of these interventions.
- Leveraging and coordinating with the existing capacities and ongoing work on improving data systems
- Learning and cooperation as a key mechanism for progressively strengthening capacities and systems at national levels.

As a key strategy, national ownership and leadership as well as investments directly into national systems are the bedrock of this project, as they are core principles of UNDP and the United Nations System. The long presence and mandates of UNDP and the United Nations System in Belize, and the sustained partnership with the relevant national stakeholders contributes to the success of project results.

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Theory of Change:



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

Expected Results

Expected outcomes and indicators

• Project Outcome 1: As producers of official national statistics, the Statistical Institute of Belize empowered in its roles as the convenor and coordinator of Belize's National Statistics System

- Key Indicator: Overall Level of Statistical Capacity (target: 68)

• Project Outcome 2: NSS data contributors have increased their output of reliable statistics, supporting the expansion statistical range required to satisfy the increasing demands for data for development.

- Key Indicators: # of certifiable datasets (Target: 12)

Expected outputs and indicators

Output 1.1: Revised statistical infrastructure

Indicator 1.1.1: Complete NSS legislation (Target 1)

Indicator 1.1.2.1: Completion of QAF for National Statistical System (General Framework) (Target 1)

Indicator 1.1.2.2: # of agencies that receive the training to apply and utilize the QAF (Target 14)

Indicator 1.1.3.1: Finalization of SIB QAF (Target 1)

Indicator 1.1.3.2: Establishment of Quality Management Unit (Target 1)

Indicator 1.1.4: Enhanced/Increased public awareness (Target 1 report of branding activities)

Output 1.2 Upgraded physical and IT infrastructure supporting SIB processes

Indicator 1.2.1: Capacity for physical operations is adequate and well maintained (Target 1 spot check report after the delivery of 1 list of assets)

Indicator 1.2.2.1: # of users accessing BNSS Portal (Target 1,668)

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Indicator 1.2.2.2: Satisfaction Survey Score of the BNSS Portal (including the SDG Dashboard (Target score 4.5)

Output 1.3: Established system for continuous development of human resources within SIB

Indicator 1.3.1: Completion of the TASC Assessment Report (Target 1)

Indicator 1.3.2: Completion of the Capacity Development Plan (Target 1)

Indicator 1.3.3.1: # of trained trainers to deliver NSS training program (Target 25)

Indicator 1.3.3.2: # of NSS trainees (Target 150)

Indicator 1.3.4.1: # of SIB staff that receives the support for the degree programs (Target 15)

Indicator 1.3.4.2: # of SIB staff trained (short courses) (Target 48)

Output 1.4: Statistical production capable of adapting to the evolving needs of the data users

Indicator 1.4.1: # of participants of User-Producer Dialogues (Target 150)

Indicator 1.4.2.1: Completion of the survey (Target 1)

Indicator 1.4.2.2: # of SDG-related indicators adopted by NSS (Target 110; baseline 105)

Output 1.5: Strengthened cooperation/ collaboration between SIB and other data producers

Indicator 1.5.1: # of staff in NSS Unit (Target 4; baseline 2)

Indicator 1.5.2: # of Working Tables (by thematic area) (capacity building workshops) to support NSS partners to report on the Medium-Term Development Strategy (Target 25)

Output 2.1: Priority Data contributing nodes of the National Statistical System are strengthened

Indicator 2.1.1: # of relevant SDG Documents published on the portal (Target 35)

Indicator 2.1.2.1: Percentage Increase of the BAMIS Data Capture (Target 100%; baseline 20%)

Indicator 2.1.2.2: # of datasets for fully reporting SDG indicators data (Target 3 agriculture/food related indicators; baseline 1)

Indicator 2.1.3.1: Operations Manual developed for Climate-Risk Early Warning System (Target 1)

Indicator 2.1.3.2: Hazard Maps are developed (after vulnerability assessments) (Target 2 districts)

Indicator 2.1.4.1: Integrated ICT network within Family and Magistrate Courts (Target 1; API system)

Indicator 2.1.4.2: # of Trainees on how to use the API System (Target 50)

Indicator 2.1.5: Capacity for physical operations is adequate and well-maintained for the File to Record equipment and the number of trainees who can operate the File to Record System (Target 100% provision and maintenance of equipment and 30 persons trained to use it)

Resources Required to Achieve the Expected Results

Project Implementation also relies on partnering UN Agencies whose participation is tied to their technical mandate/expertise, relevance of corresponding country programmes and their active participation within

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the development space. Implementing agencies are expected to participate within the various project coordination structures set in place by the project team.

The Project Management Unit (PMU) supports national counterparts and UN implementing entities in the elaboration of annual workplans and other planning and implementation support documents, such as the Gender Action Plan. The PMU also supports coordination of national-level governance arrangements, facilitating the interface with local stakeholders and navigating the local environment, and providing operational support including office space, local procurement and processing local payments.

Expertise from Regional and Headquarters will be supporting the project in Data Systems. Belize will try to integrate into the Global Partnership for Sustainable Development Data which is the Secretariat for the Power of Data and brings together UN organizations under this common theme.

Partnerships

The stakeholder analysis supported the identification of the key stakeholders for the project based on their respective interests and power. This analysis established that the stakeholder's power/importance is defined as the participants degree of influence as well as the actions that they can undertake with direct or indirect influence the outcomes of the project.

Collective Stakeholders	
High Power/ Low Interest • Private Sector Data Collection partners • Academia • Political Leaders (Policy makers)	**High Power / High Interest** • KOICA • Statistical Institute of Belize • Ministry of Economic Development • Sustainable Development Unit (MSDCC) • UN Agencies • Private Sector data users
Low Power/ Low Interest • General public data user group	**Low Power/ High Interest** • NSS Advisory Committee • NSS agencies • NGO Data collection partners • Student data user group

Statistical Institute of Belize

The Statistical Institute of Belize (SIB), as mandated by the Statistical Institute of Belize Act of 2006, is the designated coordinator of the BNSS. As such, it takes the lead in ensuring that accurate and relevant official national statistics are both available and accessible to all data users, especially decision-makers and those charged with developing policies and programs for the development of the country.

Within the context of this project SIB is a principal beneficiary of the project. Because of its designated role under the BNSS system SIB is also expected to participate actively in the delivery of activities directly related to the BNSS. SIB supports project coordination structures as they are mandated to serve as lead/ coordinating entity within most of the national coordination bodies associated with data capture, management, and dissemination.

