The Enabling of Belize's Statistical System

Annual Report as of
December 31, 2024

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ACRONYMS

API	Application Programming Interface
BAIMS	Belize Agriculture Information Management System
BAPIS	Belize Agriculture Price Information System
BEMIS	Belize Education Management Information System
BNSS	Belize National Statistical System
CITO	Central Information Technology Office
DRR	Disaster Risk Reduction
FAO	Food and Agriculture Organization
HH	Household
HQ	Headquarters
ICT	Information and Communication Technology
IDB	Inter-American Development Bank
IPs	Implementing Partners
IT	Information Technology
KOICA	Korea International Cooperation Agency
KOSTAT	Statistics Korea
LACRO	Latin America and the Caribbean Regional Office
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
MICS	Multiple Indicator Cluster Survey
MoECST	Ministry of Education, Culture, Science and Technology
MOU	Memorandum of Understanding
MTDS	Medium Term Development Strategy
NSS	National Statistical System
OiC	Officer in Charge
PMU	Project Management Unit
PSC	Project Steering Committee
PUNO	Participating UN Organization
RR	Resident Representative
SDG	Sustainable Development Goals
SDU	Sustainable Development Unit
SIB	Statistical Institute of Belize
SWOT	Strengths, Weaknesses, Opportunities, Threats
TAG	Technical Advisory Group
TASC	Tool for Assessing Statistical Capacity
TOR	Terms of Reference
UN	United Nations

UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children Fund
UNRCO	United Nations Resident Coordinator's Office
USD	United States Dollars
WFP	World Food Programme

1. PROJECT SUMMARY

<table>
<tr><td>Project Title</td><td colspan="4">The Enabling of Belize's Statistical System</td></tr>
<tr><td>Organization</td><td colspan="4">United Nations Development Programme Belize
Email: michael.lund@undp.org
Telephone number: +501 822-2688</td></tr>
<tr><td>Date of Submission</td><td colspan="4">January 31, 2025</td></tr>
<tr><td>Target Country</td><td colspan="4">Belize</td></tr>
<tr><td>Project Location</td><td colspan="4">National (across multiple geographic areas)</td></tr>
<tr><td rowspan="4">Beneficiaries</td><td colspan="4">Direct Beneficiaries</td></tr>
<tr><td>320 individuals from the Statistical Institute of Belize (SIB) and other government entities associated with data and information management</td><td>50 individuals from private sector and civil society data nodes</td><td>20 individuals from academia and national research institutions</td><td>Minimum of 5,000 data users sensitized through awareness raising efforts</td></tr>
<tr><td colspan="4">Indirect Beneficiaries</td></tr>
<tr><td>150 national policy makers and decision makers</td><td>15,000 individuals from the general public, including students and private sector personnel who require access to reliable data</td><td>25 development partners, including UN bilateral and multilateral partners</td></tr>
<tr><td>Project Period</td><td colspan="4">March 2024 – December 2027 | Start-up date: March 12, 2024</td></tr>
<tr><td>Goal</td><td colspan="4">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.</td></tr>
<tr><td>Strategic Objective</td><td colspan="4">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.</td></tr>
</table>

<table>
<tr><td>Outcome Areas</td><td colspan="5">1. As producers of official national statistics, the Statistical Institute of Belize is empowered in its roles as the convenor and coordinator of the Belize National Statistical System (BNSS).
2. BNSS 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.</td></tr>
<tr><td rowspan="3">Project Budget</td><td colspan="5">2024-2027 (total): USD 3.46 M</td></tr>
<tr><td colspan="5">Contribution from KOICA USD 2.94 M
(July 2024 -December 2027) (out of total budget)</td></tr>
<tr><td colspan="5">Confirmed cofinancing from UN donors: USD 0.525 M:</td></tr>
<tr><td></td><td>UNDP
USD
0.275 M</td><td>UNICEF
USD
0.1 M</td><td>WFP
USD
0.02 M</td><td>UNFPA
USD
0.03 M</td><td>FAO
USD
0.1 M</td></tr>
<tr><td>Plan for Monitoring and Evaluation</td><td colspan="5">During the reporting period, an M&E plan was developed to ensure efficient and timely project monitoring. This plan includes the establishment of detailed project baselines for the Belize National Statistical System (BNSS), specifying means of verification, data sources for outcome monitoring, quarterly progress updates, annual reports, and quality assurance standards.

Additionally, in November a technical mission, KOICA and UNDP updated the project M&E framework based on feedback from UN and Government agencies, refining targets, outputs, and activities to enhance accuracy and feasibility. Additionally, on November 15, the project held its first project board meeting where the multiyear work plan was presented, project board TOR was reviewed, and meetings dates were established. This ensures periodic reviews to assess performance and algin the multi-year work plan with realistic budgeting throughout the project duration.

During the reporting period the following primary risks were identified:

<u>Program risks:</u> delayed programme implementation due to gaps in availability of human resources and delays in procurement;

<u>Financial risks</u> delays in transfer of grant funding to Participating UN Organizations (PUNOs) and/or to implementing partners and identification of co-funding by the Government of Belize;

<u>Other risks</u> such as:
• resistance to change,
• absence of coordination among entities,
• quality of service risks, and
• maintaining data integrity and security</td></tr>
</table>

	A risk register was developed for the project to identify specific risks that may threaten the achievement of intended results and mitigation measures for each potential threat. 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.
Changes to the Work Plan	The update of Logical Framework after KOICA's technical visit to Belmopan (KOICA Letter KES/P/FC/161/2024, December 12, 2024) - Clarity on the definition of all outcome/output/activity levels - Modification of annual activity/performance targets - More details can be found in the annex and the attached Logical Framework Proposed Change to the Work Plan - Integration of the Activities (1.2.2 and 2.1.1): The BNSS Portal Expansion and SDG Dashboard/Hub could be more efficiently and effectively done by integrating these two activities. There are agreements by SIB and SDU.

2. PERFORMANCE REVIEW

2.1 Monitoring and Evaluation Activities

- Following a Technical Working Session held in June 2024, coordination and follow-up technical meetings were held with all IPs to finalize work plans and to review key outputs, deliverables and key indicators for reporting.

- UNDP has been working with the Statistical Institute of Belize, the Sustainable Development Unit, and the Attorney General's Ministry to report on M&E activities.
  - The M&E Officer for UNDP is tasked with monitoring overall M&E quality for the project, including submissions from each PUNO, to ensure compliance with the project document.
  - This will include spot checks for project activities, timeline review of the M&E plan, and follow-up consultations with stakeholders.
  - Each organization has identified a focal point to support M&E.

- A joint planning session was scheduled with all PUNOs to ensure a harmonized approach to monitoring and evaluation. All PUNOs will work closely with the IP in the implementation of the project.
  - With support from SIB, tasks and subtasks will be digitalized to provide automated reminders to enhance coordination in project implementation.

- Standing monthly meetings have been established to assess implementation progress and to provide support to address implementation challenges.

- IPs implementing larger portions of the project, such as the SIB, will secure a technical officer to support the overall project management and will play a critical role in bridging any communication gaps for implementation.

- The M&E framework was updated based on the engagement between the Ministry of Agriculture, Food Security, and Enterprise; UNDP; and KOICA, and baseline and indicators for the relevant components were established.

- M&E activities were continuous for activities that were advanced during 2024. These include Activity 1.4.3: MICS+ Activities for the creation of new datasets supporting national SDG monitoring and Activity 2.1.4: Update of the Justice information System.

  Activity 1.4.3: MICS+ Activities for the creation of new datasets supporting national SDG monitoring

  Phase 1:
  - *Step 1: Determining the questions for the linkage in the MICS Education module.* This required several engagements with the MoECST, SIB, and the UNICEF MICS team (MIC7 Coordinator, M&E Specialist, and the MICS Education team at UNICEF's headquarters).
  - *Step 2: Ensuring that 100% of primary and secondary schools are enrolled in BEMIS - Belize Education Management Information System.* Weekly status updates from MoECST were conducted to ensure they remained on track for the 31 December 2024 deadline.
  - *Step 3: Procuring software to establish a centralized platform to effectively track students receiving financial assistance.* To monitor this action, MoECST was required to request the procurement of the software once MoECST validated that 100% of primary and secondary schools are enrolled in BEMIS.

  Phase 2:
  - *Step 1: Finalizing the questionnaire and the data processing for the computer-aided questionnaire.* Monitoring was done by the MICS7 consultant, and the Data Processing Specialist contracted by UNICEF's headquarters to support the process.
  - *Step 2: Conducting weekly sessions with the MICS consultants (Belize and Regional), SIB, and the UNICEF M&E Specialist to review the week's Field-Check tables and agree on the necessary corrective actions.* The resulting Field-Check tables were discussed with each of the six MICS field supervisors. Additionally, weekly field visits were conducted to ensure the corrective actions were implemented. These visits were rotated between the SIB MICS Coordinator, UNICEF MICS7 Coordinator, and the UNICEF M&E Specialist.

  Activity 2.1.4: Update of Justice information System
  - Two preparatory meetings were held with key stakeholders. The objectives of these meetings were to ensure a common understanding of the initiative and to understand the requirements of the various agencies. Additionally, regular meetings (both virtual and face-to-face) were conducted with representatives from the High Court to draft the ToR. The ToR was reviewed by the OiC Chief of the Regional Programme and Planning Section (Latin America and Caribbean Regional Office, LACRO) and the Administrative Data Consultant hired by LACRO.
  - To ensure the harmonization between 2.1.4 and 2.1.5 (Support digitalization within Magistrate Court of Belize), there will be discussion between UNDP and UNICEF before finalizing the detailed work plan for 2025.

- In 2025, the project will continue to improve the M&E framework in collaboration

with partner agencies to achieve the overarching goals and objectives. Key activities will include updating project indicators, targets, and means of verification, as well as refining data sources.

2.2 Overall Project Results

Project Initiation

- Project signing by KOICA and UNDP with the Government of Belize took place in March 2024.

Governance Arrangements

- The Terms of Reference for the Project Board has also been developed and Project Board membership, which included high-level government representatives, has been identified and secured in line with the Project Document.

Comprehensive Planning Exercise

- During the first four months of implementation (March - July 2024), PUNOs and IPs ensured that comprehensive planning occurred, and all IPs are well poised to achieve project results.
    - This comprehensive planning was initiated during a technical working session designed to enhance project implementation.
    - This technical working session expansively addressed the development and integration of the annual work plan, procurement plan, risk identification and mitigation, communication strategies, monitoring and evaluation (M&E) frameworks, and reporting protocols.
    - Efforts were made to ensure effective onboarding of the project and to build relationships and trust with the main beneficiaries:
        - The Statistical Institute of Belize
        - The Sustainable Development Unit
        - The Ministry of Agriculture, Food Security, and Enterprise
        - The National Meteorological Service of Belize
        - The Attorney General's Ministry
        - The Judiciary of Belize
- A SWOT[1] analysis was conducted with key stakeholders and the development of a support plan was advanced.

