REVISED Second Progress Report: Preparing Horizon 2030 - Long Term National Development Framework for Belize

The objective of the Horizon 2030 Framework is to clearly establish a set of long-term development goals, targets, and indicators that will guide concerted action by all stakeholders involved in the development, implementation, and monitoring and evaluation of both long term and intermediate sector programs and Government's long- and medium-term development strategies.

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Preface

This report sets out the process through which Horizon 2030 - the long term development framework for Belize - was prepared. In key ways, this process was different from the approach usually taken to the preparation of strategic plans, the most important difference being the bottom-up approach that was taken. The more common approach is top-down; that is, to take pre-formulated proposals that arise from technical studies to stakeholders for validation. Stakeholders are therefore limited by the information which is presented for their consideration.

Rather than approaching grassroots stakeholders with pre-conceived notions of what the long term development strategy for Belize should contain, we asked them to articulate their understanding of the challenges facing them in their communities, facing their communities and facing Belize at this current juncture. We then facilitated a discussion of how these challenges could be addressed. In these meetings, stakeholders participated in visioning sessions during which they spoke of their dreams and aspirations for Belize and for their children and grandchildren. They spoke to the ideals they believed Belize should stand for. As consultants, our role was to take the range of information provided in these sessions and craft them into a vision for Belize's future with goals, objectives and strategies to achieve this vision.

In the next stage in the bottom-up approach, we took the vision, goals, objectives and strategies to the technical and policy specialists in a variety of sectors for consideration and comment. Essentially, we sought the views of the technical specialists so as to validate those of the grassroots stakeholders. Not surprisingly, the technical specialists confirmed the views of grassroots stakeholders regarding the challenges facing Belize, and with which they grapple every day.

The Horizon 2030 documents that are being prepared for political approval, therefore, are based on both the reality of the ordinary person and the technical study of the specialists in the field. We have tried to keep the language simple and non-technical - much in the way the ordinary person spoke during the consultation session. We have attempted to capture the voice and vision of the people of Belize, in keeping with the terms of reference which spoke to a national vision in these terms:

> *A National Vision should reflect as much as possible the views and development goals of the entire nation and as such it is critical that the process of creating it is transparent and enjoys the participation of all national stakeholders including the: private sector, non-governmental organisations, civil society, academia, development partners, and most importantly, the people of Belize.*

Acknowledgement

Many stakeholders at all levels of society and in all parts of Belize participated in the consultation meetings which fed into the preparation of the Horizon 2030 Long Term Development Framework for Belize. The Horizon 2030 preparation team wishes to acknowledge their input and to articulate the hope, which many of them expressed to us, that this effort yields tangible results in the form of follow-up action to implement the strategies which have been identified. Implementation is the key to achieving the improvement in the quality of life of citizens as articulated in the vision for Belize for the year 2030.

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Acronyms

ACE	-	Adult and Continuing Education
APAMO	-	Association of Protected Areas Management Organisations
BFLA	-	Belize Family Life Association
CEA	-	Country Environmental Analysis
CDB	-	Caribbean Development Bank
CEO	-	Chief Executive Officer
CSEC	-	Commercial sexual exploitation of children and adolescents
ECLAC	-	Economic Commission of Latin America and the Caribbean
ETES	-	Employment Training and Education Services
EU	-	European Union
GDP	-	Gross Domestic Product
HELP	-	Helping Early School Leavers Programme (of the YWCA)
IDB	-	Inter-American Development Bank
ILO-IPEC	-	International Labour Organisation's International Programme on the Elimination of Child Labour
ITVET	-	Institute of Technical Vocation Education and Training
MCH	-	Maternal and Child health
MDGs	-	Millennium Development Goals
MICS	-	Multi-Indicator Cluster Survey
NAC	-	National AIDS Commission
NCFC	-	National Committee for Families and Children
NDACC	-	National Drug Abuse Control Council
NGO	-	Non-government Organisation
NHDAC	-	National Human Development Advisory Committee
NHI	-	National Health Insurance
NWC	-	National Women's Commission
OAS	-	Organisation of American States
PAHO/WHO	-	Pan American Health Organisation/World Health Organisation
PAPU	-	Policy and Planning Unit
PCP	-	Primary Care Provider
PSIP	-	Public Sector Investment Programme
RBM	-	Results Based Management
SRH	-	Sexual and Reproductive Health
SSB	-	Social Security Board

STI/HIV	-	Sexually transmitted infection/human immunodeficiency virus
UB	-	University of Belize
UNICEF	-	United Nations Children Fund
UNIFEM	-	United Nations Development Fund for Women
UWI	-	University of the West Indies
YES	-	Youth Enhancement Services
YMCA	-	Young Men's Christian Association
YWCA	-	Young Women's Christian Association

Executive Summary

Introduction

This report presents the proposed overall goals of Horizon 2030 which have emerged after the two rounds of consultations and the review of a range of research and policy documents. It identifies critical sectors for long term sustained policy actions during the next 20 years, if the goals of Horizon 2030 are to be achieved, and suggests key priorities within a broader range of key sectors. Finally it presents proposals for converting the long term vision, goals and objectives into medium term strategies for which targets can be set and implementation, monitoring and evaluation processes defined. These are presented in a Results Based Management (RBM) framework which attempts to identify performance targets to be monitored during the implementation process.

Five important cross cutting issues were raised in the Horizon 2030 consultation process and are being taken into account in preparing Horizon 2030.

The Perspectives of Youth

Belize's youth are in crisis because of the deteriorated fabric of the society. Young people experience crime in their homes, in their schools and in their communities and point out that dysfunction in the family and in the community lies at the heart of Belize's social ills. Many young people see a positive future only outside of Belize and many dream of migration in order to achieve their dreams. In spite of their severe hardships, however, many youths struggle to stay in school and away from criminal activities and a number of them have pointed to the key role that just one parent, guardian, teacher or mentor has played in keeping them focused during difficult periods in their lives. In 20 years time, the young people who are now between the ages of 10 and 20 will be rising into leadership positions in Belize. They are already becoming the kind of leaders Belize will have in 20 years time. It is, therefore, imperative that the voices of the young people be heard and that their vision for Belize and for themselves is taken into account in Horizon 2030.

Gender

There is a need to understand the differential impact of development programmes on men and women and to take these differences into account in policy development and the most urgent issue which requires a gendered approach appears to be that of crime and violence. In general terms, violence against women and girls occurs within the home and in the family setting while the violence against the men and boys occurs mostly on the streets and other public places. Many young people experience violence at home at an early age before they experience it elsewhere.

Human Resource Capacity

Given the low rate of secondary and tertiary level enrolment[1], stakeholders at all levels agree on the need to assess the effectiveness of the investments that are being made in education. Investment in education needs to be guided by a strategic review which includes a review of the education system to assess its strengths and weaknesses and the development of a long term investment plan for education which takes into account the goals and objectives for the country as a whole. This review would define the human resources that are critical to achieving these goals and objectives and investment in education should be guided by the resource gaps which are identified. This Human Resource Development Plan is seen as a key undertaking early in the process of implementing Horizon 2030.

One Belize for all - Un Belice para todos

Stakeholders across Belize, both at the grassroots level and at the sector level, feel that divisions along ethnic, religious, class, gender and political party lines have created a fragmented national identity, a lack of social cohesion and a weak sense of patriotism. Stakeholders spoke passionately of the need to create "One Belize or Un Belice" where a national identity encompasses inclusion, unity of purpose and ethnic and cultural diversity.

Need to Reorient the Planning Process

Grassroots stakeholders report a high level of consultation fatigue, disillusionment and cynicism emanating from previous planning processes that have had no positive impact on their lives. Many stakeholders agreed that there has not been a good history of follow-up with participants after consultations have taken place and that this undermines ownership by communities and sector partners of policies and programmes that arise from consultations. Development planners have to learn from this experience and change this approach if Belize is to achieve its goals and objectives for 2030. Most importantly:

- Planning must be relevant to both urban and rural communities.
- Planning must integrate and mainstream inter-sectoral collaboration.
- Planning must incorporate monitoring and evaluation into the design of policies and programmes.

Horizon 2030 will need to take these perspectives into account and is seeking to:

- Focus on action by building proper implementation processes into the Horizon 2030 framework.
- Focus on the community by anchoring development planning in the communities to promote relevance, buy-in of beneficiaries and long term sustainability of results.

