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Evaluation Office
United Nations Development Programme

INDEPENDENT COUNTRY PROGRAMME REVIEW **BELIZE**

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INDEPENDENT COUNTRY PROGRAMME REVIEW: BELIZE

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ACRONYMS AND ABBREVIATIONS



AIDS	Acquired immunodeficiency syndrome
BCO	Belize Crime Observatory
BIOFIN	Biodiversity Finance Initiative
CCCCC	Caribbean Community Climate Change Centre
CO	Country office
CPD	Country Programme Document
CSOs	Civil society organizations
DIM	Direct implementation modality
GBV	Gender-based violence
GEF	Global Environment Facility
GEWE	Gender equality and women's empowerment
GSDS	Growth and Sustainable Development Strategy
HDI	Human Development Index
ICPR	Independent Country Programme Review
IEO	Independent Evaluation Office
IFI	International financial institution
JCCCP	Japan-Caribbean Climate Change Partnership
M&E	Monitoring and evaluation
MoH	Ministry of Health
MSM	Men who have sex with men
NAP	National Adaptation Plan
NASA	National AIDS Spending Assessment
NCCO	National Climate Change Office
NIM	National implementation modality
ODA	Official development assistance
PREJUVE	Comprehensive Security and Prevention of Violence that Affects Children, Adolescents and Youth in SICA [Central American Integration System] Countries project
RBLAC	Regional Bureau for Latin America and the Caribbean
RR	Resident Representative
SDG	Sustainable Development Goals
SEEA	System of Environmental Economic Accounting
SGP	Small Grants Programme

TB	Tuberculosis
UNCAC	United Nations Convention against Corruption
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children's Fund
UN MSDF	United Nations Multi-Country Sustainable Development Framework for the Caribbean
UNODC	United Nations Office on Drugs and Crime
UNRCO	United Nations Resident Coordinator Office

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ICPR RATINGS AT A GLANCE

Report structure and components

The Independent Country Programme Review (ICPR) report is composed of three components:

- The **summary of ratings**, based on the indicators in the Country Programme Document (CPD) Results Framework, provides an overview of ratings for two areas: UNDP progress towards expected outputs; and the level of UNDP contribution to these outcomes, as defined in UNDP Belize's CPD Results and Resources Framework. Detailed assessments are provided in Annex 1 and the methodology in Annex 3.
- The **narrative section** presents findings from the ICPR, to complement the ratings. Following a brief introduction to the country context and UNDP country programme, the section discusses UNDP performance in relation to programme delivery and programmatic decisions and practices during the review period. It concludes with key recommendations from the ICPR.
- The report includes a series of **annexes**, including a table of the results of the Belize ICPR by outcome and output; the ICPR methodology; key country and programme statistics; and the list of projects under review.

Summary ratings by CPD Results Framework Indicators		IEO Rating ¹	CO Rating ²
Outcome 1	Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place	Moderate level	High level
Output 1.1	National and community planning and investments integrate climate-change adaptation and mitigation to provide co-benefits	On track	On track
Output 1.2	National priority growth sectors have adopted strategies, science-based practices and innovations that promote resilience	On track	On track
Outcome 2	Inclusive and sustainable solutions adopted for the conservation, restoration and use of ecosystems and natural resources	Insufficient evidence	High level
Output 2.1.	Local livelihoods opportunities expanded through the sustainable use of common natural resources	On track	On track
Output 2.2	Legal and institutional reforms supported within key government ministries to operationalize Belize's sustainable development framework (Growth and Sustainable Development Policy)	At risk	On track
Outcome 3	Equitable access to justice, protection, citizen security and safety reinforced	Insufficient evidence	Moderate level
Output 3.1	Coordinated and effective gender-sensitive mechanisms and frameworks for citizen security in place	At risk	At risk
Output 3.2	Access to justice for most vulnerable strengthened	Off track	Off track
Output 3.3	Youth who come in conflict with the law have access to quality secondary and tertiary prevention programmes and diversion	At risk	At risk
Output 3.4	Social protection and human rights systems strengthened	At risk	On track
Outcome 4	Universal access to quality health care services and systems improved	Moderate level	Moderate level
Output 4.1	National health systems are responsive to current inequities manifested in the healthcare system	On track	On track
Output 4.2	Ministry of Health budget targeting HIV-TB programmatic interventions for key populations correlated to need in access/coverage identified through National AIDS Spending Assessment (NASA) reports.	At risk	On track
Output 4.3	The use of equity criteria (through equity audits) in national development of health sector budgets and in informing health sector investments successfully piloted	Off track	Off track
Output 4.4	National HIV-AIDS/TB programmes are aligned to 90-90-90 World Health Organization targets	At risk	On track

¹ Evaluative judgement and ratings are based on the assessment/progress of indicators provided in the results framework.

² Rating proposed by the Country Office as part of the ICPR questionnaire response.

1. INTRODUCTION

Purpose and scope of the ICPR

The Independent Country Programme Review (ICPR) is an independent validation of the self-assessed performance of the United Nations Development Programme (UNDP) Belize country office, for the period 2017-mid 2020.

The Independent Evaluation Office (IEO) of UNDP conducts an ICPR in the penultimate year of a UNDP country programme, to support the development of the next UNDP CPD and strengthen UNDP accountability to the Executive Board and national stakeholders.

The ICPR Belize is expected to address two questions in relation to the current CPD 2017-2021:

- What progress has UNDP made in delivering planned CPD outputs, and how is this contributing to UNDP/United Nations Multi-Country Sustainable Development Framework (UN MSDF) outcomes in the current programme period?
- How has UNDP performed in the planning, implementation, reporting and evaluation of development results?

Methodology

The ICPR adheres to the United Nations Evaluation Group Norms and Standards,³ and is carried out within the overall provisions of the UNDP Evaluation Policy.⁴ Starting with a review of the CPD Results and Resources Framework, the ICPR Belize included an extensive desk review of programme and project-related documents, decentralized evaluations,⁵ an extended questionnaire with the country office, as well as virtual interviews with UNDP staff and stakeholders,⁶ and a survey with civil society organization (CSO) partners⁷ to obtain the required information. The ICPR further benefited from an in-depth review of the governance thematic area's theory of change by the University of Belize. The detailed methodology of the ICPR is presented in Annex 3.

The ICPR employs the following ratings system:

- Country programme's progress towards planned CPD outputs: To determine the appropriate rating, the IEO examined the results chain between support to interventions to result framework outputs. The rating is determined based on the progress towards the associated indicators.
- Country programme's assessed contribution to UN MSDF/UNDP CPD outcomes: The IEO examined the results chain between UNDP CPD outputs and support to interventions of the results framework

³ <http://www.uneval.org/document/detail/1914>

⁴ UNDP Evaluation Policy

⁵ Documentation from UNDP, UNCT, Government and other stakeholders, including strategic documents, project documents, work plans, reports, studies, audits/Global Fund spot check reports, decentralized evaluations (eight evaluations for seven projects – three national projects and four regional/global projects, out of which seven evaluations have been quality assessed by the IEO – six moderately/satisfactory, one with low quality), external impact assessment of the Global Fund, among others.

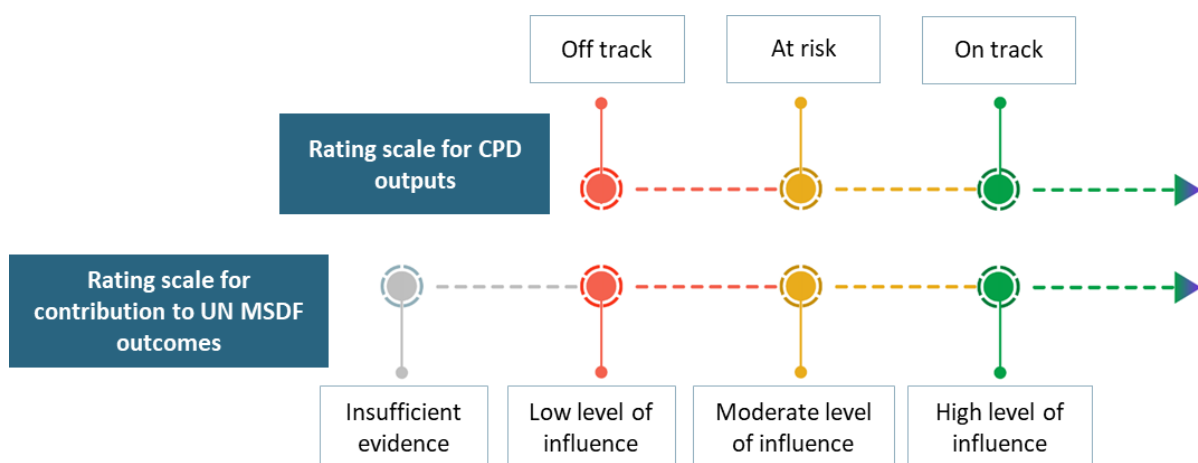
⁶ Fifty-two persons (50 percent women) were interviewed, including UN staff, UNDP personnel, international development partners, Government counterparts, donors and civil society organizations.

⁷ Eleven CSO partners were surveyed; responses from four CSOs received. The respondent CSOs have been interviewed, individually.

THE PURPOSE OF THE ICPR IS TO:

1. Support the development of the next UNDP Country Programme Document;
2. Strengthen UNDP accountability to national stakeholders; and
3. Strengthen UNDP accountability to the Executive Board.

outcomes. The rating is determined based on the level of influence UNDP has over the associated outcome indicators.



Limitations of this review

Due to the COVID-19 pandemic, the planned mission to Belize for data collection and verification was cancelled. The pandemic also reduced availability of some key partners, including the Ministry of Health. The team was not able to observe field activities or speak to programme beneficiaries directly. To address these challenges, virtual interviews were conducted with over 50 UNDP staff and stakeholders, in addition to a survey to CSO partners working with vulnerable populations and an interview with the impact assessment evaluation team of the Global Fund to Fight AIDS, Tuberculosis and Malaria (hereinafter, referred to as the Global Fund), to gather further information of the health portfolio activities. The ICPR team worked with a local academic institution – University of Belize – to strengthen its contextual analysis of the country.

Country context

Belize sits on the Yucatan Peninsula in Central America, with a total surface of 22,966 sq. km, bordering Mexico, Guatemala and the Caribbean Sea.⁸ Due to its geographic location, Belize is both a member state of the Caribbean Community and the Central American Integration System. The population of Belize as of 2019 is estimated at 408,487, with approximately 56 percent of the population under the age of 25.⁹ Belize is both a sending and recipient country for migration. While about 16 percent of Belizeans live abroad, immigrants (mainly from neighbouring states) account for 15 percent of its residents.¹⁰

Classified by the World Bank as an upper-middle income country, Belize achieved modest growth (on average 2.1 percent) in gross domestic product (GDP) between 2009 and 2018. However, GDP growth has slowed in 2019 (0.3 percent) and GDP is expected to decrease by -13.5 percent for 2020, due to the COVID-19 pandemic. Belize's economy relies largely on its natural resources; tourism and the primary sectors – agriculture and fisheries – “are intimately linked to the health of the natural resources and the environment”.¹¹ Private sector capacity is limited; informal economic activity is prevalent. Due to the pandemic, Belize closed its border to non-essential travel between 23 March and 1 October 2020, heavily impacting the tourism sector. Public debt remains at over 90 percent of GDP.¹²

⁸ Lands and Surveys Department, Environmental Statistics for Belize 2012

⁹ Data from the Statistical Institute of Belize <http://sib.org.bz/statistics/population/>

¹⁰ [Caribbean Migration Consultations](#)

¹¹ Data from IMF <https://www.imf.org/en/Countries/BLZ> and World Bank <https://data.worldbank.org/country/BZ>

¹² IMF, [Belize: 2019 Article IV Consultation-Press Release; Staff Report; and Statement by the Executive Director for Belize](#)

Official Development Assistance (ODA) has declined in the last three years, with just under US\$32 million recorded in 2018.¹³ Major donors include the European Union, the United States, OPEC Fund for International Development, Inter-American Development Bank, Caribbean Development Bank, and the Global Environment Facility (GEF).

Belize is exceptionally vulnerable to climate change and natural disasters and is also at risk of extreme temperature events.¹⁴ Despite efforts in sustainable natural resources management and environmental protection, Belize continues to experience increased impact of flooding, deforestation, pollution of waterways and seas, and reduction in marine and terrestrial resources.¹⁵ According to the Caribbean Development Bank, Belize ranks as the fourth most vulnerable Caribbean country in the Multidimensional Vulnerability Index.¹⁶

Between 1998 and 2018, Belize's Human Development Index (HDI) value increased from 0.631 to 0.720, ranking 103 out of 189 countries and territories. However, Belize's HDI falls below the average HDI for Latin America and the Caribbean (0.759). The country's Gender Inequality Index (GII) value in 2018 (0.391) ranks 91 out of 162 countries.¹⁷ Some 41.3 percent of the population lives under national poverty line.¹⁸ The last available ranking of Belize in Transparency International was 109 out of 180 countries in 2008. Since then, Belize's performance in 'Control of Corruption' has fluctuated at similar level.¹⁹

HIV/AIDS prevention and treatment remain a challenge for Belize, with an incidence rate of 63.8 per 100,000.²⁰ HIV prevalence is highest among men who have sex with men (MSM) (13.9 percent), expected to represent two-thirds of future new HIV infections.²¹ The LGBTI+ community remains vulnerable to stigma and discrimination,²² as adult consensual same-sex relations were only decriminalized in 2016 and social acceptance remains mixed.²³

Human smuggling/trafficking, the drug trade, money laundering (institutional and trade-based) and criminal gang activity remain significant problems. Belize has a high homicide rate, at 37.8 homicides per 100,000 residents per year, exceeding the regional average estimates for the Caribbean (12.1) and Latin America (28.1).²⁴ Gender-based violence continues to be a priority of the Government of Belize.²⁵ Due to its location near Mexico and the Northern Triangle (El Salvador, Guatemala, and Honduras), Belize is a transit country for human and drug trafficking.²⁶

Belize is a parliamentary democracy and constitutional monarchy, and a member country of the Commonwealth.²⁷ The National Development Framework for Belize 2010-2030, or Horizon 2030, sets out the country's long-term national development policy and strategic priorities. Belize's Growth and Sustainable Development Strategy (GSDS) guides the country's development efforts for the period 2016-2019. As a Small Island Developing State

¹³ [The World Bank data](#)

¹⁴ IMF, [Belize: Climate Change Policy Assessment, 2018](#); [The World Bank Climate Change Knowledge Portal](#)

¹⁵ Department of the Environment, 2014-2024 National Environmental Development Policy

¹⁶ Caribbean Development Bank, [Measuring Vulnerability: A Multidimensional Vulnerability Index for the Caribbean](#), 2019.

¹⁷ UNDP, [Briefing note for countries on the 2019 Human Development Report: Belize](#).

¹⁸ Voluntary National Review 2017. 2009 data – most recent data on poverty rate.

¹⁹ [Transparency International](#) and [World Governance Indicators](#)

²⁰ Ministry of Health, Annual HIV Statistical Report 2018.

²¹ National AIDS Commission (NAC), [National HIV-TB Strategic Plan \(NSP\) 2016-2020](#), 2015.

²² OSAC, [Belize 2020 Crime & Safety Report](#).

²³ [Human and Dignity Trust](#)

²⁴ UNODC, [Victims of Intentional Homicide](#). Regional estimates are for 2018; Belize estimate for 2017.

²⁵ Ministry of Human Development, Social Transformation and Poverty Alleviation, [National Gender-Based Violence Action Plan 2017-2020](#).

²⁶ IOM, [Diagnostic on Belizean Migration Trends and Migration Management Regulation](#), 2013.

²⁷ [The Commonwealth](#)

(SIDS), the country's development strategy is aligned with the SAMOA Pathway.²⁸ General election was held in November 2020. Leader of the opposition People's United Party John Briceño was elected as Prime Minister.

Annex 2 provides an overview of the key country and programme statistics.

2. PROGRESS TOWARDS OUTPUTS AND CONTRIBUTIONS TO OUTCOMES

The CPD result framework is derived from the UN MSDF 2017-2021 and focuses on three priority areas:

- **A sustainable and resilient Belize** - Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place (Outcome 1); and Inclusive and sustainable solutions adopted for conservation, restoration and use of ecosystems and natural resources (Outcome 2).
- **A safe, cohesive and just Belize** - Equitable access to justice, protection, citizen security and safety reinforced (Outcome 3).
- **A healthy Belize** - Universal access to quality health care services and systems improved (Outcome 4).

The overall CPD estimated programme budget for 2017-2021 is \$16.5 million. The programme expenditure for 2017-2019 is \$7.9 million.

Following the larger UN reform and de-linking process, UNDP Belize transitioned from a sub-office of UNDP El Salvador to an autonomous country office. The process started in late 2019 and by the time of this ICPR, final system transitions and adjustments were still taking place. The new Resident Representative (covering both UNDP Belize and Jamaica multi-country office, based in Jamaica) and Deputy Resident Representative (based in Belize) were on board in 2019. The new UN Resident Coordinator was appointed in 2019, based in El Salvador covering both Belize and El Salvador.

An overview of progress and findings for outputs and contribution to outcomes is presented for each of the four outcomes. The overview is complemented by ratings and key results presented in the detailed table in Annex 1.

Outcome 1. Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place.

The outcome includes two outputs: 1.1) National and community planning and investments integrate climate-change adaptation and mitigation to provide co-benefits; 1.2) National priority growth sectors have adopted strategies, science-based practices and innovation that promote resilience. The portfolio includes one national project, and two regional projects.²⁹ Outcome expenditure was \$1.4 million for 2017-2019, 18 percent of total programme expenditure.

Overview of Outcome 1 progress and ratings – Based on the performance in achieving the indicator targets, the progress of both outputs is on track. At outcome level, UNDP's portfolio supported the completion of four policy/planning works for sector-level climate change adaptation and resilience, as well as climate-smart and resilient community livelihood. However, there is insufficient evidence to attribute any changes of Belize's performance in the Global Climate Risk Index – which monitors impact-level progress (or lack thereof) – to UNDP vis-à-vis other actors working in these areas. Overall, this ICPR found UNDP having a moderate level of influence over the indicators of this outcome (please refer to Annex 1 for more details).

²⁸ The [Third International Conference on Small Island Developing States](#) was held from 1-4 September 2014 in Apia, Samoa and resulted in the [SIDS Accelerated Modalities of Action \(SAMOA\) Pathway](#), which establishes principles for sustainable development in SIDS.

²⁹ National project is NIM; two regional projects (one NIM and one DIM)

Finding 1. UNDP has played an instrumental role in supporting the Government of Belize in integrating and institutionalizing climate change adaptation and mitigation in national priority sectors in Belize.

UNDP supported the National Climate Change Office (NCCO), established in 2017, to serve as the national focal point for climate change coordination. Prior to the launch of the NCCO, UNDP/GEF climate change project units, with the oversight of multi-stakeholder project committees, coordinated climate change initiatives. The Government has mostly continued to fund positions previously funded by UNDP/GEF. Following the NCCO's establishment, UNDP continued to support this office through ongoing projects (e.g. the Enabling Gender-Responsive Disaster Recovery project and the Fourth National Communication and First Biennial Update Report to the UNFCCC project) that fit into the national priority areas of the NCCO strategic plan (2017-2020). These projects contribute to addressing NCCO staffing and funding restrictions. For example, UNDP/GEF funded a NCCO Climate Change officer position, who together with existing NCCO capacities, enabled the NCCO to complete the Biennial Update Report and UNFCCC national communications. Counterparts consider this nationally led process to be one of the NCCO's important achievements and appreciate the UNDP's significant support to the NCCO.

UNDP interventions effectively supported vulnerability assessment and climate change adaptation and mitigation planning of national priority sectors. As a SIDS and an economy heavily reliant on its environment and biodiversity, Belize is particularly vulnerable to climate change, natural disaster and deterioration of environment and natural resources, with socioeconomic implications. UNDP supported an Integrated Vulnerability and Adaptation Assessment for the Coastal Zone, Water, Agriculture and Fisheries Sectors in Central and South-Central Belize in 2019. The assessment provided sector vulnerability maps and introduced several new tools, including a gender analysis tool to integrate gender considerations in climate change planning and climate risk management. Seventy-five national functionaries and climate experts (42 male and 33 female) were trained in areas of climate modelling, coastal planning and gender and climate change. Moreover, the vulnerability and adaptation assessment contributed to the preparation of Belize's UNFCCC Fourth National Communication and First Biennial Update Report, as well as to the updated Climate Change Adaptation Policy and Strategy.

For the agriculture sector, UNDP supported the development of the National Adaptation Plan (NAP) through the Japan-Caribbean Climate Change Partnership (JCCCP) project, a regional project managed by UNDP Barbados. The NAP set data baselines and mapped sector-specific initiatives to support national priorities.

For the transport sector, UNDP supported a baseline emissions assessment, which was used for the development of the Nationally Appropriate Mitigation Action targeting energy efficiency within the transport sector. The baseline has also been used for the greenhouse gas inventory developed by the NCCO.

For the water sector, to fill the longstanding groundwater data gap, the JCCCP project piloted groundwater metering systems to collect and manage water data, conducted extensive field data collection, and established a pilot real time monitoring station. These efforts contributed to accurate measurement of baseline data for water resources. The recently approved UNDP/GEF 6 project will continue to support groundwater data monitoring and regulations. Moreover, having seen the benefits of sectoral NAP in the UNDP-supported agriculture NAP process, the Government has planned to prepare a water sector NAP with funding from the Caribbean Community Climate Change Centre (CCCCC).