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Ministry of Economic Development

The Ministry of Economic Development is to be an integral partner in the economic and social development of Belize. The Ministry serves as the Focal point on data within the Government of Belize. The Ministry's responsibility for the development planning of the country of Belize makes it one of the largest consumers of statistics and data within the national framework. Within the framework of the project, the Ministry of Economic Development represents the interest of the Government of Belize on the Project Board Structure. The Policy Unit of the Ministry co-chairs (alongside SIB) the working tables established to track the progress of the country's Medium-Term Development Strategy 2022-2026. MED's position on the project board provides direction to the project and ensures that planned project actions contribute to the realization of national priority goals.

Sustainable Development Unit (Ministry of Sustainable Development and Climate Change)

The Sustainable Development Unit coordinates and encourages the integration of the 2030 Agenda into Belize's national frameworks. The SDU works closely alongside the Ministry of Economic Development in the monitoring of the progress of SDG implementation in Belize. As such the SDU has a vested interest in a strengthened National Statistics System. Within the context of the project, the SDU participates within the Technical Advisory Group established to support the project and to the project on matters related to the needs of the various monitoring frameworks and advises on requirements for SDG reporting. The SDU joins SIB in representing beneficiary groups on the project Board.

UN Agencies (UNDP, UNFPA, UNICEF, FAO, WFP)

Project Implementation is supported by a consortium of UN agencies selected based on their mandates and their experience in supporting data structures and data management processes. Among the consortium members, UNDP serves as the principal project lead. UNDP is responsible for project monitoring, quality assurance and the convening of coordination structures and project consensus building. UNDP and other consortium members will leverage their expansive technical networks in support to ensure responsiveness of programme to national needs, linking projects to required expertise. UN agencies will support project implementation. It should be noted that UN implementing partners are **NOT** beneficiaries of the proposed interventions.

Ministry of Foreign Affairs and Foreign Trade (MFAFT)

Belize's Ministry of Foreign Affairs and Foreign Trade coordinates bilateral partnerships on behalf of the Government of Belize. Within the context of the proposed initiative MFAFT has a lead role in enabling the partnership with the Government of Korea through KOICA and coordinating development partners and national institutions in the development and implementation of nationally prioritized intervention in support of national development objectives.

KOICA

The Korea International Cooperation Agency (KOICA) is the principal donor funding the project activities. KOICA implements official development assistance in the form of grant aid on behalf of the Government of Korea. In their provision of grant support also provides technical backstopping support to Implementing Agencies and beneficiary groups. KOICA performs the key function of assessing programmatic needs and matching these needs with technical expertise available within its networks.

Risks and Assumptions

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This project will be implemented as part of the joint UN Programme responding to MSDCF 2022-2026. As the leading agency UNDP will apply its Internal Control Framework (ICF) to manage the risk. Implementing Partners shall undertake all reasonable efforts to ensure that no KOICA funds received pursuant to this Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by under this project 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

The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment, sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

Risk Probability and Impact Assessment Matrix

Legend

Risk Probability	**Probability Definition**	**Risk Impact**	**Impact Definition**
High	Risk will occur.	High	Serious impact to the course of action and outcome. This risk could be a fundamental reason for project cancelation.
Intermediate	Risk will likely occur, and it is difficult to predict.	Intermediate	Certain delays in achieving the project indicators and a certain change in the project document could mitigate the risks.
Low	Risk is unlikely to occur. It happens only in exceptional situations and the current status is stable.	Low	Possibly mitigate and respond with a regular monitoring and discussion with project stakeholders.

Risk Category	Risk Description	Rating (High-Intermediate-low)	Mitigation Strategy

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Operational	The governments' technical workforce remains small and/or their implementation capacity remains low	Intermediate - Intermediate likelihood - High impact	Increased coordination of actions requiring stakeholder inputs, work to bundle consultative processes. Knowledge sharing, technical support and empowerment for implementation will be given to partners. Wherever possible provide short time technical assistance to support national structures involved in project implementation.
Strategic	Lack of political commitment at national and local levels for project implementation and follow up to sustain results of the project.	Low - Low likelihood - Intermediate impact	Project has aligned its goals and activities to relevant national and local strategies and programmes. This increases the relevance of the intervention and increases national buy-in and support for the initiative. Also, there will be efforts to maintain close communication with the government, particularly after the elections.
Operational	There is a risk to retaining staff trained and guaranteeing that investments will be sustained and applied in the areas intended.	Intermediate - Intermediate likelihood - Intermediate impact	The project will undertake mitigation strategies including a ToT approach so that individuals trained are committed to providing refresher trainings in-house. Manuals will be provided so that knowledge could be transferred regardless of staff turnover.
Organizational	Multiple implementing agents adds a layer of complexity to programme delivery	Intermediate - Intermediate likelihood - High impact	UN-to-UN Agreement will provide a basic framework in terms of coordination between UN Agencies. Regular and ad hoc meetings will ensure prevention of risks and timely response at their onset
Social and Environmental	Current situation of gender equality at the government partner and/or beneficiary group has not been assessed	Low - Low likelihood - Low impact	The project management unit ensures women's representation and participation in decision making. The project ensures that women are provided with equal opportunities to be enrolled into capacity building programs.

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Social and Environmental	The exit strategy has not been developed for the project	Substantial - High likelihood - High impact	Training-of-trainers (ToT) approach used to ensure the SIB to have in-house capacity to continue their training. SIB and UNDP will jointly work to identify funding opportunities for the aftermath of the project. There will be continued check-up and technical assistance after the project period.
Social and Environmental	There is a risk of collecting inaccurate or insufficient data from Indigenous communities due to potential resistance or lack of participation.	Low - Low likelihood - Low impact	Establish relationships with Indigenous leaders and representatives early in the project to build trust and ensure transparency. Ensure Free, Prior, and Informed Consent (FPIC) is obtained before any surveys or data collection begins. Use culturally relevant and language-accessible materials and translators where necessary. Hire local community members or liaisons to help conduct surveys and act as trusted intermediaries.

Stakeholder Engagement

The Statistical Institute of Belize is identified as the primary national recipient associated with this KOICA grant. SIB, established under the Statistical Institute of Belize Act of 2006, is the coordinating agency of the BNSS and is responsible to monitor and coordinate the carrying out of activities with statistical implications imposed on other public bodies, coordinate the production of official statistics systems including the methodologies to ensure timeliness and standardization of information, provide appropriate classifications and conformity with international requirements and standards, be the only authorized body to approve the official status of any data or other statistical information published by any other public body, and have the authority to approve the processes of data collection, compilation and analysis by any public body.

SIB has demonstrated capabilities in the management of system transformation projects as it has led national efforts for NSS operationalization. SIB has worked with a wide range of development partners including IFIs, multilateral UN entities and bilateral in statistical system development in Belize. SIB also benefits from the experience gained in their involvement in similar projects supporting NSS rollout.