Advancing Project Implementation

- In addition to the technical working session between PUNOs and IPs, bilateral technical working sessions were held with the IPs to review and concretize the details and key action steps with key considerations for timelines for the implementation of activities.
    - Specific areas for technical support required from UNDP were identified. These include:
        1. Use of teams shared space for real time project updates (financial,

[1] A strategic planning technique analyzing strengths, weaknesses, opportunities, and threats.

technical, and M&E)
2. Knowledge sharing from UNDP regional hub - outlining best practices for legislation, data management, SDG reporting, e-justice, data for disaster risk management and recovery (regional and international)
3. Ongoing technical advisory support from UNDP regional hub

- As a result, UNDP developed a TOR for a national individual consultant to assist with the development of terms of references for the project, along with the design and execution of a TOR writing workshop. The ToRs developed for the project were:

    - Build Consumer Confidence by Strengthening Brand Awareness, Communications, and Visibility of SIB as Providers of Quality National Statistics
    - Preparation of Draft Legislation to govern the Belize National Statistical System (BNSS) and supporting Drafting Notes
    - National Statistical System (NSS) Officer for the Statistical Institute of Belize
    - Senior Statistical Officer for the Statistical Institute of Belize
    - Expansion of the Belize National Statistical System (BNSS) Portal
    - Design, Develop and Deploy the Belize SDG Data Hub

- The UNDP also hired a consultant to support the design and coordination of the Data Users Workshop (or Data Festival).

- The intention is to advance project implementation, to meet project goals and ensure high impact activities, while building national capacity.

- The UNDP completed the hiring of the national individual consultant to prepare the ToRs for the SIB and SDU, to advance the project work plan.

- A training for PUNOs and IPs on ToR writing, specifically related to data, digitization, and data governance, was held to build national capacity.

- The procurement processes for SIB vehicles were launched.

- Preparations were made for UNDP missions to enhance the impact of national projects to help ensure value for money.

Additional Technical Support

- Technical support and oversight were provided by UNDP to beneficiaries through UNDP Technical Experts. This included technical support from UNDP's Panama Regional Hub to discuss advancing support for the KOICA Grant. Existing support that could be availed to the grant beneficiaries, such as Power of Data (a global tool being implemented in six Latin American countries) and technical support from Global Partnership for Sustainable Development Data, were identified.

- Specifically, the Panama Regional Hub has: (i) provided guidance to Belize to join the Power of Data working group and to establish south-south exchanges; (ii) supported the revision of the grant document, the SIB 5-year development plan, and the National Statistical Strategy; and (iii) provided technical guidance in key areas of expertise.

- The UNDP also provided tools and templates to improve efficiencies.

Technical Work

- At least 10 virtual and in-person preparatory and coordination meetings were held during June – July 2024 with the Technical Advisory Group (TAG), which includes officers from the Ministry of Economic Development, SIB, and SDU[2]. These meetings included stakeholder meetings with CEOs, directors, head of office and statisticians from all 17 line-ministries. These engagements were essential to streamline the work currently being done by the Government of Belize with the work plan and activities from the KOICA grant, to prevent duplication of efforts and enhance internal coordination. Furthermore, these engagements also helped to clarify roles and responsibilities of Government relevant to project execution.

- UNDP supported a 6-month consultancy for the development of the Monitoring, Evaluation, and Learning (MEL) Plan for the #planBelize Medium Term Development Strategy (MTDS). As such, it was critical to tie the work of the KOICA grant into the wider government reporting to ensure the work is complementary to national data development and reporting.

- All 3 agencies are also working on hiring officers to support MEL and the KOICA grant; therefore, the Technical Working Group scoped the TORs for the 3 hires to help ensure that the officers would support each other, thereby minimizing duplication of efforts.

- In 2024, data collection was conducted in almost 5,000 households to ensure the link between the MICS7 survey and Belize Education Management Information System (BEMIS). The BEMIS was strengthened, resulting in a 25% increase in the number of schools entered in the system achieving full entry. This enhancement allowed for comprehensive tracking of academic progress for children attending primary and secondary schools. Additionally, a centralized platform was established to effectively track students receiving financial assistance. This integration will also provide crucial evidence linking financial aid recipients to households most in need. In addition, the implementation of MICS Link[3] provided an opportunity to build the capacity of the Statistical Institute of Belize and MOECST by linking survey data with administrative data. These efforts contributed towards the implementation of Output 1.4: Statistical production capable of adapting to the evolving needs of the data users - Activity 1.4.3: MICS+ Activities for the creation of new datasets supporting national SDG monitoring.

- Using a participatory approach, the TOR for the consultant to develop the 'Digital Case Management System with E-File Portal, API for Online Payments, and Integration with Reporting Dashboards' was drafted on 4 November and approved in December 2024. This lays a critical foundation for future work under Output 2.1: Priority Data contributing nodes of the National Statistical System are strengthened - Activity 2.1.4: Update of Justice information System.

2 The Government partners on the TAG also sit on a sub-committee of the #planBelize MTDS working group which leads and coordinates national reporting.

3 MICS Link is a set of simple but innovative approaches to linking household survey data to data from other sources.

Strengthening Coordination, Collaboration & Communication

- Technical working sessions were established with PUNOs to ensure fidelity of project implementation, discuss progress of implementation, identify next steps, and share potential challenges that may arise and mitigation measures to address them.

- Project activities have supported the strengthening of national coordination to ensure ownership of the project and strategic coordination with other government activities to minimize duplication of efforts.

- Biweekly meetings were held with the SIB, which is the key project beneficiary.

- Biweekly meetings were held with the Ministry of Foreign Affairs' technical focal point to keep them abreast of project progress, opportunities, and challenges.

- Communication channels were established for the implementing partners via WhatsApp and Microsoft Teams for sharing information and live documents. WhatsApp groups were developed to support communication among UNDP, the United Nations Resident Coordinator's Office (UNRCO), and KOICA.

2.3 Performance during the target period

2.3.1. Key Achievements

The following key achievements were realized during the reporting period spanning 12 March to 31 December 2024.

Output	Activity	Achievements
Output 1.1: Revised statistical infrastructure	Activity 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"	• Regional guidance documents for the development of National Statistical System Act shared • ToR for consultant who will prepare draft bill and accompanying drafting notes was developed and approved.
	Activity 1.1.2: Support the development of a Quality Assurance Framework for the NSS	• Technical working sessions with SIB to identify action steps and implementation timeline held.
	Activity 1.1.3: Support SIB's elaboration of its Quality Assurance Framework	• This is to be implemented in 2026.
	Activity 1.1.4: Support the building of consumer confidence with the branding of SIB as providers of quality national statistics	• National consultant to support the drafting of communication consultant ToR was hired • Communication consultant ToR was developed and approved.

Output 1.2 Upgraded physical and IT infrastructure supporting SIB processes	Activity 1.2.1: Upgrade existing data collecting, computing and transport equipment essential for the delivery of SIB's mandate	• Contract awarded for two (2) 7-seater vehicles for SIB finalized. • IT equipment purchase made in multiple times (details provided in attached equipment list)
	Activity 1.2.2: Support the expansion of the BNSS portal	• ToR developed for this activity
Output 1.3: Established system for continuous development of human resources within the SIB	• Efforts to evaluate the capacity of the Statistical Institute of Belize and agencies in the National Statistical System conducted through a participatory and quantitative programme called the Tool for Assessing Statistical Capacity (TASC[4]). • Using estimates of key indicators, the Belize TASC aims to evaluate the overall capacity of the SIB, identify areas of strengths and weaknesses, and assess the impact of capacity-building activities. • 14 BNSS agencies participated in a one-day workshop and a follow-up validation session on the TASC. It is expected that the SIB will be afforded good estimates for all modules examined by the TASC, and this will permit insightful comparisons with the first TASC of 2016. These comparisons will shed light on the efficacy of the programs put in place after 2016 to address some of the perceived shortcomings of the SIB highlighted in the 2016 TASC. Areas of weakness in the statistical capacity of the SIB will be identified, and it is also expected that there will be direct evidence to support the institution of corrective programs with appropriate funding. Although this TASC is not optimal for the NSS, it is still possible to obtain some results for individual organizations. Strengths and weaknesses can be identified for some members of the NSS, and this information will be very useful to the SIB, since they are tasked with leading the continued development of the NSS.	
	Activity 1.3.1: Using TASC methodology, review and map capacities within the current statistic/data ecosystem in Belize	• Technical working sessions with the UNFPA Regional Technical Advisor and several technical working sessions were conducted to map out steps for the implementation of this activity • Consultant was procured and developed the draft assessment report • Draft assessment report to be reviewed and finalized in Q1 2025
	Activity 1.3.2: Develop costed capacity development strategy/training plan based on results of the TASC	

4 TASC is a self-administered assessment survey instrument developed by the U.S. Census Bureau to estimate the capacity of a National Statistical Office to produce and disseminate key statistics derived from censuses, surveys, and administrative records.

	Activity 1.3.3: Administer training package targeting the improvement the qualifications of the personnel in SIB as trainers to the node contributors of the NSS	• To be implemented in 2025
	Activity 1.3.4: Increase SIB's technical and leadership capacity to coordinate the NSS in Belize	• Technical working sessions with the IP to identify action steps and implementation timeline held. • In July 2024, 2 statisticians attended and participated in the 2024 3-week KOSTAT Summer Course in Korea on modules including demography, fertility and mortality. • Technical meetings were held with the UNFPA Regional Technical Advisor on strengthening capacity building for the SIB. • 4 officers from the SIB received financial assistance to complete specialized degree programmes (both synchronous and asynchronous) in the 2024 fall semester. • The SIB was also engaged to participate in a short course on Small Area Estimation, which was highlighted as a major area of interest for the Institute. • To accelerate the training capacities for 2025, technical working sessions with between UNFPA experts and SIB was conducted to identify priority areas, map specialized courses across the years and establish timelines, modalities and action steps for the implementation of capacity building in degree programmes and specialized short courses.
Output 1.4: Statistical production capable of adapting to the	Activity 1.4.1: Support process of user-producer dialogues	• Research was conducted and materials shared from South American data festivals which are seen as best practices for national