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[1] Data from the Ministry of Education indicates that enrolment at secondary school level remained between 43% and 45% during 2001 to 2006 and less than 7% at the tertiary level 45% during 2001 to 2006 and less than 7% at the tertiary level

- Collaborate within and across sectors to increase programme efficiency and effectiveness
- Include a comprehensively designed implementation, monitoring and evaluation framework to keep the development process on track.

The Horizon 2030 Vision

The Horizon 2030 vision, goals and strategies arose out of an analysis of the current socio-economic situation of Belize, informed by a broad consultation process and review of existing technical and policy studies.

> *Belize is a country of peace and tranquillity, where citizens live in harmony with the natural environment and enjoy a high quality of life. Belizeans are an energetic, resourceful and independent people looking after their own development in a sustainable way.*

This vision of the future rests on the achievement of the following statements of stakeholders' vision for Belize which came out of the consultation processes:

- Belize is a well-informed and healthy society where children and adults value their multi-ethnic and multi-cultural identity and can showcase multiple cultural and sporting talents.
- Belizeans have a collective identity, and are patriotic and proud to be Belizean.
- The natural environment is valued and protected as the basis for all economic activity and therefore development planning is based on the principles of environmental sustainability.
- Rural communities are strong within a vibrant agriculture sector.
- Belizeans are capable of using state of the art technology which they incorporate into productive enterprise.
- The economy is competitive and public policy is well-managed and supportive of entrepreneurs, small enterprise and private sector growth.
- Belize has a well-balanced distribution of wealth and resources and modern infrastructure is supportive of economic growth.
- The state is respectful of people's human rights and citizens and visitors respect the rule of law and feel safe and secure.
- Democracy is vibrant with citizens fully participating in the development process and women performing at the highest levels of political leadership.
- A fair, transparent and accountable governance system operates at all levels and in all areas of development including: national and sub-national government, the private sector, educational institutions, community based and other non-government organisations.
- Strong public sector and civil society organisations collaborate effectively and tailor their programmes to meet Belize's development goals and objectives.
- Belize engages strategically with regional and international partners in development.

Belize's Core Values - Guiding Principles

Belize's Core Values

- Respect for the rule of law and for human rights
- Education as a basic human right and a life-long process
- Transparency and accountability
- Fairness and equity
- Strong families as the foundation of stable communities
- Multi-culturalism and collective identity
- Vibrant resourcefulness and self-reliance
- People participation in economic, social and political development
- Patriotism
- Gender equity and non-discrimination in access to opportunities
- Excellence

The Horizon 2030 Thematic Areas

Horizon 2030 is organised into seven thematic areas as set out below under three main headings.

I: Two Pillars for Future Development

  A: Democratic governance for effective public administration and sustainable development

    1. Democratic governance as a foundation for development

    2. Crime, citizen security and access to justice

  B: Education for Development

    3. Education for development - education for life

II: One Binding Constraint - generating resources for long term development

    4. Build a resilient economy

    5. Focus on key productive sectors

III: The Bricks and the Mortar - the Core of the Long- term Development Framework

    6. Healthy citizens throughout the life cycle

    7. Care for the natural environment

Summary of Goals and Strategies for Horizon 2030

Pillar I: Democratic governance for effective public administration and sustainable development

Although the evidence of breakdown in the governance structure and the social fabric is plentiful, the majority of citizens feel that the situation can be fixed. However, it will take political will, clear goals, broad consensus and significant resources. With proper research, planning, resource allocation and well

planned and executed implementation, most feel that the governance systems and the social fabric can be repaired by the year 2030. The degree of repair will hinge on the quality of the effort and there is a great degree of agreement on the main goals to be pursued in the rebuilding effort.

> **High Level Goal: An effective governance framework that ensures (i) citizen participation and (ii) accountability of political leaders (iii) effective management of public resources to meet public needs.**

The priority goals for democratic governance to be achieved by the year 2030 include:

- Strong non-government "watchdog" groups that hold politicians accountable are developed.
- Persons in public life demonstrate the highest ethical standards.
- Government departments are free of corruption, modernised and focused on providing quality service to the public.
- Party politics is in its proper place and is less intrusive in the daily lives of citizens.
- Critical aspects of the political reform process are completed. Changes result in the effective separation of the legislature and the executive and the removal of ministerial discretion.
- The society is relatively free from violent crimes. The legal and judicial system is credible and capable of solving all kinds of crime and dispensing justice in an equitable and fair manner to all.

> **Strategies to achieve these governance goals**

1. *Rebuild accountability in government and politics*

Strategic actions include:

- The range of information which Government is legally required to regularly publish so that citizens can review its performance is expanded.
- Existing legal requirements for the preparation, auditing and review of annual financial statements of the government are complied with.
- A programme for disseminating regular reports on the work of government ministries and departments is developed and implemented.
- Elected officials present performance reports to their constituents in public fora.
- A Public Education Programme on Governance and Democracy to build knowledge and promote people participation is in place.
- Adult and continuing education programmes and community based trainings are expanded.
- Civic education curricula are mainstreamed in the formal school system
- A strong ethics framework is in place and is applicable to all public officials. It defines conflict of interest and procedures to be followed whenever public officials are in conflict of interest situations.
- Laws to regulate campaign financing and political campaigning are developed and in force.

2   *Eradicate corruption and improve public service delivery*

Strategic actions include:

- Establish a zero tolerance anti-corruption policy

- Eradicate corruption and improve service public service delivery

- Strengthen legislation to strengthen oversight of government ministries will be revised/strengthened.

- Impose penalties on elected officials and public officers who break the law and on persons in the private sector who collude with these public officials.

- Encourage the private sector to commit to a high standard of ethics in business and to enforce compliance in membership organisations.

- Implement multi-year planning of activities and budgets.

- Require regular reporting on measurable operational and policy objectives and the institutionalisation of monitoring and evaluation processes

- Implement change management process in the public service which responds to the demand for improved services by the citizenry.

- Develop and enforce regulations for the transparent and fair hiring of public officers, establishing competence as the most important qualification for appointment

- Implement proper performance monitoring.

- Streamline Government processes to achieve the efficient and cost effective delivery of services.

- Implement a transition mechanism to facilitate continuity across changes in administration.

3.   *Transform the political culture*

Strategic actions include:

- Reach agreement among all political parties on fair and transparent rules for determining beneficiaries of government policy and access to social programmes, especially those programmes that determine access to education, health, land and other public services.

- Facilitate collaboration/cooperation between political parties work to promote self-sufficiency rather than dependence.

- Increase emphasis on training, for example in leadership and ethics, to ensure that political aspirants have the requisite qualities to properly discharge responsibilities to their constituents.

- Introduce special temporary measures to increase the number of women political parties included in their slate of candidates for national elections.

4.   *Complete the political reform process to strengthen democratic governance*

Strategic actions include:

- Implement recommendation of the Political Reform Commission Report of 2000 on the separation of executive and legislative branches of Government.

- Mount public education campaign leading to a referendum on moving to republican form of government.

- Remove ministerial discretion which allows the executive to undermine the intent of the laws made in the National Assembly. Discretion, where needed, should be delineated strictly.

- Strengthen of the role and function of the Senate by making it an elected body with the capacity to hold government accountable.

5.   Strengthen accountability of the village administration

Strategic actions include:

- Proper training of village council members after every election.

- Establish physical offices to maintain village records.

- Clarify, in law and regulations, the roles and responsibilities at the various levels of government:

- Amend the Village Councils Act to make the establishment of lots committees mandatory.

6.   Strengthen law enforcement and access to justice

Strategic actions include:

- Build capacity of the Police Department by raising the qualification requirements for police officers and implement a more rigorous recruitment process, improving salaries and benefits of police officers, providing ongoing training and implementing key infrastructural improvements to strengthen investigative capabilities.

- Deepen the relationship between the police department and the community by strengthening and mainstreaming the Community Policing Programme

- Implement independent accountability mechanism to address negative behaviour of police officers including corrupt activities and violent acts perpetrated on citizens.

- Provide ongoing training opportunities for magistrates and police officers.

- Address the broader social issues which create the environment in which crime flourishes by implementing community development programmes and support systems and making education accessible to all.

Pillar II: Education for Development - Education for Life and Lifelong Learning

With a view to sustaining economic growth, development and improvement in the quality of life, the education goals for 2030 centre on fundamentally changing the education system in order to improve quality and accessibility for all. The fundamental change that is required is to see education as a basic human right. Once that is accepted by the government and people, then the issue becomes proper planning for delivering on that obligation.

High level Goal - Education is recognised as a basic human right for all children regardless of social status, ethnic background and cultural affiliation, place of residence (urban/rural) or religious faith and all children have access to quality education to at least the secondary level.