SIB has worked closely with the other agencies comprising the BNSS to develop, among other things, a compendium of national indicators and an online platform for the dissemination of these indicators; to provide capacity building workshops for BNSS agencies; and to draft the country's first National Strategy for the Development of Statistics (NSDS). These initiatives are aimed at building the capacity of the BNSS to supply, on an ongoing basis and in a timely manner, the data required for informed decision-making and monitoring of progress towards national development goals.

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National Meteorological Service of Belize- Climate Information Management System

Belize's MET Office presently provides forecast products for the general public along with those for maritime and aviation interests. It is one of the country's oldest established data collection agencies with meteorological observations in Belize dating back to 1887. It is the leading governmental authority on weather and climate. It provides meteorological and climate-based products and services to the Belizean public through systematic and accurate data monitoring and collection, reliable data analyses and forecasts, and timely dissemination of user-friendly reports and forecasts on all weather and climate related events and hazards.

The project is also expected to support the system's ability to provide outlooks as a general probabilistic guide, to rainfall and temperature expected during the individual period. Daily weather discussions and monthly weather summaries are provided to help authorities prepare for, and respond to, emergencies that can have a major impact on the Belizean society.

Magistrate Court

The Magistrate Court, under the Attorney General's Ministry, is a key partner in terms of justice sector. There are demands for digitalization both from the Judiciary and users, which involves an assessment and restructuring of the processes and capacity strengthening of related stakeholders.

Ministry of Agriculture, Food Security and Enterprise (MAFSE) - Belize Agriculture Information Management System (BAIMS)

The Belize Agriculture Information Management System (BAIMS) is a web-based application that serves as a central repository for all agriculture data. Data are used by farmers and policy makers to analyse agriculture data for proper timely decision making. The BAIMS is administered by the Policy and Planning Unit of the Ministry of Agriculture and is an official contributing node to the National Statistics System.

BAIMS-housed data allow for the objective analysis of the agriculture sector's contribution to the socio-economic development of Belize that includes GDP, national accounts and employment. The system portals allow for:

- *The accurate registration and identification of farmers*
- *The accurate identification and delineation of farms by georeferencing their location*
- *The linking of production to markets using the* ***Virtual Trading Platform***
- *Informed, targeted delivery of services to Belize's farming community*

Sustainable Development Unit (SDU)

In 2012, the SDU of the Ministry of Sustainable Development, Climate Change and Disaster Risk Management was established to coordinate and encourage the integration of the 2030 Agenda into Belize's national development frameworks. A key part of its mandate is provision of support to track and monitor the progress of the SDG implementation in Belize, facilitating national reporting through the preparation of Voluntary National Review (VNR) reports and to generate ownership of the 2030 Agenda through awareness campaigns.

Needs of beneficiaries

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The Government of Belize has committed, through its Plan Belize framework, to become a government guided by data. This commitment related to informed decision making requires access to reliable and accurate data/statistics. The strengthening of Belize's statistical/data networks and the enabling of data sharing for development is central to the realization of this good governance initiative.

The application of the Tool for Assessing Statistical Capacity (TASC) for the country of Belize supported the identification of key systems needs which have been translated within Belize's National Strategy for the Development of Statistics.

These needs include:

1. Institutional strengthening of SIB through
    a. Expansion of staff and physical space to house increased staff
    b. Establishment of NSS secretariat
    c. Upgrading of IT technology to meet the needs associated with the coordination of the NSS
    d. Upgrading/expansion of the existing statistical products
2. Capacity building within the Ministries, Departments and Agencies that are required to collect and provide official statistical information (Statistical nodes)
3. Improvement to the statistical infrastructure which included actions such as:
    a. Evaluation and certification of statistical output as Official Statistics
    b. Establishment of statistical and methodological standards
    c. Upgrading of IT technology to be able to meet obligations of the NSS
    d. Establishment of data sharing protocols
    e. Adopt Code of Good Practice for entire NSS
4. Data development:
    a. Implement Statistical Indicators Program for the production of a set of national indicators to serve needs of policy makers, and meet reporting requirements of GSDS (now- MTDS), SDGs and other international reporting requirements
    b. Assessment of administrative data to determine usefulness for statistical purposes
    c. Establishment of standards for the dissemination of data and build data dissemination capacity within NSS agencies
    d. Coordinate and collaborate with agencies responsible for M&E for GSDS (MTDS) and SDGs
5. Communication:
    a. Develop and implement a communications strategy for the entire NSS
    b. Develop and implement an NSS-wide national calendar of statistical releases
6. Funding and technical assistance:
    a. Secure adequate funding from government to ensure sustainability of statistical work program for SIB and other NSS agencies
    b. Secure external funding for capacity building of SIB and NSS as a whole

Description of target group (beneficiaries)

The primary beneficiaries of the proposed intervention are found within Statistical institute of Belize and those institutions that are expected to contribute to the collection and analysis of data. The impact of interventions however is far-reaching and expected to contribute to realized benefits to the Government of Belize. An improved governance architecture and data-informed development-planning and decision-making is expected to have direct implications on the quality of life of the Belizean citizenry.

Direct Beneficiaries:

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- 320 individuals from within SIB and government departments associated with data/ information management systems (SIB, Ministry of Education, Ministry of Economic Development, Sustainable Development Unit, Department of Agriculture, Department of Environment, E-Governance Unit, among others)
- 50 individuals from private sector/ CSOs data nodes
- 20 individuals from academia and national research institutions.
- Minimum of 5,000 data users sensitized through awareness raising efforts

Indirect Beneficiaries:

- 150 National policy and decision makers
- 15,000 General public including students, private sector organizations requiring access to reliable data
- 25 Development partners including UN, bilateral and multilateral partners

South-South and Triangular Cooperation (SSC/TrC)

Power of Data is a global tool and there is a working group under the Secretariat. There are currently 6 countries in the work group: Panama, Uruguay, Paraguay, Colombia, Dominican Republic, and Peru. The DR is working on updating their Data Act, and we can also tap into best practices from Colombia, Peru, and Chile as it pertains to data interoperability.

Digital Solutions[4]

The project aligns itself with Belize's new Digital Agenda and introduces ICT infrastructure upgrades across the NSS as well as ICT for increased efficiency and effectiveness of NSS processes. The project will hire consultants who will work on the expansion of the NSS Portal and improve its practicability, durability and visibility. This will be done in close linkage with the SDGs Portal under the Sustainable Development Unit, MSDCC. Also, ICT infrastructure will be improved to back SIB's generation of quality evidence and NSS stakeholder coordination. The project will work with the Judiciary, particularly the Family and Magistrate Courts, in digitizing their database and ensuring interoperability between member courts and stakeholders in the legal enforcement and judicial system.

Knowledge

Knowledge capture, management and sharing processes will be prioritized in project monitoring as it supports sustainability of deliverables as well as contributes to oversight processes. Experiences and best practices are routinely captured through annual project reviews as well as through mid and end term project systematization exercises.