evolving needs of the data users		stakeholder engagement in dialogue. • Consultant hired to support SIB with the development of a concept note, and to coordinate and execute the national data users' forum which was executed on 18th October 2024.
	Activity 1.4.2: Administer national survey of modules to produce new SDG indicators	• To be implemented in 2026
	Activity 1.4.3: MICS+ Activities support the creation of new data sets supporting national SDG monitoring.	• Data from 5,000 households were linked to primary and secondary school administrative data nationwide. • BEMIS strengthened as a central platform for data to support financial assistance.
Output 1.5: Strengthened cooperation/ collaboration between SIB and other data producer	Activity 1.5.1: Strengthening of SIB's NSS Unit	• Technical advisory group meeting held to coordinate the hiring and development of scope of works for the NSS Officer, MED M&E specialist, and SDU Statistical Officer. • ToRs developed for NSS Officer
	Activity 1.5.2 Enable National Statistical Monitoring Tables	• ToR developed for Senior Statistical Officer
Output 2.1: Priority Data contributing nodes of the National Statistical System are strengthened	Activity 2.1.1 Support to increased functionality of SDU	• Specifications provided for the procurement of equipment, including server and laptop. • SIB and SDU agreed to hire a server specifically to house SDG data to be stored at SIB. • ToR drafted for the recruitment of a Statistician for the SDU.
	Activity 2.1.2 Expand capabilities of BAIMS for data capture, analysis and management	• The Ministry of Agriculture, Food Security and Enterprise has developed a comprehensive development roadmap for the Belize Agriculture Information Management System (BAIMS). • Additionally, the BAIMS and its data collection tool have been aligned

		with the overall BAIMS development roadmap to be complementary to the investments in BAIMS by other development partners and projects, such as KOICA. • Follow-up meetings have been held with the Ministry and the list of priority commodities has been identified. • A master ToR for the work that is to be done on BAIMS has been developed. • Work has commenced on the development of a BAIMS digital extension service platform and the updating of the Belize Agriculture Price Information System (BAPIS), which will enable the collection of field data.
	Activity 2.1.3: Enabling data collection and analysis in support of enhanced Early Warning Capacities for resilience building	• Progress made with formulation of TOR for a consultancy to support implementation of this activity with deliverables being: Functionality Improvement Sheet and Operation Manual for the Early Warning System • Short term training for 5 National Service Staff
	Activity 2.1.4: Update of Justice information System	• ToR approved at the highest level of the government
	Activity 2.1.5: Support Digitalization within Magistrates' Court	• 4 working sessions held with the Attorney General, Director of E-Governance and Digitization, the Solicitor General, and the respective personnel to explain project scope, determine national needs, and decide on the way forward.
Output 3.1: Efficient adaptive Management	Activity 3.1.1: Support PMU	• ToR developed and advertised for P3 Project Manager (Specialist) • Recruit to assume duties in 2025.
	Activity 3.1.2: Monitoring and Evaluation	• All PUNOs and the donor revised and updated the M&E plan during the November 2024 mission. This was critical in order to realize and streamline realistic targets. The working sessions prior and during the donor mission were critical to achieving this goal. All PUNOs have

		been trained in M&E and donor reporting. UNDP hired an M&E analyst to supervise the grant.
	Activity 3.1.3: Project Communications and Visibility	• The project was publicly launched in March 2024 with an official signing and press release announcing the milestone. • All PUNOs were trained in donor communications, branding and visibility in June 2024. All parties agreed to standard branding. Donor banners have been printed and distributed for all KIOCA-funded events.

2.3.2. Challenges and Counterplans

The following cross-cutting challenges were reported, along with counterplans considered or countermeasures taken.

Challenges	Counterplans
1. Disbursement Delays The main challenge encountered during the reporting period was delays in disbursement of funds to PUNOs and IPs. The project set up in Quantum at the UNDP's headquarters was initially listing as pending.	➔ One counterplan to advance implementation was to request that PUNOs use existing funds and then conduct a reimbursement. This option was discussed with the PUNOs. ➔ UNDP's Resident Representative was in close communication with UNDP's headquarters to prioritize this action and ensure it was resolved.
2. Implementation Delays The disbursement delays had immediate implications for implementation. However, several steps were taken to mitigate these impacts.	➔ UNDP and PUNOs ensured that all work plans were completed at the start of the project cycle. ➔ Some procurement TORs were developed early. ➔ Key preparatory activities were undertaken to utilize funds as soon as disbursement was made.
3. Unmet Deadlines One common challenge is meeting timelines within which tasks are to be accomplished. This is especially necessary to avoid when these activities are dependencies for other future activities or actions. One instance was the passage of Tropical Storm Sara, which affected Belize in mid-November 2024. This storm made roads impassable, preventing interviewers from reaching households that were to be surveyed. A high dropout rate for field staff also exacerbated the problem.	➔ These unforeseen challenges require implementation flexibility, such as short extensions of deadlines. However, extensions that are too lengthy could compound challenges in the long run. ➔ Expanding the available pool of human resources helps to accelerate delivery within the extended deadline. ➔ A risk analysis helped to mitigate the problem. ➔ The need to build Integrated Climate Change and Disaster Risk Reduction into programming was recognized. ➔ Extra resources need to be allocated for

	contingency measures.
4. Competing Priorities There are occasions when the responsible staff who support implementation have competing priorities, including precommitments, that limit the amount of time they can spend on project implementation, including face-to-face meetings. This, in turn, constrains coordination and implementation.	➔ Virtual meetings and flexible scheduling help to accommodate staff availability. ➔ Online document sharing and collaborative editing also help to balance time commitments to advance implementation progress despite scheduling difficulties.

Specific challenges addressed for certain Outputs and Activities:

Output	Activity	Challenges
Output 1.1: Revised statistical infrastructure	Activity 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"	No other significant challenges reported at the activity level.
	Activity 1.1.2: Support the development of a Quality Assurance Framework for the NSS	No other significant challenges reported at the activity level.
	Activity 1.1.3: Support SIB's elaboration of its Quality Assurance Framework	No other significant challenges reported at the activity level.
	Activity 1.1.4: Support the building of consumer confidence with the branding of SIB as providers of quality national statistics	No other significant challenges reported at the activity level.
Output 1.2 Upgraded physical and IT infrastructure supporting SIB processes	Activity 1.2.1: Upgrade existing data collecting, computing and transport equipment essential for the delivery of SIB's mandate	No other significant challenges reported at the activity level.

	Activity 1.2.2: Support the expansion of the BNSS portal	No other significant challenges reported at the activity level.
Output 1.3: Established system for continuous development of human resources within the SIB	Activity 1.3.1: Using TASC methodology, review and map capacities within the current statistic/data ecosystem in Belize	No other significant challenges reported at the activity level.
	Activity 1.3.2: Develop costed capacity development strategy/training plan based on results of the TASC	No other significant challenges reported at the activity level.
	Activity 1.3.3: Administer training package targeting the improvement the qualifications of the personnel in SIB as trainers to the node contributors of the NSS	No other significant challenges reported at the activity level.
	Activity 1.3.4: Increase SIB's technical and leadership capacity to coordinate the NSS in Belize	4 out of 5 targeted staff were enrolled to the degree programme (Indicator 1.3.4.1), 1 to be enrolled in 2025. 7 out of 8 targeted trained by short courses, one training to be deployed in 2025 and the remaining 1 to be trained.
Output 1.4: Statistical production capable of adapting to the evolving needs of the data users	Activity 1.4.1: Support process of user-producer dialogues	No other significant challenges reported at the activity level.
	Activity 1.4.2: Administer national survey of modules to produce new SDG indicators	No other significant challenges reported at the activity level.
	Activity 1.4.3: MICS+ Activities support the creation of new data sets supporting national SDG monitoring.	All MICS analysis and sharing of datasets to be done in 2025, therefore no dataset shared on SIB website yet. For MICS Link, there were two challenges in the implementation of the household survey: **Increased occurrence of natural disasters during the fieldwork exercise:** These floodings could have

		significantly disrupted data collection if the following actions were not taken: a. Data collection was extended by two additional weeks; b. The teams in the districts affected by the flooding were expanded with additional interviewers to ensure that data collection would be completed within the extension. **High dropout rate of field staff:** The following actions were taken: a. A risk analysis was completed; b. Based on the results of the risk analysis, adaptive strategies were implemented, including the retraining of 10 new enumerators over three weeks. These newly trained interviewers were added to the teams most in need; c. To ensure quality assurance, these supplemented teams received additional supervision. These measures ensured that data collection continued smoothly, maintaining the quality and integrity of the survey.
Output 1.5: Strengthened cooperation/ collaboration between SIB and other data producer	Activity 1.5.1: Strengthening of SIB's NSS Unit	The recruitment is being prepared, to be completed in 2025.
	Activity 1.5.2 Enable National Statistical Monitoring Tables	No other significant challenges reported at the activity level.
Output 2.1: Priority Data contributing nodes of the National Statistical System are strengthened	Activity 2.1.1 Support to increased functionality of SDU	No other significant challenges reported at the activity level.
	Activity 2.1.2 Expand capabilities of BAIMS for data capture, analysis and management	No other significant challenges reported at the activity level.
	Activity 2.1.3: Enabling data collection and analysis in support of	No other significant challenges reported at the activity level.

	enhanced Early Warning Capacities for resilience building	
	Activity 2.1.4: Update of Justice information System	For this activity, there was only one task for 2024, which was to have the consultant contracted. However, significant time and effort were required to ensure stakeholder buy-in and ownership for the linking of the administrative systems for three of the courts (the High Court, the Magistrates' Court, and the Family Court). To address this, several meetings were conducted with the Judiciary and the relevant stakeholders that also serve as data nodes.
	Activity 2.1.5: Support Digitalization within Magistrates' Court	No other significant challenges reported at the activity level.
Output 3.1: Efficient adaptive Management	Activity 3.1.1: Support PMU	No other significant challenges reported at the activity level.
	Activity 3.1.2: Monitoring and Evaluation	No other significant challenges reported at the activity level.
	Activity 3.1.3: Project Communications and Visibility	No other significant challenges reported at the activity level.

2.4 Achievements in Cross-Cutting Issues

- The KOICA grant was presented to UNDP's Panama Regional Hub team leaders responsible for gender, governance, inclusive growth, and climate and the environment.

- Several opportunities for south-south exchanges were discussed, including a team mission to Belize to present project tools, solutions, and best practices.

    - A key objective of this mission is to ensure gender is clearly integrated in all core elements of the project.

    - The mission was scheduled for the end of October 2024, and preparatory meetings were agreed to establish national needs and scope the mission accordingly.

- Gender mainstreaming is integral to the MICS programme. The data collected on households include information on women and men ages 15-49 yrs, children under age 5, children and adolescents ages 5 to 14. MICS Link also covers all children enrolled in primary and secondary schools.

- Strengthening of the Judiciary Information System will improve data collection and reporting across gender, age, geographic location, and ethnicity.

2.5 Communication and Partnership with KOICA

- KOICA and UNDP had multiple meetings in February and March 2024 to finalize grant documents. Microsoft Teams meetings were held, a WhatsApp group was created, and multiple coordination emails were shared to finalize grant signing preparations.

- A minimum of 2 meetings per month were held after grant signing with the PUNO's technical leads to discuss project management, procurement, and financial matters.

- Head of Agency meetings were held monthly chaired by UNDP and co-chaired by the UNRCO.

- Bi-monthly updates were also provided to the Ministry of Foreign Affairs and Trade.