The priority goals for education to be achieved by the year 2030 include:

- Education is free and compulsory to at least the secondary school level.

- The education curriculum as delivered is relevant to long term development needs at all levels and integrates the expressive arts, sports and physical education, science and technology, entrepreneurship, environmental education civic/political education and character development.

- The education system is inclusive. It promotes Belize's multi-cultural/multi-lingual and provides access to educational institutions by citizens who are differently able.

Strategies to achieve these education goals

1.   Strengthen management, monitoring and accountability in the education system

Strategic actions include:

- Review the structure and functioning of the education system is to assess its effectiveness.

- Develop a national human resource development strategy to respond to Belize's development goals and guide the development of the education system over the next 20 years.

- Reform the system for the allocation of financial resources to primary and secondary schools   to facilitate greater access to school for children across the country

- Implement a rigorous education monitoring system.

- Expand teacher education opportunities and create incentives for trained teachers to remain within the education.

- Develop a salary and incentives package to attract and retain qualified managers and counsellors within the education system

2.   Improve access to education

Strategic actions include:

- Phase in free education on a planned basis to at least to the secondary school level and expand mandatory education to at least two years of secondary school.

- Expand the number of secondary school places, especially in rural communities.

- Promote internet access across the country and provide access to online education is provided for both children and adults

- Develop alternate mechanisms for delivery of education - TV, Radio, internet

3.   Improve delivery and relevance of the education curriculum (primary and secondary levels)

Strategic actions include:

- Educate to Build Character by

    o Reviewing the structure and philosophy of the education system
    o Integrating a strong civic education curriculum
    o Implementing all components of the Health and Family Life (HFLE) Curriculum
    o Increasing investment in afterschool programmes
    o Integrating the expressive arts, music, sports and physical education is integrated in the schools' curriculum

- Educate to build social cohesiveness by

    o Implementing strategies that foster acceptance of Belize's multi-ethnic, multi-cultural, multi-lingual society
    o Integrating Spanish education at all levels of the education system.
    o Exploring gender awareness and gender issues
    o Reviewing/revising the education rules to prevent teacher termination or student expulsion due to pregnancy and/or any other discriminatory practices

- Educate to emphasise respect and appreciation for the natural environment by

    o Re-introducing gardening and agriculture into the primary and secondary school curriculum.
    o Investing in the development and expansion of agricultural schools and promoting the use of appropriate technology
    o Integrating environmental education within the school system and provide children with access to Belize's natural wonders through field visits and hands-on experiences.

- Broaden the curriculum and integrate new methods of teaching by

    o Integrating science and technology training into the delivery of education.
    o Developing a public education campaign to de-stigmatize technical-vocational programmes and to encourage young women's access to enrolment in these
    o Implementing a differentiated learning approach within the school system to meet the needs of all types of learners
    o Integrate learning methods that appeal to the developmental needs of boys and girls
    o Expanding programmes and services for children with special needs, including those with learning disabilities
    o Training teachers to manage children with learning disabilities.
    o Training teachers who can communicate effectively in English and Spanish

4. *Develop education support systems and services*

Strategic actions include:

- Expand the schools feeding programmes.

- Develop and implement a strategy for expanding the cadre of trained school counsellors, complemented by mandatory parent psycho-educational and counselling sessions for families

- Provide support services for adolescents and adults who wish to return to primary or secondary school or engage in adult and continuing education courses.

- Provide apprenticeship and mentorship programmes for children who require additional out-of-school support to build their self-esteem and develop a positive attitude towards learning

- Expand the national library system so that it can be a more active partner in promoting reading and language skills among girls and boys both within and outside the classroom.

- Develop and implement strategies that improve school safety for both children and teachers.

- Expand the Parent and Community Empowerment Programme (COMPAR) and link this programme with HECOPAB and other community education initiatives

5. *Develop adult and continuing education*

Strategic actions include:

- Develop and implement a nationwide literacy programme that uses a multi-modal, integrated approach to learning

- Establish more adult and continuing education (ACE) programmes, through government and non-government agencies, across the country that teach civic education, parenting education and basic economic and social skills and provide economic incentives for adults to access these programmes.

- Promote and support on-line ACE education programmes.

One Binding Constraint - Generating Resources for Long Term Development

The high degree of economic vulnerability to external shocks is characteristic of Belize's economy. These shocks may be by way of natural disasters or international economic crises, which Belize is not in a position to avoid or deflect but can plan to mitigate the impacts. There is a desire to build the resilience of the economy to improve the prospects for long term growth. Economic resilience suggests that that there is a strong, well financed business sector operating at a high degree of efficiency and producing quality goods and service and in the context of Belize's natural resource based economy, environmental sustainability is key to sustainability of economic development.

> **High Level Goal - A resilient economy with a level playing field for all businesses and entrepreneurs using appropriate technology to increase productivity and competitiveness in an environmentally sustainable way.**

The priority economic goals to be achieved by the year 2030 include:

- Increased agriculture production that promotes environmental sustainability with strong value added through industrial development/agro-processing development.

- Sustainable, profitable and expanded responsible tourism in a well developed services sector exporting to the rest of the world.

- Strong well performing micro small and medium enterprise sector, with strong credit unions playing a key role in financing.

- A strong work force and corps of entrepreneurs created by an education system that nurtures entrepreneurs and local talents and provides training relevant to Belize's development needs.

- Timely investments by Government in key economic infrastructure

Strategies to achieve these goals

1. *Develop a strong small business sector to create jobs*

Strategic actions include:

- Develop a support system for small business that goes beyond financing to include market information, management support, planning advice etc.
- Create mechanisms for and promote the pooling of resources and investment capital for entrepreneurs.
- Support cooperatives and credit unions and an overall collective agenda that improves the context for the pooling of resources.
- Give greater opportunities for women's and youth employment and job creation
- Implement policies and provide incentives to support the creation of new industries.
- Simplify the tax structure, eliminate multiple taxes (nuisance taxes) and make the system more equitable.
- Create a robust and efficient National Employment Agency and Small Business Development Programme.
- Establish child care centres that are appropriately regulated and meet the demands of urban and rural communities.
- Strengthen Policy Support for SME Financing
- Develop a coordinated credit referral system/ credit bureau

2. *Develop the Domestic Market as Springboard for Exports*

Strategic actions include:

- Promote and develop the domestic market through better regulation of illegal imports.
- Strengthen standards and quality management and enforcement.
- Support competition in the marketplace.
- Make key public investments in economic infrastructure - especially road network and transportation system
- Teach the value of producing and buying domestic products.

3. *Produce Quality Goods and Services and Expand Exports*

Strategic actions include:

- Promote and facilitate investment in agriculture, local manufacturing, agro-processing and other productive enterprises with appropriate tax and incentives policies
- Support reforestation and sustainable local logging done by communities to create jobs and reduce poverty.

- Foster, at all levels in the education process, a spirit and practice of entrepreneurship among young people and invest in science and technology education to promote innovation.

- Teach labour relations along with business principles in the school system.

- Bring down costs to increase access to technology.

4.   *Build a Vibrant Agriculture and Strong Rural Communities*

Strategic actions include:

- Teach in schools about the importance of agriculture, promote the growing of crops in school and at home and invest more in agricultural schools.

- Increase access to finance for farmers through (i) the creation of a proper bank for farmers to provide access to low interest loans and (ii) provision of subsidies and other support for local agricultural producers.

- Develop agricultural insurance option to cover crop losses.

- Support for communal farming operations, including co-operative farming where machines are shared.

- Increase government investment in technology, irrigation, development of seeds and green pesticides and provide technical support to farmers through rebuilding of demonstration plots across the country to provide training.

- Improve access to land for farmers.

- Improve management of domestic market for agricultural produce

- Control contraband imports,

- Provide support for the establishment of farmers market and publication of market information

- Implement new tax regime for agriculture including a re-definition of 'zero rated" food items

5.   *Support Sustainable Fisheries*

Strategic actions include:

- Help fishers to embrace new and different fishing techniques to their advantage, add value to the final product and make use of fish parts that are currently discarded as waste.

- Encourage fishers to assume more of the management of the industry and encourage them to self regulate including standards and quality control.

- Promote stronger leadership within the communities and organisations, and improved management of the cooperatives and associations.

- Improve access to financing and improved financial management of cooperatives

- Provide training to improve understanding of how marine protected areas and fisheries management works.

- Help fishers who want an alternative livelihood to explore and plan for other viable alternatives.