Finding 2. UNDP's interventions have made notable contributions in improving climate-smart and resilient community livelihoods of small farmers and fishers.

Through the JCCCP project, UNDP collaborated with the Tropical Agricultural Research and Higher Education Centre (CATIE) to develop a climate-smart agriculture curriculum for extension officers to train farmers. The curriculum was the first of its kind in Belize, adapted from the Costa Rican climate-smart agriculture curriculum to the Belizean context through the participation and needs assessment of local stakeholders.

UNDP supported capacity-building of small farmers and extension officers on climate smart agriculture through training and demonstrations of climate smart technologies. Specifically, the JCCCP project delivered training on climate-smart agriculture to 1,035 small-scale farmers and agriculture students (44 percent women), including training delivered through the farmers field schools established by the project. The project certified 66 national extension officers and agriculture teachers (52 male and 14 female) as climate-smart agriculture trainers.³⁰ Trainings on pesticide were also organized together with the Pesticide Control Board. The project established demonstration sites for irrigation systems and water management to promote climate-resilient technology and practices. It also established a central distribution market to help farmers obtain fair pricing from buyers who previously used competition to undercut prices for small farmers. Stakeholder interview stated that these initiatives resulted in climate-smart changes, namely reduction in use of pesticides, more awareness and usage of irrigation technology, and better organization among the farmers.

As part of UNDP's support to COVID-19 response, \$75,000 has been reprogrammed from the regional EnGenDer project to provide vouchers to small farmers to purchase equipment and supplies.

The contribution of GEF Small Grant Programme (SGP) has been envisaged at the CPD design stage, to stimulate synergy between the CO environment portfolio and the SGP from the outset through leveraging additional donor funding and effectively engaging local communities. In this programme cycle, UNDP secured co-funding from the OAK Foundation for SGP community-based adaptation initiatives, including training youth in climate-resilient agro-ecological practices and support for climate-resilient livelihoods for artisanal fishers. The project implemented a new vulnerability and gender assessment of land tenure rights to determine the implications of existing inequalities on a community's ability to plan for and implement adaptation. Community-based organizations were offered the opportunity to explore livelihoods within the 'Blue Economy', a new working area for UNDP in Belize.

Support to national roll-out of managed access fishery is a flagship result in UNDP/OAK-SGP programming. In 2018, Belize became one of the only countries with a managed access fishery along the entire coast, supporting the livelihoods of more than 3,000 artisanal fishers. The UNDP/OAK-SGP programme built the fishers' capacity in monitoring and data management activities, enabling them to contribute to the managed access structures. This support has facilitated the direct engagement of about 45 percent of Belize's registered traditional/artisanal fishers.

Outcome 2. Inclusive and sustainable solutions for the conservation, restoration and use of ecosystems and natural resources.

The outcome includes two outputs: 2.1) Local livelihoods opportunities expanded through the sustainable use of common natural resources; 2.2) Legal and institutional reforms supported within key government ministries, to operationalize Belize's sustainable development framework (Growth and Sustainable Development Policy).³¹ The portfolio includes three national-level projects, one regional project, two global projects and two GEF Project Preparation Grants.³² Outcome expenditure was \$1.9 million for 2017-2019, 24 percent of total programme expenditure.

Overview of outcome 2 progress and ratings – At output level, based on the country programme results framework indicators, output 2.1 is on track and output 2.2 is at risk. The output indicators however do not capture the extensive scope and results of UNDP's interventions. The ICPR was unable to determine the level

³⁰ Results Oriented Annual Report (ROAR) 2019

³¹ During the ICPR process, country office suggested a revised statement for the output 2.2 to better reflect UNDP's current work: "Continued development of enabling policies, organizations and institutions which contribute to the sustainability of Belize's natural resource base, as well as to the minimization of the risks to which ecosystems, populations and habitats are exposed". However, no formal revision has been made in the country programme results framework.

³² National projects: two NIM, one DIM (SGP-OAK); regional project: DIM; global projects: BIOFIN Phase I and II, DIM.

of influence of UNDP over the achievement of the two outcome indicators due to insufficient evidence. The Environmental Performance Index (EPI) is a high-level impact indicator and the use (or not) of System of Environmental Economic Accounting (SEEA) in annual budgeting and planning is yet to be decided by the Government. These outcome indicators are not adequate nor at an appropriate level to keep track of the contributions of UNDP in biodiversity management, waste management, and other topics under this outcome (please refer to Annex 1 for more details).

Finding 3. UNDP effectively supported the removal and disposal of hazardous chemicals and waste and successfully introduced new waste management practices in the country.

UNDP oversaw the implementation of the Belize Chemical and Waste Management project, a national implementation modality (NIM) project funded by GEF and UNDP, to ensure that activities were in line with the intended objective and scope, in addition to advising on technology (other technical advice was provided mainly through consultants). The counterparts interviewed expressed appreciation over UNDP's availability and prompt support for project management.

The project succeeded in packaging and transporting 42 tons of persistent organic pollutants (POP), DDT stockpiles, PCB contaminated oils and associated waste that could not be disposed domestically to France, where final disposal was completed according to international standards. The project trained key government officers and private sector stakeholders (40 individuals) on implementation of the Basel Convention and transborder removal processes (packaging, transportation). However, stakeholder interview stated that further training to the customs officers would be essential, as they are the first line officials who identify imported chemicals and waste.

By closing open waste dumps and constructing one transfer station, in addition to conducting public awareness-raising sessions on proper waste management, the project contributed to changing local community's waste handling behaviour. According to counterpart interview, the communities used to burn plastic, whereas they now take garbage to the transfer station, where the classification of different garbage (such as plastic and chemicals) is performed. The UNDP/GEF project was only able to fund one transfer station, but the Solid Waste Management Authority has since obtained other additional funding to finance construction of more transfer stations.

UNDP piloted green practices in the sugarcane industry for sustainable harvesting residue management, namely to avoid the second burning of the field after harvest, in partnership with the Sugar Industry Research & Development Institute, and developed a sustainability plan. The project evaluation found the piloted activities had good potential for replication and scaling-up.³³ After the project, the Institute expanded the support to more sugar plantations and increased the number of sugar plantations that practice green harvesting, i.e. relying on a single control burn per cropping season.³⁴

The project moreover supported the update of chemical management legislation, by drafting the national integrated chemicals management bill (not yet passed), as well as supporting the Pesticide Control Board to identify legal and institutional gaps, to be addressed in its new five-year strategic plan.

Finding 4. UNDP's programme significantly stimulated Belize's biodiversity management agenda and has influenced the national discourse to see biodiversity as a development asset. UNDP's continuous interventions have built on previous results to generate combined impact.

UNDP has continuously supported the Government in advancing the biodiversity agenda in Belize. Government counterparts consider UNDP as the go-to partner for biodiversity management issues, due to its accreditation, funding provision, knowledge and extensive experience operating in Belize, deep understanding of the local realities, and its exposure to global best practices.

³³ Belize Chemicals and Waste Management Project Terminal Evaluation Report, 2019.

³⁴ Belize Chemicals and Waste Management Project Terminal Evaluation Management Response, 2019.

UNDP contributed to strengthening national capacity of natural resources valuation, which allowed for better assessment of the value and trade-offs among investment choices. The Capacity-building for Sustainable Natural Resource Management project introduced and successfully integrated the Natural Resource Valuation within the Government work programmes. The project trained about 20 government staff across the Government, as well as partners from academia and NGOs, implemented an Environmental/Biodiversity Impact Investment Tracking Tool and developed a sustainable resource mobilization plan for biodiversity conservation and sustainable use. These activities paved way for the Biodiversity Expenditure Review conducted by the Biodiversity Finance Initiative (BIOFIN).

UNDP supported the BIOFIN initiative which improved national biodiversity policy and planning. BIOFIN introduced tools and frameworks to identify policy discrepancies as well as opportunities. Under BIOFIN Phase I, Belize conducted Policy and Institutional Review, Finance Needs Assessment and Biodiversity Expenditure Review – the latter two were first of their kind for Belize. These assessments and reviews informed the development of the Biodiversity Finance Plan and the costed National Biodiversity Strategies and Action Plan.

UNDP assisted biodiversity monitoring and continued to promote biodiversity finance solutions for achieving national and international targets. UNDP provided oversight and technical support to prepare Belize's 6th national report for the Convention of Biological Diversity, completed in 2019. The report assessed the progress of National Biodiversity Strategies and Action Plan targets and Belize's national contribution to the global Aichi Biodiversity Targets, and identified key information, financial and capacity gaps for their achievement. The ongoing BIOFIN Phase II endeavours to promote priority finance solutions identified in the Biodiversity Finance Plan, to strengthen Belize's chances in meeting its biodiversity targets.

UNDP supported national ownership and institutionalization of biodiversity management coordination. The National Biodiversity Office was officially endorsed and launched by the Government in early 2020. The BIOFIN initiative experts have been instrumental in drafting the policy brief supporting the establishment of the Office. The establishment of a national biodiversity office is a finance solution proposed by BIOFIN, based on the gaps identified in the Policy and Institutional Review and in the Finance Needs Assessment.

Counterparts also affirmed that UNDP has leveraged its convening power to bring in stakeholders from different sectors in both the project steering committees and technical working groups. The BIOFIN approach has promoted knowledge management and sharing of lessons learned with all agencies. According to national counterparts, this cooperation enabled discussion with the private sector in Belize on biodiversity financing for the first time.

Finding 5. UNDP has contributed to the monitoring of the Sustainable Development Goals (SDGs). However, national data literacy and statistical capacity remain limited.

UNDP provided valuable technical support to the Government of Belize for the preparation of the Voluntary National Review (VNR) in 2017; Belize was the first CARICOM country to conduct a VNR. UNDP continued its commitment to supporting the second Belize VNR in 2020, which was delayed to 2021 due to the COVID-19 pandemic.

UNDP has provided technical support, framework and tools for monitoring the SDGs in the Belizean context. To address capacity gaps in data collection and analysis for environmental and biodiversity management, UNDP supported the Government and the Statistical Institute of Belize to develop a framework to monitor the implementation of the SDGs as well as multilateral environmental agreements in Belize. A national Environmental Management Information System was established within the framework of modernizing the National Statistical System. With UNDP support, the Statistical Institute of Belize identified a set of national environmental management indicators to facilitate data-based decision making.

UNDP has strengthened national capacity in data collection and analysis in multiple sectors, including water, agriculture, transport, biodiversity, natural resources, and crime. Interview results suggested that this is an

effective approach for UNDP to support evidence-based national policy and planning. However, stakeholder interviews revealed that data capacity is uneven across Government agencies, and national statistical entities need additional capacity-building for data collection and analysis to further modernize the national statistical system and better coordinate SDG reporting.

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

This outcome covers UNDP support to strengthen effective, inclusive and accountable governance. The outcome includes four outputs related to: 3.1) citizen security mechanisms and frameworks; 3.2) access to justice for vulnerable groups; 3.3) at risk youth crime prevention and diversion programmes; 3.4) social protection and human rights system. When needs in other governance topics emerged, such as support to the referendum and the United Nations Convention against Corruption (UNCAC) implementation, this outcome has become an umbrella outcome to cover all governance portfolio activities of UNDP Belize. However, no revision has been made in the country programme results framework. The portfolio includes three national-level projects, two regional projects and one global project.³⁵ Outcome expenditure was \$1.7 million in 2017-2019, 22 percent of total programme expenditure.

Overview of outcome 3 progress – Based on the performance to date, the achievement of most of the outputs (3.1, 3.3 and 3.4) are at risk; output 3.2 has been suspended/off track. None of the output indicator targets have been achieved. There was insufficient evidence to assess UNDP's direct influence on Outcome 3 using the country programme results framework outcome indicators, which are at high level and do not adequately capture UNDP's areas of work. Neither outcome nor output indicators were updated to accommodate the emerging working areas, where UNDP's support has delivered impactful results (please refer to Annex 1 for more details).

Finding 6. UNDP has effectively supported the country's referendum process through voter education and awareness raising. UNDP's neutrality and impartiality are largely appreciated by stakeholders and considered to be vital for this support.

When the Government decided to organize a national referendum on whether to submit its border dispute with Guatemala to the International Court of Justice, UNDP mobilized resources from bilateral donors (US and the UK) to support the process. These are the only external financial resources allocated to support the referendum.

The referendum issue was highly politicized, with advocacy from both sides. UNDP, perceived by the stakeholders and the population alike as a neutral and impartial actor, was effective in increasing public access to objective information on the referendum. UNDP provided an elections expert, who contributed significantly to crafting referendum communications and messaging, the development and administration of voter education campaign as well as government capacity-building. UNDP partnered with CSOs to reach out to remote rural areas and minority groups and with academia to reach out to youth to raise awareness and promote voter participation in the referendum. The referendum was held peacefully in May 2019; the majority of the voters opted for submitting the dispute to the International Court of Justice.³⁶ Overall, UNDP's support was largely appreciated by the Government and the donors.

Finding 7. UNDP played an important role in supporting the country's UNCAC implementation. UNDP is considered a trusted partner to work on this sensitive topic. The collaboration with the United Nations Office on Drugs and Crime (UNODC) is critical but planned activities were not fully implemented due to extensive delays, resulting in a limited intervention scope and a lost opportunity for more progress in this important area.

³⁵ Out of which three projects have completed, two projects (one NIM and one regional) are ongoing and the global project yet to start in late 2020.

³⁶ [Organization of American States \(OAS\)](#)

UNDP's contribution brought in needed technical expertise and financial resources for the country's completion of the first cycle of UNCAC Implementation Review Mechanism. UNDP onboarded experts to support the Government of Belize in the self-assessment. In addition, UNDP collaborated with UNODC to build capacity of national and local governments and CSOs, as well as raise awareness through educational campaigns in schools and via mass media.

Though the overall implementation was successful, not all components could be implemented, mainly due to the fact that the preparation, translation and approval of the country review report took significantly longer than the project had envisaged. As a result, activities that depend on endorsement of the report could not be fully implemented, such as support for institutional and legislative architecture and capacity strengthening which are key to progress and sustainability in this area. The project evaluation was also cancelled due to the delay. With the first UNCAC implementation cycle report approved and the country entering the second cycle this year, counterparts have expressed interest in UNDP's continued and/or expanded support to anti-corruption and institutional accountability.

Finding 8. UNDP's regional initiatives contributed to Belize's national policy development and institutional capacity-building on citizen security and justice. These projects brought in needed resources to jump start UNDP support in priority areas.

UNDP supported RESTORE Belize, a programme within the Prime Minister's Office, to develop the country's first national citizen security plan (draft completed but not yet endorsed by parliament) through the regional Comprehensive Security and Prevention of Violence that Affects Children, Adolescents and Youth in SICA [Central American Integration System] Countries (PREJUVE) project. The project strengthened the institutional capacity for the family court and juvenile justice. UNDP, the UN Children's Fund (UNICEF) and government partners developed a national diversion programme and updated the Standard Operating Procedures for the Princess Royal Youth Hostel, a residential youth rehabilitation facility, in alignment with Article 3 of the Convention on the Rights of the Child and the Beijing Rules. National counterparts still commit resources and deliver most of these practices introduced by the project after the project completion in 2018.

In the area of crime information management, UNDP supported the launch of the Belize Crime Observatory (BCO) through the regional InfoSegura project. UNDP built the capacity of BCO and other relevant national actors in crime data collection, analysis and communication, facilitated exchange with other Central American InfoSegura project countries. UNDP supplied BCO with the necessary equipment, tools and technical knowledge for national ownership. The BCO has become a key source of national crime data analysis and reporting, including collection and provision of gender-disaggregated crime data. BCO publishes regular reports and data visualization online, which are used by policymakers in the Ministry of National Security and the National Security Council Secretariat. UNDP supported the BCO to develop a three-year costed strategic action plan that aims to ensure sustainability after the project ends.

The project could have benefited from further policy and legislation consolidation, which would complement the technical work and alleviate some of the project challenges. For example, the lack of appropriate protocols and procedures to implement the provisions in the law has hindered the data collection for the sex offender registry that the project has planned to support. The project has received funding to address this issue from a capacity-building and awareness-raising angle (implementation restricted by COVID-19 pandemic) but could have further benefited by refining related legal provisions. The recently started Spotlight Initiative plans to address this issue by developing regulations for implementing the anti-discrimination laws and the Legal Code to operationalize the sex offender registry.

In these regional/global projects, the country office provided strategic and technical support, in addition to operational support, namely in understanding and integrating national context considerations and facilitating communication with national stakeholders.

Finding 9. Governance-related interventions are thinly spread, with limited interventions in each issue area. The support, though important, has not provided the scale and continuity needed for transformative change to take place, or to achieve the intended results in the CPD.

The governance portfolio consists of small, short-term projects (with exception of InfoSegura regional project) which address a range of topics. Most thematic areas have been supported by a single project. Project completion and turnover of project-based personnel have resulted in suspension of UNDP support, as well as discontinuation of consultation with key stakeholders in some thematic areas such as national citizen security plan, youth crime prevention and diversion, access to justice and victim/survivor support.

UNDP's support to human rights and social protection has so far been strategic but limited. Through the Global Fund, UNDP, in partnership with the National AIDS Commission, the National Human Rights Commission of Belize, and United Belize Advocacy Movement (the only LGBTI+ led policy and advocacy non-governmental organization in Belize), launched in 2017 the country's first Human Rights Observatory responding to LGBTI+ human rights violations, and has financed a part-time lawyer. The Human Rights Observatory hosts a database of human rights violation case documentation and provides legal aid to vulnerable persons. As of 2018, more than 200 individuals have sought legal advice and 21 clients received legal representation and other formal assistance, due to limited human and financial resources.

UNICEF and UNDP jointly supported a Comprehensive Review of Belize's Social Protection System with Policy Recommendations for System Strengthening in 2017. UNDP/the Global Fund funded Hand in Hand Ministries, an international NGO, to provide nutritional support to children with HIV/AIDS. Recently as part of the COVID-19 recovery and response support, UNDP repurposed project funds that allowed for establishment of four additional shelters. UNDP financed a social protection officer to serve as 'SURGE' capacity in the Ministry of Human Development and assisted the Government in the expansion of FAMCARE, the online platform for national social protection services and beneficiary management. UNDP envisages this support as an opportunity to expand its efforts to enhance social protection in Belize.

The governance portfolio lead post was vacant for more than one year, due to lack of funding. This vacancy and changing CO leadership hindered continuous engagement with counterparts and donors. The Spotlight initiative, has enabled UNDP to fill the post in July 2020, providing the opportunity to resume its work in some of the suspended areas.

Outcome 4. Universal access to quality health care services and systems improved

This outcome is supported by the Global Fund programme, for which UNDP assumes the interim principal recipient role. As principal recipient, UNDP is responsible for the overall grant implementation, financial and procurement operations, monitoring and evaluation, in collaboration with the Ministry of Health and other subrecipients, under the guidance of the Country Coordinating Mechanism. Outcome expenditure was \$2.8 million for 2017-2019, 35 percent of total programme expenditure.

Overview of outcome 4 progress – UNDP Belize has achieved the target for output 4.1 and made progress toward achieving some of the indicators of output 4.2 and 4.4. Output 4.3 on equity audit has been suspended. UNDP has exercised a moderate level of influence on the achievement of the outcome, based on the outcome indicators in the country programme results framework. It was noted that UNDP has adopted a different set of outcome indicators than those used for this outcome in the UN MSDF, focusing solely on UNDP's areas of intervention, i.e. HIV/AIDS and tuberculosis (please refer to Annex 1 for more details).

Finding 10. As the principal recipient, UNDP has ensured oversight and operational support for the implementation of the Global Fund grants, which have contributed to improving testing and diagnosis for HIV/AIDS and tuberculosis (TB) to key populations. However, the country remains off track to achieve the treatment and retention related targets.

The Global Fund programme represents 17 percent in national HIV spending and 47 percent in national TB spending during the FY 2016/17-FY 2019/20 period, constituting an important funding source for national HIV/TB programmes.³⁷ Since the World Bank classified Belize as an upper middle-income country in 2015 and the country did not meet a high level of TB disease burden, the Global Fund determined that it would discontinue TB funding, and was only eligible for transitional funding for TB for the 2017-2021 allocation period. Further decreases or eventual withdrawal of GF funding are likely in the near future.³⁸

The two Global Fund grant cycles under this review³⁹ built national capacity in HIV-TB testing and treatment for key populations through development and update of national guidelines and protocols for HIV and TB; training of physicians, health workers, healthcare providers and lab technicians including through Training of Trainers; and acquisition of equipment and reagents for the labs. The programme also raised awareness on stigma, discrimination, and human rights issues associated to HIV-TB, including supporting a stigma study, organizing human rights training for healthcare providers, and collaborating with CSOs for outreach to at-risk communities. The programme procured rapid diagnostic kits for HIV, and repurposed funds to acquire COVID-19 testing kits. Although the programme has been meeting project target for key population outreach, such as MSMs, only modest progress can be seen in treatment coverage, retention, and success rate (for TB). Available data and stakeholder interviews indicate that the country is unlikely to achieve the WHO 90-90-90 targets in 2020.

The output on equity audit has been suspended, but UNDP did not modify the results framework accordingly. Stakeholder interviews and UNDP reporting indicated that the reluctance to conduct an equity audit was due to a lack of stakeholder buy-in and perceived high financial costs. This however cannot be confirmed as this ICPR was unable to interview representatives of the Ministry of Health (MoH) directly. The National AIDS Spending Assessment (NASA), funded by the Global Fund programme, was conducted by an external consultant contracted to the Ministry of Health in 2018 and 2019/20. Stakeholder interview stated that this arrangement has not yet enabled knowledge transfer to enable the institutionalization of the NASA process within MoH.