- PUNOs and SIB have a shared Teams Folder for real-time work and coordination complimented by a what's app group for real-time conversations. This is used to mitigate risks and ensure open communication on any urgent or pressing matters.

- UNDP coordinate the first Project Board Meeting on the 15th of Nov. 2024.

- Continuous communication with the KOICA Project Team has helped to ensure clarity and to build understanding of the expectations and quality standards, as well as to enhance planning, reporting, and M&E.

UNDP also created a 2025 calendar of activities sheet in the Teams Folder for all PUNOs to

populate any publicity and visibility events. This is to ensure the donor is briefed in advance of events which allows the possibility to travel for in country activities. See attached Activity Calendar for more information. UNDP will send written requests and calendar invites to the donor to secure availability.

2.6 Risk Management

Risk	Management and mitigation	Lessons learned
• If the quality of ToRs is poor, the project will be unable to effectively procure the scope and quality of goods and services required, and there could be serious implementation challenges and cost implications.	• Hire Data Expert Consultant to draft ToRs and assist with key activities to advance the work plan • Develop templates for writing of future ToRs • Host a training workshop on ToR writing for PUNOs and IPs • Share training and reference resources on ToR development and relevant procurement guidelines	• Developing TORs is an important but often overlooked area for capacity building of IPs
• If the technical expertise within GOB and SIB to guide the project is inadequate, the project would need to expend additional funds and time to recruit the desired expertise to achieve the stated goals and objectives.	• Requested support from UNDP's headquarters via Javier Brofman, SDG Integrator to support project	• Important to ensure that a plan for capacity building is in place to allow for capacity to be enhanced by the end of the project
• If procurement processes are slow, achievement of delivery targets will be delayed.	• UNDP/SIB plan procurement jointly using existing templates and hold interactive working sessions to advance activities. • UNDP executing at least 90% of procurement activities to fast-track procurement.	• It is important to ensure that procurement planning is completed in a timely manner with relevant TORs and other documents developed while funds are being processed to avoid delays in procurement.

• Since there has been a delay in the hiring of the P3, 70% of the UNDP Programme Analyst's time was used on KOICA to execute actions that would have been done by the P3. This is unsustainable. If the P3 is not in place by early 2025, this will have negative impacts on project delivery.	• Request RR support with UNOHR to move the process forward	Recruitment of Project staff needs to be prioritized and where recruitment is delayed, temporary support personnel need to be contracted to ensure efficiency in delivering of time-sensitive targets.
• Delays in the disbursement of funds to PUNOs and IPs could also directly result in implementation delays.	• Preparation of work plan and TORs to ensure readiness upon receipt of funds	Constant and open communication with the partners is critical in addressing this risk and ensuring effective mitigation and management to improve project outcomes.
• Limited availability and access to high quality data could lessen the effectiveness of interventions under the project	• Public sensitization campaign will be held to inform participants of the programme.	
• Adverse weather events could delay or block implementation of some activities	• Activities will be scheduled taking into consideration hurricane season ensuring that potential disruptions are minimized, and resources are allocated efficiently to maintain project continuity.	
• Human resource capacity constraints, including delays in recruitment, could delay or block implementation of some activities	• Additional staff will be trained proactively to ensure continuity and mitigate the potential impact of staff turnovers, maintaining consistent project performance and minimizing disruptions.	

• Limited uptake of new skills and knowledge imparted during training on the survey method could result from disruptions to focused learning.	• Training facilities will undergo prior inspections to verify the availability of all necessary amenities, ensuring a conducive environment for effective learning.	
• Limited use and application of the tools developed, as well as impact-based forecasting and early warnings products and services could lessen the impact of the project's outputs and outcomes.	• Collaboration with partners will be prioritized to ensure that tools, products, and services are designed to meet the specific needs of end-users, accompanied by comprehensive training to maximize their usability and effectiveness.	
• An insufficient budget for MICS+ activities could constrain the provision of support for the creation of new datasets for improved national SDG monitoring	• Advocacy with government and UNICEF for funding • Several advocacy meetings were conducted with various government authorities and the UN agencies to secure financial support for the MICS7 implementation. • Additionally, multiple cost-saving measures were implemented, and the utilization of funds was closely monitored to ensure maximum efficiency and effectiveness.	
• Low response rate for MICS+ (due to sensitive questions) could render the activity ineffective	• Comprehensive sensitization campaign, including face-to-face engagement with Maya and Mennonite communities. • Monthly field visits were	

	conducted with the six field teams, and weekly meetings were held with the Core team. • The field check tables were reviewed weekly with the core team, and the SIB/MICS coordinator also reviewed the field check tables with the Field Supervisor to ensure the interviewers could correct inconsistencies or errors.	
• Insufficient coordination and duplication of efforts in updating the Justice Information System between the High Court, Magistrates' Court and Family Court could lead to higher implementation costs and reduced impacts.	• Conduct meeting with the Judiciary, CITO, UNICEF, UNDP and E-Governance, which will be organized by UNDP. • Two meetings were conducted with key stakeholders to ensure a common understanding of the initiative and to establish regular communication channels and protocols between the courts to ensure information is shared efficiently and effectively. • Additionally, regular meetings were held with representatives from the High Court to draft the TOR. The TOR was reviewed by the OiC Chief of the Regional Programme and Planning Section (LACRO) and the Admin Data Consultant hired by LACRO.	•
• Unclear understanding of the information and	• Conduct an ICT diagnostic subsequent to drafting a ToR, which will be done after	•

communication technology (ICT), particularly inoperability and interconnectivity needs, at implementation would result in cost and time inefficiencies.	consultation with the Judiciary, CITO, UNICEF, UNDP and E-Governance, which will be organized by UNDP. • Two meetings were conducted with key stakeholders (CITO, SIB, Belize Central Prison, Vital Statistics Unit, and Judiciary) to ensure a common understanding of the initiative. • Stakeholders also shared whether their ICT infrastructure was ready to be linked for interoperability and what gaps exist to enable interlinkage with the Judiciary. • In addition, the stakeholders agreed to form joint committees or working groups to address common issues and streamline processes to support the interlinking of the court system.	

2.7 Financial Management

The UNDP was able to advance funds to PUNOs during 2024, however not all advanced funds were spent, due to implementation challenges caused by delays resulting from multiple factors, including adverse weather conditions and the time that elapsed between project commencement and the signing of agreements between UN agencies.

Some advanced funds were liquidated to cover activities that were implemented during 2024. However, a few activities that were implemented, such as a field exercise and the procurement of the software to strengthen the Belize Education Management Information System (BEMIS), utilized the funds of the implementing agency. This will necessitate reimbursements in some instances during 2025.

3. ANNUAL WORK PLAN FOR YEAR N+1

Project Implementation Acceleration Plan and Budget Allocation

- As the execution rate was below 40%, UNDP and the participating UN organizations (PUNOs) have developed an implementation acceleration plan which includes detailed tasks/milestones under each activity
- The plan aims at executing **1,817,221 (95%)** out of the USD 1,916,505, an aggregate sum of the carry-over from 2024 and allocation for 2025.
- The budget for each activity is shown, including the carry-over from 2024 and allocation in 2025, factoring both original plans and latest situation.

Activity	Agency	Status	Acceleration Plans	2025 Outlook (USD)		
				2024 Carry-over	2025 Plans	SUM
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"**	UNDP	Consultant TOR developed and approved	• Consultant to develop draft legislation and accompanying notes (Q1-Q2) • SIB to invite the Attorney General's Office and stakeholder groups into the process • Consultations of stakeholders (Q2) • SIB to ensure timely development and submission of Cabinet Paper to facilitate timely approval	25,000	0	25,000

1.1.2. Support the development of a **Quality Assurance Framework** for the NSS	UNFPA	Preparing for the procurement of an international consultant	• On boarding of an international consultant (May) • First sensitization workshop with NSS agencies (June) • Presentation to Board members for endorsement (September-October) • Training to NSS agencies (November)	2,500	37,500	40,000
1.1.3. Support SIB's elaboration of its **Quality Assurance Framework**	UNFPA	Activity to be conducted in 2026 (No balance and request)		0	0	0
1.1.4. Support the building of consumer confidence with the branding of SIB as providers of quality national statistics	UNDP	• National Consultant to support the ToR development was hired • ToR for communications consultant was developed and approved	• The communications consultant, after onboarding, is expected to develop a branding strategy by June (Q2) • Some marketing-related equipment to be purchased using the balance (within 2025)	0	50,000	50,000

1.2.1. Upgrade existing data collecting, computing and transport equipment essential for the delivery of SIB's mandate	UNDP	• IT equipment purchase made in multiple times • Contract awarded for the supply of 2 seven-seater vehicles (Item price and quantity details provided in the attached list)	Balance to be exhausted by purchase of additional items (within 2025)	27,441	0	27,441
1.2.2. Support the expansion of the BNSS portal	UNDP	• First draft of Consultant ToR was developed	• SIB and SDU have a consensus in integrating the BNSS and SDG Portal (Activities 1.2.2 and 2.1.1) • SIB to finalize ToR (March 2025) • Procurement of consultant within 2 months • Portal expansion to be completed within 2025	20,000	20,000	40,000
1.3.1. Using TASC methodology, review and map capacities within the current statistic/data ecosystem in Belize	UNFPA	• Technical working sessions conducted to map out steps for this activity • A national consultant was hired • Consultation and validation workshops held with NSS stakeholders in Q4 2024	TASC Report to be finalized (February 2025)	22,500	0	22,500

1.3.2. Develop costed capacity development strategy/training plan based on results of the TASC	UNFPA	The completion of 1.3.1. will enable this activity to be implemented	• International consultant recruitment (March-April 2025) • Onboarding of the international consultant (May 2025) • Training plan to be completed (June 2025) • Presentation of training plan to NSS (July 2025)	0	15,000	15,000
1.3.3. Administer training package targeting the improvement the qualifications of the personnel in SIB as trainers to the node contributors of the NSS	UNFPA	The completion of 1.3.3. will enable this activity to be implemented	• SIB and UNFPA to decide timeline for short-term consultant recruitment and delivery specialized courses (March 2025) • Training sessions to SIB/NSS members as trainers to node contributors (August-November 2025)	0	30,000	30,000

1.3.4. Increase SIB's technical and leadership capacity to coordinate the NSS in Belize	UNFPA	SIB staff were enrolled to training programmes (degree, short-term)	• UNFPA LACRO and CO to support SIB in mapping out the process and planning for the recruitments (January-February 2025) • SIB and UNFPA to decide timeline for short-term consultant recruitment and delivery specialized courses (March 2025) • Project Coordinator recruitment Project Coordinator to be recruited and on board by SIB (April 2025) • Short-term consultants to be on board and providing trainings (within 2025)	202,286	202,286	404,572
1.4.1. Support process of user-producer dialogues	UNDP	Dialogue for 2024 successfully completed with 50 participants across the government and UN in Belize	• Data User-Producer Dialogue planned to be in October as previous year • Data Festival (including participatory activities such as hackathon) is considered, savings from other activities could be exhausted • Planning Committee to be composed (Q2)	8	15,000	15,008