- Provide targeted incentives and concessions for fishers that would reduce fuel and equipment costs

- Develop policies and standards for joint ventures with foreigners that ensure that Belizeans make the decisions.

6. ***Build Sustainable and Responsible Tourism***

Strategic actions include:

- Support community driven initiatives that encourage local enterprise development especially community, agro-tourism and overnight tourism initiatives.
- Engage the tourism sector in developing real solutions to the crime situation.
- Integrate experiential learning (all senses) within the school curricula and work with environmental organisation to execute.
- Provide "Go Green" Incentives to businesses, schools and society e.g.: for recycling products.
- Engage in "development zoning" with housing, industry, building codes
- Develop and enforce the Occupational Safety and Health (OSH) Act with appropriate regulations

7. ***Target selected new sectors with growth potential, such as cultural industries***

Strategic actions include:

- Promote and facilitate the identification and development of new sectors
- Build the institutional capacity to develop and promote cultural industries
- Provide incentives to encourage the export of cultural products.

8. ***Implement a coherent and consistent macro-economic policy framework***

Strategic actions include:

- Pursue a fiscal policy that is prudent, sustainable, and reflected in consistent fiscal performance and controlled growth of the public debt
- Maximise Government's revenue generating potential while maintaining a tax system that is equitable and a regulatory regime that encourages productive investment by the private sector
- Maintain a stable exchange rate policy underpinned by low rates of inflation
- Establish a close link between wage and productivity increases.
- Strengthen the institutional framework and capacity to effectively regulate the financial system to create conditions for increased savings and productive sector investments

The Bricks and the Mortar: - Healthy People and Healthy Environment

Caring for the Natural Environment as the Source and Basis of Economic and Social Progress

Stakeholders across the society are aware of the importance of Belize's natural resources to its economic future. The main economic drivers - tourism and agriculture - are natural resource based. The more recent significant contributor to GDP and export earnings - petroleum - is also natural resource based.

There is broad awareness of the importance of the environment. The main concern is putting in place effective laws and regulations, information and communication systems to protect the environment while promoting sustainable social and economic development.

> **High level Goal: Belizeans have a deep appreciation and love for Belize's natural resources and work collectively to protect the natural heritage and the economic value of these natural resources is quantified and officially recognised.**

The priority environment and sustainable development goals to be achieved by the year 2030 include:

- Proper management allocation and utilisation of the country's natural resources guided by the principles of sustainable development.

- Planning is integrated and focused on the symbiotic relationship between natural resource management and social and economic development.

- Adequate and sustained protection of marine and coastal areas is a part of larger strategy to mitigate the effects of climate change.

- "Green" technology is being utilised by households, the private sector and across society.

- Solid waste is effectively managed in a manner that is harmonious with sustainable development

Strategies to achieve these goals

1. *Incorporate environmental sustainability into development planning*
   - Develop, adopt and implement a comprehensive natural resources and environmental policy and strategy including planning for climate change and mitigating its effects. This planning should take an inter-agency approach and integrate the use of scientific findings.

   - Introduce natural resources accounting into GDP.

   - Enforce environmental protection laws in a fair and just manner and, where needed, reform laws (e.g. petroleum policy, mangrove legislation and solid waste.).

   - Promote the "greening of the productive sector by providing incentives for private companies to adopt superior environmental practices to achieve strong international market positioning and give evidence of the potential of local firms to compete in world markets.

   - Provide tax and other incentives for households to more easily adopt "green" technologies and impose penalties for the use of hazardous materials.

   - Implement effective chemicals management in key economic sectors (agriculture, tourism, and manufacturing) through laws and regulations regarding classification and labelling, proper handling, storage and disposal of toxic chemicals, and prevention and mitigation of chemical accidents.

   - Increase the number of Belizean professionals qualified as engineers, urban and regional planners, architects, social scientists, environmental scientists, environmental lawyers, marine biologists and those trained in integrated coastal zone management.

   - Provide incentives for reforestation and encourage students and families to practice replanting.

   - Develop and implement a long-term strategy to manage solid waste material taking into consideration population growth and other factors that will impact on sustainable development.

- Develop and execute a gender-focused National Disaster Management Strategy that is based on the family protection, cohesiveness and restoration before, during and after a disaster.

2. *Strengthen Protected Areas Management*

- Adopt and implement the National Protected Areas Systems Plan and strengthen the legal and administrative framework for protected areas.

3. *Promote Green Energy*

- Create institutions with the responsibility for producing a viable energy policy that will support the development of an energy sector that is dynamic, competitive, reliable, effective, affordable and environmentally sustainable with minimum adverse impact on safety, health and the environment.

- Create the regulatory framework to improve the efficiency and quality of energy services, implement international standards for services and waste, and monitor the production and supply of services to attain the highest quality and best value for money.

- Create an energy office that will be responsible for promoting investment in and development of renewable energy in the areas of wind, solar, biomass, geo-thermal and hydroelectricity.

- Provide incentives for energy saving and for using "green", cost effective and environmentally sustainable sources of energy such as solar, wind, hydro and geo-thermal energy and provide an energy purchase arrangement for those who have excess energy to sell to the main grid.

- Adopt a national transport policy that will address vehicle, marine or aquatic transport and air transport to ensure safety and efficiency with the lowest environmental impact.

- Educate the public on various energy sources, their uses, services, safety, danger, cost and any areas that would be deemed useful including laws, amendments, changes in rates, latest research and development.

Healthy and Productive Citizens throughout the Life Cycle

Like a healthy environment, human health is an element of the quality of life citizens. Good human health is more than the absence of illness. It encompasses the concept of wellness and the ability to peacefully enjoy family and community life in a clean and uplifting environment. Good human health therefore crosses the boundaries of social and cultural behaviours, nutrition and diet, education and social conditions. Indeed, the move ahead should see much greater emphasis on social and preventative medicine as well as the introduction of higher standards of health care delivery across the system.

High level Goal: Universal access to affordable and high quality healthcare that provides citizens with preventative and curative health services throughout their lives.

The priority health goals to be achieved by the year 2030 include:

- Refocusing of the public health system to emphasise healthy lifestyles as a critical aspect a life cycle approach to preventative care.

- Effective decentralisation of the delivery of health services which promotes improved access and quality to all sectors of society

- Effective accountability of health care providers for the quality of health care services and for the results of public investment in the health sector.

Strategies to achieve these goals

1.   Universal Access to Health Care

- Expand the NHI scheme countrywide.

- Improve access to health services for rural communities, including proper staffing and equipping of clinics which have been constructed.

2.   Promote Healthy Lifestyles throughout the life cycle

- Re-orient the health system to focus on promoting healthy lifestyles.

- Invest a larger proportion of Government's investment in the health sector in primary healthcare and on preventive health strategies and seek to create linkages across sectors to achieve this goal. For example, establish school feeding programmes through coordination and collaboration with the agriculture sector.

- Re-structure the health system to take a life cycle approach to prevention and treatment services.

- Improve delivery of medical care to older persons.

- Enact legislation and implement supporting measures aimed at increasing road safety.

3.   Establish family and community health care programmes across the country.

- Expand and strengthen child protection programmes through legislative reform and by increasing collaboration across sectors for the implementation of child protection laws and protocols.

- Prioritise the implementation of the Sexual and Reproductive Health Policy (2002) and Strategic Action Plans, including measures to safeguard the rights of vulnerable groups.

- Implement the Mental Health Policy (2010) by developing a comprehensive and gender responsive mental health programme.

- Pursue/implement programmes for the prevention and management of chronic, non-communicable diseases. Take a decentralised, integrated and chronic disease management approach in the provision of STI/HIV/TB care and treatment services.

- Approve and implement the draft Substance Abuse Policy paying particular attention to the gender dimensions of substance abuse.

- Provide financial and other support to civil society organisations that address critical health related issues affecting women and children, especially those that provide access to protective environments for pregnant teenagers and young women who are vulnerable to, or are victims of, gender-based violence and/or HIV.

- Amend the Pensions Act, the Widow's and Children's Pensions Act and the Social Security Act to eliminate any form of gender bias or gender related discrimination in access to pensions.

4.   Implement effective accountability for delivery of health services

- Develop health related laws, codes and mechanisms that provide increased transparency and accountability in the use of human and financial resources

Implementation Framework - Including Monitoring and Evaluation

It is proposed that Horizon 2030 is implemented through a series of medium term sector plans which will be prepared within the relevant ministries and public bodies. The implementation framework takes into account the critical importance of broad support from the people of Belize. In particular, the framework assumes that the major political parties will agree with the framework and, when they are in government, will be pursue the visions and goals of the people as set out therein. The framework also provides for a structured monitoring and evaluation process through which there would be regular review and reporting of results.