The assigned Project Management Unit has responsibility of preparing monthly, quarterly, bi-annual and annual progress reports for the program on key deliverables. The PMU also works closely with UNDP to ensure capture of project beneficiary stories, ensuring good communication on the results achieved and good practices developed at the project level. Knowledge products are promulgated across UNDP networks and the National Statistics Systems. A gender lens will always be applied to communication.

The PMU will be responsible for the organization in consultation with the partner organizations and national stakeholders.

[4] *Please see the Guideline "Embedding Digital in Project Design".*

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Broadcasting/TV/Media events	1. Signing of the project agreement and the launch of the project, publicizing equipment and IT infrastructure in vestments 2. Coverage of associated project capacity building action s and activities ensured in the mainstream and local m edia, both print and electronic 3. Journalists' presence at data sector fora and training w orkshops 4. Videos capturing highlights of project progression and impact 5. Highlight interviews involving morning talk shows (at l east quarterly associated with NSS campaign)
Press Release (Domestic/International)	Accompanies the realization of all major project milestone.
ORG Homepage	Project highlight reports, quarterly reports, annual reports all shared via implementing entities homepages and the NSS data platform
SNS *(Facebook, Instagram, Twitter, etc.)*	Posts/ tweets accompany attainment of all major project milestone. Monthly blog documents Belize's data journey.
Project branding	1. Design of project graphic identity with KOICA referenc e according to accepted visibility rules. 2. Investment in promotional/ visibility material made av ailable for distribution at project-sponsored and high-t rafficked events. 3. Signboards with project graphic identity prepared and installed at strategic points 4. Promulgation of graphic identity at all public/ media ev ents

Sustainability and Scaling Up

The projects work to realize sustainability of project results beyond the project time period. This is facilitated by grounding project activities within national work programmes; this allows national counterparts to build project components and deliverable as a part of their structure. The project includes capacity building measures in order to strengthen their capacity and ensure the continuity of the interventions initiated by the project.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Cost Efficiency

1. Resource Utilization:

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(a.) Shared Resources: By pooling resources from UNICEF, WFP, FAO, and UNFPA, the project minimizes redundant expenditures and maximizes the use of available funds. This collaboration allows for shared expertise, reducing costs associated with hiring external consultants or conducting independent studies.
(b.) Leveraging Existing Infrastructure: Utilizing existing data collection and analysis infrastructure within the Statistical Institute of Belize and other NSS contributors ensures that funds are directed towards critical upgrades and expansions rather than building new systems from scratch.
2. Economies of Scale:
(a.) Bulk Procurement: Purchasing equipment, software, and other necessary tools in bulk reduces the per-unit cost, resulting in significant savings.
(b.) Training Programs: Conducting comprehensive training sessions for large groups instead of individual training sessions reduces per capita training costs and ensures uniform knowledge dissemination.
3. Streamlined Processes:
(a.) Integrated Systems: Developing integrated data systems reduces administrative overhead and the need for multiple data handling processes, thereby cutting down on time and labour costs.
(b.) Standardized Procedures: Implementing standardized data collection and processing procedures across the NSS contributors ensures consistency, reduces errors, and lowers costs associated with data cleaning and reconciliation.

Cost Effectiveness

1. Improved Decision-Making:
(a.) Timely and Accurate Data: The availability of relevant, accurate, and timely data will enable policymakers to make informed decisions, leading to more effective development planning and resource allocation. This ultimately translates to better program outcomes and higher returns on investment in social and economic programs.
(b.) Evidence-Based Planning: With a robust statistical system, development plans can be tailored based on solid evidence, increasing the likelihood of successful targeted interventions that contribute to more equitable use of resources and effective poverty reduction.
2. Enhanced Monitoring, Evaluation, Accountability and Learning (MEAL):
(a.) Effective Program Monitoring: The improved data system will facilitate rigorous monitoring and evaluation of national programs, identifying successes and areas needing improvement. This allows for timely adjustments, ensuring programs remain on track and funds are used optimally. Ultimately, it will contribute to successful achievement of project and programme goals as well as national and global commitments and targets.

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(b.) Accountability and Transparency: A strong statistical system enhances accountability and transparency in governance, fostering trust among stakeholders and potentially attracting more funding and support from international donors and partners.

(c.) Learning and Feedback: Knowledge on effective project implementation will serve as valuable learning pieces for existing and future programmes and projects in statistics and other sectors. The dissemination of the best practices and case studies will help national and international stakeholders reduce their trial-and-error and contribute to efficient use of resources.

3. Long-Term Benefits:

(a.) Sustainable Development: By upgrading Belize's national data system, the project lays the foundation for sustainable development. Accurate data supports long-term planning, helping to address systemic issues and promote continuous improvement.

(b.) Capacity Building: Training and empowering NSS contributors and the Statistical Institute of Belize builds local capacity, ensuring that the benefits of the project are sustained beyond its lifespan. This reduces future costs associated with external expertise and supports self-reliance.

"The Enabling of Belize's Statistical System" project exemplifies cost efficiency through resource utilization, economies of scale, and streamlined processes. Its cost effectiveness is evident in the improved decision-making, enhanced monitoring and evaluation, and long-term benefits it provides. By empowering the Statistical Institute of Belize and increasing the output of reliable statistics from NSS contributors, the project ensures that Belize's development planning and program monitoring are grounded in accurate, timely, and relevant data, ultimately contributing to the country's Sustainable Development Goals.

Project Management Structure

Project Management Unit

The project will establish a Project Management Unit headed by a Project Specialist to be hosted in the UNDP CO. The PMU serves as secretariat of the project as well as supports the day-to-day management and implementation of project activities. It is the responsibility of the Project Manager (Project Specialist) to prepare consolidated project workplans which takes into consideration the approved individual workplans of implementing agencies. Consolidated workplans facilitate the coordination of implementation timeline as well as allow project focal points to identify areas for synergies in project activity delivery, increasing the efficiency of project processes. The Project Specialist will be supported by a Project Assistant.

Participating Government of Belize entities participate primarily as project beneficiaries and were selected according to their mandate and/or strategic position in executing a particular program activity/area. These entities however, such as the SIB, MED and SDU also have responsibility for managing coordination platforms and will assist the project with dissemination of project information in line with the project communication strategy as well as are expected to support implementing agencies in the development of project workplans and work packages. National entities host localized project structures and processes and advise on project work packages, ensuring what project offers matches the national need.

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Participating UN organizations (PUNO's) serve as Implementation Partners. PUNO's are responsible for combined project oversight as well as support to project planning and monitoring processes. PUNO's have been selected based on Agency mandates and their active participation within a development space. They are expected to leverage their experience and the experience of their extended networks in the designing of responsive solution for national needs. They provide technical backstopping and are responsible for the management of those budgetary allocations assigned to activities in which they are involved.