1.4.2. Administer national survey of modules to produce new SDG indicators	WFP	Activity to be implemented in 2025-26	• Consultation session to develop the questionnaire (November 2025) • Questionnaire development to be done (November 2025) • Survey to be conducted and complemented in 2026	0	2,500	2,500
1.4.3. MICS+ Activities support the creation of new data sets supporting national SDG monitoring	UNICEF	MICS data collection completed (December 2024)	• Software to support the expansion of the Belize Education Information Management System (BEMIS) and its linkage with MICS data to be procured (January 2025) • Datasets to be published (Q2 2025)	60,000	0	60,000
1.5.1. Strengthening of SIB's NSS Unit	UNDP	• Technical advisory group meeting was held to coordinate the hiring and development of scope of works for the NSS Officer, MED M&E specialist, and SDU Statistical Officer • ToR for NSS Officer was developed	• NSS Officer recruitment is being advertised through government, academic and UN channels • Officer to be on board by mid-March • Officer to make coordination trips to districts in each of the Q2-Q4	12,000	5,000	17,000

1.5.2. Enable National Statistical Monitoring Tables	UNDP	• Consultant was hired in 2024 to support the development of MEL Plan for the mid-term development policy (MTDP) and convening of 8 round tables by sectors • ToR was developed for the Senior Statistician recruitment	• Senior Statistician to be on board by March • 10 roundtables to be convened – 3 in Q2, 4 in Q3 and 3 in Q4 • Also, Data for Development Workshop to be held to facilitate learning by SIB and sectoral stakeholders, thereby to accelerate the implementation of this project and related programs (March)	9,957	28,000	37,957
2.1.1. Support to increased functionality of SDU	UNDP	• Specifications provided for the procurement of equipment • SIB and SDU agreed to hire a server to house SDG data • ToR drafted for the recruitment of a Statistician for the SDU	• SDG Portal and BNSS Portal will be worked on as a joint activity (1.2.2 and 2.1.1) – formal procedures to be taken within March 2025 • Consultant procurement to be done in March 2025 • Work to complete by consultant within 2025	0	50,100	50,100

2.1.2. Expand capabilities of BAIMS for data capture, analysis and management	FAO	• The Ministry of Agriculture, Food Security and Enterprises (MAFSE) identified 10 priority commodities to be tracked • Survey tools are being developed	• Procurement of equipment for Belize Agricultural Information Management System (BAIMS) to be done (Q1-Q2 2025) • Consultant to review the indicators and provide trainings to be on board (Q2 2025) • 15 surveys to be done to report on 3 SDG targets (Q4 2025)	20,000	142,000	162,000
2.1.3. Enabling data collection and analysis in support of enhanced Early Warning Capacities for resilience building	WFP	WFP identified some capable consultancy firms from their long-term agreement (LTA) list	• Consultancy firm to be hired for risk analysis and vulnerability assessment (Q2-Q4 2025), and to develop the multi-hazard maps (February 2026)	115,000	65,000	180,000
		WFP preparing the procurement	• WFP to procure an individual consultant (Climate Analysist) to be on board (March 2025) • The consultant to oversee the development of the Climate Risk Early Warning Systems (CREWS) (March-June 2025) • The consultant to provide training for NMS staff on CREWS (Q3-Q4 2025)			

2.1.4. Update of Justice information System	UNICEF	• Meeting with stakeholders was held to gather information on required justice information system and map out steps for the development (August 2024) • Equipment list (first draft) was prepared	• Discussion with UNDP to decide the orientation and scope of the activity for harmonization between 2.1.4 and 2.1.5 (February 2025) • Consultant ToR, list of the equipment to be finalized (March 2025) • Procurement (Q2-Q3 2025) • Training will be conducted afterwards (within 2025)	15,000	87,500	102,500
2.1.5. Support Digitalization within Magistrate Court of Belize	UNDP	4 working sessions held with the Attorney General, Director of E-Governance and Digitization, the Solicitor General, and the respective personnel to explain project scope, determine national needs, and decide on the way forward	• Digital assessment survey and stakeholders mapping to be done using PACE grant (January-February 2025) • Digital analyst will complete a digital roadmap (March 2025) • Equipment list and procurement plans developed on IT and audio recording equipment (April 2025) • Procurement to be done and installed (June 2025) • Training provided for the Judiciary stakeholders (July 2025)	0	150,000	150,000
Project Support Cost	UNDP	Project Support Costs	• Salaries, M&E, and visibility • Indirect Costs	155,643	230,000	385,643
Total Requested Amount				**687,335**	**1,129,886**	**1,817,221**

Project Board Meetings

- Project Board Meeting 2 scheduled to be in April 2025, after the general elections (tentative).
- Project Board Meeting 3 scheduled for 8th August 2025 (tentative).

2025 Publicity Events

- Data for Development Workshop involving the experts from Regional Bureau of UNDP and Belizean partners (SIB and sectoral/topical partners) for knowledge/best practice sharing and empowerment for accelerated project implementation to be on the 17th-18th of March 2025.
- Handing Over of ICT Equipment and 2 vehicles to SIB scheduled for the 19th of March 2025.
- Handing over of Magistrate Court FTR Equipment scheduled for Q2 2025 (tentative, Date to be determined).

Staffing

- Project Manager will be assuming duties on the 3rd February 2025. Onboarding activities are planned for full project immersion.
- Project Assistant will be hired and in office by 1st May 2025.
- SIB NSS Officer, Senior Economist, and Project Coordinator to be hired by March 2025.
- SDU Officer to be hired by March 2025.

ANNEXES

Annex I: **Project Worksheet (Work Plan, Financial Report, Project Performance & Work Plan)**

Outcome	KOICA Output/ Quantum Activities	KOICA ACTIVITIES	Responsible Party (IA)	ATLAS Budget Description	Amount (USD) Year 1	Amount (USD) Year 2	Deliverables
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 Statistical System.	**Output 1.1: Revised statistical infrastructure**	Activity 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"	UNDP	International Consultants	$25,000		Consultant will be responsible to review the SIB Act and other relevant legislation such as the Data Privacy and Data Sharing Acts. Review NSS legislation from other agencies. Review of Code of Good Practices. Hold consultation with SIB, MED and Attorney General's Ministry to develop a draft of the NSS Act.
		Activity 1.1.2: Support the development of a Quality Assurance Framework for the NSS	UNFPA	International Consultants		$35,000	Develop a QAF for the NSS. Will need to research other countries that have a QAF for their NSS.
				Training, Workshop and Conference	$2,500	$2,500	Two workshops will be conducted. First workshop will be a consultation session with NSS partners to review generic QAF templates after which the consultant will prepare a draft QAF for the NSS. The second workshop will be to validate the QAF document. 50 persons will be invited from NSS agencies at $50 per person to cover venue and food.
		Activity 1.1.3: Support SIB's elaboration of its Quality Assurance Framework	UNFPA	Consultants, training, workshop and conference	Planned for Year 3		Consultant work to finalize the SIB QAF, meetings to establish the Quality Management Unit are planned to take place in 2026
		Activity 1.1.4: Support the building of consumer confidence with the branding of SIB as providers of quality national statistics	UNDP	Contractual Services		$20,000	Marketing company will be engaged to assist with developing a rebranding strategy for the SIB.
				Audio Visual/ Print Production Cost	$0	$30,000	Purchase of equipment and promotional items for the rebranding of SIB e.g. electronic billboard

Outcome	KOICA Output/ Quantum Activities	KOICA ACTIVITIES	Responsible Party (IA)	ATLAS Budget Description	Amount (USD) Year 1	Amount (USD) Year 2	Deliverables
	Output 1.2 Upgraded physical and IT infrastructure supporting SIB processes	Activity 1.2.1: Upgrade existing data collecting, computing and transport equipment essential for the delivery of SIB's mandate.	UNDP	Equipment and Furniture	$80,000		Procurement of 2 vehicles for SIB @40,000 per vehicle. (• 5 Passenger Capacity • 4 Door Double Cab • Manual Air Conditioning • (Steering Column) • AM/FM Radio • 4DRSpeaker • Variable Intermittent Windshield Wipers • Power Windows& Power Doors • Cloth Seats • Jack Kit • Halogen Head Lamps • Outside Rear View Folding • Mirrors Black w/ Signal Lamp • Spare Tire (Ground Tire) • Front & Rear Mudguard • 7" Steel Rims Wheels • 225/70R17Tires • 2.4L—2GD Turbo Diesel • 4 Cylinder |4x4 • Four Wheel Drive (Electronic) • Direct Fuel Injection • Differential Lock • 6 Speed Manual Transmission • 30MPG Highway • 28MPGCity|148HP • Child Safety Seatbelts • Front Driver & Passenger • 7 Airbags ABS)

Outcome	KOICA Output/ Quantum Activities	KOICA ACTIVITIES	Responsible Party (IA)	ATLAS Budget Description	Amount (USD) Year 1	Amount (USD) Year 2	Deliverables
				Information Technology Equipment	$89,041		20 laptops @2,500 each = 50,000; 20 laptop bags = 800; 1 Smartboard for training room = 6,000; 20 monitors @300 each = 6,000; 1 camera for livestreaming = 700; 1 server = 20,000; 20 mouse and keyboard combo = 5,541
		Activity 1.2.2	UNDP	Contractual Services Company	$20,000	$20,000	Redesign and upgrade of the BNSS portal. Development of data collection integration system for 5 select NSS data producers. 80 days @500 per day
	Output 1.3 Established system for continuous development of human resources within SIB	Activity 1.3.1	UNFPA	National Consultants	$15,000		A local consultant will be hired to facilitate two workshops. The first will be a consultation session with NSS members and the second will be a validation session. Final output of consultancy will be a comprehensive report of the statistical capacity of NSS members. Contract will be for 60 days @$250 per day.
				Training Workshops and Conferences	$7,500		One consultation session and one validation session for the TASC. Approximately 75 persons at $50 per person.
		Activity 1.3.2 Develop costed capacity development strategy/training plan based on results of the TASC		International Consultant		$15,000	Consultant will be hired to prepare and cost a training plan for NSS agencies based on the results of the TASC.