The completion of the Horizon 2030 document means that the process is well underway, but there are crucial steps to be taken to complete the process and commence implementation. These steps include:

1. Communications and/or consultations with political parties to confirm broad political support for Horizon 2030 so as to improve the potential for continuity in implementation across changes in administration;

2. A decision of Cabinet to approve and commence implementation of Horizon 2030;

3. Establishment of the institutional framework for implementation; and

4. Preparation of the first set of detailed medium term plans which flow from Horizon 2030. Without these medium term plans, Horizon 2030 is not going to be implemented.

Proposed Institutional Structure for Implementation of Horizon 2030

The roles of the various agencies and institutions that will play a role in ensuring the effective implementation of Horizon 2030 are set out below. The recommended approach seeks to minimize the establishment of new bodies and seeks to make use of existing bodies to the extent possible.

The Political Parties

It is important to note that Horizon 2030 is not a set of plans with specific projects to be implemented over the next 20 years. Rather, it is a statement of objectives along with a set of broad strategies to achieve these objectives. In the run-up to elections, it will be the role of political parties to state, in their election manifestos, how they intend to implement Horizon 2030 if elected. It will be the role of the government of the day to articulate the specific programmes and projects in the context of medium term plans which will be designed, in keeping with the goals and strategies of the Horizon 2030 framework.

The endorsement of the political parties is important to promote continuity across administrations when there is a change in government after an election. To take this recommendation forward, it is recommended that each political party is asked to endorse Horizon 2030 as a representation of its

commitment to continue with its implementation through any changes in government which may arise over the next 20 years. Representatives of the political parties should participate in the public launch of Horizon 2030.

Cabinet

Horizon 2030 would become official government policy through a decision of Cabinet. Cabinet would also direct Chief Executive Officers (CEO) to commence implementation of Horizon 2030. Cabinet would also ultimately be responsible for implementation and monitoring within each ministry and across government. Cabinet should agree to table Horizon 2030 in the National Assembly so that all members of the House and the Senate have the opportunity to endorse it at that highest legislative level.

Chief Executive Officers

CEOs have top level management responsibility for policy planning and implementation within their ministries and departments and it will be the responsibility of CEO's to make sure that medium term planning takes place in the context of Horizon 2030. This would mean that those ministries that already have medium term plans in place or under preparation would transition their plans into the Horizon 2030 Development Framework.

Policy and Planning Units

Across the Government, Policy and Planning Units [PAPU] have the responsibility to undertake policy analysis and prepare short, medium and long term planning to achieve the sectoral objectives of the ministry. One of the key gaps that has been identified in past planning processes is the absence of cross-sectoral collaboration. This cross-sectoral collaboration has been identified as a critical element of the strategy to increase effectiveness in policymaking and work planning. In the context of the implementation of Horizon 2030, the Policy and Planning Units are to be given specific responsibility for cross-sectoral collaboration in policy making and work planning at the technical level. To facilitate this, it is recommended that a working group comprising the Directors of the PAPUs be established with the mandate to establish procedures for sharing of information, undertaking peer review of ongoing work, seeking technical inputs across PAPUs and designing integrated monitoring and evaluation mechanisms for policies and projects.

District Committees

The District Committee is one of the two mechanisms proposed to be formally established borrowing from a similar committee that was established under the recently concluded EU-funded Belize Rural Development Project (BRDP). The recommendation to establish Horizon 2030 District Committee seeks

to accomplish several things. First, it seeks to build on a process which was started with some success in the rural development sector and to mainstream it across government. Secondly, the District Committee will work to decentralise policy, planning and project development by ensuring that District priorities are addressed in policy and planning efforts. Thirdly, the District Committee would be comprised of senior officials of ministries and departments with a mandate and a structure to facilitate inter-ministerial and cross-sectoral planning and implementation.

Horizon 2030 Commission

A Horizon 2030 Commission is the second new body that is proposed to be established. This Commission would be a multi-sectoral oversight body with broad representation of labor unions, private sector, rural sector and NGOs. Its composition would roughly reflect the composition of the Horizon 2030 Steering Committee. This Commission would be responsible for monitoring of the implementation of Horizon 2030 and for reporting to the National Assembly on progress against established performance targets. The Commission would have at its service a small coordinating unit with qualified staff to carry out ongoing monitoring and evaluation of Horizon 2030 implementation. This coordinating unit would be responsible for assisting the Commission in preparing annual reports to be submitted to Cabinet and to the National Assembly and in organizing Horizon 2030 consultations every 3-4 years. These consultations would be with the objective of sharing progress with stakeholders and seeking input into any revision to the Horizon 2030 framework that may necessary given changing circumstances. This coordinating unit would also assist in arranging for independent evaluation of progress every 5 years.

Information and Communication Strategy

A well articulated information and communication strategy will be necessary to promote Horizon 2030 in its early stages and to share information with stakeholders during its implementation. Notwithstanding that hundreds participated in the stakeholder consultations which attended the preparation of Horizon 2030, there still is a need to reach out to those who did not get the opportunity to participate. Ongoing stakeholder interest and participation will be important to promote implementation. The strategy should make use of a variety of media in order to achieve broad reach among stakeholders. Critical components of this strategy should include:

1. An Interactive Website to:
    o   reach out to the younger population and Belizeans in the diaspora;
    o   post questions for response or suggestions for consideration via mechanisms such as blogging; comments pages, Face Book and other social networks etc;
    o   publish reports of implementation activities including, but not limited to, medium term plans; and

        ○   maintain a calendar of Horizon 2030 events.

2. Regular Newsletter, Press Releases, Press Briefings to:

        ○   keep the news media informed and involved;

        ○   promote well informed newspaper articles and television reports; and

        ○   keep the public informed.

3. Town Hall Meetings, Community Outreach to:

        ○   engage in periodic discussions with stakeholders in their communities as part of the medium term planning process;

        ○   receive feedback; and

        ○   undertake monitoring activities.

4. Regular Media [TV and Radio] Programmes to:

        ○   provide information on Horizon 2030; and

        ○   encourage ongoing participation in development and implementation activities;

Legal Framework for Implementing Horizon 2030

To give legal backing to the requirement for a long term strategic planning - incorporating medium term sector planning into its implementation process - it is recommended that legal provision be made which sets out the requirement for planning, establishes specific responsibility for such planning within the structure of government and creates the framework for monitoring and evaluation. One of the key questions that the legal framework would clarify is that of ultimate responsibility for planning. In the current structure of Government, the Ministry of Economic Development has responsibility for the planning function. However, this has been narrowly interpreted as an economic planning function, not as a broad socio-economic or national planning effort. Across government, however, planning remains in sector silos. Implementing Horizon 2030 would bring about a decided break from this approach.

Monitoring and Evaluation - Integrating a Results-Based Approach

Recently completed national strategic plans that have been completed for other countries within the past several years have also placed great emphasis on the elaboration of a monitoring and evaluation structure to guide implementation and facilitate regular review of performance. The strategic framework for Horizon 2030 is built around a simple logic model in which the inputs - human and financial resources - are dedicated to activities which are organised to produce specific outputs in the short term.   In the medium term, these outputs contribute to the accomplishment of desired outcomes which then contribute to the long term impact or results which are desired.

The results matrix which flows from this model sets out:

- a description of strategies and supporting interventions;

- a definition of the expected outcomes;

- identification of specific indicators to be monitored; and

- the determination of baseline data which will be the starting point for the comparisons.

The baseline data is a record of historical performance; and targets would normally be defined in terms of maintaining, increasing or reducing future performance in relation to the baseline. Target setting will bear in mind obligations under international treaties or agreements such as the MDGs, the Convention for the Elimination of all forms of Discrimination against Women and the Convention on the Rights of the Child. In particular, targets for the year 2015 should harmonise with the MDGs.

Conclusion

Successful implementation of Horizon 2030 over the next 20 years will depend on several key factors. The first is the establishment of meaningful targets and indicators. This will require good data quality and coverage. While significant effort has already been put into improving statistical capabilities and broadening the range of social and economic data that is collected and reported, this effort will need to continue and be scaled up to meet the needs of social and economic planners.

The second key factor which will likely influence successful implementation is effectiveness in engendering and maintaining broad support of the wider society as well as the political parties, executive management of Ministries and Departments and technical experts within the Ministries and Departments. The support and cooperation of political parties in particular will be a key factor in facilitating continuity across changes in administrations. This concern was raised by stakeholders in every consultation meeting.