Finding 11. Through the Global Fund programme, UNDP has played a critical role in increasing civil society participation in HIV/AIDS outreach to key populations and increasing CSOs' collaboration with the Government. However, the effectiveness of these activities remains limited, particularly in identifying HIV-positive persons. The limited capacity and resources put the sustainability of the CSO Hub at risk.

UNDP has established a CSO Hub to coordinate the effort of 12 community-based organizations working with key vulnerable populations such as MSM, transgender individuals, orphans and vulnerable children for HIV testing and awareness raising. This model aligns with the National HIV/AIDS Strategy, which acknowledges the role of CSOs in prevention.⁴⁰ Interviews with CSO partners highlighted the instrumental role that UNDP has played in connecting the CSOs with the Government and increasing their collaboration.

However, the CSOs' activities have not been effective in reaching HIV-positive Belizeans; the 'yield' rate – percentage of HIV-positive tests – has been below 1 percent. Multiple factors contributed to the ineffectiveness. First of all, CSO capacity is limited. Most CSOs have only one or two staff and few licensed to perform HIV testing. UNDP supported 15 CSO Hub members to enrol in certification training in 2019, out of which five were certified and licensed by the Ministry of Health. In the CSO partner survey and interviews, some reported receiving capacity-building from UNDP on oversight and monitoring, programming, planning and project management and coordination. However, many expressed the need for more capacity-building activities. There have recently been quarterly capacity-building sessions at the CSO Hub, but these sessions have not been tailored to the varying levels of knowledge among the CSOs.

³⁷ National AIDS Spending Assessment (NASA) 2018 and 2019/20; FY 2019/2020 figures are estimated.

³⁸ Stakeholder interviews and Belize Transition Readiness Assessment - Final Report, 2018.

³⁹ 2016-2018 and 2019-2021

⁴⁰ National AIDS Commission, National HIV-TB Strategic Plan 2016-2020.

Secondly, outreach to adults has not been combined with assistance to underlying issues, such as nutrition and other basic needs. In the current programme cycle, only a small grant was issued to the Hand in Hand Ministries to provide nutritional support to HIV-positive children. The provision of assistance is limited by the funding available – the Global Fund has reduced 43 percent of allocation for HIV programme in Belize for the 2019-2021 cycle.⁴¹

Thirdly, the planning, monitoring and fund disbursement model used by UNDP at the CSO Hub is driven by quantitative outreach targets – the number of persons tested – without emphasis on the identification of HIV-positive persons and their enrolment in the national referral system. This has promoted an overfocus on delivery, rather than strategically planning the outreach approach to the people at most risk. For example, while Stann Creek district had the second-highest estimated HIV incidence, from 2017 through mid-2019 only 26 tests (1 percent of total tests performed by all CSO partners) were conducted in this district.⁴² Moreover, outreach methods used have not widely incorporated international/regional best practices. Partners appreciated UNDP's recent introduction of index testing (now being piloted), incorporating a community-based approach, and training on profiling. However, engagement has so far been limited to information sharing, and CSOs request more information and mentorship support to implement these technical methods.

The current positions of the CSO Hub coordinator, M&E officer and financial officer were funded by the Global Fund. As the CSO Hub and most of the members still have very limited capacities, the sustainability of the CSO Hub – and thus the coordinated collaboration between the MoH/NAC and the CSOs – is at risk, should significant capacity strengthening and additional resources not be secured in the near future.

Finding 12. UNDP has initiated the preparation of transitioning of its principal recipient role to a national counterpart. However, the efforts have not been effectively implemented, as the principal recipient for the next grant cycle has not yet been confirmed.

The transition of principal recipient (PR) from UNDP to a national actor was initially planned for the 2019-2021 grant cycle. Due to lack of national capacity, the transition has been delayed to potentially within the next cycle, 2022-2024, for which the grant document is currently being developed by the CCM. A Transition Readiness Assessment was conducted in 2018 and identified key risks in limited domestic financing, off-track progress on the 90-90-90 targets and sociocultural norms resulting in stigma and challenges to HIV-TB response. The 2019-2021 work programme has addressed some of these risks through establishing the CSO Hub and expanding outreach and testing with CSOs and focusing on MSM and trans gender populations.

A transition and systems development plan was developed based on the assessment recommendations. However, at the time of this ICPR, it was unclear which national actor will assume the principal recipient role, or whether UNDP will continue for another cycle. Stakeholder interviews stated that the Ministry of Health had originally been considered as the new PR. However, at the moment the MoH is not a position to take up the principal recipient role in the 2022-2024 cycle due to the challenges caused by COVID-19.⁴³ As a result, UNDP could not effectively implement the initial capacity-building plan. The uncertainty also creates challenges in strategically planning for UNDP's post-PR role.

⁴¹ Belize Transition Readiness Assessment - Final Report, 2018.

⁴² The Global Fund, Feedback on prevention services targeting KP, 2019.

⁴³ Letter from Ministry of Health CEO to UNDP Belize, "Subject: Candidacy for Country Principal Recipient – Global Fund 2022-2024," dated 23 June 2020. This ICPR however was not able to interview the MoH directly.

3. PROGRAMME STRATEGY AND MANAGEMENT

Finding 13. The UNDP country programme is closely aligned with national priorities and has adapted to respond to the emerging needs of the country. However, it is heavily skewed towards the environment portfolio.

The UNDP country programme addresses the Critical Success Factors (CSF) of Belize's Growth and Sustainable Development Strategy 2016-2019, developed with UNDP support during the previous programme cycle. UNDP's health, environment and governance portfolios correspond respectively to CSF 2 (enhanced social cohesion and resilience), CSF 3 (sustained or improved health of natural, environmental, historical, and cultural assets) and CSF 4 (enhanced governance and citizen security), in addition to initiatives on crosscutting topics (e.g. gender-based violence, human rights, etc.).⁴⁴ UNDP has supported the Government in addressing emerging priorities, including watershed management, banning of single-use plastic, UNCAC implementation and the referendum outreach campaign and technical implementation.

Most of UNDP's interventions, particularly in environment and citizen security, have built national capacity and stimulated national ownership. This work has promoted sustainability and scaling up, including through subsequent initiatives supported by Government or other funding sources (e.g. construction of additional waste management transfer stations replicating the pilot transfer station built by the chemicals and waste management project, continuous support to sugarcane farmers by the Sugarcane Industry Research and Development Institute, sustained rehabilitation facility Standard Operating Procedures and counsellor service for youth in conflict with law, etc.).

UNDP facilitated South-South technical cooperation to adapt technology and knowledge products to the Belizean context, thus improving its continued utility, such as the downscaling of climate models by GAMMA Cuba, the adaption of climate-smart agriculture curriculum from Costa Rica, and training materials on gender analysis in crime information management from Honduras. These interventions have been appreciated by the stakeholders. Notwithstanding, innovation has not been introduced across all programmatic areas of the country programme. UNDP Belize does not yet have an Accelerator Lab but expects to learn from the experiences of other labs. Overall, stakeholders do not consider bringing in innovative development solutions as a top value of UNDP in Belize.⁴⁵

UNDP has longstanding and productive experience in environment, climate change and natural resources management issues in Belize, which has been well recognized by stakeholders. The environment portfolio has built stronger partnerships with the national counterparts than the other portfolios. In this programme area, UNDP benefits from the knowledge and experience of seasoned staff and established relationship with Government counterparts both at CEO – the chief public servant in each ministry – and technical levels, which brought in the needed social capital for initiatives to succeed and better address the country's priorities. The environment portfolio has established a portfolio-level steering committee and provided training to national implementation partners on the procedures for NIM projects for effective programme management. UNDP's communication with national counterparts in other programme areas such as human and economic development is weak.

Finding 14. Despite low expenditures on gender-specific interventions, UNDP has made notable efforts in integrating the promotion of Gender Equality and Empowerment of Women (GEWE) and social inclusion in its programming.

⁴⁴ Government of Belize, Growth and Sustainable Development Strategy (GSDS) 2016-2019.

⁴⁵ UNDP, Partnership Survey - Country Report (Belize), 2020.

The UNDP Belize CPD emphasized addressing inequality including gender disparity in its programming. The CPD result framework includes an output for gender-sensitive mechanism and framework for citizen security, as well as various indicators disaggregated for women and other vulnerable groups.

Although UNDP Belize does not have a gender equality and women's empowerment strategy, GEWE has been an important component of several interventions. 72.5 percent of the 2017-2019 programme expenditure incurred by projects with a gender marker of GEN2 and GEN3; GEN3 expenditure is at 7.6 percent (second phase of the Global Fund programme). The Spotlight Initiative with a GEN3 started in late 2020 and will likely increase the GEN3 expenditure. Most of the non-GEN3 projects have integrated gender consideration in their activities, such as promoting inclusive response in disaster recovery, conducting gender analysis as part of the Integrated Vulnerability and Adaptation Assessment and gender-sensitive corruption assessment, analysing and publishing gender-disaggregated crime data, etc. For the current programme cycle, the country office has a gender focal point to coordinate the gender approach and efforts across areas.

UNDP has endeavoured to promote human rights and access to basic services and livelihood of vulnerable groups. For example, the Small Grants Programme (SGP) supports community-level initiatives and integration of traditional knowledge, and together with other environment portfolio projects engage indigenous peoples, small farmers and fishers. Programmes financed by the Global Fund target key vulnerable populations such as MSM and transgender persons; the PREJUVE regional project targeted at-risk youth and youth in conflict with the law; and the border referendum project collaborated with CSOs to educate rural voters.

Finding 15. UNDP Belize underwent various structural changes, which have led to some concerns over UNDP's efficiency as an organization. UNDP has assumed a key technical role in the UN Country Team (UNCT); however, inter-agency collaboration has so far been limited.

UNDP Belize has experienced frequent change of leadership in this programme cycle, which has affected staff morale. Staff engagement and empowerment, performance management, openness and trust remained key challenges in the country office culture.⁴⁶ The CO leadership has been stabilized with the onboarding of the new RR (based in Jamaica, covering the Jamaica multi-country office and Belize country office) and DRR (based in Belize) in 2019. The country office has since taken several management actions (such as open-door policy, virtual staff meeting) to improve staff morale. The planned retreat was delayed due to COVID-19.

While expressing understanding and appreciation of UNDP's support, some development partners have raised concerns about the timeliness of UNDP's administrative/operational tasks. The new structure and operational arrangement may have further slowed down the decision-making process. Prior to the transition to an autonomous country office, UNDP Belize, as a suboffice, relied on the El Salvador office for some administrative tasks that are now directly performed by the Belize office, such as recruitment and procurement. Though the country office has received support and training from regional bureau and the Panama regional hub, additional administrative responsibilities have been assigned to the existing small staff of the office,⁴⁷ which also includes providing operational support to the new Resident Coordinator Office and other UN agencies.

For most UN agencies, Belize is covered through their (sub)regional or multi-country offices. Of the few UN agencies present⁴⁸ in Belize, most have limited staff in country. UNDP, with its wide-ranging mandate, therefore assumes an important role in providing UN's technical support to the national counterparts. UNDP has collaborated with UN agencies, including non-resident agencies, and benefited from the technical inputs of UNICEF for juvenile justice and UNODC for UNCAC implementation and anti-corruption campaign. Other joint activities included the UNDP-UNICEF study on social protection system in Belize and the Spotlight Initiative

⁴⁶ UNDP 2018 Global Staff Survey result comparison with 2016 Global Staff Survey – Belize Sub Office; staff interviews

⁴⁷ Seven staff (including RR in Jamaica) plus seven contractors, as of July 2020.

⁴⁸ Resident agencies include UNDP, UNFPA, Office of the UN High Commissioner for Refugees, UNICEF, Pan-American Health Organization, and the International Organization for Migration.

involving UNICEF, UN Population Fund (UNFPA) and UNDP and coordinated by the UN Resident Coordinator Office (UNRCO). UNDP contributes to the UNCT annual Country Implementation Plan and leads the environment outcome working group in UNCT. However, inter-agency collaboration has been limited overall.

Finding 16. The positive relationship with the Government is a key strength of UNDP and is well acknowledged by stakeholders. However, UNDP has not communicated strategically or sufficiently to counterparts about UNDP country-level and corporate-level initiatives and results.

From the Government's perspective, officials highlighted UNDP's added value as: 1) access to a larger pool of technical resources for onboarding consultant experts, which is especially helpful for small countries like Belize with limited domestic capacity; 2) a trusted conduit for the country to access donor funds especially for sensitive governance topics such as the referendum and anti-corruption, as well as upholding the UN reputation and neutrality in their execution; 3) technical support to project and fund management; 4) reaching vulnerable populations in its interventions, including through collaboration with CSOs and the SGP.

However, national counterparts raised the lack of regular communication of UNDP strategy, approach and results in the interviews. Although partners considered UNDP effective in delivering results, the results were not communicated effectively.⁴⁹ UNDP Belize does not organize periodic reviews and consultation of the overall programme strategy, results and planning with the Government and other key stakeholders, especially the ministries responsible for coordinating development interventions in Belize, i.e. the Ministry of Economic Development and the Ministry of Foreign Affairs. External knowledge sharing and communication takes place mainly at project level via formal structures such as project boards and stakeholder committees. Communication around governance portfolio topics is sporadic and, in several cases, suspended at project completion.

UNDP moreover has not proactively communicated at political/ministerial level, though political commitment is pivotal in advancing development initiatives. Political-level engagement (or the lack thereof) has been hindered by the frequent changes of leadership of UNDP Belize during the current CPD cycle. Stakeholders also raised concerns over the new leadership structure, and its adequacy for high-level engagement. With the UN Resident Coordinator, UNDP RR and DRR based in three different countries, stakeholders considered it challenging to build close working relations and consult on a timely basis between UNDP, UN RC and high-level national counterparts for strategic engagement, advocacy, and resource mobilization.

Finding 17. Resource mobilization remains a major challenge for UNDP in Belize. The country programme has high dependency on vertical funds and a considerable proportion from regional/global projects resources. Resource mobilization from non-traditional donors and international financial institutions has been limited.

Vertical funds from the GEF and Global Fund together correspond to 60 percent of the 2017-2019 programme expenditure, followed by bilateral funds (Japan, US, UK, et al.; 25 percent). Regular resources for Belize (TRAC 1&2; 3 percent) have been limited (about \$70,000 in 2018 and 2019) and decreased comparing to the previous programme cycle. The Oak Foundation contributes 4 percent of the portfolio, with the remaining 8 percent from various trust funds and funding windows.

Lack of resources has been a continuous constraint for the country programme. Multiple contextual elements contribute to this challenge, such as Belize's upper middle-income status, its limited prospects for government co-funding due to its small population and thus limited fiscal space and high public debt, its small private sector, as well as its status as a non-priority country to donors in comparison to other Central American/Caribbean countries. Resource mobilization is further restricted by the limited and overstretched human resources at the CO.

The country office developed a resource mobilization strategy in 2016 and updated it in mid-2019, which, among others, aims to obtain funding from non-traditional donors (namely the private sector and foundations) and sub/regional projects. Little has been secured so far from the private sector; the OAK Foundation remains the only

⁴⁹ UNDP, Partnership Survey - Country Report (Belize), 2020.

non-traditional donor (\$308,000, 4 percent of total expenditure), co-funding the SGP. UNDP Belize was able to participate in Caribbean regional projects on environment topics and Central American regional projects on citizen security. Regional projects represent 24 percent of the overall expenditure, while global projects account for an additional 7 percent.

The country office plans to explore supporting the Government in implementing IFI loans. However, stakeholder interviews stated that although UNDP's capacity and experience are relevant and can bring added value, the perceived high administrative cost is a main constraint. Indeed, UNDP's perceived high cost has been a concern of the Government especially where UNDP is responsible for managing allocated national funds (the Global Fund and the GEF). In the case of the GEF, TRAC funds have been used to subsidize UNDP's operational costs. The lack of regular and systematic information sharing among development actors in the country also partially explains the overall obstacles for synergy between UNDP and the IFIs in common working areas, such as climate-resilient community livelihood, citizen security, etc.

Finding 18. The lack of update of the results framework weakened the CPD's relevance in providing strategic guidance and serving as a reference document for performance review and planning. Monitoring and evaluation are not being strategically and progressively used at UNDP Belize but are viewed more as a compliance requirement. CO's human resources arrangement is insufficient for effective M&E practices.

The development of the country programme framework is based on the UN MSDF for the Caribbean, which was informed by the Common Multi-Country Assessment (CMCA). UNDP conducted additional consultation with national counterparts to ensure that its portfolio addresses national priorities. UNDP Belize developed a different set of outcome indicators from those included in the regional MSDF. Although UNDP exerted flexibility and customized the indicators to the UNDP line of work in Belize, several revised outcome indicators monitor high-level long-term development impact and do not clearly reflect UNDP's influence over the outcome.

The country programme results framework has not been adequately revised to adapt to changing national priorities, especially the outputs and associated indicators. This brought challenges for the country office to adequately monitor and report (under)achievements. The country office had to try to fit new intervention areas to initially established outputs and indicators for other topics, while on the other hand, could not report on any progress in suspended areas. The reporting may thus not fully or adequately reflect UNDP efforts and achievements in the country. Moreover, several output indicators' data sources are national counterparts' reports and Government's statistical/information systems. Although such reports and data are available, the timing of the reports and data extraction does not depend on UNDP, which creates barrier for UNDP to continuously and timely monitor and report its programme-level performance.

Monitoring of CSOs' activities lacks a systematic result-driven framework from the outset. For example, the 2018 audit of the Global Fund programme listed M&E as a high risk and high priority.⁵⁰ UNDP oversight and communication with CSO partners has primarily focused on financial management and meeting activity targets, rather than providing strategic guidance and assuring service quality. There have been few field visits in the first years of this cycle⁵¹; UNDP has increased the field visits since 2019 but was restricted again by COVID-19 in 2020. Although UNDP is the legal party for the agreement with OAK Foundation for its co-funding of SGP grants, the country office has not been active in the monitoring activities, including site visits and quality assurance.

Most project-level evaluations have been duly conducted and rated as (moderately) satisfactory by IEO quality assurance. Several portfolio (governance and health) and country programme-level evaluations included in the evaluation plan were cancelled mainly due to the repurposing of the initially assigned TRAC funds to support other priority initiatives in implementation and resource mobilization.

⁵⁰ UNDP, Audit of UNDP Belize Grant from the Global Fund, 2018.

⁵¹ *ibid*

UNDP Belize's lack of human resources contributes to weak M&E performance. The Management Support Associate serves as M&E focal point, in addition to roles as the talent development manager, the ICT focal point and the People 2030 champion, and ongoing duties to support management. For the Global Fund programme, the M&E officer position was vacant from April-December 2016, and again vacant after May 2018. UNDP did not recruit to fill the vacancy and did not include a M&E Officer position for the 2019-2021 Global Fund cycle due to limited funding (it was merged with the Manager position). In the CPD period, CO staff have received some capacity-building, including onsite and virtual training from Regional M&E Specialist, regional M&E workshops, and sessions organized by the UNCT.

Knowledge management is primarily project-driven. There is no filing system for data and documentation in the country office, nor is there any systematic or structured mechanism within the country office for capturing and sharing knowledge and lessons learned across the thematic portfolios. Without such a system, the country office has lost knowledge and risks documentation gaps at the time of staff turnover. This has been demonstrated by the experience of this ICPR. Information gaps of the Governance portfolio – where staff turnover has been significant – had to be filled in by interviewing previous staff.

4. RECOMMENDATIONS AND MANAGEMENT RESPONSE

Recommendation 1. Building on its strategic positioning and close partnership with the Government on the environment portfolio, UNDP Belize should continue to consolidate its work in this area, as well as strengthen its offerings to support inclusive growth and accountable institutions. UNDP should continue its support in strengthening national data management systems and mainstreaming SDGs in national planning.

UNDP has achieved important results in the environment portfolio and should continue consolidating its efforts in this critical area for a SIDS like Belize. At the same time, UNDP should explore opportunities to strengthen its positioning and offerings to support inclusive growth and accountable institutions, in close consultation with the newly elected Government. Potential working areas include supporting the Government in the implementation of UNCAC second cycle assessment, justice sector reform, youth empowerment, MSMEs, and migration.

With the new Government taking office and the current national sustainable development strategy – the GSDS – coming to the end of its cycle, UNDP should support the Government in reviewing its SDG progress and in developing the new GSDS. UNDP should also build on its experience supporting data collection and management in environment and citizen security, to continue strengthening the national statistical system and building national data and statistical capacity in sectors where data availability, technology and/or management are weak. UNDP should explore how to leverage the expertise of the Global Policy Network to support these efforts in Belize.

Management response: Fully accepted

Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status
1.1 During the CPD development, the country office will focus on its	October 2021	UNDP Management		Initiated

positioning and offerings in the current and specified programmatic areas				
1.2 2021 programming will consolidate the energy and environment portfolio; support data capacities; and draw on the Global Policy Network	December 2021	Program teams		Initiated

Recommendation 2. UNDP Belize should map potential funding sources and leverage Belize's (sub)regional relevance in resource mobilization. This should be done with support from the Regional Bureau for Latin America and the Caribbean and the Panama Regional Hub. Working together with the Regional Bureau, the Belize country office should develop cost-effective solutions for UNDP to explore collaboration with the Government in implementing initiatives financed by IFIs.