Project Board

The Project Board is constituted of the representatives of key stakeholders such as MFAFT (gatekeeper ministry), MED (mother ministry of SIB), SIB (primary recipient), KOICA (donor) and UNDP (project lead), among others. It is a platform where high-level decisions are made for the entirety of the project. The PMU reports to the Project Board for their information. Annual results and work plans are reviewed and approved, and important milestones are shared.

Technical Working Group

Participating national counterparts and Implementing Partners participate in TWG's. The work group reviews agency work programmes and is responsible for the identification of opportunities for synergies across project work packages.

Participating UN Organizations (PUNOs)

The Participating UN Organizations (PUNOs) play an important role in project implementation and management by coordinating with the implementing partners. Technical focal points from the UN Agencies convene monthly, to check the project implementation and result achievements. Ad hoc meetings are organized to discuss matters related to project implementation and management.

The Statistical Institute of Belize

As primary recipient to the project SIB supports the development of workplans and the design of associate work packages. SIB is also integral in its hosting of coordinating platforms and in its contribution to project assurance. Representing the beneficiary entities, SIB ensures that project work packages are consistent with the approved project and that project interventions are responsive to national needs.

Ministry of Foreign Affairs

The MFA supports the management of the bilateral partnership with KOICA. MFA serve as a primary interface between participating national institutions and KOICA. MFA supports project reporting and monitoring processes.

KOICA

KOICA participates as the primary donor of the proposed project. KOICA participates within the project assurance structure as well as assist in the creation of project linkages with technological and human resource capacities within the Republic of Korea. KOICA provides guidance on their project-related processes.

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V. RESULTS FRAMEWORK[5]

Intended Outcome as stated in the UNMSDCF/Country [or Regional] Programme Results and Resource Framework:

Outcome 3: National Governments and Regional Institutions Use Relevant Data and Information to Design and Adopt Laws and Policies to Eliminate Discrimination, Address Structural Inequalities and Ensure the Advancement of Those at Risk of Being Left Furthest Behind.

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

Outcome 1. Structural transformation accelerated, particularly green, inclusive and digital transitions

Indicator 1.2.2 . (Strategic Plan indicator 4.2.1) Number of people directly benefitting from mechanisms for biodiversity, water, oceans, and climate solutions funded by public and/or private sector resources

Applicable Output(s) from the UNDP Strategic Plan:

Output 1.1 The 2030 Agenda, Paris Agreement and other intergovernmentally-agreed frameworks integrated in national and local development plans, measures to accelerate progress put in place, and budgets and progress assessed using data-driven solutions
Indicator 1.1.3 Number of countries with data collection and/or analysis mechanisms providing disaggregated data to monitor progress towards the SDGs

Project title and Atlas Project Number:

The Enabling of Belize's Statistical System

EXPECTED OUTPUTS	OUTPUT INDICATORS[6]	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
Output 1.1	***1.1.1.*** *Complete NSS Legislation*	*Published Law*	0	2024	*0*	1	-	*1*	

[5] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

[6] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

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EXPECTED OUTPUTS	OUTPUT INDICATORS[6]	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
1.1. *Revised statistical infrastructure*	***1.1.2.1.*** *Completion of QAF for National Statistical System (General Framework)*	*Board endorsed QAF for NSS (minutes of board meeting)*	*0*	*2024*	*0*	*1*	-	*1*	
	1.1.2.2. *# of Agencies that receive the training to apply and utilize the QAF*	*Training Report (including signing sheets)*	*0*	*2024*	*0*	*8*	*6*	*14*	
	1.1.3.1. *Finalization of SIB QAF*	*Board endorsed QAF for SIB (minutes of board meeting)*	*0*	*2024*	*0*	*0*	*1*	*1*	
	1.1.3.2. *Establishment of Quality Management Unit*	*Organogram of SIB*	*0*	*2024*	*0*	*0*	*1*	*1*	
	1.1.4. *Enhanced/Increased Public Awareness*	*Report (Consultant, including all the traffick numbers, # of people reach out through marketing campaigns.)*	0	2024	*0*	*0*	*1*	*1*	
1.2. Upgraded physical and IT infrastructure supporting SIB processes	***1.2.1.*** *Capacity for physical operations is adequate and well maintained*	*UNDP Reports (List of Assets, Spotcheck report)*	0	2024	*1 List of asset s*	*1 Spot-check report*	*1 spot-check report*	*100% provision and mainte-nance*	
	1.2.2.1. *Number of users accessing BNSS Portal*	*Analytical Report - Comprehensive Report (Including Number of new visits to the porta, satisfaction etc.)*	1,390	2024	*1,390*	*1,529*	*1,668*	*1,668*	
	1.2.2.2. *Satisfaction rate of the BNSS Portal (including satisfaction of the SDG Dashboard)*		4.3	2024	*4.3*	*4.3*	*4.5*	*4.5*	

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EXPECTED OUTPUTS	OUTPUT INDICATORS[6]	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
1.3. Established system for continuous development of human resources within the SIB	***1.3.1.*** *Completion of TASC Assessment Report*	*TASC Assessment Report*	0	2024	*1*	-	-	*1*	
	1.3.2. *Completion of Capacity Development Plan*	*Capacity Development Plan*	0	2024	*0*	*1*	-	*1*	
	1.3.3.1. *Number of Trained Trainers (TOT) to deliver NSS training program*	*Training reports (qualitative results can be mentioned)*	0	2024	*0*	*15*	*10*	*25*	
	1.3.3.2. *Number of NSS Trainees*	*Training reports (qualitative results can be mentioned)*	0	2024	*0*	*75*	*75*	*150*	
	1.3.4.1. *Number of SIB staff that receives the support for the degree programs*	*Training Report (including back up documentation)*	0	2024	*5*	*9*	*1*	*15*	
	1.3.4.2. *Number of SIB staff trained (short courses)*	*Training Report (inlcuding training effectiveness)*	0	2024	*8*	*20*	*20*	*48*	
1.4. Statistical production capable of adapting to the evolving needs of the data users	***1.4.1.*** *Number of participants of users-producers dialogue*	*Report (Including dialogue effectiveness)*	0	2024	*50*	*50*	*50*	*150*	
	1.4.2.1. *Completion of the Survey*	*Survey report*	0	2024	*0*	*0*	*1*	*1*	
	1.4.2.2. *# of SDG-related indicators adopted by NSS*	*Published indicators on BNSS portal*	105	2024	*105*	*105*	*110*	*110*	
	1.4.3. *# of MICS Datasets for SDG monitoring*	*Published MICS on SIB website*	0	2024	*15*	*18*	-	*18*	
1.5.	***1.5.1.*** *Number of staff in NSS Unit*	*SIB Employee records*	2	2024	*3*	*4*	*4*	*4*	