Another important factor will be the effectiveness of the information and communication strategy which will accompany the implementation of Horizon 2030. This should begin with a strong public relations/public education campaign leading up to the launch of Horizon 2030 and carry on through implementation using a range of media given varying levels of access across the country to different kinds of media.

Finally, it will be important to place the planning process within a proper legal framework. Writing the planning process into law would create a legal requirement for planning to take place rather than leave it up to the ebbs and flows of policy imperatives. The most appropriate option is likely to be including long term and medium term planning requirements in the Public Sector Investment Programming law which is currently under consideration in the Ministry of Economic Development. This would anchor the responsibility for planning in this Ministry while creating the legal framework for inter-ministerial and/or cross-sectoral collaboration which is a critical component of the long term planning process.

SECOND PROGRESS REPORT ON THE PREPARATION OF HORIZON 2030: LONG TERM NATIONAL DEVELOPMENT FRAMEWORK FOR BELIZE

Introduction and Background

This Second Progress report presents a summary of consultations with groups of sector stakeholders during which the Draft Framework which emerged from the first round of consultations with grassroots stakeholders was presented for discussion and sector stakeholders were afforded the opportunity to present their vision for the future and the key goals and objectives which should drive development over the next 20 years. This report also takes into account the review of a number of technical studies, policy documents and reports on various sectors of Belize's society and economy.

This report, therefore, presents the proposed overall goals of Horizon 2030 which have emerged after the two rounds of consultations and the review of a range of research and policy documents. It identifies critical sectors for long term sustained policy actions during the next 20 years, if the goals of Horizon 2030 are to be achieved, and suggests key priorities within a broader range of key sectors. Finally it presents proposals for converting the long term vision, goals and objectives into medium term strategies for which targets can be set and implementation, monitoring and evaluation processes defined. These are presented in a Results Based Management (RBM) framework which attempts to identify performance targets to be monitored during the implementation process.

It should be noted that when this segment of work began, the scheduled date for completing the preparation of Horizon 2030 was August 2010. This date was extended by a four-month period which was spent facilitating key inputs from stakeholders, reviewing a range of technical and policy documents, identifying targets and indicators and developing the implementation framework.

It should also be noted that, notwithstanding the additional time, it was simply not enough to permit the final round of consultations with stakeholders which were envisioned to validate the final set of strategies and promote buy-in at the grass roots for the implementation of Horizon 2030. These activities have, therefore, been shifted to the first stage of the implementation process. In the final analysis, it was impossible to undertake the full range of activities which a long term national strategic plan implies in a period of less than a year - the original schedule was eight months. The risk of inadequate time was cited at the start of the project in the inception report, it was also noted by many stakeholders as unrealistic and unfortunately they were correct.

Overview of the Sector Meetings

During the period June 13th - July 29th, the Horizon 2030 team held a series of small group meetings with stakeholders in various social and economic sectors. The schedule of meetings is set out at Annex 1 to this report. The meetings took the format of an interactive presentation of the Draft Framework followed by an open discussion of the information presented. During this discussion, sector stakeholders commented on the content of the Draft Framework as it emerged from the grassroots consultations and offered additional ideas and suggestions. This included suggestions for implementation, monitoring and evaluation of Horizon 2030.

The meetings were reasonably well attended with the notable exception of the meeting with the education sector. That particular meeting was scheduled to take place in the week immediately following the close of the primary school academic year to facilitate participation of school managers in particular. However, it appears that this date was not convenient. After the September 7 meeting of the Steering Committee, a further attempt was made to convene additional meetings with sector stakeholders. Since September, because of the number of holiday events, was not a convenient month, these meetings were convened in October. Meetings were held with the Caribbean Community Climate Change Centre, the Directorate of Foreign Trade in the Ministry of Foreign Affairs and Foreign Trade, Education Managers and members of the Public Service Union.

Cross-Cutting Issues

The five key cross cutting issues which arose in the grass-roots consultation process - youth, gender, human resource capacity constraints, national identity and the planning process - were affirmed in the meetings with the sector stakeholders and are being taken into account in preparing Horizon 2030.

The Perspectives of Youth

The nationwide grassroots consultation process revealed that Belize's youth are in crisis because of the deteriorated fabric of the society. Young people experience crime in their homes, in their schools and in their communities and point out that dysfunction in the family and in the community lies at the heart of Belize's social ills. They feel that adults are setting the wrong example for them in the use of drugs and alcohol. They feel invisible in a society that does not provide adequate information to them to make appropriate decisions regarding their sexual and reproductive health; does not create enough safe and positive recreational opportunities for them; does not nurture their creative talents; and does not provide adequate access to education. Many young people, even the very young, see a positive future only outside of Belize and many dream of migration in order to achieve their dreams.

The crisis in which the youth of Belize find themselves is very real. In spite of their severe hardships, however, many youths struggle to stay in school and away from criminal activities even though they feel that society gives them no incentives for doing so. A number of them have pointed to the key role that just one parent, guardian, teacher or mentor has played in keeping them focused on the right path during difficult periods in their lives.

In 20 years time, the young people who are now between the ages of 10 and 20 will be rising into leadership positions in Belize whether in government, the private sector or the non-government organisation (NGO) sector. They are already becoming the kind of leaders Belize will have in 20 years time. It is, therefore, imperative that the voices of the young people be heard and that their vision for Belize and for themselves is taken into account in Horizon 2030. Conscious and directed efforts must be made to improve the prospects for young people to develop themselves into the kinds of leaders and citizens that Belize will need and want in 20 years time.

Gender Issues

There is a notable absence of gender - or an assumption of gender neutrality - in the approach to development policy-making, as is evident in the policy documents and sector plans which have been prepared in the past. As noted in the discussions at the grassroots level as well as at the sector stakeholder level, there is a need to understand the differential impact of development programmes on men and women and to take these differences into account in policy development.

The most urgent issue which requires a gendered approach appears to be that of crime and violence. In the discussions, men, women, boys and girls conveyed the impact of alcohol and drug consumption and its relationship to violence; but they perceive the impact from different perspectives. The perpetrators are usually male and the victims are both male and female. In general terms, violence against women and girls occurs within the home and in the family setting while the violence against the men and boys occurs mostly on the streets and other public places. Many young people experience violence at home at an early age before they experience it elsewhere.

The issue of women's political leadership was also seen as important. Interestingly, younger men were very open to the idea of women rising to the highest levels of political leadership while older men were more resistant to this notion. This may reflect the fact that many young men of today have grown up in households headed by women and are taught mostly by women, especially in primary school; therefore the idea of women as leaders is not beyond their imagination.

Human Resource Capacity

It is generally accepted that a vision for Belize cannot be realised without adequate human resources. Given the low rate of secondary and tertiary level enrolment at this time[2], stakeholders at all levels agree on the need for an assessment of the effectiveness of the current investments that are being made in education at all levels. It was also suggested that this investment in education needs to be guided by a strategic review which commences with a review of the structure and functioning of the education system to assess its strengths and weaknesses. This review should then lead to the development of a long term investment plan for education which (i) takes into account the goals and objectives for the country as a whole, (ii) defines the human resources that are critical to achieving these goals and objectives and (iii) provides for investment in education at all levels - from pre-school to tertiary to continuing education - in keeping with the resource gaps which are identified. Such a strategic Human Resource Development Plan is seen as a key undertaking early in the process of implementing Horizon 2030.

One Belize for all - Un Belice para todos

Stakeholders across Belize, both at the grassroots level and at the sector level, feel that divisions along ethnic, religious, class, gender and political party lines have created a fragmented national identity, lack of social cohesion and a weak sense of patriotism. This leads to the inefficient and ineffective use of limited resources especially where political party affiliation becomes the primary factor determining access to public resources. Stakeholders spoke passionately of the need to create "One Belize or Un Belice" where a national identity encompasses inclusion, unity of purpose and ethnic and cultural diversity.