Outcome	KOICA Output/ Quantum Activities	KOICA ACTIVITIES	Responsible Party (IA)	ATLAS Budget Description	Amount (USD) Year 1	Amount (USD) Year 2	Deliverables
		Activity 1.3.3 Administer training package targeting the improvement of the qualifications of personnel in SIB as trainers to the node contributors of the NSS	UNDP/UNFPA	Travel		$30,000	
		Activity 1.3.4: Increase SIB's technical and leadership capacity to coordinate the NSS in Belize	UNFPA	Contractual Services Companies (Education)	$202,286	$202,286	Support to Educational Upskilling of SIB Staff
	Output 1.4: Statistical production capable of adapting to the evolving needs of the data users	Activity 1.4.1: Support process of user-producer dialogues	UNDP	Training, Workshop and Conferences	$5,000	$5,000	One data user conference per year. 100 persons @USD$50 per person to cover the cost of venue and food.
		Activity 1.4.2 Administer National survey of modules to produce new SDG indicators	WFP	International Consultants		$82,500	Cover the cost of piloting questionnaire, training, field operations, data processing and dissemination for a national survey of approximately 3,000 households
		Activity 1.4.3: MICS+ Activities support the creation of new data sets supporting national SDG monitoring	UNICEF	Contractual Services Companies	$60,000		Consultant will review administrative datasets and provide recommendations for the MICS linking methodology.
	Output 1.5: Strengthened cooperation/ collaboration between SIB and other data producers	Activity 1.5.1: Strengthening of SIB's NSS Unit	UNDP	Travel	$3,000	$3,000	Travel costs (transportation and subsistence) associated with meetings and outreach with NSS members
				Contractual Services Implementing Partner (SIB Staff)	$9,000	$18,000	One person will be hired in the NSS Unit to conduct meetings with NSS agencies.

Outcome	KOICA Output/ Quantum Activities	KOICA ACTIVITIES	Responsible Party (IA)	ATLAS Budget Description	Amount (USD) Year 1	Amount (USD) Year 2	Deliverables
		Activity 1.5.2 Enable National Statistical Monitoring Tables	UNDP	Contractual Services Implementing Partner (SIB Staff)	10,500	$21,000	1 senior statistician to chair working tables
				Training Workshop and Conferences	$3,750	$7,500	Bi-annual meetings for each working table (5 working tables).
				Total Outcome 1	**$532,577**	**$491,786**	
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.	**Output 2.1: Priority Data contributing nodes of the National Statistical System are strengthened**	**Activity 2.1.1 Support to increased functionality of SDU**	UNDP	Contractual Services Company		$25,000	Consultancy to design an online Data exchange portal among SDG contributors facilitating SDU monitoring of SDG's. 50 days @$500/ day. Data exchange portal will facilitate SDU SDG reporting mandate.
				Information Technology Equipment		$9,500.00	Computers @2,500$/unit; Server for SDG clearing house mechanism @ 7,000$/unit
				Contractual Services Implementing Partner (SDU Staff)		$15,600	Project provides support for the hiring of a Data Manager SDU salaried @1,300$/ month X 24 months. This individual will set up and maintain data exchange platforms within the SDU.

Outcome	KOICA Output/ Quantum Activities	KOICA ACTIVITIES	Responsible Party (IA)	ATLAS Budget Description	Amount (USD) Year 1	Amount (USD) Year 2	Deliverables
		Activity 2.1.2 Expand capabilities of BAIMS for data capture, analysis and management.	FAO	Contractual Services-Companies	$20,000	$30,000	Consultancy to update and expand capture and analytical capabilities of the Belize Agriculture Management Information System farmer registry. Module improvements will enable, among others, the capture the gender sensitive data and contribution of rural vulnerable groups, as well as enabling bigdata management, processing, analytics and processed information dissemination. (@500$/day X 100 days)
				Equipment and Furniture		$59,000	Purchase of 4 off road motorbikes with associated motorcycle GPS units @10,500/ unit supporting extension and monitoring services within the department of Agriculture (Basic specifications: On' off road capabilities, standard parallel twin cylinder 4-stroke engine electric starter, liquid cooling, regular fuel requirement) ; 2 long range surveillance drones @ 8,500$/unit (Multi-rotor Agriculture Drones DJI, Models: Agras T10 & T30 Dagong, Models: DG-A1 & DG-A10 Minimum 4 rotors Minimum cruise speed: 7 m/s Lithium battery Temperature operating range: -10℃ to 40℃ Spraying container size: 10L, 16L or 30L Visible camera, 7 inch high brightness display remote control)

Outcome	KOICA Output/ Quantum Activities	KOICA ACTIVITIES	Responsible Party (IA)	ATLAS Budget Description	Amount (USD) Year 1	Amount (USD) Year 2	Deliverables
				Information Technology		$28,000	"CAPI device featuring high precision GNSS module @1200$/unit for 15 devices (Version of Android OS: Android 8.0 or better is required; RAM: Minimum 1.5GB; Screen Size: 7- 8 inches; Storage: 8GB of flash memory storage. At least 1GB of available space must be available for survey (questionnaire) and the mode of use of the tablet (number of assignments, simultaneously started interviews, rejections, use of offline maps, audio recording, etc.; Wi-Fi module, which can be used for software setup, upgrades, and synchronization while in the office; 3G/4G connectivity module is required for synchronization from the field.); Computer @2,500$/unit X 4"
				Local Consultant		$25,000	Consultancy for the development and delivery of an ICT training curriculum targeting agriculture extension personnel in an effort to increase their participation in data collection, management and information dissemination. @250$/ day X 100 days
		Activity 2.1.3: Enabling data collection and analysis in support of enhanced Early Warning Capacities for resilience building	WFP	Contractual Services-Companies	$60,000		Consultancy targeting Firm for the development of fit-for-purpose Climate Information Services (CIS) and impact-based Multi-hazard Early Warning System based on prepared WMO guidance document, "Climate Data Management System Specifications"
				Training Workshops and Conferences	$20,000	$30,000	Training targeting NMS staff and stakeholders

Outcome	KOICA Output/ Quantum Activities	KOICA ACTIVITIES	Responsible Party (IA)	ATLAS Budget Description	Amount (USD) Year 1	Amount (USD) Year 2	Deliverables
				Information Technology Equipment	$20,000	$40,000	Software and hardware supporting systems expansion.
				International Consultants	$15,000	$15,000	Technical assistance enabling administration of system
		Activity 2.1.4: Update of Justice information System	UNICEF	Contractual Services Companies	$15,000	$25,000	Firm hired to Develop Integrated IT network linking data systems within Family, Magistrate and the High Court of Belize
				Information Technology Equipment		$57,500	HP EliteBook 830 G8 Notebook Intel i5-1135G7 (8M Cache, up to 4.20 GHz) 16GB (1x16GB) DDR4 32000 512GB PCIe NVMe SSD 13.3" FHD (1920x1080) Anti-Glare Display Intel Iris Xe Graphics Integrated IR HD 720p Webcam, Mic, Speakers Internal QWERTY Backlit Keyboard, English, Touchpad Mouse Intel Wireless + Bluetooth 2x USB Type-C, 2x USB Type-A (1 Charging); 1x Headphone/mic Combo, 1x HDMI 2.0, 1x AC power Windows 10 Pro, 64-Bit, English Pre-Installed 65 Watt nPFC USB-C Straight AC Adapter 3-Cell (53WHr) Long Life Battery Active Smart Card 3 Years NBD Onsite Warranty Support HP Priority Management Support

Outcome	KOICA Output/ Quantum Activities	KOICA ACTIVITIES	Responsible Party (IA)	ATLAS Budget Description	Amount (USD) Year 1	Amount (USD) Year 2	Deliverables
				Training, Workshop and Conferences		$5,000	Training of Court functionaries @5000$/ year. Annual training/ familiarization sessions targeting yearly cohorts of 15 individuals.
		Activity 2.1.5	UNDP	Contractual Services Companies		$50,000	Contracted firm tasked with the Development of One Data Dashboard and Data Architecture Technologies supporting Vital Statistics Unit functionality (@1000$/day X 150 days)
				Total Outcome 2	**$150,000**	**$414,600**	
Outcome 3: Project is efficiently managed, staffed and coordinated, and is implemented with national ownership		**Activity 3.1.1: Support PMU**	UNDP	Salary Costs (UNDP Staff-FTA)	$98,000	$143,000	P3 level 3 (Korean Speaking Project Manager 2.5 years) Annual Salary 87,000, Benefits 56,000 (Note year 1 budget includes a one-time relocation grant)
				Contractual Service individual (Project Associate NPSA)	$22,500	$45,000	NPSA 6 (National 2.5 years) Annual Salary 30,000, Benefits 15,000)
				Equipment and Furniture	$5,000		
				Supplies	$2,000	$4,000	

Outcome	KOICA Output/ Quantum Activities	KOICA ACTIVITIES	Responsible Party (IA)	ATLAS Budget Description	Amount (USD) Year 1	Amount (USD) Year 2	Deliverables
	Output 3.1: Efficient adaptive Management			Communication and Audio-Visual Equipment	$3,000	$5,000	
				Travel	$2,000	$3,000	
				Information Technology Equipment	$9,000		
				GOE (Support to Back Office Functions)	$7,200	$12,400	
		Activity 3.1.2 Monitoring and Evaluation	UNDP	Professional Services	$5,000	$10,000	
				Travel	$1,000	$1,500	
		Activity 3.1.3: Project Communications and Visibility	UNDP	Audio Visual/ Print Production Cost	$10,000	$10,000	
				Total Outcome 3	**$164,700**	**233,900**	
				Total KOICA Activity Budget	**$847,277**	**$1,140,286**	
				Total Eligible Indirect Cost (7% of eligible direct cost of the Action)	**$59,309**	**$79,820**	
				1% Coordination levy	**$6,825.77**	**$9,063.86**	

Outcome	KOICA Output/ Quantum Activities	KOICA ACTIVITIES	Responsible Party (IA)	ATLAS Budget Description	Amount (USD) Year 1	Amount (USD) Year 2	Deliverables
				TOTAL DONOR BUDGET (KOICA)	$913,412	$1,229,170	
				TOTAL Co-financing	$340,000	$160,000	
				TOTAL PROJECT BUDGET	$1,253,412	$1,389,170	

Annex II. List of Changes in the Logical Framework (From March 2024 to November 2024 ver.)