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EXPECTED OUTPUTS	OUTPUT INDICATORS[6]	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
Strengthened cooperation/ collaboration between SIB and other data producer	***1.5.2.*** *# of Working Tables (by thematic area) (Capacity Building Workshops) to support NSS partners to report on the Medium-Term Development Strategy*	*Working Table Report*	0	2024	*5*	*10*	*10*	*25*	
2.1. Priority Data contributing nodes of the National Statistical System are strengthened	***2.1.1.*** *# of relevant SDG Documents published on the portal*	*SIB Portal published documents*	0	2024	*0*	*3*	*3*	*6*	
	2.1.2.1. *Percentage increase of BAIMS Data Capture of 10 priority commodities*	*Yearly Survey report*	20% (3 surveys)	2024	*20%*	*60%*	*100%*	*100%*	*60% (9 surveys), 100% (15 surveys)*
	2.1.2.2. *# of datasets for fully reporting SDG indicators data*	*SDG Reporting*	1 (5.a.1)	2024	*1*	*3*	-	*3*	*3 (5.a.1, 2.3, 2.4)*
	2.1.3.1. *Operations Manual Developed for climate risk early warning system*	*Functionality Improvement Sheet and Operation Manual for the Early Warning System* *Short term training 5 National Service Staff*	0 (Under-developed system)	2024	*0*	*0*	*1*	*1*	*1 (Operations Manual - Consultancy Deliverables expected to be completed in Q1 2026)*
	2.1.3.2. *Hazard Maps (after Vulnerability Assessment developed for 2 districts)*	*Climate information products, Informed NEMO advisories, Forecasted Reports*	0	2024	*0*	*0*	*2*	*2*	*2 (hazard maps on 2 districts)*
	2.1.4.1. *Integrated ICT Network Within Family and Magistrate court*	*Signed MOU and API Operation Report*	0	2024	*0*	*0*	*1*	*1*	*1 (API System)*

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EXPECTED OUTPUTS	OUTPUT INDICATORS[6]	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
	(API, individual system but interchange data in real time through an API between Magistrate and Family Court)	*(report contains the case management interchangeability)*							
	2.1.4.2. *Number of Trainees on How to use the API System*	*Training Reports*	0	2024	*0*	*0*	*50*	*50*	
	2.1.5. *Capacity for physical operations is adequate and well maintained for the* ***File to Record*** *Equipment and number of trainees who can operate the* ***File to Record*** *system.*	*UNDP Reports (List of Assets, Spotcheck report) and Training report*	0	2024	*0*	*1 (List of assets)*	*1 (spot-check report)*	*1 (spot-check report)*	*Spot-check for full delivery and maintenance of the equipment*

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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)
Establish project baseline	To establish a detailed project baseline for the Belize NSS including the means of verification and sources of data for outcome monitoring	Once at the start of the project, within 3-6 months	Update project indicators and targets (including the RRF) and means of verification and data sources. Will inform other elements of the project M&E plan.	UNDP UNFPA UNICEF FAO WFP SIB MED MSDCC	US$ 0
Bi-Annual progress updates	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.	Bi-Annual	There will be monthly coordination between the PMU and Responsible Parties, as well as monthly updates which can be in the form of a virtual meeting or in writing and bi-annual reports to KOICA. Slower than expected progress will be addressed through additional support to governments or partners experiencing delays will also be provided as needed and feasible.	Implementing Agencies UNDP	US$ 5,170.00

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (If joint)	Cost (If any)
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 by the PM to keep track of identified risks and actions taken.	Implementing Agencies	US$ 0 Part of routine project management actions.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	Implementing Agencies, national counterparts	US$ 0 For appropriate documentation of lessons learnt and verification of impact.

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (If joint)	Cost (If any)
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	The Annual QA will be completed by the Project Specialist in coordination with CO M&E and gender focal points. Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	Implementing partners, GoB counterparts	US$ 0 Linked to project Board meetings and field visits
Annual Project Report	The Annual Project Report is a high-level stock-taking exercise to determine the extent to which key annual targets (programmatic and financial) have been met and to inform course correction as relevant.	Annually, and at the end of the project (final report)	A progress report will be presented by the PMU to the Project Board and key stakeholders Report includes an annual project quality rating summary, and an updated risk log.	Implementing Agencies, GoB counterparts	US$ 0 Routine function of PM and project management team.
Project Review (Project Board)	The project's governance mechanism (i.e., Project Board) will hold regular project reviews to assess the performance of the	Quarterly	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Project Board members	US$ 0

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (If joint)	Cost (If any)
	project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialise project results and lessons learned with relevant audiences.				

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Evaluation Plan[7]

Evaluation Title	Partners (if joint)	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final evaluation	KOICA UNDP UNFPA UNICEF FAO WFP	Within 6 months of project operational closure	national-level responsible parties and beneficiary groups, statistical sector actors, Technical Advisory Group members	US$ 30,000
Audits	UNDP UNFPA UNICEF	2025, 2026, and 2027	Financial audits for financial years that exceed the UNDP audit threshold	US$ 30,000

The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results.

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. The UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&E requirements are met in a timely fashion and to high quality standards.

[7] Optional, if needed

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VII. MULTI-YEAR WORK PLAN [89]

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 1.1: Revised statistical infrastructure	1.1.1. Support the preparation of 'Drafting Notes' to the Attorney General's Office guiding the elaboration of Belize's "National Statistical System Act"	25,000	-	-		UNDP			25,000
	1.1.2 Support the development of a Quality Assurance Framework for the NSS	2,500	37,500	-		UNFPA			40,000
	1.1.3 Support SIB's elaboration of its Quality Assurance Framework	-	-	45,600		UNFPA			45,600
	1.1.4. Support the building of consumer confidence with the branding of SIB as providers of quality national statistics	-	50,000	20,000		UNDP			70,000
	Sub-Total for Output 1.1								180,600

[8] 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

[9] 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.