Need to Reorient the Planning Process

Grassroots stakeholders report a high level of consultation fatigue, disillusionment and cynicism emanating from previous planning processes that have had no positive impact on their lives with the result that many citizens have completely lost credibility in planning initiatives. At the sector level, many stakeholders agreed that there has not been a good history of follow-up with participants after consultations have taken place and that this undermines ownership by communities and sector partners of policies and programmes that arise from consultations. Development planners have to learn from this experience and change this approach if Belize is to achieve its goals and objectives for 2030. The critical changes that have to be made in planning approaches include:

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[2] Data from the Ministry of Education indicates that enrolment at secondary school level remained between 43% and 45% during 2001 to 2006 and less than 7% at the tertiary level 45% during 2001 to 2006 and less than 7% at the tertiary level

1. **<u>Planning must be relevant to both urban and rural communities</u>**. Stakeholders feel that development is currently centralised in Belize City and Belmopan and residents in other urban and rural locations feel marginalized and isolated as they do not benefit from most development initiatives

2. **<u>Planning must integrate and mainstream inter-sectoral collaboration</u>**. Stakeholders articulate disappointment with the current sectoral approach to development which compartmentalises social and economic issues into artificial segments and puts barriers in the way of effective information sharing.

3. **<u>Planning must incorporate monitoring and evaluation into the design of policies and programmes.</u>** Stakeholders expressed the need for increased monitoring and evaluation of programme outcomes within the public and private sectors.

Horizon 2030 will need to take these perspectives into account and should therefore seek to:

- Focus on action by building proper implementation processes into the Horizon 2030 framework.

- Focus on the community by anchoring development planning in the communities to promote relevance, buy-in of beneficiaries and long term sustainability of results.

- Collaborate within and across sectors to increase programme efficiency and effectiveness

- Include a comprehensively designed implementation, monitoring and evaluation framework to keep the development process on track.

National Strategic Planning Experience of Other Countries

National strategic planning processes are increasingly being undertaken in countries around the world including the Caribbean and Central America. In the Caribbean, Trinidad and Tobago, Barbados and Jamaica have completed such planning processes within the recent past. These processes attempt to apply the principles of strategic planning to the development of national goals and strategies. The planning approaches utilised in the three cases, sought to build in a fair degree of stakeholder participation to generate support for plan implementation. In the case of Jamaica, the plan also built in collaboration or participation across political parties in the interest of continuity of implementation when political administrations change. Some elements of the planning the processes in these three countries are set out below.

Trinidad and Tobago[3]

The national strategic planning process began in Trinidad and Tobago in 2002 with the establishment, by the Cabinet, of a 25-member multi-sectoral Vision 2020 Planning Committee. This Committee was charged with the responsibility of guiding the process leading to the development of a Draft National Strategic Plan. The main objective of the exercise was to define strategies that would allow Trinidad and Tobago to achieve developed country status by the year 2020. The Planning appointed 28 Sub-Committees, under the chairmanship of technical specialists and professionals, to prepare Sector Strategic Plans in each of 28 identified sectoral areas. These sector plans, which were prepared with the involvement of stakeholders in a series of Vision 2020 consultation meetings, are included as an integral part of the national strategic plan. The Vision 2020 planning process was supported by the Vision 2020 Secretariat, which was established in the Ministry of Planning and Development, and information was circulated to the public through the establishment of an interactive Vision 2020 website.

The Draft National Strategic Plan was completed over a four year period ending in 2006. It was laid before the Parliament of Trinidad and Tobago in 2006, after which a detailed Operational Plan for the 2007-2010 triennium was completed. Oversight of implementation remained with the Ministry of Planning and Development but the ultimate responsibility lay with the Prime Minister and Cabinet. This meant that a high level of priority was given to allocating the necessary resources and completing the process. Implementation required the establishment of two entities. One was the Vision 2020 Programme Management Office which would be responsible for:

- inter-ministerial coordination,
- programme and project planning and management
- capacity building and
- knowledge sharing.

The other entity was the Independent Vision 2020 Council with responsibility for

- tracking progress,
- ongoing stakeholder outreach
- research
- communications and
- periodic recommendations for policies/actions.

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[3] Draft National Strategic Plan for Trinidad and Tobago: *Vision 2020 - Ideas without Boundaries ... We Are Listening,* available at: http://www.vision2020.info.tt/plans/National_Plan.pdf

In this scenario, it was envisaged that both of these entities would operate within the ambit of the Office of the Prime Minister.

Since the change of administration following the 2010 national elections in Trinidad and Tobago, however, it would appear that high priority has not been accorded to the implementation of Vision 2020 and its future is uncertain. This may be a result of the lack of involvement of the then main opposition political party in the preparation process and the politicization of Vision 2020 in the elections process.

Jamaica[4]

Preparation of the national strategic plan of Jamaica began in January of 2007 led by the Planning Institute of Jamaica which is a statutory body with broad responsibility for economic and social planning in Jamaica. A small multi-sectoral Advisory Group was established to guide the planning process. Some members of this Group also functioned as chairpersons of task forces comprised of sector stakeholders and professionals, which were established in March 2007 to develop strategic action plans in 31 different sectors. The sector plans, once drafted and reviewed, were brought together into a single long-term national development plan for Jamaica.

The Jamaica plan was prepared using a top down approach. It began with internal work to identify strategic priorities to be addressed, prepare sector strategies and craft a draft vision statement. These elements were then taken to stakeholders in a national consultation process. This national consultation process was publicly launched by the Prime Minister in October 2007, shortly after the elections which brought about a change in administration. The process, therefore, began under a government of one political party and was completed under a government of a different political party. Jamaica's Vision 2030 has proceeded into implementation with the first Medium Term Framework 2009-2012. Both Vision 2030 and the first Medium Term Framework were laid before parliament. The final document was launched with the support and participation of both major political parties.

Implementation is to be coordinated by a special Vision 2030 Secretariat in the Planning Institute. The institutional framework for implementation established three functional areas: political, technical and consultative. The Political roles are played by the Minister of Planning, the Economic Development Sub-Committee of Cabinet, the Cabinet as a whole and Parliament. The Technical roles are played by the Vision 2030 National Steering Committee which was established to oversee the preparation of Vision 2030 and will continue to participate in its implementation, the Vision 2030 Secretariat and the Ministries

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[4] Jamaica National Development Plan: *Vision 2030, Planning for a Secure & Prosperous Future,* available at: http://www.vision2030.gov.jm/NationalDevelopmentPlan/tabid/73/Default.aspx. A Popular Version [shorter and simplified] available at: http://www.vision2030.gov.jm/Portals/0/NDP/vision2030_popular_version.pdf .

and departments which will be responsible for sector planning. The Consultative roles are played by the National Planning Council and Thematic Working Groups.

Barbados

Barbados[5] National Strategic Plan was completed in 2007 under the leadership of the Ministry of Economic Affairs. The approach of Barbados, as in Jamaica, was top down. A small working group comprising of cabinet ministers, university lecturers and senior public servants crafted the vision for Barbados on which the plan was built. The vision and the strategies which are designed to achieve this vision were the subject of a broad range of consultation with all sectors of Barbadian society through town hall meetings, workshops, meeting with particular sectors and invited submissions from members of the public. This plan took two and one-half years to complete and was laid before parliament in 2007.

The Barbados Strategic Plan makes provision for (i) regular review and updating of the plan in consultation with the social partners (ii) the preparation of sectoral strategic plans every five years which would guide revisions to the national strategic plan (ii) the preparation of detailed plans every five years by government ministries, statutory bodies and social partners under the leadership of the Ministry of Economic Affairs (iv) ongoing public education using the various kinds of public media and through community meetings. Responsibility for monitoring and evaluation of the implementation process is assigned to the Ministry of Economic Affairs where a special implementation unit has the responsibility to oversee implementation. The National Economic Council and the Social Council are to provide oversight of implementation including the preparation of a report on progress which is to be laid in parliament every two years.

The Strategic Plan has remained as official policy after the elections which resulted in a change of administration in 2008. It is not apparent, though, that it enjoys the same high profile as under the previous government.

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[5] The National Strategic Plan of Barbados 2006 - 2025: *Global Excellence - Barbadian Traditions* available at: http://www.barbados.gov.bb/Docs/NSP_Final%202006-2025.pdf .

The Horizon 2030 Vision and Core Values

Situational Analysis - The Thematic Areas

The First Progress Report, presented in May 2010, presented 7 major thematic areas which had been identified in the grassroots consultation process as the primary issues which should be addressed in the long term planning effort:

- Crime, citizen security and access to justice

- Education for development - education for life and lifelong education

- Healthy citizens throughout the life cycle

- Build a resilient economy

- Focus on key productive sectors

- Strengthen democratic governance as a foundation for development

- Care for the natural environment

These themes were validated in the sector discussions, but some stakeholders suggested a need for re-organisation and/or revision of the themes. Suggested changes include:

- The theme "crime, citizen security and access to justice" should be subsumed under the larger theme of "democratic governance as a foundation for sustainable development" and taken together should be given high priority.