With support of the Regional Bureau and the Panama Regional Hub, UNDP Belize should map funding opportunities at both national and regional levels. UNDP should leverage Belize's (sub)regional relevance for resource mobilization, in topics such as migration and trafficking where Belize is a transit country between North and Latin Americas. UNDP should also seek opportunities to address common challenges for Central America or the Caribbean such as corruption and citizen security (e.g. urban security, gang violence, etc.) that are important areas to promote SDG 16. Joint programming in these topics with UN sister agencies including their representations at regional level may be explored with support of the UNRCO. UNDP should also leverage its Resident Representative based in Jamaica responsible for both Belize country office and the Jamaica multi-country office, to stimulate collaboration between the two offices and Belize's participation in Caribbean regional programmes.

Regarding collaboration and resource mobilization with the IFIs, UNDP Belize should strengthen its strategic communication with the Ministry of Economic Development, which is the Government focal point for the IFIs in Belize, in addition to technical liaison with line ministries, to highlight UNDP's value proposition. Potential areas to support include procurement system strengthening, cash transfer implementation, climate change adaptation, resilient livelihood and justice sector reform. Due to the perceived high administrative costs of UNDP for a small country with high public debt like Belize, the country office should collaborate with the Regional Bureau to develop context-sensitive and cost-efficient proposals, when opportunities arise, including by conducting cost-benefit analysis.

Management response: Fully accepted

Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status
2.1 Resource mobilization strategy to be updated quarterly and revisited as a part of the CPD	October 2021	Management team		To be started
2.2 The country office has been seeking to build on its CA and Caribbean opportunities regarding regional or multi-country initiatives including	December 2021	Management and Programme teams		Initiated

corruption and citizen security and will continue to do the same in collaboration with the Regional Hub and other country offices				
2.3 The country office has begun the process of engaging key Ministries and expects that this will also involve the UN System as a whole through the MSDF development. The country office will continue to advocate on its value proposition to support national implementation including of IFI funded initiatives with national and development partners. Generally, there will be a continued and improved focus on targeted communication related to areas of support from UNDP	February/March 2021 for stakeholder engagement and December 2021 for communications	Management and programme teams		Initiated
2.4 The country office will continue to review its structure recognizing the relatively high administrative cost given its size and that Belize is a MIC including through the Integrated Work Plan development process. The CO Management will also continue to advocate to the Regional Bureau for Latin America and the Caribbean (RBLAC) on the challenges faced, noting the process of clustering and development of back office facilities as well as cooperation with other COs in support this issue.	December 2021	Management		Initiated
Recommendation 3. UNDP should consolidate and expand its collaboration with the CSO Hub in HIV/AIDS and other UNDP working areas, to strengthen the CSO Hub's effectiveness and sustainability.				
UNDP Belize should strengthen its practice in planning, quality assuring, monitoring and evaluating CSO subgrantees' activities to improve effectiveness of the CSO Hub. Based on a need assessment and/or partner consultation, UNDP should continue building the competencies of the CSOs in planning and monitoring its own				

activities, in addition to technical, fund-raising and advocacy capacities to enhance the CSO Hub's capacity and sustainability. UNDP should continue its partnership with CSOs in HIV/AIDS and human rights, and potentially expand the collaboration to engage them in other UNDP working areas, such as social protection and assistance, community livelihood, gender-based violence and governance. UNDP should also facilitate the collaboration of the CSO Hub with other UN agencies and development partners, where appropriate. Support to the engagement and capacity development of the CSOs could be one area that UNDP could continue to support even upon the handover of its principal recipient role of the Global Fund.

Management response: Fully accepted

Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status
3.1 The country office is expanding work with the CSO Hub to enhance role in outreach programmes and to build capacities for social contracting	December 2021	GF Project team		Initiated
3.2 The country office will continue to engage CSOs and support capacity development for environmental initiatives utilizing GEF 6 & 7 and SGP modalities	December 2021	SGP and E&E Programme team		Initiated
3.3 The country office will continue to discuss the issue of optimal staff complement with RBLAC and the minimum requirement and sustainable financing of the positions	Ongoing	Senior management		

Recommendation 4. UNDP should review its *modus operandi* in Belize to improve its efficiency and sustainability.

As UNDP Belize recently transitioned to an autonomous country office, the Regional Bureau and the country office should determine the essential human resources for UNDP to operate effectively and efficiently in Belize, and the resources needed to ensure sustainable financing of these positions. Regarding administrative processes, including the operational support that UNDP provides to the Government and the UN country team in Belize, the Regional Bureau and the country office should together identify processes that will be handled by the country office and those that will be handled by the Regional Bureau, the Panama Hub, the Copenhagen Global Service Centre, or other offices/centres, and streamline the procedures to ensure efficient operation and coordination.

Management response: Fully accepted

Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status

4.1 The country office continues to work with the Regional Bureau for Latin America and the Caribbean (RBLAC) on streamlining the process of workload support through the clustering of services; noting that bank reconciliation, AP processing, pay cycle processing and vendor management are already completed. The country office will continue its migration of key back office functions and Common Service submissions through 2022. Additionally, the country office will continue to work with RBLAC on establishing Common Back Office Functions as part of streamline processing and cost reductions with other UN Agencies, scheduled for the end of 2021, early 2022.	2021 - 2022	Operations		Initiated
4.2 The country office has agreed with the Jamaica country office to establish joint Contracts, Assets, and Procurement (CAP) committees and Compliance Review Panels (CRPs)	March 2021	CO Management		Initiated

Recommendation 5. UNDP Belize should improve M&E practices, establish an office-wide documentation filing system, and promote regular knowledge sharing and exchange. The country office should strengthen its strategic communication with key stakeholders at both technical and political levels.

UNDP Belize should improve indicator design in the country programme results framework of the next CPD, by adopting outcome and output indicators that adequately reflect UNDP's working areas and are at appropriate level to track and signal UNDP's performance and contribution. When the country programme strategies and priorities change, the country office should promptly review and update the results framework accordingly. In addition, with support of the Regional Bureau, the country office should clarify the role of the M&E focal point in line with UNDP policies and guidelines and ensure sufficient financial and human resources to implement the M&E plan at programme and project levels.

The country office should establish an internal digital filing system (i.e. on a server or on the UNDP corporate cloud-based SharePoint platform) for all programme and project documentation. The country office should organize regular programme-level reviews and encourage knowledge sharing across the portfolios. With support of the Regional Bureau, UNDP Belize should exchange knowledge and experience with neighbouring COs, which implement similar programmes.

UNDP Belize should establish regular debriefing and review at country programme level with key counterparts, including the ministries responsible for coordinating development actors in Belize, i.e. Ministry of Foreign Affairs and Ministry of Economic Development, as well as line ministries and key stakeholders. UNDP corporate and global approach and experience should also be shared. UNDP Belize leadership should liaise closely with the UN Resident Coordinator to ensure effective and timely engagement with political-level counterparts, where appropriate.

Management response: Fully accepted

Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status
5.1 The country office will adopt appropriate outcome and output indicators in next CPD and review periodically	October 2021	Management team		To be started
5.2 Review of M&E role and function to ensure consistency within the resources of the CO	March 2021	Management		Initiated
5.3 Establishment of internal digital filing system	March 2021	ICT and PAs		Initiated
5.4 Knowledge sharing across portfolios and with other COs happens to a limited extent but appreciate the need for more substantive approach	June 2021	Management team and programme teams with communities of practice		Initiated

* Status of implementation is tracked electronically in the ERC database.

Annex 1. Detailed assessment on Belize Country Programme Results and Resources

Framework: Progress towards outputs and outcomes

Structure of Annex 1: Each CPD Outcome assessment includes overall budget-related information and the rating of UNDP contribution to the Outcome based on the outcome Indicator provided in the CPD results framework.

Each CPD Output assessment contains the rating based on the Output Indicator provided in the CPD results framework and assessment of the CPD Output as well as a summary of key results of the projects that were tagged by the country office.

Outcome 1		Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place.	
Outcome indicators	<p>Indicator 1.1 % of relevant sectoral strategies and action and investment plans at national level that have been assessed with climate-proofing instruments and have integrated measures for climate change adaptation. Baseline (2016): 12%; Target: 50%; Result (2019): 30%</p> <p>Indicator 1.2 Global Climate Risk Index (Composite indicator/Country Ranking). Baseline (2015; 10-year average): 21; Target: 25; Result (2019): 49 <i>Note: annual Global Climate Risk Index reports scoring for 2 years prior – e.g. 2019 score reflects 2017 data.</i></p> <p>Indicator 1.3 % of cities/communities with a direct participation structure of civil society in urban planning and management which operate regularly and democratically. Baseline: 0%; Target: 50%; Result (2019): 10%</p> <p><i>Note: the year of baseline (except for indicator 1.2) and target were not indicated in the CPD.</i></p>	Outcome resources (\$M) UN MSDF Estimated: \$8.595M CPD Estimate: \$5.12M Programme Expenditure (2017-2019): \$1.4M* <i>* Amount incl. regional/global project expenditures of \$0.7M; excl. non-operational project expenditures of previous CPD cycle and non-programme expenditures</i>	
	Outcome assessment	High level of influence (CO)/Moderate level of influence (IEO): With regards to the outcome area, UNDP’s long-term support has contributed positively to set in place national structure for effective climate change management. UNDP has made significant contribution to the establishment of the National Climate Change Office (NCCO) and the strengthening of core capacities of the NCCO through programmatic/ project support. Interventions within the framework of this outcome have served to build core competencies for climate change modelling, analysis and planning across the various line ministries of the Government of Belize. UNDP’s portfolio also supported the completion of four policy/planning works for sector-level climate change adaption and resilience. However, there is insufficient evidence of UNDP contribution to the outcome indicator Global Climate Risk Index which monitors impact-level (lack of) progress. It is unclear the level of influence UNDP exerts over this indicator’ achievement vis-à-vis other development actors. Overall, this ICPR found UNDP having a moderate level of influence over the indicators of this outcome.	
CPD Output	CPD Output Indicators	UNDP progress and contribution	Key interventions
Output 1.1: National and community planning and investments integrate climate-change adaptation and mitigation to provide co-benefits	Indicator 1.1.1 Number of communities/municipalities adopting climate risk management strategies within planning and investment frameworks. Baseline (2015): 7; Target	On track (CO)/On track (IEO): The country programme has made positive progress towards achieving the indicators’ targets. UNDP supported Belize in reporting its progress towards UNFCCC commitments, and in assessing national vulnerabilities that contributed to informing national policies and practices for climate change adaptation. Such efforts are complemented by the community-level climate change adaptation initiatives supported through the Japan-Caribbean Climate Change Partnership and the UNDP/OAK-SGP small grants. Main results:	00087297/00123914 Belize 4th National Communication to UNFCCC/BUR (2017-2021) 00122725 Enabling Gender-Responsive Disaster Recovery (Regional project, 2019-2023)

	<p>(2021): 35; Result (2019): 17</p> <p>Indicator 1.1.2 % of integrated climate risk reduction and adaptation strategies that explicitly recognize gender differences. Baseline (2015): 0%; Target (2021): 50%; Result (2019): 10%</p> <p>Indicator 1.1.3 The extent to which climate change planning explicitly addresses uncertainty in future climate. Baseline (2015): 6; Target (2021): 10; Result (2019): 8</p>	<ol style="list-style-type: none"> 1. The Fourth National Communication and First Biannual Update Report to the UNFCCC (4NC/BUR) project supported the Government in the preparation of these reporting obligations. Namely: <ul style="list-style-type: none"> - UNDP/UNFCCC GSU peer review process assessed the adequacy of established national mechanisms in 2018, based on which capacity development road map was developed. - Integrated Vulnerability and Adaptation Assessment for the Coastal Zone, Water, Agriculture and Fisheries Sectors in Central Belize and South-Central Belize conducted in 2019. - A gender analysis introduced for the first time during the 4NC/BUR process for the integration of gender considerations in climate change planning and in informing climate risk management. - Update of Belize's Climate Change Adaptation Policy and Strategy supported. - Through the partnership of Caribbean Community Climate Change Centre (CCCCC), INSMET Cuba, the National Climate Change Office (NCCO) and UNDP, training was provided to national stakeholders, namely: <ul style="list-style-type: none"> • Training on the use of climate models in 4NC/BUR planning process, which trained 23 individuals (M9: F14) on Caribbean Weather Impacts Groups Tools and Portal for Climate Change Adaptation and Policy Formulation and Implementation in 2017. • A three-day National Capacity Building on Climate Change Vulnerability and Capacity Assessment (VCA) workshop aimed at enhancing Belize's ability to measure climate risks in 2018. • A national training exercise on "Coastal Zone, Sea Level Rise, and Related Processes" and a two-day 'Gender and Communication' workshop, through which 75 national functionaries and climate experts (M42: F33) were trained in areas of climate modelling, coastal planning and gender and climate change in 2019. 2. The Enabling Gender-Responsive Disaster Recovery (EnGenDer) project is a new regional initiative which started implementation in Belize in October 2019: <ul style="list-style-type: none"> - Utilizing South-South partnership, INSMET Cuba downscaled climate models for Belize. Models were utilized to informed initial coastal assessment by GAMMA Cuba, which investigated extent of coastal erosion attributable to climate change versus anthropogenic causes. 3. The OAK Foundation - SGP partnership funded 12 community-based adaptation initiatives, among which including: <ul style="list-style-type: none"> - A new approach for the determination of community population vulnerability, which allows for assessment beyond the physical parameters of vulnerability and integrate gender consideration to vulnerability analysis. Community guidelines for climate risk planning also developed. - A Belize Association of Planners (BAP) project on Building Community Resilience to Natural Hazards and Climate Change (2018) in targeted communities (3500+ persons) in Belize City. The project delivered a gender assessment of land tenure rights in determining the implications of existing inequalities on a community's ability to plan for and effect adaptation, and generated lessons on the use of local collective actions for climate change adaptation. 	<p>00094261 UNDP/OAK Re-Granting Partnership Phase II (2016-2020)</p>
<p>Output 1.2: National priority growth sectors have adopted strategies, science-based practices and innovations that promote resilience</p>	<p>Indicator 1.2.1 Number of new positive actions demonstrated within targeted growth sectors. Baseline (2015): 0; Target (2021): 25; Result (2019): 17</p>	<p>On track (CO)/On track (IEO): The country programme has advanced satisfactorily in achieving the targets of the two indicators. Based on the National Climate Change Policy, Strategy and Action Plans and prioritization within the nationally determined contributions of Belize, UNDP supported investments in agriculture, water, forestry, coastal zone sectors. UNDP supported the delivery of Belize's first agriculture National Action Plan (NAP) as well as established mechanisms for the introduction of and education in climate smart agriculture.</p> <p>Main results:</p>	<p>00088096 Japan-Caribbean Climate Change Partnership (J-CCCP) (Regional project, 2015-2019)</p>

	<p>Indicator 1.2.2 Extent to which climate information is used to inform responses to climate change. Baseline (2015): 3; Target (2021): 10; Result (2019): 7</p>	<p>1. The Japan-Caribbean Climate Change Partnership (JCCCP) project contributed to sectoral climate change adaption and mitigation.</p> <p>- Development of four sets of sectoral climate change adaptation/mitigation plans/strategies supported, including:</p> <ul style="list-style-type: none"> • National Adaptation Plan (NAP) for the Agriculture Sector (covering water as a key determinant of sector health) • Nationally Appropriate Mitigation Action (NAMA) targeting energy efficiency within the transportation sector; • National Green House Gas Mitigation Assessment was conducted, which informs Belize's national mitigation strategy; • An Integrated Vulnerability and Adaptation Assessment Study covering the Coastal Zone, Water, Agriculture and Fisheries Sectors in Central Belize and South-Central Belize was conducted, which established a special data viewing platform and made more than 50 new sector vulnerability map layers available to national planners. The downscaling of topographic maps and contours of Belize for climate and disaster risk modelling and the introduction of Caribbean Weather Impacts Group (CARWIG) tools were carried out in partnership with CATHLAC. The platform is available to both state and non-state planners. <p>- Capacity development and investment in climate-smart agriculture (CSA) provided. Namely:</p> <ul style="list-style-type: none"> • A comprehensive curriculum for Climate Smart Agriculture was developed and launched in 2019; The curriculum, supported by a suite of training modules, is utilized in Farmer's Field Schools as well agriculture training schools across the country of Belize. Climate-Smart Agriculture Training Modules developed in partnership with the regional Tropical Agricultural Research and Higher Education Centre (CATIE) were informed by an assessment of national needs, opportunities for adaptation and a gender analysis of the agriculture sector. • Framework for capacity-building was developed in 2018 through partnerships with regional organizations including the Caribbean Community Climate Change Centre, El Centro del Agua del Trópico Húmedo para América Latina y el Caribe (CATHALAC) and CATIE, which aimed at enhancing in-country capacities to understand climate change, interpret its possible effects on national development based on the application of models, and integrating assessment results into sustainable development planning. Some 130 national functionaries (M87:F43) were trained under this framework. • One-week training of trainer on CSA was organized in 2019. 66 (M52: F14) national extension officers and agriculture teachers participated. 1,035 small farmers and student agriculturalists (M570: F455) were trained as a part of a national programme promoting climate-smart agriculture. • Farmers field schools were established in 2018, which allowed for the delivery of 50 sessions across target groups, country wide. In total some 696 individuals were directly engaged in programmes designed to promote climate-smart agriculture. • Training of 162 farmers and youths in climate-smart agriculture (90 M:70 F) was delivered in 2017. <p>- Uptake of climate-smart agriculture technology supported. Namely:</p> <ul style="list-style-type: none"> • One demonstration site established at Maskall, with B-tunnel cover structure, irrigation system and water storage tank. • One zero energy cooling chamber constructed at the National Agriculture and trade Showgrounds in Belmopan. 	<p>00122725 Enabling Gender-Responsive Disaster Recovery (Regional project, 2019-2023)</p>
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		<ul style="list-style-type: none"> • Seven farms (Yo Creek demonstration farm, Valley of Peace demonstration farm, Eldridgeville demonstration farm and 3 farms from the nearby communities and one primary school) have incorporated a water catchment systems. • Three farms have incorporated climate resilient irrigation systems. • Two schools (Jalacte R.C Primary School and San Pedro Columbia Primary School) have installed irrigation systems in their open plot and cover structure. • Two demonstration farms (Eldridgeville and Yo Creek Agriculture Station) installed irrigation systems in their cover structure and open garden respectively). <p><i>Ongoing:</i></p> <p>The EnGenDER project will support climate change, disaster risk reduction, and environmental management interventions in the 9 Caribbean countries including Belize by leveraging sector-level entry points (e.g. NAPs and NAMAs), specifically supporting implementation and/or upscaling of countries' priority actions.</p>	
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Outcome 2		Inclusive and sustainable solutions adopted for the conservation, restoration and use of ecosystems and natural resources.		
Outcome indicators	Indicator 2.1: Country implements and reports on System of Environmental Economic Accounting (SEEA) accounts. Baseline: No; Target: SEEA supports annual budgeting and planning processes; Result (2019): No	Outcome resources (\$M) UN MSDF Estimate: \$5.1M CPD Estimate: \$3.575M 2017-2019 Expenditure: \$1.9M* <i>* Amount incl. regional/global project expenditures of \$0.6M; excl. non-operational project expenditures of previous CPD cycle and non-programme expenditures</i>		
	Indicator 2.2 Country's Environmental Performance Index. Baseline (2016): 73.53, ranked 68; Target: 73; Result (2019): 41.9, ranked 101			
Outcome assessment	High level of influence (CO)/Insufficient evidence (IEO): There is insufficient evidence on the level of influence UNDP has over the outcome indicators. The Government has not yet decided whether to use SEEA in annual budgeting and planning. The 2018 EPI Framework organizes 24 indicators into ten issue categories (air quality, water and sanitation, heavy metals; air pollution, water resources, agriculture, climate and energy, fisheries, forests, biodiversity and habitat) and two policy objectives (Environmental Health and Environmental Vitality). UNDP's programmatic offer supports integrated land, water and chemicals management as well as supported the national structure which underpins sustainable development planning. UNDP has supported institutional capacities for integrated water resources management, has defined the national strategy/framework for chemicals management and has re-defined national approach to biodiversity management. However, it is unclear the level of influence of UNDP in each and every one of these categories.			
CPD Output	CPD Output Indicators	UNDP progress and contribution		Key interventions
Output 2.1: Local livelihoods opportunities expanded through the sustainable use of common natural resources	Indicator 2.1.1 Number of new positive response actions demonstrating innovation and best practices by men and women in natural resource management. Baseline (2017): 0; Target (2021): 75; Result (2019): 30	On track (CO)/On track (IEO): The country programme has made progress toward the indicator targets' achievement. However, UNDP would need to upscale the volume of its efforts and the engagement of women in the livelihood initiatives to achieve the intended results. This output is supported through UNDP's investment in its various small grant windows, as well as support to agricultural livelihoods from climate change programming. Main results: 1. The UNDP/OAK Re-Granting Partnership Phase II in partnership with the GEF SGP, invested in sustainable livelihoods tied to the country's natural resources base: - \$180,000 was committed to projects whose scope ranged from the involvement of youths in climate-resilient agro-ecological practices to the support of climate-resilient livelihoods for artisanal fishers in 2019. Under the programmes grant funding was approved for the securing of local livelihoods for 100+ individuals, with a potential for scale up of benefits to an additional 800 individuals post piloting. - Two community-based organizations were offered the opportunity to explore livelihoods within the 'Blue Economy' in 2019, representing a new area of work for the country office. - Support to national roll-out of manage accessed fisheries is a flagship result in UNDP/OAK-SGP programming. <ul style="list-style-type: none">In 2018 Belize became one of the only nations in the world to have a managed access fisheries along the entire coast – Managed Access: A Rights-Based Approach to Managing Small-Scale Fisheries in Belize allocating multispecies system of fishing rights that covers the entire territorial waters of Belize for 3,000 traditional fishers. This programme supports the livelihoods of more than 3,000 artisan fishers.The UNDP/OAK-SGP has invested significantly in capacity-building of fishers allowing their effective participation in required monitoring and data management activities which enables managed access		00094261 UNDP/OAK Re-Granting Partnership Phase II (2016-2020)
	Indicator 2.1.2 % of women participating in UNDP-supported sustainable livelihoods options. Baseline (2017): 0; Target (2021): 40%; Result (2019): 25%			00088096 Japan-Caribbean Climate Change Partnership (J-CCCP) (Regional project, 2015-2019) 00107807 Integrated Management of Productive Landscapes to Deliver GEBs (project preparation grant, 2018-2019)