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 1.2: Upgraded physical and IT infrastructure supporting SIB processes	1.2.1. Upgrade existing data collecting, computing and transport equipment essential for the delivery of SIB's mandate	169,041	-	-		UNDP			169,041
	1.2.2. Support the expansion of the BNSS portal (including SDG Dashboard)	20,000	50,100	-		UNDP			70,100
	Sub-Total for Output 1.2								209,041
Output 1.3: Established system for continuous development of human resources within the SIB	1.3.1. Using TASC methodology, review and map capacities within the current statistic/data ecosystem in Belize	22,500	-	-		UNFPA			22,500
	1.3.2. Develop costed capacity development strategy/training plan based on results of the TASC	-	15,000	-		UNFPA			15,000
	1.3.3. Administer training package targeting the improvement the qualifications of the SIB personnel as trainers to the node contributors of the NSS	-	30,000	30,000		UNFPA			60,000
	1.3.4. Increase SIB's technical and leadership capacity to coordinate the NSS in Belize	202,286	202,286	202,285		UNFPA			606,857
	Sub-Total for Output 1.3								704,357

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 1.4: Statistical production capable of adapting to the evolving needs of the data users	1.4.1. Support process of user-producer dialogues	5,000	5,000	5,000		UNDP			15,000
	1.4.2. Administer national survey of modules to produce new SDG indicators	-	82,500	-		WFP			82,500
	1.4.3. MICS+ Activities support the creation of new data sets supporting national SDG monitoring	60,000	-	-		UNICEF			60,000
	Sub-Total for Output 1.4								157,500
Output 1.5: Statistical production capable of adapting to the evolving needs of the data users	1.5.1. Strengthening of SIB's NSS Unit	12,000	21,000	21,000		UNDP			54,000
	1.5.2. Enable National Statistical Monitoring Tables	14,250	28,500	28,500		UNDP			71,250
	Sub-Total for Output 1.5								125,250
Sub-Total for Outcome 1									1,376,748
Output 2.1: *Gender marker:*	2.1.1. Support to increased functionality of SDU	-	20,000	15,600		UNDP			35,600
	2.1.2. Expand capabilities of BAIMS for data capture, analysis and management	20,000	142,000	-		FAO			162,000
	2.1.3. Enabling data collection and analysis in support of enhanced Early Warning Capacities for resilience building	115,000	85,000	-		WFP			200,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	2.1.4. Update of Justice information System	15,000	87,500	5,000		UNICEF			107,500
	2.1.5. Support Digitalization within Magistrate Court of Belize	-	50,000	100,000		UNDP			150,000
	Sub-Total for Output 2.1								655,100
Sub-Total for Outcome 2									655,100
Total Activity Costs									2,061,948
Project Support Cost	PMU	148,700	212,400	212,400		UNDP			573,500
	M&E	6,000	11,500	41,500					59,000
	Visibility	10,000	10,000	10,000					30,000
	Sub-Total for Project Support Cost								662,500
Total KOICA Budget		847,277	1,140,286	736,885					2,724,448
General Management Support		59,309	79,820	51,582		UNDP			190,711
Coordination Levy		6,826	9,064	4,730		UN			20,619
TOTAL									2,935,779

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Roles and responsibilities of the project's governance mechanism are designed according to the Standard Basic Assistance Agreement between UNDP and the Government of Belize, and the Country Programme.

A Steering Committee (Project Board) composed of KOICA, the Ministry of Economic Development, the Ministry of Home Affairs, the Ministry of Sustainable Development and the Statistical Institute of Belize will provide overall strategic guidance. Day-to-Day project coordination will be assured by a Project Specialist and a Project Assistant. The project management team will be based in Belmopan, Belize and will be supported at the UNDP Belize CO level by the Programme Analyst and Deputy Resident Representative. A Quality Assurance structure consisting of representatives from UNDP, the UNRCO, KOICA, GoB and SIB will provide support to the project in terms of quality assurance and compliance with rules and procedures to ensure a high level of performance.

As a multi-agency administered project involving implementation by partnering UN Agencies and execution by national beneficiary entities, the project will require a strong high-level coordination. UNDP's Direct Implementation Modality (DIM) is chosen for the administration of activities within this project. It is noted that UN agencies are **NOT** beneficiaries of the proposed intervention.

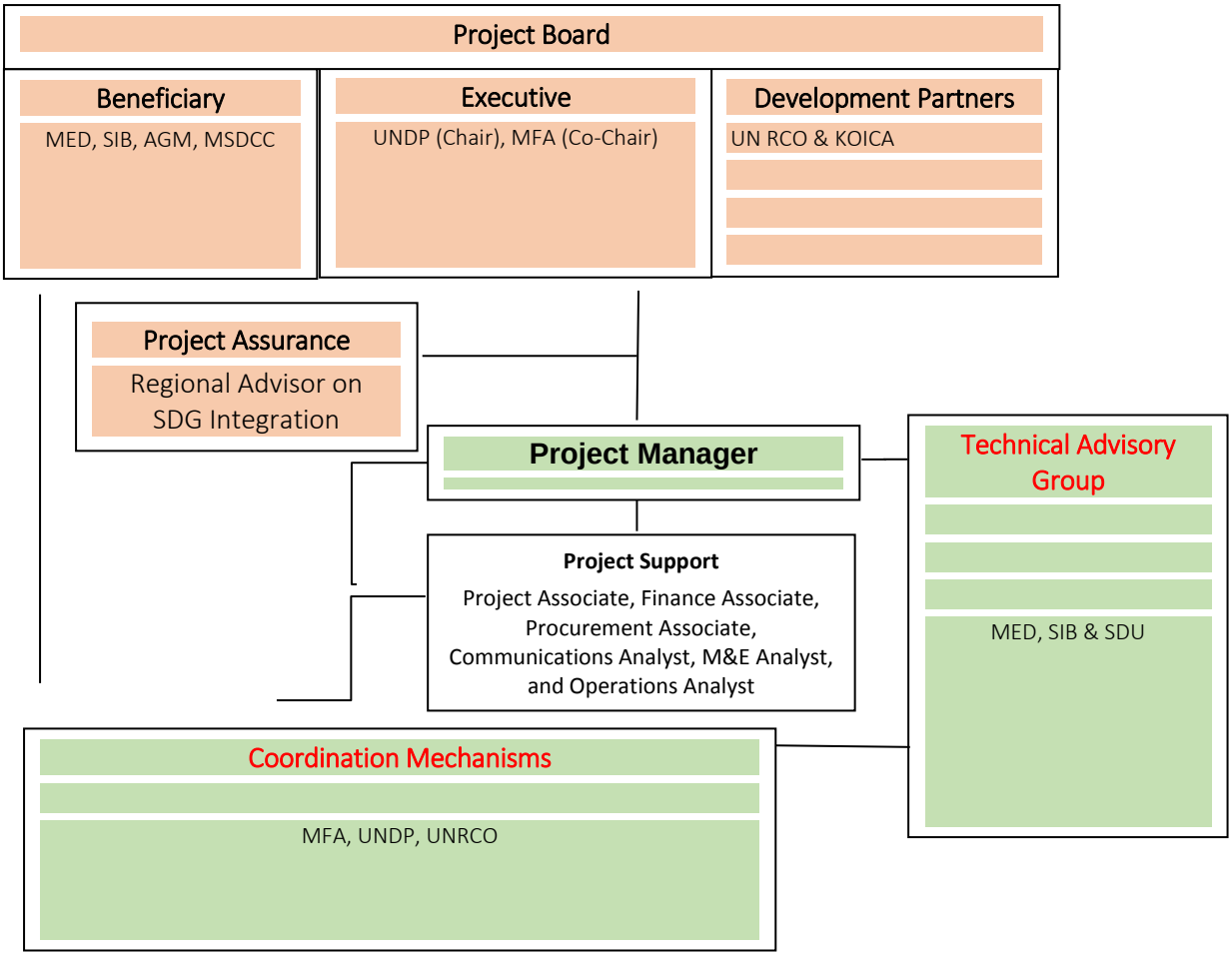
UN agencies as implementation partners as will: (a) conduct project and programme-related activities in a manner consistent with relevant Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability mechanism.