OUTPUTS:

Outputs	Changes
Output 1.1 Revised statistical infrastructure	The start date for the implementation of activities under Outputs 1.1 was pushed back to 2025, as indicated in the revised work plan. This became necessary due to the demands already placed on SIB personnel in undertaking complex and expansive surveys.
Output 3.1: Efficient adaptive management	

Activities:

Activity	Changes
Activity 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"	No changes

Activity 1.1.2: Support the development of a Quality Assurance Framework for the NSS	• The start date was revised to early 2025 in accordance with the updated work plan • Indicator on capacity to utilize QAF has been added
Activity 1.1.3: Support SIB's elaboration of its Quality Assurance Framework	Split the indicator into 2
Activity 1.1.4: Support the building of consumer confidence with the branding of SIB as providers of quality national statistics	Indicator updated to allow for quantitative and objective indicator (from citizens' confidence level to a report produced on publicity campaigns)
Activity 1.2.1: Upgrade existing data collecting, computing and transport equipment essential for the delivery of SIB's mandate	Indicator updated to ensure objective verification (UNDP spotcheck) than SIB's self-assessment
Activity 1.2.2: Support the expansion of the BNSS portal	Indicator updated (number of visits to BNSS portal)
Activity 1.3.1: Using TASC methodology, review and map capacities within the current statistic/data ecosystem in Belize	• The start date was revised to early 2025 in accordance • Indicator realistically broken down to more actionable steps (TASC assessment done)
Activity 1.3.2: Develop costed capacity development strategy/training plan based on	Means of verification adjusted from plan development and approval to development only

results of the TASC	
Activity 1.3.3: Administer training package targeting the improvement the qualifications of the personnel in SIB as trainers to the node contributors of the NSS	Indicators broken down into more actionable steps and ensure quantitative measurements (the number of trainers and the trainees who completed the training)
Activity 1.3.4: Increase SIB's technical and leadership capacity to coordinate the NSS in Belize	Indicators newly created (the number of graduates from degree programs and short courses)
Activity 1.4.1: Support process of user-producer dialogues	Kept only quantitative indicator to count the number of participants
Activity 1.4.2: Administer national survey of modules to produce new SDG indicators	Split into 2 indicators (Completion of national surveys, number of SDG-related indicators published on BNSS portal)
Activity 1.4.3: MICS+ Activities support the creation of new data sets supporting national SDG monitoring	Indicator defines more specific range of dataset (MICS)
Activity 1.5.1: Strengthening of SIB's NSS Unit	Indicator broken down to more actionable steps (staff assignment to NSS Unit)
Activity 1.5.2: Enable National Statistical Monitoring Tables	Indicator adjusted from partnership agreements to the number of working group meetings (more controllable)
Activity 2.1.1: Support to increased functionality of SDU	Indicators split into 2 and equally measure quantitative (number of SDG documents published) and qualitative (satisfaction survey score) results
Activity 2.1.2: Expand capabilities of BAIMS for data capture, analysis and management	• The commencement date was postponed to January 2025 • Indicator split into 2 (% of BAIMS data captured, number of SDG indicators reported)
Activity 2.1.3: Enabling data collection and analysis in support of enhanced Early Warning Capacities for resilience building	• The commencement date was postponed to January 2025 • Indicators broken down to more actionable steps (operational manual developed, hazard maps developed)
Activity 2.1.4: Update of Justice information System	• Indicator split into 2, and focus on quantitative and objective results (integrated ICT network, number of trainees)

	• This activity did not commence in June 2024 as originally planned. A postponement was necessary to allow for stakeholder consultations with key feeder ministries to maximize national buy-in. These stakeholders included the Ministry of Public Utilities, Energy, Logistics and E-Governance; the Central Information Technology Office (CITO); the Ministry of Immigration; the High Court; Family Court; Attorney General's Ministry; Vital Statistical Office; Statistical Institute of Belize; the Ministry of Human Development, Families and Indigenous Peoples' Affairs; the Belize Crime Observatory; and UNICEF. • The TOR for the consultant to develop the 'Digital Case Management System with E-File Portal, API (Application Programming Interface) for Online Payments, and Integration with Reporting Dashboards' was drafted and approved in December 2024. Recruitment is expected to commence in January 2025.
Activity 2.1.5: Support Digitalization within the Magistrates' Court of Belize	• The activity initially included in the grant agreement as "Support Digitalization within the Vital Statistics Unit" was changed to "Support Digitalization within the Magistrates' Court of Belize." This change was made because the previously planned activity had already been covered by an Inter-American Development Bank (IDB) loan and government funding. The Attorney General and the Chief Magistrate agreed to utilize the funds to support the digitization of the Magistrates' Courts of Belize. • Indicator adjusted to more actionable step (from one data dashboard created to equipment and training provided)

Annex III: Charts, tables and visual aids including photos



In March 2024, KOICA and Belize signed the "**Enabling of Belize's Statistical System**" project, with **a $3.4 million grant** from KOICA and UNDP. The initiative aims to **improve Belize's data and statistical infrastructure**, involving multiple government ministries and UN agencies to enhance data governance and capacity.

In March 2024, representatives from UNDP, UNFPA, FAO, WFP, SIB, UNICEF and other key stakeholders convened to witness the signing of the "Enabling of Belize's Statistical System" project.





From November 4 to 6, UNDP Belize hosted KOICA El Salvador's first technical mission in Belize. The mission focused on reviewing project progress and discussing the 2025 annual plan to ensure effective implementation.

On November 6, 2024, during the technical mission, UNFPA and UNICEF reviewed and confirmed the revisions to the project's M&E plan, ensuring alignment with project





On November 4, 2024, during the technical mission, all PUNOS and government agencies gathered to welcome the KOICA team and discuss the project's primary objectives and other key areas of importance.

Photos from the June 2024 workshop to onboard the project:



Partners from UNICEF, WFP, and the National Meteorological Service of Belize were among the attendees



Participants from the National Meteorological Service of Belize dive into the details of the project framework



SIB Director General, Mrs. Diana Castillo-Trejo



Government partners learn more about the project

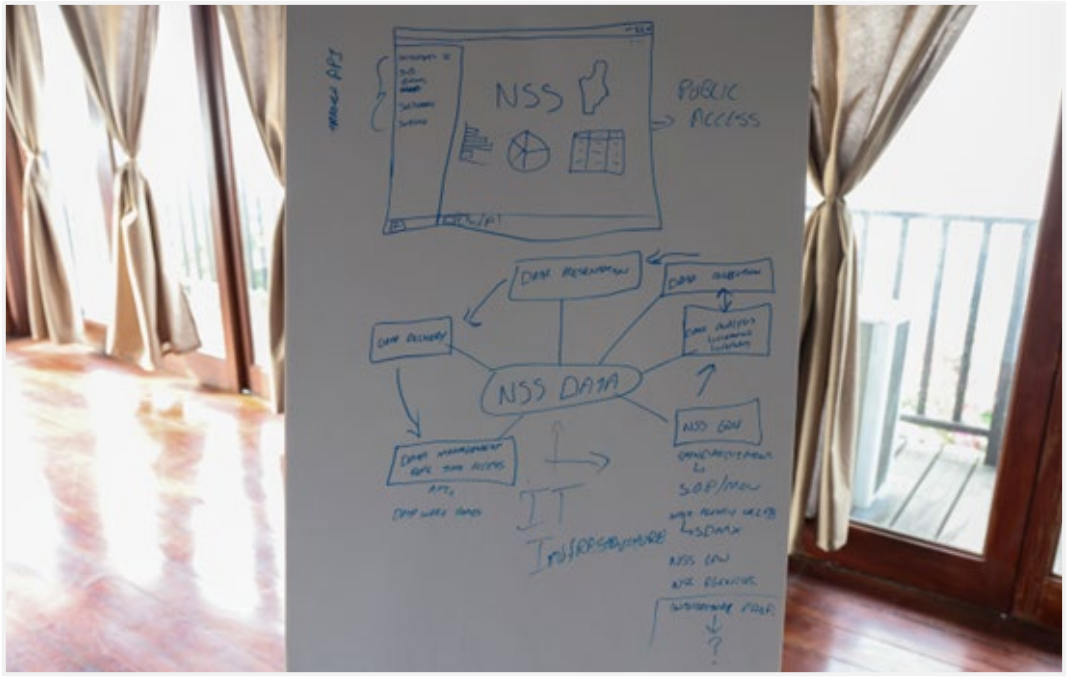


Diagram mapping the broader vision for the National Statistical System of Belize



Visual of Belize's data framework to 2030



Amilin Mendez, UNDP Governance, Inclusive Growth and Digitization Programme Team Lead, elaborating on the project



SIB Deputy Director General, Miriam Willoughby, detailing the 2030 vision



Workshop participants review the details of the project framework and the expected outputs and outcomes



UNDP Team Lead provides further clarity on the project framework



Data Users Workshop held on the 18 of October 2024 titled "2024 Statistical Data Users Conference." UNDP MPI Expert, Renata Pardo presented on "Advantages of using multidimensional poverty measures for policy making – The experiences of Latin America and the Caribbean."



17 persons from 8 entities attended the ToR Writing Workshop held on Thursday, 28 November 2024



Working session with Ministry of Agriculture, Food Security, and Enterprise and KYN Consulting held in December 2024

New vehicle procured by the project for the Statistical Institute of Belize



Annex IV. Attendance Sheets for Major Events in 2024

Activity 1.4.1. User-Producer Dialogue (October 2024) – 50 participants

Registration List for the Annual Statistical Data Users Conference 2024
Friday, October 18, 2024 at 9:00 am, Best Western Plus Belize Biltmore Plaza, Belize City