		<p>structures. To date UNDP support facilitated the direct engagement of approximately 45% of Belize's registered traditional/artisan fishers.</p> <p>2. The JCCCP project investments supported green livelihoods and the realization of community benefits from the sustainable utilization of the country's natural resource assets. More than 250 agriculture small holders farming a total of 6,237 acres of land were provided with support for climate-smart agriculture (2018).</p> <p><i>Ongoing/pipeline:</i> UNDP has developed a project in collaboration with the Government under the GEF Project Preparation Grant (PPG) for integrated management of production landscapes to deliver multiple global environmental benefits (GEB). The project has been approved.</p>	
<p>Output 2.2: Legal and institutional reforms supported within key government ministries to operationalize Belize's sustainable development framework (Growth and Sustainable Development Policy)</p>	<p>Indicator 2.2.1 Improved national capacity to engender development planning as measured by knowledge and training of key personnel. Baseline (2015): 4; Target (2021): 10; Result (2019): 6</p> <p>Indicator 2.2.2 Extent of the linkage between environmental and climate change research/science and policy development (0-3). Baseline (2015): 1; Target (2021): 3; Result (2019): 1</p> <p>Indicator 2.2.3 Availability of required technical skills and technology transfer for sustainable development (0-3). Baseline (2015): 1; Target (2021): 3; Result (2019): 2</p>	<p>On track (CO)/At risk (IEO): UNDP has made progress in achieving two of the three indicator targets. The extent of linkage between environmental and climate change research and policy development remains at baseline level (Indicator 2.2.2). The rating is made solely based on the indicator targets' achievement. However, this group of indicators does not adequately reflect the extensive scope and results of UNDP interventions in the areas under this output and thus does not capture some most important results.</p> <p>UNDP work programme includes important elements of natural resources management and interventions to build national capacities for sustainable development pathway. UNDP supported in the previous programme cycle the elaboration of the Growth and Sustainable Development Strategy (GSDS) 2016-2019, which represents the country's medium-term sustainable development plan, and continued to support its implementation GSDS in the current country programme.</p> <p>Moreover, in the ICPR process, the output statement has been explained/rewritten by the country office as "Continued development of enabling policies, organizations and institutions which contribute to the sustainability of Belize's natural resource base, as well as to the minimization of the risks to which ecosystems, populations and habitats are exposed". This description is more in line with the actual activities implemented during this programme cycle. However, no formal request has been made to modify the country programme results framework.</p> <p>Main results:</p> <ol style="list-style-type: none"> 1. The Belize Chemical and Waste Management project supported: <ul style="list-style-type: none"> - Update of the waste management bill (not yet passed) - Packaging/disposal of 42 ton of DDT stockpiles, PCB contaminated oil as well as associated waste - Training of officers and key stakeholders from public and private sectors (40 individuals) on implementation of convention and transborder movements (packaging, transportation) - Closure of open waste dump sites - Construction of a transfer station, where waste is classified and separated for processing - Public awareness sessions regarding proper waste management - Piloting green practice in sugarcane industry for sustainable harvesting residue management, namely to avoid the second burning of the field after harvest, in partnership with the Sugar Industry Research and Development Institute, including provision of equipment and training 	<p>00079317 Belize Chemicals & Waste Mgmt. Project (2014-2019)</p> <p>00080643 Capacity-building for sustainable Natural Resource Management (2014-2019)</p> <p>00047594 BIOFIN Phase I (global project, 2014-2019) and 00106358 Phase II (global project, 2019-2020)</p> <p>00106014 Sixth National Reports on Biodiversity in LAC (regional project, 2017-2020)</p> <p>00107807 Integrated Management of Productive Landscapes to Deliver GEBs (project preparation grant, 2018-2019)</p>

		<ul style="list-style-type: none"> - Identification of legal and institutional gaps for the Pesticide Control Board, which contributed to the development of the Board's 5-year strategic plan <p>2. The Capacity-building for Sustainable Natural Resource Management project supported:</p> <ul style="list-style-type: none"> - Strengthening capacities and introducing tools for Natural Resource Valuation (NRV) that were integrated within the work programmes of key natural resource management entities within the Government of Belize. - Capacity development activities such as introduction of NRV in planning to 28 public actors and results-based budgeting to 25 Government staff (2017) - Implementation of an Environmental/Biodiversity Impact Investment Tracking Tool - Development of a sustainable resource mobilization plan for biodiversity conservation and sustainable use. - Development of the M&E framework to monitor the implementation of the GSDS - Commission and operationalization of the national Environmental Management Information System (EMIS) <p>3. The Biodiversity Finance Initiative (BIOFIN) Phase I supported review, assessment, and planning of biodiversity management and financing:</p> <ul style="list-style-type: none"> - Policy and Institutional Review (PIR) conducted - Biodiversity Expenditure Review (BER) conducted - Biodiversity Finance Needs Assessment (FNA) conducted - Biodiversity Finance Plan (BFR) developed - Costed National Biodiversity Strategies and Action Plan (NBSAP) developed - South-South exchange involving Costa Rica, Colombia and Guatemala (2017) hosted <p>4. BIOFIN Phase II identified financial solutions to improve biodiversity management in Belize and has been supporting their implementation:</p> <ul style="list-style-type: none"> - Establishment of a Biodiversity Office: Formation of an entity responsible for biodiversity management in Belize. (completed). The National Biodiversity Office was launched in early 2020. BIOFIN experts supported drafting of the policy brief supporting the establishment of the office, and have initiated an institutional review as the first step to Ministry restructuring. - Biodiversity Investment Tracking Tool: Development of a biodiversity investment tracking tool to measure public and private biodiversity expenditure. (Piloted) - Environmental Fund (EF): Up-scaling existing EFs in Belize, including the Protected Area Conservation Trust (PACT). (In progress) - Crowdfunding: Pooling donation revenues from willing parties and individuals for the sustainment of protected areas in Belize. (In progress) - Green Debt: Tax subsidies to financial institutions engaged in green debt-financing. (To be implemented) - Compensation for Planned Environmental Damage: Integrating a restoration programme for developers (within the Environmental and Social Impact Assessment framework) to counter potential/prospective destruction or degradation of Belize's environmental landscapes, including biological corridors. (To be implemented) - Debt for Nature Swap: Ensuring the protection and conservation of the Belize barrier reef in exchange for public debt. (To be implemented) - Carbon Market: Trading emission offsets generated by NPAS and ecosystem conservation by private landowners. (To be implemented) - Grants: Seeking grant funding to raise financing for biodiversity-related projects. (To be implemented) 	<p>00119993/00123964 Enhancing jaguar corridors and strongholds (project preparation grant, 2019-2020)</p> <p>00111467 Linking the Kigali Amendment with Energy Efficiency in the Refrigeration and Air Conditioning (RAC) Sector (global project, 2018-2021)</p>
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Outcome 3		Equitable access to justice, protection, citizen security and safety reinforced	
Outcome indicators	Indicator 3.1 Homicide Rate per 100,000 population. Baseline (2015): 32; Target (2021): 27; Result (2019): 33		Outcome resources (\$M) UN MSDF Estimate: \$1.69M* CPD Estimate: \$4.255M Programme Expenditure (2017-2019): \$1.7M ** * Amount excl. \$1.56 M (\$0.06M secured, \$1.5M to be mobilized) for outcome “Access to equitable social protection systems, quality services improved” and \$1M (\$0.15M secured, \$0.85M to be mobilized) for outcome “Capacities of public policy and rule of law institutions and civil society organizations strengthened”. ** Amount incl. regional/global project expenditures of \$0.2M; excl. non-operational project expenditure of previous CPD cycle and non-programme expenditure
	Indicator 3.2 Percentage of the population subjected to physical or sexual violence in the previous 12 months. Base line (2010): 7.2%; Target (2021): 6%; Result (2019): 3.1%		
Outcome assessment	Moderate level of influence (CO)/Insufficient Evidence (IEO): This ICPR does not have sufficient evidence to (re)construct a clear contribution line of UNDP to the achievement of these two high-level indicators. In the area of citizen security, UNDP support has so far primarily focused on drafting of a policy paper which is not yet endorsed and building crime information system (more details below). The Spotlight Initiative with a focus on gender-based violence (GBV) has not yet started its implementation. Therefore, it is unclear how these initiatives have contributed (or not) to homicide and GBV prevention. The two indicators moreover do not adequately capture UNDP’s work in juvenile justice, human rights and social protection which have also been programmed and delivered under this outcome.		
CPD Output	CPD Output Indicators	UNDP progress and contribution	Key interventions
Output 3.1: Coordinated and effective gender-sensitive mechanisms and frameworks for citizen security in place	Indicator 3.1.1 Extent of coordination of gender-sensitive citizen security initiatives across relevant institutions (0-3). Baseline (2015): 1; Target (2021): 3; Result (2019): 2	At risk (CO)/At risk (IEO): No progress has been recorded in the result of indicator 3.1.2 and 3.1.3; results by 2019 were the same as the baseline. The result of indicator 3.1.1 has increased to 2 on a 0-3 scale (target 3). The achievement of these indicators is thus at risk.	00100299 Strengthening National Systems for UNCAC Implementation (2017-2019)
	Indicator 3.1.2 Existence of a standard definition of femicide. Baseline (2015): No. Target (2021): Yes; Result (2019): No	In the area of gender-sensitive citizen security mechanisms and frameworks, UNDP supported the Government in policymaking (drafting of national citizen security plan) and institutional capacity development (establishment/operation of Belize Crime Observatory) on crime data information system. However, project completion has resulted in suspension of UNDP support in some of the areas (such as the support in policymaking on citizen security, juvenile justice, etc.). In parallel and beyond the scope of the output description, UNDP supported the Government in integrating gender perspective in the implementation of UNCAC requirements and raising awareness on anti-corruption. UNDP is one of the three UN agencies for implementing the Spotlight initiative for gender-based violence, which is to start later in 2020. Main results:	00080822 Regional InfoSegura project (2014-2020) 00122858 Spotlight Initiative (implementation starting late 2020)

	<p>Indicator 3.1.3 % of targeted institutions that are producing gender-responsive programmes and policies based on sex-disaggregated analysis of crime and justice data.</p> <p>Baseline (2015): 25%;</p> <p>Target (2021): 75%;</p> <p>Result (2019): 25%</p>	<ol style="list-style-type: none"> 1. The PREJUVE project supported the Government – namely RESTORE Belize – in the development of Belize’s first National City Security Plan. Key results include: <ul style="list-style-type: none"> National City Security Plan drafted, and pending submission to and approval of the Cabinet. The Plan incorporated a holistic approach to violence and included a definition and recognition of femicide. Review and mapping of all existing citizen security strategies, frameworks, programmes and mechanisms at the beginning of new policy cycle; the result was published as the Compilation of Information on Citizen Security, which aimed to serve as a starting point for rationalizing intervention strategies and streamlining public investment. 2. The InfoSegura project supported the Ministry of National Security in the establishment and capacity-building of the Belize Crime Observatory (BCO) as a national repository for crime data and analysis, including gender-disaggregated crime data and gender-based violence data. Key results include: <ul style="list-style-type: none"> Institutionalization of BCO, including provision of equipment, advisory service and provision of software (infographics and data analysis), financial support to BCO for staffing costs. Capacity development of BCO staff on analysing data and producing information products including software training, training on GIS data visualization and infographics and Advanced Story Maps (with the use of ArcGIS and QGIS). Crime data report, analysis and infographics regularly produced by the BCO, shared with stakeholders and/or accessible to the public through BCO website. Training in Data Use and Analysis for Policy Formulation for analysts from the Ministries of Health, Education, Immigration, and Human Development. the Statistical Institute of Belize, as well as the Police Department, the National Forensic Science Service, the Belize Central Prison, and the Belize Coast Guard in the Ministry of National Security. Provision of equipment and software to the Police and Forensic Services, and relevant training sessions. Exchange with other countries under InfoSegura project (Costa Rica, Honduras, Guatemala, El Salvador, Dominican Republic), and introduction of tools and good practices to Belize (e.g. the training modules used in Honduras, and the data analysis software modules). Sensitization Session for principals and school managers on the Belize Sex Offenders Registry. Costed 3-year strategic action plan developed for BCO including sustainability considerations. 3. The Strengthening National Systems for UNCAC Implementation project supported Belize in achieving the first major milestone to UNCAC implementation, completing the first cycle of the country assessment. Namely through: <ul style="list-style-type: none"> Technical assistance to the Government for completing the first Implementation Review cycle required by UNCAC, including conducting a national gender-sensitive assessment on impacts of corruption in Belize. The full report, though drafted, was not finalized/endorsed by the end of the project. Capacity-building of national and municipal government officials, and civil society organizations, in collaboration with UNODC: 	
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Output 3.2: Access to justice for most vulnerable strengthened	<p>Indicator 3.2.1 No. of people disaggregated by sex, age and geography who receive legal representation. Baseline (2015): M:200/F:300; Target (2021): M:7000/F:1000; Result (2019): Not available</p> <p>Indicator 3.2.2 The proportion of requests for information lodged and</p>	<p>Off track (CO)/Off track (IEO): No data is available for the result as of 2019 for all four indicators under this output. Moreover, the achievement of these indicators is beyond UNDP's control.</p> <p>There have been limited efforts in this output area during the first three years of country programme implementation. It is unlikely that this output will be achieved within this programme period.</p> <p>Main results:</p> <ol style="list-style-type: none"> 1. The Global Fund project on HIV/TB supported the establishment and operation of the Human Rights Observatory. Namely: <ul style="list-style-type: none"> - Human Rights Observatory (HRO) established in partnership with the National AIDS Commission and the National Human Rights Commission in 2017 and hosted by United Belize Advocacy Movement (UNIBAM), the only LGBT-led policy and advocacy non-governmental organization in Belize. 	<p>00122858 Spotlight Initiative (launching late 2020)</p> <p>00085479 Regional PREJUVE project (2015-2018)</p> <p>00084493 Investing for Impact against HIV and TB (Global Fund Phase II, 2019-2021)</p>

	<p>answered fully in a reasonable amount of time, defined as 15 days. Baseline (2015): 75% of queries within 1 to 3 months; Target (2021): 75% of queries within 15 days; Result (2019): Not available</p> <p>Indicator 3.2.3 No. of victims of gender-based violence accessing the legal aid centres annually. Baseline (2015):15; Target (2021): 50; Result (2019): Not available</p> <p>Indicator 3.2.4 % of Legal professionals/ judges trained in accordance with the new National Family Court Training Plan. Baseline (2015): 0%; Target (2021): 35%; Result (2019): Not available</p>	<ul style="list-style-type: none"> - Funding has been provided to finance a part-time lawyer to support HRO. Workshops organized for victim and trial advocacy. - Database of human rights violations cases against members of the LGBTI community and legal aid services to marginalized populations provided. <p>2. The PREJUVE regional project strengthened capacity of the family court. Namely:</p> <ul style="list-style-type: none"> - Mediation processes in Family Court for young people and their families introduced, with the aim of increasing efficiency in judicial processes. - Training sessions to family court mediators (42, incl. 11 men and 31 women) delivered in different areas of the country, expanding the geographic bases of mediators to improve efficiency in provision. - Child Rights Training Manual for the Belize Family Court finalized, to serve as a reference for the specific training of legal professionals and judges assigned to the Family Court on legal matters pertaining to youth offenders, including the implementation of diversion programmes to provide alternatives to prison for convicted offenders. <p><i>Ongoing:</i></p> <p>UNDP will be part of the Spotlight global initiative implementation in Belize, starting late 2020, which aims at enhancing access to justice of gender-based violence victims.</p>	00114260/ 00124263 Resilience HIV TB Response (Global Fund Phase I, 2016-2019)
<p>Output 3.3: Youth who come in conflict with the law have access to quality secondary and tertiary prevention programmes and diversion</p>	<p>Indicator 3.3.1 Percent of at-risk youth accessing targeted programmes who are reinserted into the labour market or education. Baseline (2015): 0%; Target (2021): 75%; Result (2019): Not available/ (2018): 55%</p> <p>Indicator 3.3.2 Percent of youth institutionalized at the Wagner's Youth</p>	<p>At risk (CO)/At risk (IEO): Until 2018, the country programme was on track to achieve intended targets. However, due to suspension in programme activities in this area, no result was available for 2019, and the targets' achievement is at risk if the country programme fails to effectively resuscitate this intervention area in the remaining programme cycle. In 2017 and 2018, UNDP effectively delivered results through the PREJUVE project (see details below). Influence of the results continues to be seen in nationally-led initiatives. However, upon project completion in 2018, the output area has been suspended, except for an NIM project to construct and renovate the infrastructure for the Belize Youth Challenge, a Government programme for at-risk youth.</p> <p>Main results:</p> <p>1. The PREJUVE regional project supported youth prevention and diversion programmes. Key results include:</p> <ul style="list-style-type: none"> - For secondary prevention, supported the Department of Youth Services in the implementation of the secondary prevention program, targeted to adolescents (ages 10 -25) from Southside Belize City at risk of gang recruitment 	<p>00085479 Regional PREJUVE project (2015-2018)</p> <p>00110085 Support to Infrastructure for Health (2018-2020)</p>

	<p>Facility have accessed rehabilitative/restorative programmes. Baseline (2015): 7.6%; Target (2021): 25%; Result (2019): Not available/ (2018): 63%</p> <p>Indicator 3.3.3 Number of new gender-sensitive tertiary prevention pilot projects initiated or scaled up by national partners. Baseline (2015): 1; Target (2021): 3; Result (2019): Not available/ (2018): 2</p> <p>Indicator 3.3.4 Percent of youth who come in conflict with the law are diverted from court or institutionalization. Baseline (2015): 0%; Target (2021): 20%; Result (2019)/(2018): 0%</p> <p>Indicator 3.3.5 Number of new gender-sensitive tertiary prevention pilot projects initiated or scaled up by national partners. Baseline (2015): 520; Target (2021): 1,000; Result (2019)/(2018): Not available</p>	<p>and educational attrition. UNDP supported two safe spaces for educational and recreational purposes in two different zones in the South Side of Belize City. Namely, (1) The Conscious Youth Development programme has provided academic and psychosocial support to 75 youth; (2) The Department of Youth Services drop-in centre has been equipped to provide a safe space where young people from the Mayflower Community of Belize City can engage in positive educational and recreational activities.</p> <p>For tertiary prevention, strengthened institutional capacity of youth rehabilitation/correctional facilities by updating the standard operating procedures (SOPs) and providing seed funding for two tertiary programmes at the Wagner's Youth Facility and the Princess Royal Youth Hostel.</p> <ul style="list-style-type: none"> • In 2018 the Belize Youth Challenge (BYC) graduated its first cohort of 22 cadets (all males) from its intervention programme. Out of the 22 graduates, 12 (55%) managed successful re-entry either through further education, employment, or military enrolment. • 26 inmates (all males) from the Wagner's Youth Facility graduated from the GREAT rehabilitation and violence prevention programme. The project supported evening and weekend programmes in the facility to engage youth in positive recreational and educational activities. With project support, the Community Rehabilitation Department hired additional social workers and counsellors to provide 24-hour services. <p>Seed funding provided for the Youth Resilience and Inclusive Social Empowerment (Youth RISE) Project launched in 2017 to expand access to social services country-wide, to benefit young people facing socioeconomic challenges, including the low educational attainment and increasing crime and violence. The project trained youth on basic literacy and numeracy and employability skills and adaptive life skills, and social skills (through community programmes).</p> <p>Support to the Love Foundation to establish the Media Arts Academy, which provides a safe space for at-risk kids after school hours and offers family support to parents, as a holistic approach to encourage young people to stay in school. The programme has serviced 200 students (67% female and 33% male; 88% from single-parent households) coming from socio-economically disadvantaged areas with high levels of crime and violence. The programme has achieved positive results in terms of academic performance, social relations and emotional skills development in young people: as much as 70% of the young people enrolled within the academy were on track to pass the current academic term and have improved their academic standing by at least 1 grade point average in 2018; retention rate within the Media Arts Academy programme also improved.</p> <p>2. The Support to Infrastructure for Human Development, Health and Sports project is an ongoing nationally implemented infrastructure project. The construction and renovation for the Belize Youth Challenge – an alternative boarding school for at-risk youth (male) aged 15-17 years – Compound at Mile 21 on the George Price Highway have been completed and of good quality (some planned items were removed from the project scope).</p>	
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Output 3.4: Social protection and human rights systems strengthened	<p>Indicator 3.4.1 Coverage rate for the Wraparound Service Model targeting households falling below the extreme poverty line. Baseline (2016): 5%; Target (2021): 15%; Result (2019): Not available</p>	<p>On track (CO)/At risk (IEO): All indicators results are either at baseline level or not available.</p> <p>UNDP supported the national referendum in Belize on whether to refer its border dispute with Guatemala to the International Court of Justice (ICJ). The intervention promoted the democratic participation, and targeted underserved rural areas and women.</p> <p>The country programme promoted the human rights of LGBTI community through funding a part-time lawyer and technical support (i.e. training on victim advocacy) of the Human Rights Observatory, and mainstreamed children's rights in the standard operating procedures of youth rehabilitation facilities.</p>	<p>00109852 Referendum on Border Dispute, (2018-2019)</p>
	<p>Indicator 3.4.2 Existence of a Multidimensional Index targeting tool introduced into the Single Information System for Beneficiaries for improved targeting effectiveness and monitoring of the Social Protection System. Baseline (2016): No; Target (2021): Yes; Result (2019): No</p>	<p>UNDP collaborated with UNICEF to support the defining of the national social protection network; however, UNDP has not continued this area of work since the initial research work in 2017. Although programmed activities under the new EnGenDer and Spotlight projects as well as UNDP support to COVID-19 response may contribute to achieve the output targets, these efforts have recently started/yet to start, so the results cannot yet be assessed.</p>	<p>00110085 Support to Infrastructure for Human Development, Health (2018-2020)</p>
	<p>Indicator 3.4.3 Number of operational institutions supporting the fulfilment of nationally and internationally ratified human rights obligations. Baseline (2016): 1; Target (2021): 2; Result (2019): 1</p>	<p>Main results:</p> <ol style="list-style-type: none"> UNDP supported the Ministry of Foreign Affairs and the Department of Elections and Boundaries to conduct a national referendum on whether to submit the border dispute with Guatemala to the International Court of Justice (ICJ). Project activities included promoting citizen access to objective information, voter re-registration and mobilization, thus supporting democratic participation. Key results include: <ul style="list-style-type: none"> Voter education in partnership with CSOs targeting underserved rural communities as well as women in voter education. The project conducted a door-to-door campaign to deliver informational and neutral messages on the referendum, reaching over 66,600 voters, which contributed to voter mobilization and re-registration. Technical assistance and financial support for national strategic communication to promote a peaceful means of addressing the dispute. Namely: <ul style="list-style-type: none"> Panel discussions/ debates in all Belizean municipalities, which were streamed live on television, radio and Facebook, attracting more than 120,000 views via social and local media, delivered in partnership with the Referendum Unit from the Ministry of Foreign Affairs and CSOs. ICJ community fairs reaching approximately 4,200 persons in collaboration with community leaders. Youth forums and debates reaching approximately 14,000 youth. Outreach meetings reaching approximately 700 youths of South Side of Belize City. Lecture Series delivered in partnership with the Belize Peace Movement and University of Belize Radio and television advertisements developed, translated in Spanish and aired countrywide. Billboards with key awareness messages designed and installed. Disseminated print materials such as brochures and books. 	<p>00084493 Investing for Impact against HIV and TB (Global Fund Phase II, 2019-2021)</p> <p>00114260/ 00124263 Resilience HIV TB Response (Global Fund Phase I, 2016-2019)</p>
	<p>Indicator 3.4.4 Number of shelters for victims of gender-based violence in high crime neighbourhoods functional. Baseline</p>	<ol style="list-style-type: none"> The PREJUVE project supported updating protocols of residential community rehabilitation facility for youth at risk/in conflict with the law: 	<p>00122858 Spotlight Initiative (launching late 2020)</p> <p>00122725 Enabling Gender-Responsive Disaster Recovery (Regional project, 2019-2023)</p>