Project Implementation also relies on partnering UN Agencies whose participation is tied to their technical mandate/expertise, relevance of corresponding country programmes and their active participation within the development space. Implementing agencies are expected to participate within the various project coordination structures set in place by the project team.

The Project Management Unit (PMU) supports national counterparts and UN implementing entities in the elaboration of annual workplans, monitoring and evaluation, communication and other planning and implementation support documents, such as the Gender Action Plan. The PMU also supports coordination of national-level governance arrangements, facilitating the interface with local stakeholders and navigating the local environment, and providing operational support including office space, local procurement and processing local payments.

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Project Organizational Structure:



UNDP- (Lead IA)

i. UNDP assumes overall management responsibility and accountability for project implementation.

ii. Primary role in Implementing a project involves guiding/ coordinating the delivery of outputs defined in the approved project document. A multi-year workplan articulates activities to achieve outputs in a specified time period.
    i. It is noted that UNDP has direct implementation responsibilities only when it serves as the implementing partner or when the national implementing partner requests UNDP for support services.

iii. Lead in project oversight and assurance processes including the facilitate monitoring of project expenditures and cash transfers in accordance with UNDP's Financial Regulations and Rules (Reg. 21.02)
    i. UNDP Quantum is utilized to keep track of the financial status of the project at all times, to control expenses; handle outstanding commitments; make payments; and monitor the performance of contractors

iv. UNDP plays a coherence role ensuring that all project workplans and programmes are consistent with the approved projects and are managed within established project budgets.

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v. Based on the approved workplan, UNDP directs the required (approved) financial resources to the implementing partner to carry out project activities. Under the Harmonized Approach to Cash Transfers, four cash transfer modalities are available, based on operational agreements described in the project document:
   a. Direct cash transfers to implementing partners and responsible parties for obligations and expenditures to be made by them in support of activities;
   b. Direct payments to vendors and other third parties for obligations incurred by implementing partners and responsible parties;
   c. Reimbursement to implementing partners and responsible parties for obligations made and expenditure incurred by them in support of activities; and
   d. Direct agency implementation through which a UN agency makes obligations and incurs expenditure in support of activities.

vi. UNDP hosts the established Project Management Unit and provides support to project implementation through the use of existing structures for business services and back-office functions

vii. Where necessary, UNDP country office may mobilize certain inputs on behalf of the implementing partner (National counterparts). In this case, UNDP establishes contracts or agreements following UNDP rules and procedures, as well as the policies for country office support services. UNDP is then a responsible party for the provision of support services.

viii. UNDP has responsibility for financial reporting to Donors and national authorities. Based on expenditures recorded in Quantum from project implementing partners and agents, UN Agencies and UNDP direct implementation, UNDP issues a **Combined Delivery Report ("CDR")** at the end of each quarter and at the end of the year for nationally implemented projects and directly implemented projects (upon financial closure of the reporting period).

ix. UNDP leverages its networks in the providing of technical backstopping support to project implementation

Responsible Parties (SIB, MSDCC)

UNDP may identify a Responsible Party to carry out activities within a DIM project. A Responsible Party is defined as an entity that has been selected to act on behalf of the UNDP on the basis of a written agreement or contract to purchase goods or provide services using the project budget. The Responsible Party may manage the use of these goods and services to carry out project activities and produce outputs. All Responsible Parties are directly accountable to UNDP in accordance with the terms of their agreement or contract with UNDP. This party may be the government, an NGO, or an Agency of the UN System.

UN agencies, intergovernmental organizations and government agencies selected to serve as responsible parties are exempted from competitive procurement processes. Organizations engaged in programmatic activities are uniquely positioned in terms of their value, legitimacy and/or access to particular groups of beneficiaries or geographic areas. It is also suitable for delivering project outputs or a component of the project as opposed to well-defined inputs/activities. Partners use their own policies and procedures to implement projects as long as they are consistent with UNDP's policies.

SIB will be engaged within the project framework utilizing a **Standard letter of agreement (LOA)**

Participating UN agencies are engaged utilizing a UN Agency to UN Agency Transfer Agreement

*** It should be noted that participating UN Agencies are **NOT** beneficiaries of the proposed intervention.

Agencies will:

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i. Further the goals of the Project through the successful implementation of the Activities and achievement of the Deliverables elaborated within the approved project document
ii. Support the coordination of stakeholders/ actors in the delivery of project outputs
iii. Participate in an established project coordination/ management structures
iv. Support to project planning, monitoring and reporting processes
v. Coordinate their work with the centralized Project Management Unit
vi. Responsible for the implementation of project activities or specific components of a project

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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 (Korea) and UNDP, signed on (March 12th, 2024). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."
This project will be implemented by [UNDP Belize] ("Implementing Partner") in accordance with its 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. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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][10] [UNDP funds received pursuant to the Project Document][11] are used to provide support to individuals or entities associated with terrorism , that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list. 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

[10] To be used where UNDP is the Implementing Partner

[11] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. 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.

7. 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.

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 (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

   (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9

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October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:

(i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

(ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;

(iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;

(iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

(v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in

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contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, 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, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

h. 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 (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) 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.

i. 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.

j. 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, corruption other financial irregularities 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

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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.

k. *Choose one of the three following options:*

Option 1: 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 corruption, other financial irregularities 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.

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the 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 corruption or other financial irregularities or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: 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 corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the 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.

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, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

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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.

l. 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.

m. 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.

n. 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.

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XI. ANNEXES

1. **Project Quality Assurance Report**

2. **Social and Environmental Screening Template** [English] [French] [Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis**. Use the standard Risk Register template. Please refer to the Deliverable Description of the Risk Register for instructions

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)

5. **Project Board Terms of Reference and TORs of key management positions.** The standard Project Board TOR can be found here**.**

6. **On-Granting Provisions Applicable to the Implementing Partner[12].** On-granting clauses for non-UNDP Implementing Partners can be found here.

[12] Applicable for non-UNDP Implementing Partner as Grant Making Institution facilitating on-granting.

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