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34	Mr.	Jerdie	King	Economist	Ministry of Finance, Economic Development and Investment	jerdie.king@med.gov.bz	822-2526/27	
35	Mr.	Owen	Leiva	Business Advisor at the SBDCBelize unit	Belize Trade and Investment Development Services		223 0322	
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37	Mr.	Steven	Lewis	Interim Chair/Math Lecturer, Mathematics, Physics and Information Technology Department	University of Belize	solewis@ub.edu.bz	822-3680 (Ext. 1060)	
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50	Mr.	Christian	Nah	Economist	Central Bank of Belize	christian.nah@centralbank.org.bz	223-6194	
51	Mr.	Edgar	Nah	Senior Biostatistician	Ministry of Health and Wellness	edgar.nah@health.gov.bz	822-2325	
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53	Mr.	Alfonso	Noble	News Editor	Guardian Newspaper	alfonso.noble@gmail.com	2075346 or 610 2797	
54	Ms.	Jovany	Obrien	Reporter	Krem Television/ X-TV	jovanybz@yahoo.com	2024409	
55	Mr.	Christian	Orellana	Statistician II	Statistical Institute of Belize	corellana@mail.sib.org.bz		
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59	Mr.	Angel	Perez	Statistician II	Statistical Institute of Belize	aperez@mail.sib.org.bz		
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64	Ms.	Clarissa	Rodriguez	Economist	Central Bank of Belize	Clarissa.Rodriguez@centralbank.org.bz	223-6194	
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78	Ms.	Irene	Wu	Second Secretary	Embassy of the Republic of China (Taiwan)	blz@mofa.gov.tw	2233082	
79	Ms.	Shanea	Young	Senior Climatologist	National Meteorological Service	syoung@nms.gov.bz; secretary@nms.gov.bz	225-2012	
80	H.E.	Martha	Zamarripa Rivas	Ambassador	Embassy of Mexico	embamexbze@btl.net; mzamarripa@sre.gob.mx	823 14/15	
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83		NOMARC	Bembidge	Plus One	Department of Youth Services	nomarc@gmail.com	615-8028	
84		Paulette	Wade		UNICEF			
85		DEMIAN	SOLANO	Founder	Opinions.bz / IdeaLab	demiansolano@gmail.com	634-9091	
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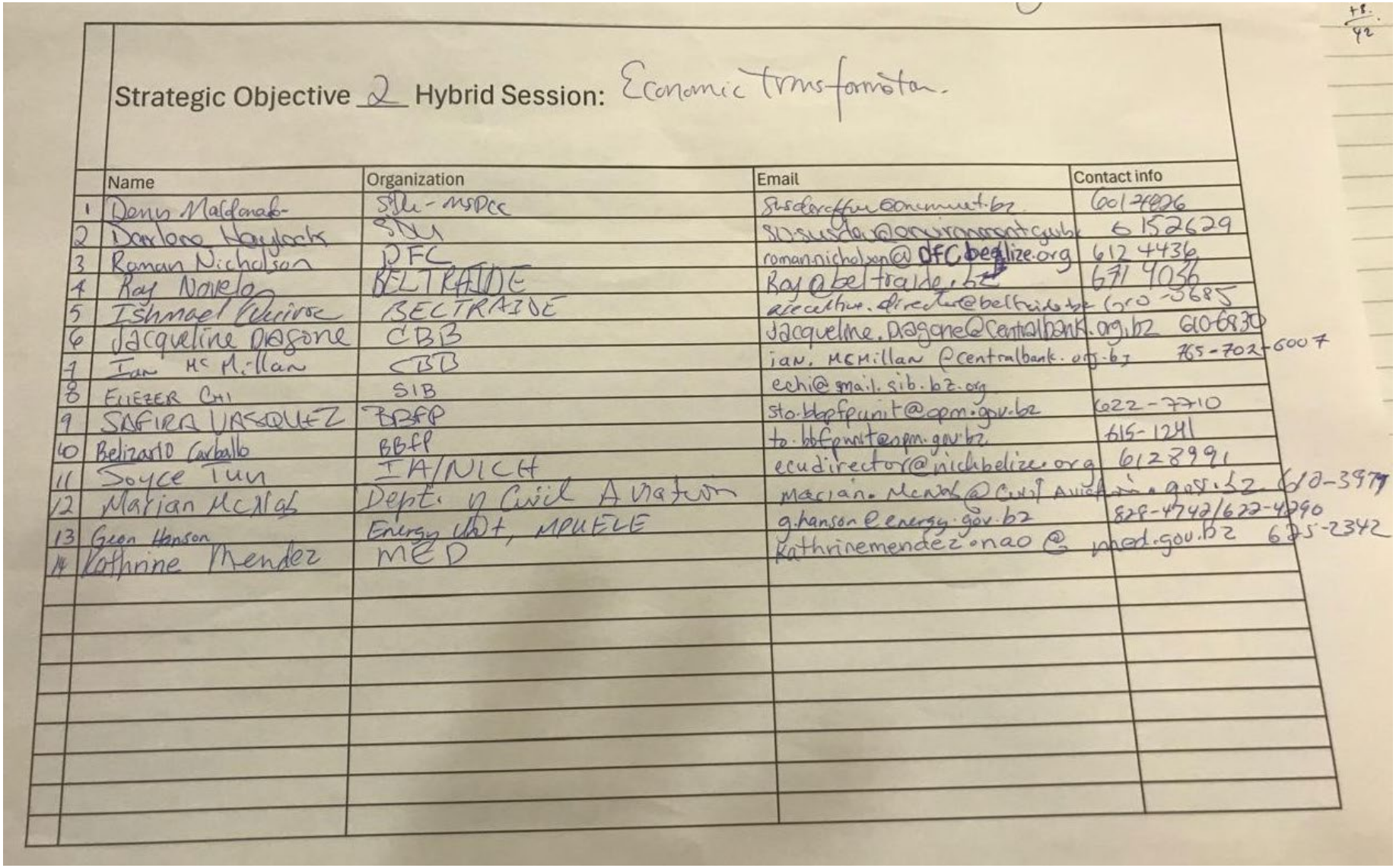
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98								
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4	Ms.	Karina	Cázarez	Climate Change Data Policy Analyst,	PARIS21	miroslava.cazarez@gmail.com		
5	Ms.	Sophie	Kenneally	Gender Statistics Policy Analyst	PARIS21	Sophie.KENNEALLY@oecd.org>		
6	Mr.	Ian	Hambleton	Professor of Biostatistics	The University of the West Indies Cave Hill Campus	ian.hambleton@cavehill.uwi.edu		

Activity 1.5.2. Statistical Monitoring Tables

Sign-in Sheets for 6 meetings with stakeholders (there were 2 other meetings with the Mid-Term Development Strategy Secretariat including the Prime Minister and CEOs, where sign-in sheets were not circulated)

Strategic Objective 1 Hybrid Session: Poverty Reduction

	Name	Organization	Email	Contact info
1	Jeanette Garcia	SSB	jgarcia@sec.ssecurity.org.bz	
2	Viola Tuyud	Ministry of Health and Wellness	Viola.tuyud@health.gov.bz	
3	Edgar Nah	MoHW	edgar.nah@health.gov.bz	604-2020
4	Daniel Dominguez	Central Building Authority	dedoc@belize.org	615-0584
5	Eleanor Murillo	Nat. Women's Commission	execdirector.nwc@humandev.gov.bz	613-0552
6	Els Arnold	Min of Human Development	data.analyst@humandev.gov.bz	613 6713
7	Gabrielle Hulse	MED	gabrielle.hulse@med.gov.bz	6284087
8	Joyce Tun	IA/NICH	ecudirector@nichbelize.org	6128991
9	Darlene Haylock	SDU	sdusdev@environment.gov.bz	6152629
10	Ricardo Gideon	Ministry of Education, CST	ricardo.gideon@moecst.gov.bz	676-5011
11	Diana Castillo-Trejo	SIB	dtrejo@mail.sib.org.bz	634-7605
12	Miriam Willoughby	SIB	mwilloughby@mail.sib.org.bz	615-1179
13	Eliezer Chi	SIB.	echi@mail.sib.org.bz	638 - 4321.
14	Clifford Kirk	Local Govt Dept. (BTCOLL)	clifford.kirk@labour.gov.bz	670-2643
15	Michael Vaughan	MHOFEPA	statistician@humandev.gov.bz	622-3047
16	Victor Alegria	SDU - MSDCC	dir.sustdev@environment.gov.bz	631-4197.
17.	Denis Maldonado	SDU - MSDCC		



Strategic Objective 2 Hybrid Session: Economic transformation

	Name	Organization	Email	Contact info
1	Denys Maldonado	SIDS - MSDCC	[illegible]	6012026
2	Darlene Haylock	SDU	[illegible]	6152629
3	Roman Nicholson	DFC	romannicholson@DFCbelize.org	612 4436
4	Ray Novelo	BELTRAIDE	Ray@beltraide.bz	671 4036
5	Ishmael Pacheco	BECTRAIDE	[illegible]	610-3685
6	Jacqueline Dagone	CBB	Jacqueline.Dagone@centralbank.org.bz	610-6830
7	Ian McMillan	CBB	ian.mcmillan@centralbank.org.bz	765-702-6007
8	Eliezer Chi	SIB	echi@mail.sib.bz.org	
9	SAFIRA VASQUEZ	BBFP	sto.bbfpunit@opm.gov.bz	622-7710
10	Belizario Caballo	BBFP	to.bbfpunit@opm.gov.bz	615-1241
11	Joyce Tun	IA/NICH	ecudirector@nichbelize.org	6128991
12	Marian McNab	Dept. of Civil Aviation	marian.mcnab@civilaviation.gov.bz	610-3977
13	Glen Hanson	Energy Unit, MPUELE	g.hanson@energy.gov.bz	828-4742/622-4390
14	Kathrine Mendez	MED	Kathrinemendez.nao@moh.gov.bz	675-2342

Strategic Objective 3 Hybrid Session: Trade Deficit Reduction

	Name	Organization	Email	Contact info
1	Doniz Maldonado	SDU - MSDCC	Sustdevofficer@environment.gov.bz	608-4826
2	Janina Choj	MFAFT	janina.choj@mft.gov.bz	615-3998
3	TRICIA GIDEON	MFAFT	Tricia.gideon@mft.gov.bz	604-3503
4	Yolanda Mai	MED	yolanda.mai@med.gov.bz	673 1412
5	ISRAEL ZAMBRANO	MAFSE	israel.zambrano@agriculture.gov.bz	636-7404
6	ELIEZER CHI	SIB.	echi@mail.sib.bz.org	620-9657
7	Toni Grimm	MAFSE	grimmjd@gobmail.gov.bz	608-9888
8	Victor Alegria	MSDCC - SDU		

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Strategic Objective 4 Hybrid Session: Citizen Security

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4	Dawn Mitchell	BCO - MHANGI	dawn.mitchell@homeaffairs.gov.bz	620-6976
5	Victor Alegria	SDU	dir.sustdev@environment.gov.bz	631-4197
6	Deann Buckley Meadows	Dept Youth Service	dysplanningunit@gmail.com	605-7761
7	Indira Logue	Dept of Youth.	indiralogue@yahoo.com	613-2018
8	ANNA Logue	Ministry of Youth Sports & Transport	Director@transport.gov.bz	611-2166
9	Naphi Pott	MED	naphi.pott@med.gov.bz	614-2063
10	Ruben Cowo	Ministry of National Defence & Border Security	smlo.mns@bdf.mil.bz	673-2696
11	ELIEZER CHI	SIB.	echi@mail.sib.org.bz	638-4321
12				
13				
14				

Strategic Objective 5 Hybrid Session: Protection of the Environment + Natural Resources.

	Name	Organization	Email	Contact info
1	Denis Maldonado	MSDCC - SDU	Sus dev officer	601-1891
2	Rashoda Garcia	National Biodiversity Office	office2.nbio@environment.gov.bz	828-6063
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4	Darlene Haylock	SDU	SO.susdev@environment.gov.bz	6152629
5	Jerdie King	MED	Jerdie.king@med.gov.bz	605-0558
6	Gisel Correa	Ministry of Blue Economy + Disaster Risk Management	gisel.correa@blueeconomy.gov.bz	223-6171
7	Abigail Quiroz	Belize Fisheries Department	abigail.quiroz@fisheries.gov.bz	224-4552
8	Kenneth Esquivel	BFD	kenneth.esquivel@fisheries.gov.bz	224-4552
9	Darcy Correa	Ministry of Tourism	darcy.correa@tourism.gov.bz	613-1205
10	Samir Rosado	CZMAI	msplead@coastalzonebelize.org	223-0719
11				
12				
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14				

Strategic Objective 6 Hybrid Session: No Corruption + Good Governance

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4	Eliezer Chi	SIB.	echi@mail.sib.org.bz	638-4321.
5	H. Gilbert Swaso	Office of the Ombudsman	ombudsmon@btl.net	670.8297
6	Darlene Haylock	SDU	sd.sustdev@environment.gov.bz	6152629
7	Stephen Babb	Judiciary	sbabb@belizejudiciary.org	614 3410
8	Fenton Ross	Judiciary	fross@belizejudiciary.org	610-5084
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10	V. Chw Alyn	SDU	sd.sustdev@environment.gov.bz	631-4197.