	(2016): 1; Target (2021): 2; Result (2019): 1	<ul style="list-style-type: none"> - Standard Operation Procedures (SOPs) developed, with technical support from UNICEF, for the Princess Royal Youth Hostel, using an evidence-based approach and in alignment with Article 3 of the Convention on the Rights of the Child and the Beijing Rules, to provide for rehabilitative support of incarcerated children in line of the Bill of Rights of Young Offenders. 3. The Global Fund for HIV-TB provided capacity-building to HR Observatory and health workers: <ul style="list-style-type: none"> - Capacity-building and technical assistance to the Human Rights Observatory to expand the Observatory's capabilities to identify and address human rights infractions against LGBTI population in Belize. - Sensitization training to 500 health care workers, focusing on the provision of basic health care services as a human right to marginalized populations. 4. The Support to Infrastructure for Human Development, Health and Sports project is an ongoing nationally implemented infrastructure project, which upgraded/constructed two facilities in the Belize City and in San Ignacio respectively: <ul style="list-style-type: none"> - Construction and renovation for the Belize Youth Challenge Compound at Mile 21 on the George Price Highway have been completed and of good quality (some planned items were removed from the project scope). - Works for Cayo North Multi-Purpose Sports Facility in San Ignacio are in progress, but behind schedule. 5. UNDP, together with UNICEF, supported the Government in conducting a comprehensive review of the country's social protection system in 2017, through financial assistance and technical review by a UNDP HQ specialist. The final report identified a series of recommendations which is aimed at both strengthening policy and systems. Ongoing: UNDP is supporting the Government of Belize in the response to and recovery from the COVID-19 pandemic. Among other initiatives, a social protection officer will serve as 'SURGE' capacity in the Ministry of Human Development, Social Transformation and Poverty Alleviation to support the immediate restructuring and redesign of a comprehensive social protection response to the crisis, expanding its capacity, and scale up food assistance programme. UNDP plans to further support the Government in expanding a national Case Management System for national social assistance programmes such as BOOST and Food Pantry. Moreover, programmed activities under the new EnGenDER project and Spotlight initiative are expected to contribute to the targets under this output. 	
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Outcome 4	Universal access to quality health care services and systems improved																																														
Outcome indicators	<p>Indicator 4.1 Percentage of adults and children with HIV known to be on treatment 12 months after initiation of antiretroviral therapy. Baseline: 48% (2016); Target: 75% (2021); Result (2019): 60%</p> <p>Indicator 4.2 Number of notified cases of all forms of tuberculosis per 100,000 population - bacteriologically confirmed plus clinically diagnosed, new and relapse cases. Baseline: 20 (2016); Target: 24 (2021); Result (2019): 23</p> <p>Indicator 4.3 Treatment success rate for all forms of tuberculosis. Baseline: 60% (2016); Target: 85% (2021); Result (2019): 64%</p>	<p>Outcome resources (\$M)</p> <p>UN MSDF Estimate: \$6.25M</p> <p>CPD Estimate: \$3.535M</p> <p>Programme Expenditure (2017-2019): \$2.8M</p>																																													
Outcome assessment	<p>N/A (CO)/Moderate level of influence (IEO): UNDP has been the principal recipient for the Global Fund to Fight AIDS, Tuberculosis and Malaria (hereinafter, the Global Fund) programme in Belize, overseeing the programme’s implementation. The Global Fund is the largest funding source after the Government, representing 17% in national HIV spending and 47% in national tuberculosis (TB) spending during the 2016/17-2019/20 (est.) period. The two Global Fund grant cycles under this review have contributed to improving testing and diagnosis to key populations for HIV/AIDS and TB and built national capacity in HIV-TB testing and treatment. However, the country remains off track to achieve the treatment and retention related targets.</p> <div><div><p>HIV/AIDS Expenditure by Funding Source</p><table><thead><tr><th>Fiscal Year</th><th>Government (\$M)</th><th>Global Fund (\$M)</th><th>Other (\$M)</th><th>Total (\$M)</th></tr></thead><tbody><tr><td>FY 2016/17</td><td>\$2.1</td><td>\$0.4</td><td>\$0.9</td><td>\$3.4</td></tr><tr><td>FY 2017/18</td><td>\$2.1</td><td>\$0.7</td><td>\$0.8</td><td>\$3.5</td></tr><tr><td>FY 2018/19</td><td>\$1.9</td><td>\$0.9</td><td>\$1.5</td><td>\$4.3</td></tr><tr><td>FY 2019/20 est.</td><td>\$2.0</td><td>\$0.4</td><td>\$0.4</td><td>\$2.9</td></tr></tbody></table></div><div><p>Belize TB Expenditure by Funding Source</p><table><thead><tr><th>Fiscal Year</th><th>Government of Belize* (\$K)</th><th>Global Fund (\$K)</th><th>Total (\$K)</th></tr></thead><tbody><tr><td>FY 2016/17</td><td>\$318</td><td>\$405</td><td>\$722</td></tr><tr><td>FY 2017/18</td><td>\$293</td><td>\$379</td><td>\$672</td></tr><tr><td>FY 2018/19</td><td>\$338</td><td>\$234</td><td>\$572</td></tr><tr><td>FY 2019/20</td><td>\$324</td><td>\$109</td><td>\$433</td></tr></tbody></table></div></div> <p>Source: Bruce Flowers, National AIDS Spending Assessment: An Assessment of HIV, AIDS and Tuberculosis Financing Flows and Expenditure FY 2015/16 and FY 2016/17, May 2018. Bruce Flowers, An Assessment of HIV, AIDS and Tuberculosis Financing Flows and Expenditure FY 2018/19 and FY 2019/20 [draft], April 2020. Funding source ‘other’ includes bilateral donors, private sources, and other multilateral sources.</p>		Fiscal Year	Government (\$M)	Global Fund (\$M)	Other (\$M)	Total (\$M)	FY 2016/17	\$2.1	\$0.4	\$0.9	\$3.4	FY 2017/18	\$2.1	\$0.7	\$0.8	\$3.5	FY 2018/19	\$1.9	\$0.9	\$1.5	\$4.3	FY 2019/20 est.	\$2.0	\$0.4	\$0.4	\$2.9	Fiscal Year	Government of Belize* (\$K)	Global Fund (\$K)	Total (\$K)	FY 2016/17	\$318	\$405	\$722	FY 2017/18	\$293	\$379	\$672	FY 2018/19	\$338	\$234	\$572	FY 2019/20	\$324	\$109	\$433
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CPD Output	CPD Output Indicators	UNDP progress and contribution	Key interventions
Output 4.1: National health systems are responsive to current inequities manifested in the healthcare system	Indicator 4.1.1 Percent of stigma and discrimination reported by HIV and tuberculosis patients in Stigma Index study. Baseline: 60%; Target: 50%; Result (2019): 28%	<p>On track (CO)/On track (IEO): The result corresponds to survey response for “bad experience with a health worker” under the Stigma Index Study. The target has been achieved.</p> <p>The Global Fund programme targets key vulnerable populations, such as men who have sex with men (MSM), transgender, and orphans and vulnerable children (OVC).</p> <p>Main results:</p> <ul style="list-style-type: none"> - UNDP supported the Belize Stigma Index 2019 study. - 176 healthcare providers were trained in human rights and discrimination in 2019. - UNDP provided support to the establishment and capacity-building of human rights observatory by funding a lawyer. - National AIDS Commission (NAC) with support from the Global Fund programme launched the Stigma and Discrimination Free Zone campaign targeting the general public, with a small grant to UNIBAM for TV, radio and PSA public awareness sessions on accepting LGBTIQ family members after the Section 53 decision. - UNDP supported MOH to launch and implement protocols for frontline staff to test TB patients for HIV, with a referral system for HIV-positive TB patients to enrol in HIV treatment in 2018, which improved ART coverage rate to 90.3% (28 of 31 patients in 2018), from baseline of 76.8% (11 of 14 patients in 2014). 	<p>00084493 Investing for Impact against HIV and TB (Global Fund Phase II, 2019-2021)</p> <p>00114260/ 00124263 Resilience HIV TB Response (Global Fund Phase I, 2016-2019)</p>
Output 4.2: Ministry of Health budget targeting HIV-TB programmatic interventions for key populations correlated to need in access/coverage identified through National AIDS Spending Assessment (NASA) reports	Indicator 4.2.1 Percent of health sector budget allocated to supporting HIV/tuberculosis response collaborative mechanisms. Baseline: 3.8%; Target: 4.5%; Result (2019): 3.4%	<p>On track (CO)/At risk (IEO): Target has not been achieved and result regressed to level below 2016 baseline (3.8%).</p> <p>With the support from UNDP/Global Fund programme, the Ministry of Health conducted the NASA in 2018 and 2019/2020. According to the NASA reports (2019/2020 in draft), government spending on HIV has been at similar levels, around \$1.9 – 2.1M, from 2016 to 2020. The percentage of health sector budget allocated to HIV-TB has decreased to below baseline level in 2016. It is moreover not clear whether/how the NASA has been used for MoH budgeting; MoH representatives were not available for interviews. Furthermore, the NASA is solely financed by the Global Fund and the exercises have been conducted by an external consultant. As the Global Fund continues to reduce funds allocated to Belize, the sustainability of NASA is at risk if capacity-building and national commitment are not secured.</p> <p>Main results:</p> <ul style="list-style-type: none"> - UNDP/Global Fund programme supported the Ministry of Health in conducting the NASA in 2018 and in 2019/20. 	

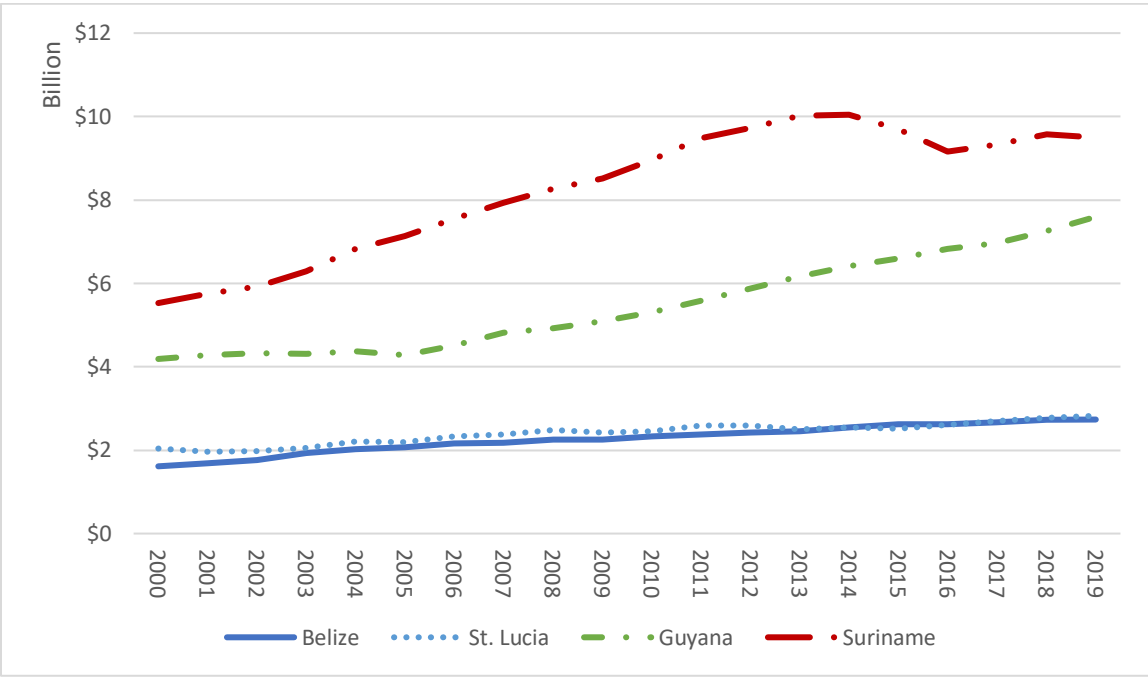
Output 4.3: The use of equity criteria (through equity audits) in national development of health sector budgets and in informing health sector investments successfully piloted	Indicator 4.3.1 Number of equity audits used to inform annual health budgets. Baseline: 0 (2016); Target: 2 (2021); Result (2019): 0	Off track (CO)/Off track (IEO): No equity audit has been conducted. This output will not be delivered as presented within the CPD. Related to the national budget, the NASA (as indicated in output 4.2 above) has been promoted and supported by the UNDP/Global Fund programme. The MoH contracted an external consultant for NASA studies in 2018 and 2019/20.	
Output 4.4: National HIV-AIDS/TB programmes are aligned to 90-90-90 World Health Organization targets	<p>Indicator 4.4.1 Percent of men who have sex with men that have received an HIV test and know their results. Baseline (2014): 11.6%; Target (2021): 26.7%; Result (2019): 29%</p> <p>Indicator 4.4.2 Number of people and children living with HIV currently receiving ART. Baseline (2015): 1,176; Target (2021): 1,500; Result (2019): 1,530</p> <p>Indicator 4.4.3 Percent of people and children living with HIV known to be on treatment 12 months after initiation of ART. Baseline (2014): 48%; Target (2021): 75%; Result (2019): 60%</p> <p>Indicator 4.4.4 Percent of treatment success rate for all forms of tuberculosis. Baseline:</p>	<p>On track (CO)/At risk (IEO): 2 out of the 4 indicator targets have been achieved/surpassed. Limited progress has been made against the baseline of the other two indicators.</p> <p>As the Global Fund principal recipient, UNDP has supported Belize to advance toward the 90-90-90 WHO targets. Although there has been increased HIV testing of MSM, low yield rates (approximately 1%) indicate that testing may not be reaching affected individuals. The number of people receiving ART has increased; however, the 12-month ART retention rate remains low and at similar level since 2017. With regards to TB, the treatment success rate remains low. With the withdrawal of Global Fund resources for TB in Belize, the achievement of the target is at risk.</p> <p>Main results:</p> <ul style="list-style-type: none"> - Under UNDP guidance, CSO Hub partners are piloting index testing in 2019/2020, and focusing on more community-based outreach. Training on profiling was provided to CSO partners. - CSO Hub partners support testing for key populations; a 2019 agreement with the MOH and CSO Hub establishes role to support inclusion of marginalized populations in the Belize Health Information System. - UNDP supported the MoH to develop and roll out the Clinical Management Guidelines for HIV/AIDS in 2019 and trained 27 practitioners. The Guidelines include guidance on pre-exposure prophylaxis (PrEP), HIV prophylaxis for victims of sexual assault, and paediatric HIV care, among other sections. - UNDP procured rapid diagnostic kits in 2019 to be used by the CSOs in outreach to at-risk populations. - UNDP provided support to increase MoH capacity through training-of-trainers of 140 healthcare providers in early detection, screening and treatment and 10 lab technicians on testing in 2018. The programme acquired testing equipment and reagents to equip the lab for testing TB co-infection and increased testing capacity (from 457 in 2017 to 1005 in 2018). UNDP procured diagnostic kits for TB in 2018. - 160 physicians and 200 community health workers were trained in national protocols for HIV and TB in 2018. - UNDP supported the update of national TB guidelines in 2017. - UNDP has met targets to substantially increase prevention outreach to MSM, from 540 to 703 to 1060 in 2017-2019. 	

	60% (2016); Target: 85%; Result (2019): 64%		
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Note: Total programme expenditure for 2017-2019 is \$7.863M. Expenditure (\$15,178) from management projects and expenditure for projects which operationally closed in 2016 or earlier is excluded from the outcome and output totals above.

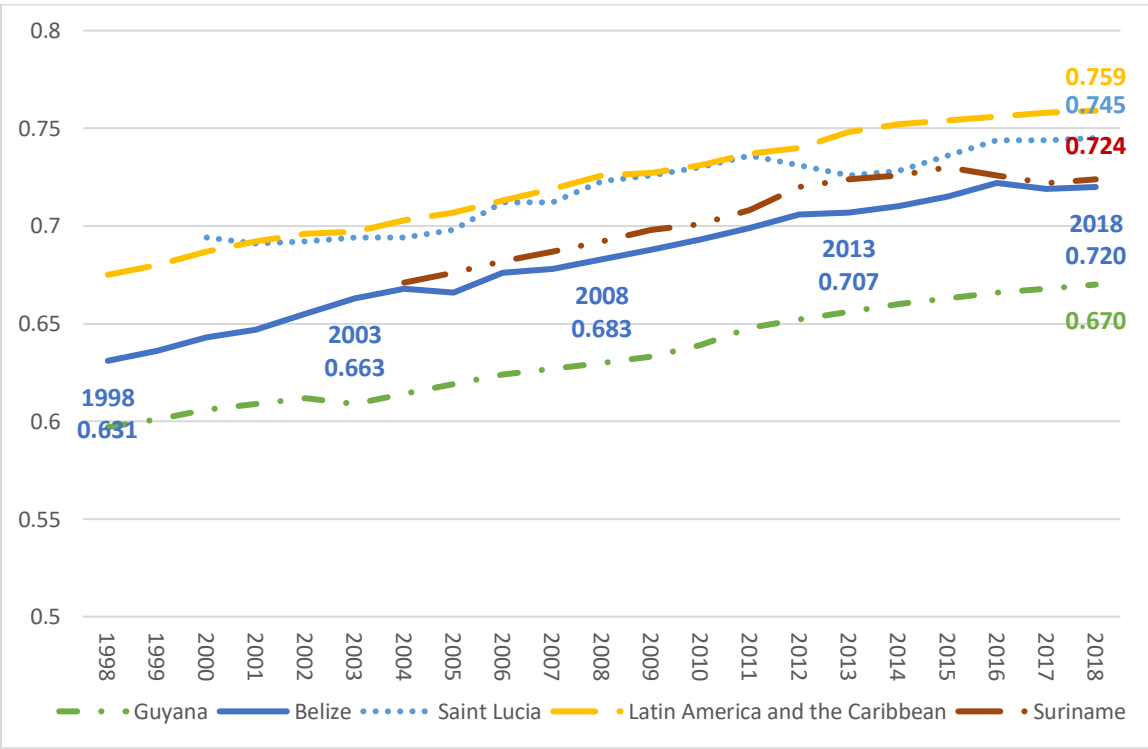
Annex 2. Key country and programme statistics

Figure 1: GDP, PPP (constant 2017 international \$)



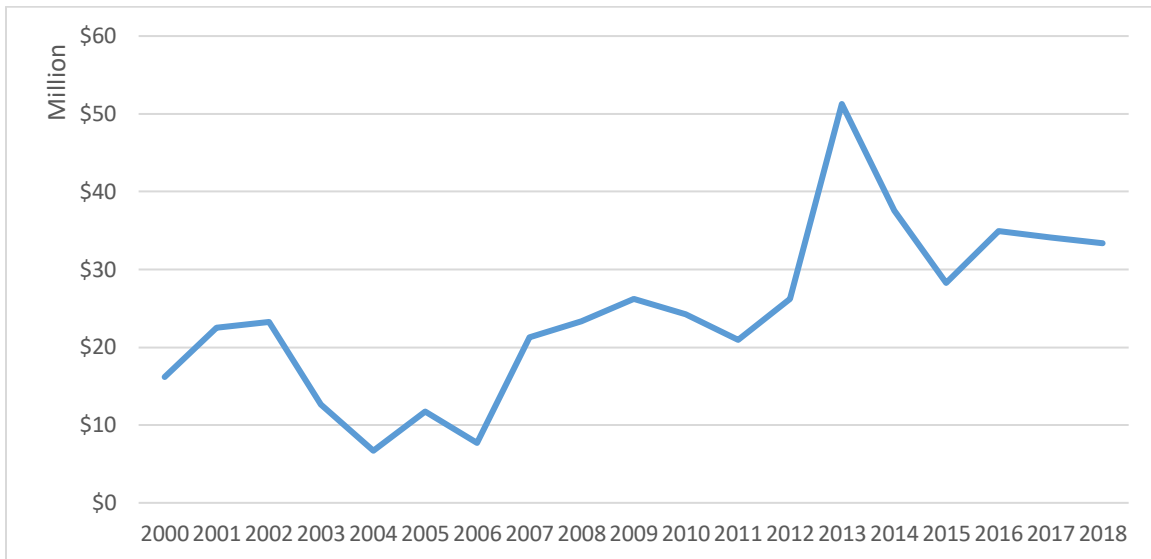
Source: World Bank World Development Indicators Database (September 2020)

Figure 2: Human Development Index Trends



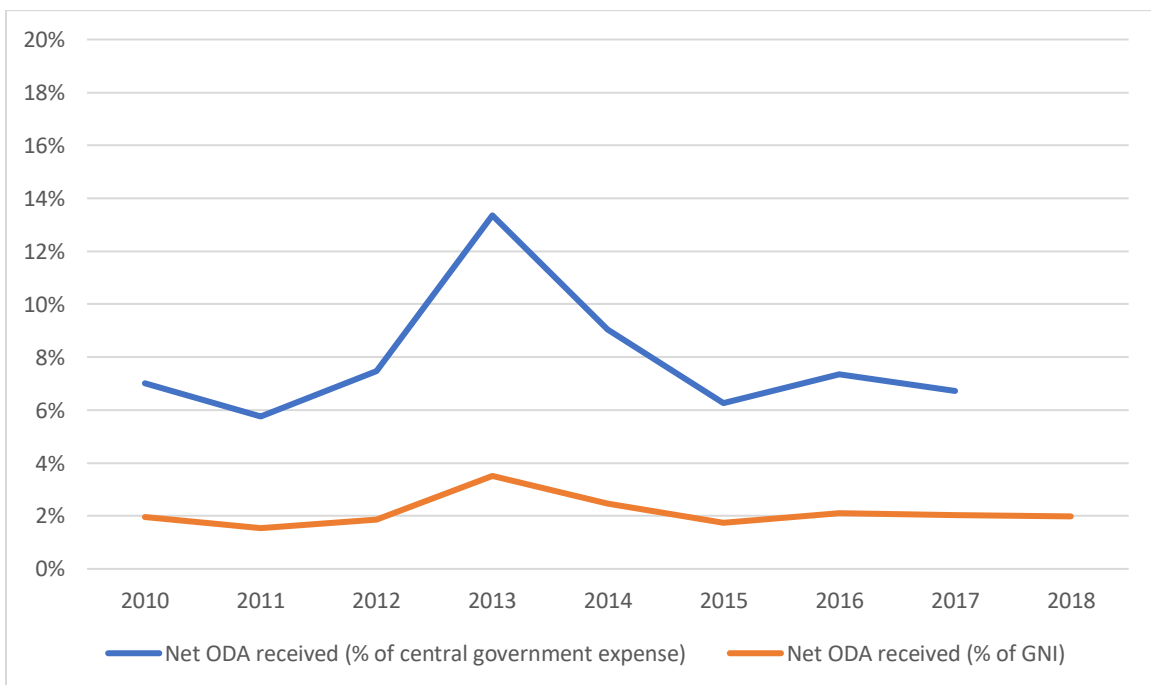
Source: UNDP Human Development Index 2018 (accessed September 2020)

Figure 3: Net ODA received (current prices US\$ million)



Source: World Bank Development Indicators Database (September 2020)

Figure 4: Net ODA Received as a percentage of GNI and Government expenditure



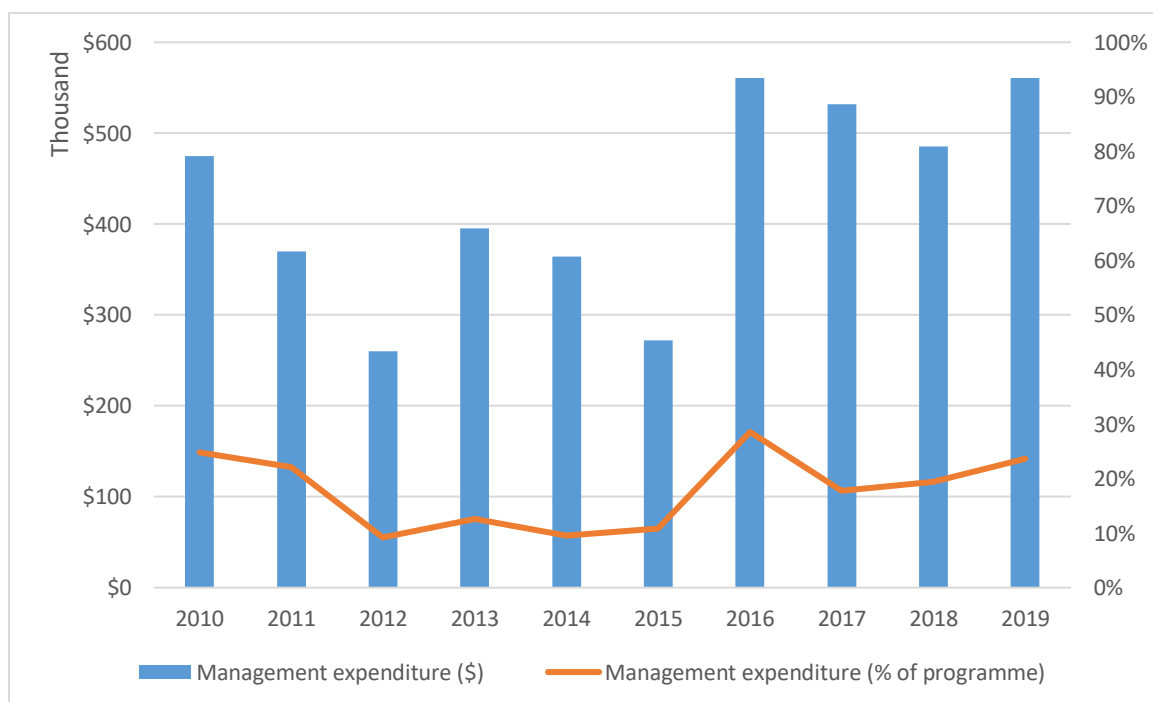
Source: World Bank Development Indicators Database (September 2020)

Figure 5: Total Core and Non-Core expenditure (US\$ Million 2017-2019)



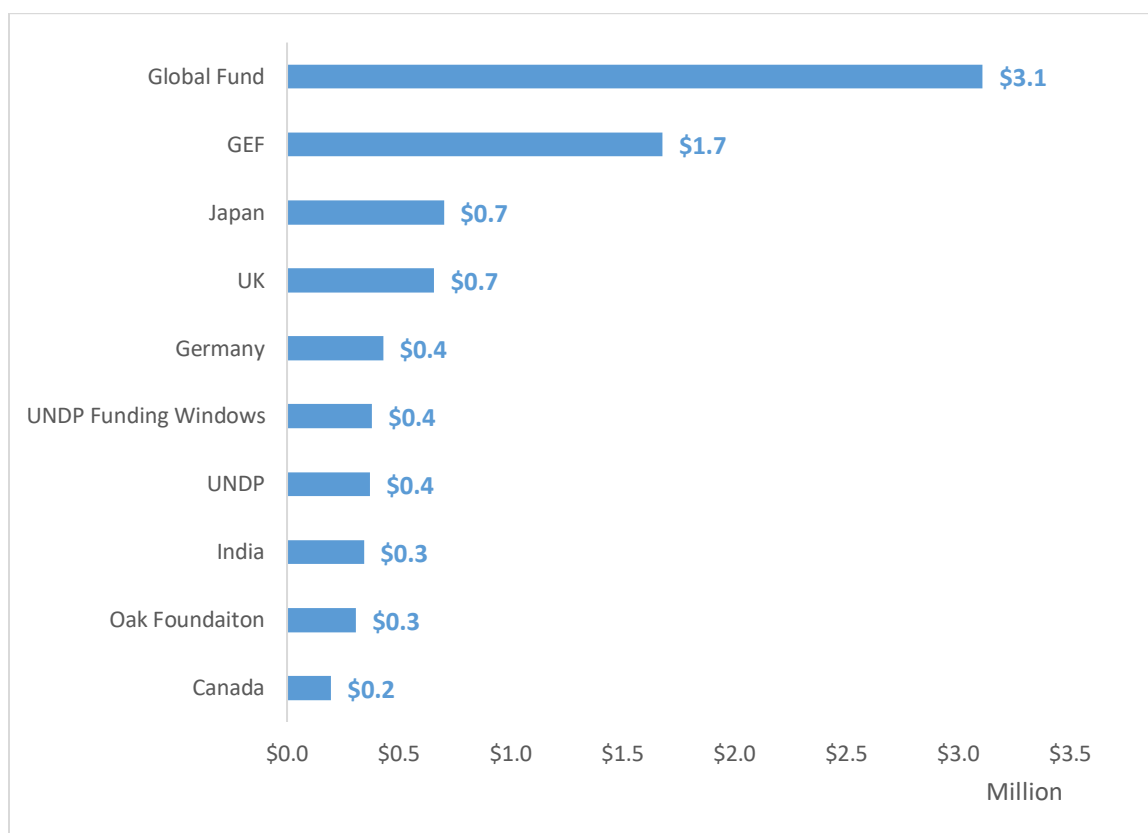
Source: Atlas/PowerBI (September 2020)

Figure 6: Management Expenditure (2010-2019)



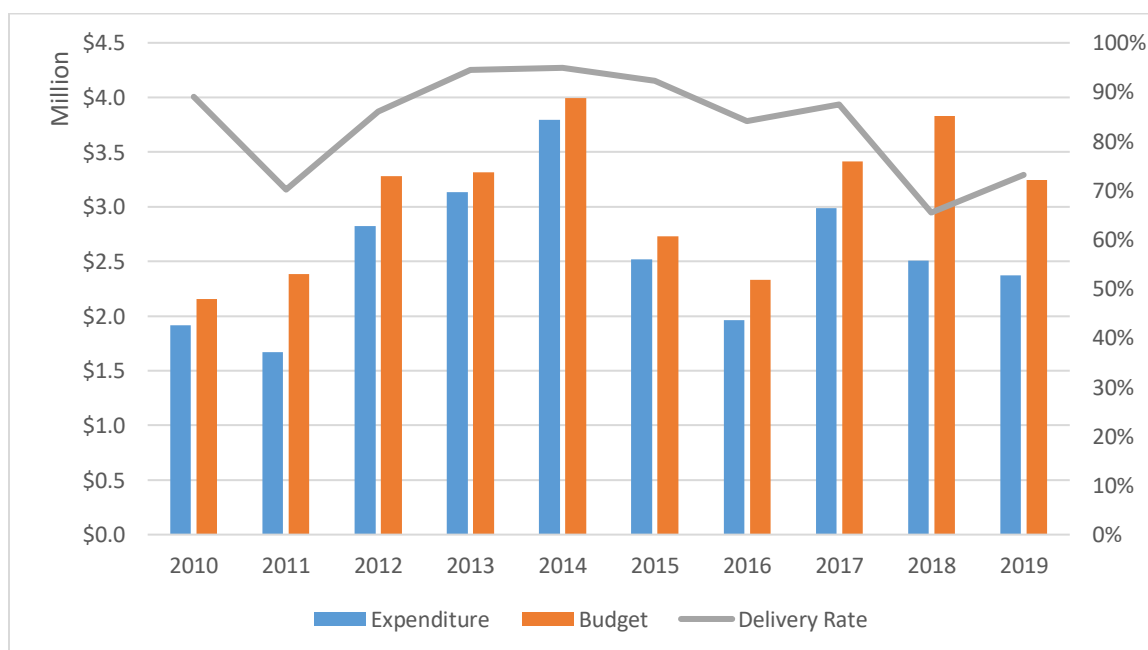
Source: Atlas/PowerBI (September 2020)

Figure 7: Top 10 Donors to UNDP Belize for 2017-2019 (US\$ million, programme expenditure)



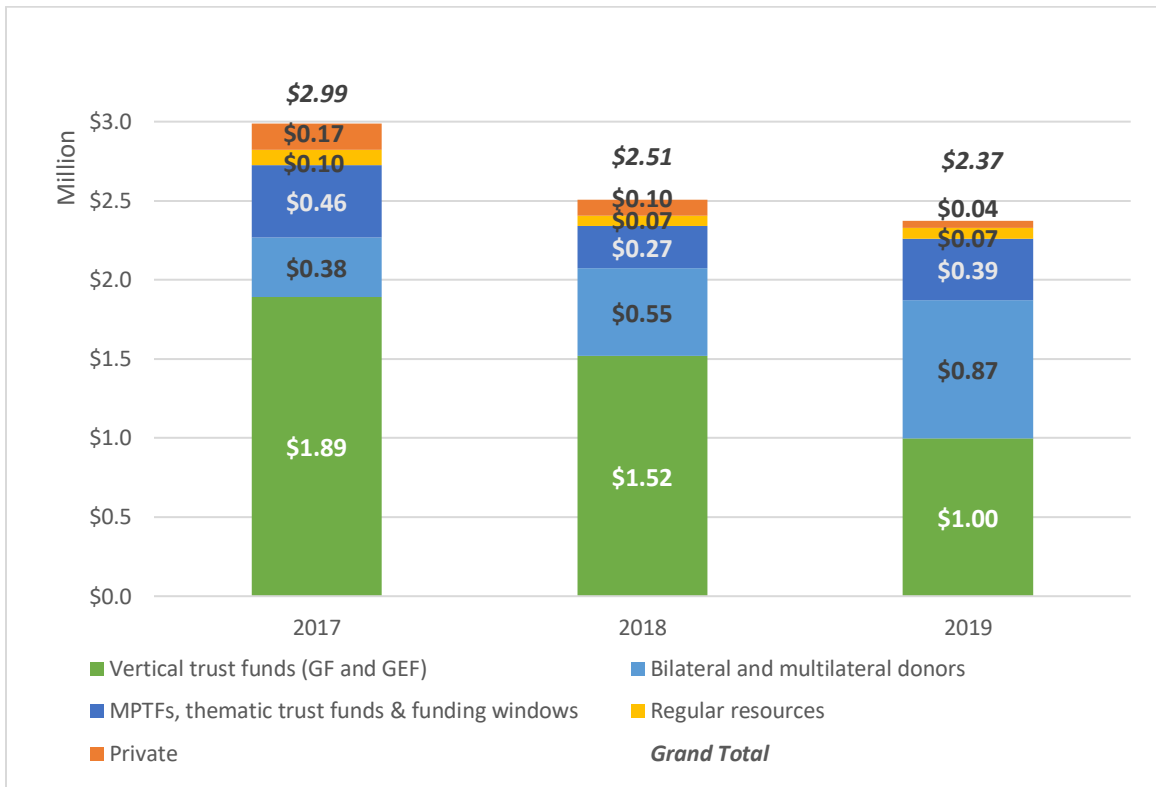
Source: Atlas/PowerBI (September 2020)

Figure 8: Programme delivery rate (2010-2019)



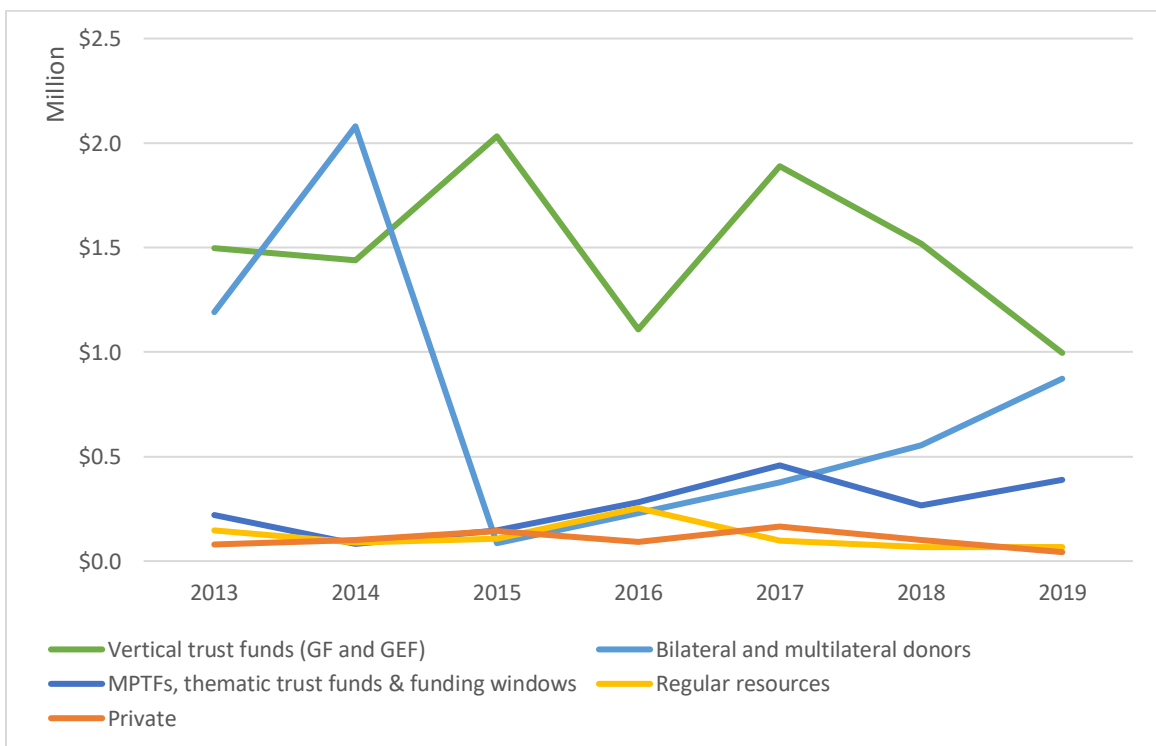
Source: Atlas/PowerBI (2020)

Figure 9: Annual programme expenditure by fund source US\$ million



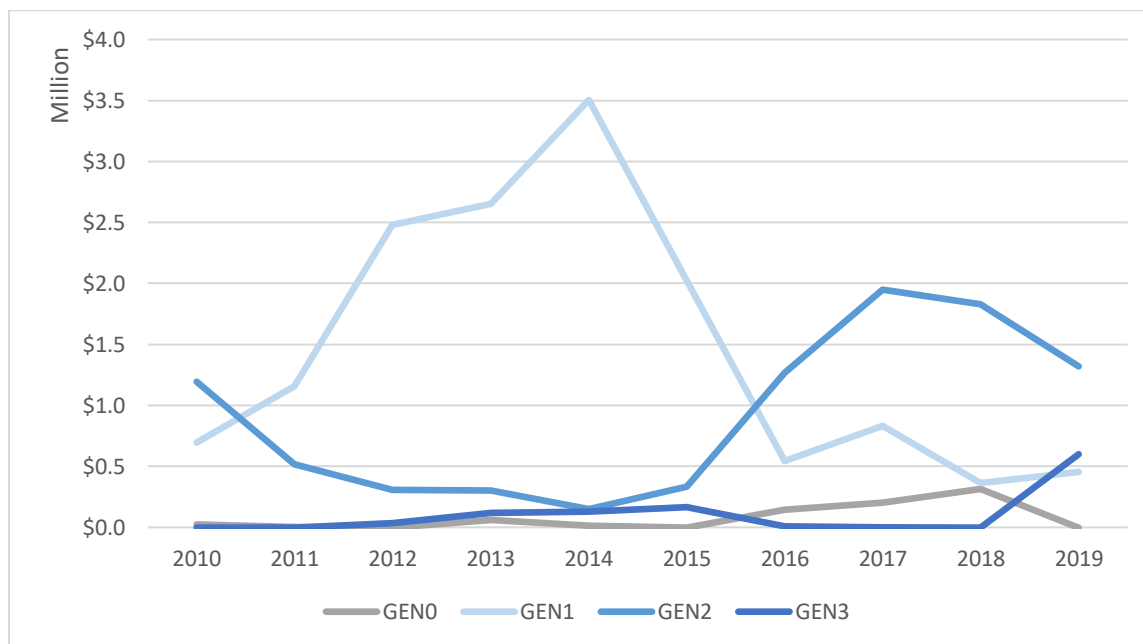
Source: Atlas/PowerBI (September 2020)

Figure 10: Trend in expenditure by fund source and year



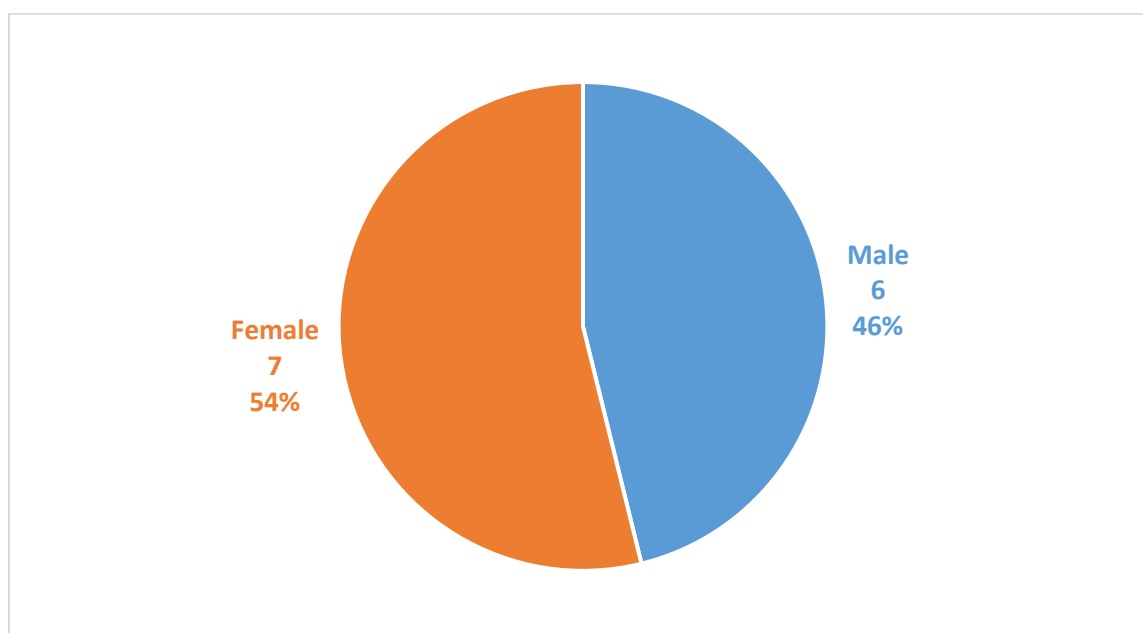
Source: Atlas/PowerBI (September 2020)

Figure 11: Expenditure by gender marker, 2010-2019



Source: Atlas/PowerBI (September 2020)

Figure 12: Gender breakdown of staffing



Source: UNDP Belize staff list (July 2020)

Annex 3. ICPR Methodology

As part of its efforts to expand the country programme evaluation coverage, the IEO has introduced a new model of country-level assessment, Independent Country Programme Review (ICPR).⁵² The ICPR is a *rapid, independent validation of the UNDP country office's self-assessed performance of its country programme*. Based primarily on the review of available documentation and evidence provided by the country office (CO), the IEO attempts to address the following two questions:

- *What progress has UNDP made in delivering planned CPD outputs, and how is this contributing to UNDP/ United Nations Multi-Country Sustainable Development Framework (UN MSDF) for the Caribbean outcomes in the current programme period?*
 - *How has UNDP performed in planning, implementation, reporting and evaluation of development results?*
- The questions are elaborated in a design matrix.

The ICPR augments the IEO's traditional in-depth evaluation, Independent Country Programme Evaluation (ICPE). In a given year, countries due for an independent assessment will be assessed either through ICPEs or ICPRs with selection of approach based on criteria capturing the *complexity of the country programme, accountability and learning considerations*.⁵³ Both ICPRs and ICPEs are expected to contribute to UNDP's country-level independent assessments, as learning products, informing the new CPD process by the country office at the end of a country programme cycle.

Methodology

As with ICPEs, ICPRs adhere to the United Nations Evaluation Group Norms and Standards.⁵⁴ The key ICPR questions, data sources and analytical approaches are elaborated in a design matrix (presented in this annex).

The ICPR methodology will consist of an *extensive desk review* of self-assessed performance against the agreed CO results framework (the Executive Board-approved CPD Results and Resources Framework, or any subsequent, officially revised framework), focused on capturing the CO's contribution to UN MSDF outcomes, and progress towards agreed UNDP-specific outputs and output indicators. The ICPR considers whether there is *evidence* to substantiate performance claims in the form of existing programme and project-related documents, including planning, progress and results reports (e.g. CPD, UN MSDF, project documents, project progress reports, AWP, and ROARs), and available evaluation reports. In addition, the ICPR administers a *focused questionnaire* to fully capture self-reported performance; and conduct *interviews* with CO staff and key stakeholders. Stakeholder interviews and meetings are particularly important when the evidence provided in support of self-assessed performance is insufficient. *Country missions* of no more than one week are optional depending on information needs.

Understanding country context: Upon its launch, the ICPR will conduct a thorough analysis of the country context and development priorities, as associated with UNDP's existing country programme. A standard set of contextual parameters about the country and UNDP programme (e.g. ODA trends, programme delivery rates, budget/expenditures, planned vs actual resources mobilized, projects' Gender Marker, etc.) will be systematically collected and used in the analysis (see Annex 2).

Gender analysis: The ICPR pays particular attention to validating the *evidence on the country programme's focus on promoting gender equality and women's empowerment, as well as associated key results*. Gender-related

⁵² UNDP, IEO 'Independent Country Programme Review (ICPR): Approach Paper.'

⁵³ E.g. *programme complexity factors* (e.g. size of country programme, diversity of programme portfolios, presence of peacekeeping/ political missions, conflicts and fragility); *accountability factors* (e.g. size of UNDP regular funds, government cost-sharing contributions, and vertical funds contributions); and *learning factors* (e.g. time since last independent country-level evaluation was conducted by the IEO, relevance as potential case study for planned thematic evaluation, and balance of evaluative coverage between different bureaus and contexts).

⁵⁴ <http://www.uneval.org/document/detail/1914>

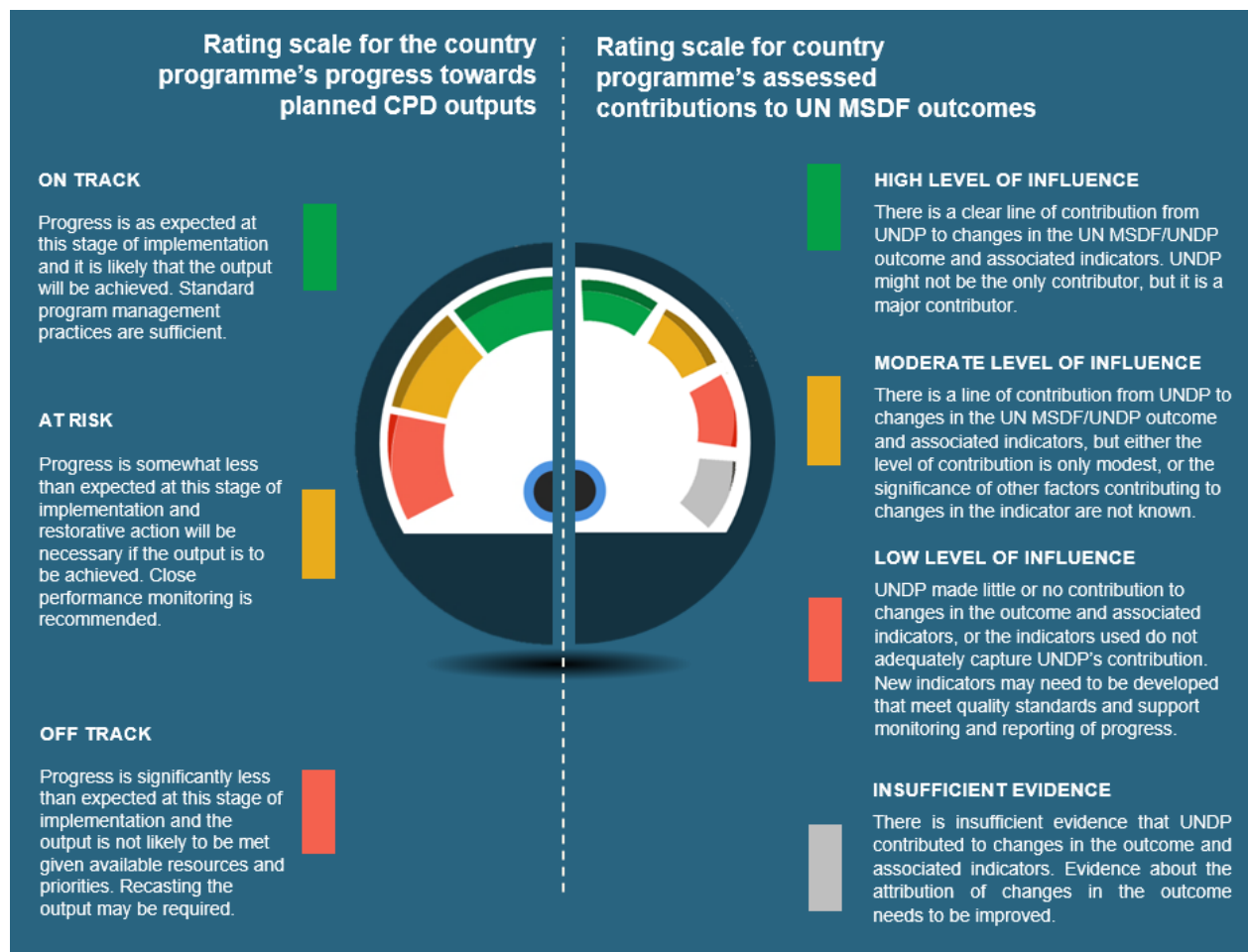
questions are incorporated in the data collection methods and tools, such as the ICPR questionnaire and interview protocol, and reporting.

Ratings on programme delivery: The ICPR employs a [rating system](#) on two items:

(1) The [country programme's progress towards planned CPD outputs](#) is rated as either the progress is on track, at risk, or off track, defined as follows:

- **On track:** Progress is as expected at this stage of implementation and it is likely that the output will be achieved. Standard programme management practices are sufficient.
- **At risk:** Progress is somewhat less than expected at this stage of implementation and restorative action will be necessary if the output is to be achieved. Close performance monitoring is recommended.
- **Off track:** Progress is significantly less than expected at this stage of implementation and the output is not likely to be met given available resources and priorities. Recasting the output may be required.

To determine the appropriate output progress rating, the results chain stemming from supporting interventions will be carefully examined. The rating reflects to the degree to which the associated indicators have been met, as well as how well those indicators capture the significance of UNDP's support to an agreed output.



(2) The *country programme's assessed contribution to UN MSDF outcomes* reflects the level of influence UNDP has had on the expected UNDP/ UN MSDF outcome indicators, defined as follows:

- **High level of influence:** There is a clear line of contribution from UNDP to changes in the outcome and associated indicators. UNDP might not be the only contributor, but it is a major contributor.
- **Moderate level of influence:** There is a line of contribution from UNDP to changes in the outcome and associated indicators, but either the level of contribution is only modest, or the significance of other factors contributing to changes in the indicator are not known.
- **Low level of influence:** UNDP made little or no contribution to changes in the outcome and associated indicators or the indicators used do not adequately capture UNDP's contribution. New indicators may need to be developed that meet quality standards and support monitoring and reporting of progress.
- **Insufficient evidence:** there is insufficient evidence that UNDP contributed to changes in the outcome and associated indicators. Evidence about the attribution of changes in the outcome needs to be improved.

As with the assessment on progress towards outputs, the ICPR examines the results chains stemming from UNDP CPD outputs and supporting interventions to agreed outcome indicators. The rating reflects the degree to which the targets associated with indicators have been met, as well as how well those indicators capture the significance of UNDP's contributions.

Ratings, and the basis for them will be set out in a standardized tabular format, shown in Annex 1.

Ratings are based on the CO's approved CPD Results and Resources Framework. The country office should ensure that it takes the opportunity within the scope of UNDP's Programme and Operations Policies and Procedures policy ([B5 Manage Change](#)), to review and if necessary update its results framework to ensure outcome indicators, output descriptions, and output indicators are relevant to the current to the current country context.

If CPD outputs and associated output indicators remain in the results framework but the country programme took no actions to help achieve them, they will be rated as *off track*, even if the lack of action was justified for reasons beyond UNDP's control. Similarly, if the country office is using outcome indicators that UNDP has had no significant influence over, or where there is insufficient evidence that UNDP contributed to changes in the indicator, the ICPR will assess UNDP as having a low level of influence on the achievement of the associated UNDP/UN MSDF outcome.

ICPR Design Matrix

Review Questions	Sub-questions	Data/Info to be collected	Data collection methods and tools (e.g.)
RQ 1. What progress has UNDP made towards planned CPD outputs, and how is this contributing to UN MSDF outcomes in the current programming period?	What are the results UNDP expected to contribute towards Cooperation Framework outcomes, and the resources required from UNDP and other financing partners for achieving those results?	<ul style="list-style-type: none"> • UN MSDF & CPD • Indicative Country Office Results and Resources Framework (from CPD) • Current Country Office Results and resources framework (if different from the one included in the CPD) • Explanation for revisions (if any) to country office results and resources framework, and of approval of these changes through the monitoring and programme board or Executive Board. • Data to validate CO explanation of changes in context since CPD approval (if any significant changes have occurred). 	<ul style="list-style-type: none"> • Comparison of estimated resource estimates in UN MSDF/CPD in light to delivery over CPD • Analysis of justification for and implications of any changes (if any) country office results and resources framework since approval of the CPD.
	If there have been any changes to the programme design and implementation from the initial CPD, what were they, and why were the changes made?		
	What is the evidence of progress towards planned country programme outputs and that results will be sustainable?	<ul style="list-style-type: none"> • Evidence in ICPR questionnaire detailing CO self-assessment of performance and evidence identified. 	<p>Triangulate data collected (e.g. cross-check interview data internal and external sources) to validate or refute statement of achievement or contribution.</p> <p>Assessment to consider, validity and reliability of evidence of:</p> <ul style="list-style-type: none"> • linkages between UNDP's specific interventions and indicators established to monitor contribution to UN MSDF defined outcome-level changes and attribution of change in those indicators to UNDP support;
	To what extent did the achieved results contribute to achievement of intended outcomes?	<ul style="list-style-type: none"> • Project documents, annual work plans, annual progress reports, audits and evaluations covering the agreed ICPR project list. 	
	What results has UNDP achieved in promoting gender equality?	<ul style="list-style-type: none"> • Monitoring data, including performance against outcome and output indicators, and associated baselines and targets, and evidence 	

		<p>of attribution of related changes to UNDP interventions.</p> <ul style="list-style-type: none"> • Attribution of expenditure by gender marker • ROAR covering CPD period to date. • Programme-level audits, if available. • Interviews with country office staff and/or key stakeholders. • Other, as required. 	<ul style="list-style-type: none"> • linkages between UNDP specific interventions and indicators established to monitor progress towards intended outputs, and attribution of change in those indicators to UNDP support; • reported contributions towards gender equality.
RQ2. How has UNDP performed in planning, implementation, reporting and evaluation of development results?	Was the CPD realistic about the expected size and scope of the results that could be delivered with the available resources and resource mobilization opportunities?	<ul style="list-style-type: none"> • UN MSDF & CPD • Indicative Country Office Results and Resources Framework (from CPD) • Current Country Office Results and Resources Framework (if different from the one included in the CPD) • Explanation for revisions (if any) to country office results and resources framework, and of approval of these changes through the monitoring and programme board or Executive Board. • Data to validate CO explanation of changes in context since CPD approval (if any significant changes have occurred). 	<p>In light of assessment of achievement or contribution, assess and summarize evidence about the:</p> <ul style="list-style-type: none"> • realism of the CPD • adaptation to changes in context • quality of existing results frameworks in light of UNDP programming standards.⁵⁵
	Has UNDP actively adapted to changes in the development context since the CPD was approved to maximize the relevance and impact of its work on intended outcomes?		
	Are the programme's outcomes and outputs and associated indicators at an appropriate level and do they reflect a sound theory of change?		
	Are there any specific factors that are in the control of UNDP and have constrained achievement of	<ul style="list-style-type: none"> • ICPR questionnaire • Staff and stakeholder interviews • Staff and partnership survey data 	<p>Consideration of evidence collected about internal factors that have constrained achievement of</p>

⁵⁵ Outcomes and outputs are defined at an appropriate level, are consistent with the theory of change, and have SMART, results-oriented indicators, with specified baselines and targets, and identified data sources. Gender-responsive, sex-disaggregated indicators are used when appropriate. Relevant indicators from the Strategic Plan's Integrated Results and Resources Framework (IRRF) have been adopted in the programme or project results framework.

	<p>expected results that need to be factored in when planning the next CPD?</p>	<ul style="list-style-type: none"> • Human resource data • Programme and project documentation and audit reports (as above) • CO resource mobilization strategy 	<p>expected results and the strength of those factors.</p>
	<p>Has UNDP collected sufficient evidence to account for the work undertaken and results achieved? Has the country office made good use of evaluation to promote accountability and learning?</p>	<ul style="list-style-type: none"> • CO evaluation plan and updates to it. • Evidence identified above. 	<ul style="list-style-type: none"> • In light of assessment of achievement or contribution, assess and summarize evidence about the quality of evidence collected to account for the work undertaken and results achieved? • Assess progress in implementing evaluation plan, and consistency of approach to evaluations with expectations set out in UNDP's evaluation policy and guidelines.

Annex 4. List of Projects

Project ID	Project	CPD Outcome	Start Date	End Date	Modality	Gen	Expenditure (2017-2019, \$M)	Budget (2017-2019, \$M)
00088096	Japan-Caribbean Climate Change Partnership (J-CCCP)	Outcome 1/ Regional	Jan 2015	Dec 2019	DIM	GEN2	\$0.736	\$0.777
00087297	Belize 4th National Communication to UNFCCC/ BUR	Outcome 1	Mar 2017	Dec 2020	NIM	GEN2	\$0.653	\$0.701
00122725	Enabling Gender-Responsive Disaster Recovery	Outcome 1/ Regional	Oct 2019	Feb 2023	NIM	GEN2	\$0.024	\$0.024
00094261	UNDP/OAK Re-Granting Partnership Phase 2	Outcome 2	Jan 2016	Dec 2020	DIM	GEN2	\$0.307	\$0.536
00080643	Capacity-building for Sustainable Natural Resource Management	Outcome 2	Sep 2014	Jun 2019	NIM	GEN1	\$0.529	\$0.66
00079317	Belize Chemicals and Waste Management Project	Outcome 2	Aug 2014	Jun 2019	NIM	GEN1	\$0.313	\$0.32
00047594	4NR Support to GEF CBD Parties 2010 biodiversity targets/ BIOFIN Phase I	Outcome 2/ Global	Dec 2014	Mar 2020	DIM	GEN1	\$0.429	\$0.567
00106358	The Biodiversity Finance Initiative (BIOFIN) Phase II	Outcome 2/ Global	Jan 2019	Dec 2020	DIM	GEN1	\$0.083	\$0.1
00111467	Linking the Kigali Amendment with EE in the RAC Sector	Outcome 2/Global	June 2018	June 2021	DIM	GEN1	\$0.010	\$0.03
00106014	Sixth National Reports on Biodiversity in LAC	Outcome 2/ Regional	Nov 2017	Jun 2020	DIM	GEN2	\$0.1	\$0.103
00107807	Integrated Management of prod. landscapes to deliver GEBs	Outcome 2	Jan 2018	Sep 2019	DIM	GEN2	\$0.127	\$0.17
00119993	Enhancing Jaguar Corridors and Strongholds	Outcome 2	Jun 2019	Jun 2020	DIM	GEN3	\$0.018	\$0.018
00109852	Referendum on Border Dispute	Outcome 3	Jul 2018	Dec 2019	DIM	GEN2	\$0.879	\$1.272
00100299	Strengthening National Systems for UNCAC Implementation	Outcome 3	Jan 2017	Dec 2019	DIM	GEN2	\$0.406	\$0.617
00110085	Support to Infrastructure for Human Development, Health	Outcome 3	Feb 2018	Jul 2020	NIM	GEN1	\$0.241	\$0.987
00085479	Prevención Violencia NNAJ (PREJUVE)	Outcome 3/ Regional	Jan 2015	Dec 2018	DIM	GEN2	\$0.18	\$0.226

00122758	Spotlight Initiative	Outcome 3/ Global	Dec 2019	Dec 2022	DIM	GEN3	\$0.0	\$0.0
00080822	CAM Evidence-Based Information Management CS (InfoSegura)	Outcome 3/ Regional	Mar 2014	May 2020	DIM	GEN2	N/A ⁵⁶	N/A
00084493	Investing for Impact against TB & HIV in Belize	Outcome 4	Jan 2016	Jun 2019	DIM	GEN2	\$2.189	\$2.547
00114260	Resilience HIV TB Response Belize	Outcome 4	Jan 2019	Dec 2021	DIM	GEN3	\$0.581	\$0.696
	Other (projects operationally closed prior to project cycle, management projects, etc.)						\$0.059	\$0.1
	Grand Total						\$7.865	\$10.485

⁵⁶ Financial budget and expenditure recorded at regional level.