- The theme "education for development - education for life and lifelong education" should retain its high priority but should be revised to refer to "lifelong learning".

- Education and governance should be seen as the pillars on which Horizon 2030 needs to be built.

- The theme "build a resilient economy" should be expanded to include the theme "focus on key productive sectors".

- The economy will provide the resources for expanding education and generally for building the future, therefore the performance of the economy should be seen as the "binding constraint".

- The theme "care for the natural environment" should be re-worked to give greater emphasis to climate change, the inextricable link between the economy and the environment and the primacy of protection/conservation as a core principle of sustainable long term development.

As a result of the sector discussions and the review of relevant studies and reports, the seven thematic areas have been reorganised as set out below under three main headings.

I: Two Pillars for Future Development

A: Democratic governance for effective public administration and sustainable development:

8. Democratic governance as a foundation for development

9. Crime, citizen security and access to justice

B: Education for Development

10. Education for development - education for life

II: One Binding Constraint - generating resources for long term development

11. Build a resilient economy

12. Focus on key productive sectors

III: The Bricks and the Mortar - the Core of the Long- term Development Framework

13. Healthy citizens throughout the life cycle

14. Care for the natural environment

Two Pillars for Long Term Development: - Governance and Education

Governance and education have emerged as the two critical pillars which are vital to sustained and sustainable social and economic progress. Governance encompasses the principles of transparency and accountability, equal and timely access to justice, democratic and participatory governance and social stability built on the rule of law. Good governance principles apply not only to government, but to the private sector and non-government organisations as well. Education is seen as a key to human resource development. It is critical to increasing productivity and creating citizens with a love and appreciation for Belize and its natural resources. Education should be a lifelong commitment by all including individuals, educational institutions, policy-makers, private sector and NGOs.

Pillar I - Democratic Governance for effective public administration and sustainable development

Party Politics and Political Reform

Under the broad topic of democratic governance, the major issues of concern revolve around the nature of party politics, corruption and crime. Stakeholders at all levels characterise party politics as "a lot of

talking but little action". Election processes are not marked by serious discussion of policy options and manifestos do not present well thought out plans for the future. Instead, the focus is on promises with little prior analysis of feasibility. Furthermore, stakeholders feel that the party political process promotes dependency with many persons expecting politicians to address personal problems and deliver solutions at the individual level. It appears that for many individuals, interaction with the party political process, for example, is with the focus on getting a politician to deliver on a personal promise. At the higher income levels, it may be fiscal incentives, contracts to supply goods and services to government or particular parcels of land. At the lower income levels, it may be household bills, home repairs or helping constituents to jump the queue seeking to access public services. As a result, politicians appear to be assessed on their ability to meet these individual demands, rather than on their effectiveness in administering official responsibilities, addressing national and community development issues, making and implementing policies and managing public funds. The focus of the individual, for example, may be on getting money to pay his or her children's school fees rather than on making quality education affordable for all.

Political party activity is an intrinsic element of the way Belize is governed and it is a process in which many enjoy participating. However, the divisiveness of the process, the inability of communities to come together after an election and the winner-takes-all approach which result in party allegiance becoming the most important variable determining allocation of public resources run counter to the need to build community-based approaches to problem solving. Essentially, the increasing role of political patronage and clientelism weakens personal responsibility and self reliance and the divisiveness of party politics militates against the building of strong communities.

The absence of women in political leadership positions is also a matter of concern to many men and women. For many, the desire to have leaders who are reflective of the population means that special efforts have to be made to remove institutional and cultural barriers that may stand in the way of women offering themselves for election to political office. The National Women's Commission has taken on this issue directly and has commenced the implementation of the Women in Politics Project, funded by United Nations Development Fund for Women (UNIFEM)[6], which, among other things, is providing some training for women interested in moving into electoral politics. This training includes basic information on the legal and political system, governance and public accountability processes and building networks.

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[6] The Women in Politics Project seeks to (i) update research and disseminate findings regarding the factors which stand in the way of women rising to positions of political leadership (ii) engage the leadership of the political parties to examine the findings (iii) advocate for the adoption of strategies that promote increased participation of women in elective politics and (iv) provide training for women to prepare them for entering the elective political arena.

One of the key recommendations coming out of this project is the implementation of special temporary measures to promote the early entry of women into political leadership at the national level.

Much has been discussed by way of political reform over many years and some changes have been attempted. The Political Reform Commission which was established shortly after the national elections of 1998 with broad participation of the non-government sector, political parties and the private sector completed a report[7] with a wide range of recommendations. A significant number of the 103 recommendations made in the Report have been implemented; but it is arguable that the recommendations that have been implemented so far have been the easier ones - those that were less likely to fundamentally change the political process. There are several major outstanding recommendations that have not been considered, including constitutional amendments and/or passage of new laws to:

1. remove the provision for economic citizenship,

2. replace the bi-cameral parliament with a unicameral parliament where the house and the senate meet jointly,

3. elect the senate using a system of proportional representation,

4. regulate political campaign financing,

5. change the process of selecting the Prime Minister from leader of winning party to majority of members of the House of Representatives, and

6. establish, by Standing Order, the Office of Leader of the Opposition with operational funds.

The political reform process is incomplete and there is a need for revisiting the process, taking stock of what has been done, building consensus on the outstanding issues and proceeding with the implementation process. The Council on Good Governance and Public Sector Modernization, which is established under the Ministry of the Public Service, Governance Improvement, and Elections and Boundaries, has been considering a number of the governance issues which were studied by the Political Reform Commission. Several of these issues also arose in the Horizon 2030 stakeholder consultations. Since its appointment in 2008, the Council on Good Governance and Public Sector Modernisation has focused its attention on three particular areas where action is necessary in order to improve governance. These are: constitutional reform, public sector modernisation and civic education. Several of the strategies articulated in the Report of the Political Reform Commission and the national consultations for

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[7] Report of the Political Reform Commission, March 2000.

Horizon 2030 are in consonance with recommendations[8] which the Council has made in its report of March 2010, though there are some differences as well. A notable difference is the recommendation made by many stakeholders for consideration to the given to the direct election of the head of government. This recommendation was not made by the Council of Good Governance and Public Sector Modernisation or by the Political Reform Commission.

Corruption

The Prevention of Corruption Act defines corruption, in simplified terms, as the illegal use of government property, including moneys, for private gain, whether for self or for a third party. Conflict of interest is attendant to the definition of corruption. The perception of corruption and a lack of ethics among public officials together with the absence of an effective ethics framework have been identified as major challenges to long term social and economic development. Lack of transparency and accountability create the environment in which corrupt practices can thrive, leading to inefficiency in the use of public resources. There is a need to strengthen the legal and administrative framework for planning and implementing public policy and for administration of public finances and several attempts have been made to implement legislative changes to strengthen transparency and accountability. However, many feel that the reform process is too slow and that this sluggishness results from the nature of the political process itself. It would appear to many that it is easier to address these issues from the opposition side of the National Assembly since there is more incentive to make political gains by opposing the status quo.

The Constitution of Belize sets out a code of conduct for all public officials which establishes the standards of practice for elected and appointed public officials in the

> **Code of Conduct - Section 121 of the Belize Constitution**
>
> (1) The persons to whom this section applies shall conduct themselves in such a way as not-
>> *(a)* to place themselves in positions in which they have or could have a conflict of interest;
>> *(b)* to compromise the fair exercise of their public or official functions and duties;
>> *(c)* to use their office for private gain;
>> *(d)* to demean their office or position;
>> *(e)* to allow their integrity to be called into question; or
>> *(f)* to endanger or diminish respect for, or confidence in, the integrity of the Government.
>
> (2) This section applies to the Governor-General, members of the National Assembly, members of the Belize Advisory Council, members of the Public Services Commission, members of the Elections and Boundaries Commission, public officers, of statutory corporations and government agencies, and such other officers as may be prescribed by law enacted by the National Assembly.

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[8] Improving How We Are Governed: Proposals for Constitutional Change, Public Sector Modernization and Civic Education - A Report of the Council Good Governance and Public Sector Modernization, draft completed March 2010. The recommendations made in the report are expected to be considered by Cabinet and shared broadly for consideration by the people of Belize.

conduct of their duties. This code of conduct was expanded in the Prevention of Corruption in Public Life Act of 1994 which established the Integrity Commission to oversee the enforcement of the law. This Law provided, for the first time, for the declaration of assets by public officials, a process which has not worked very well and in which citizens have expressed very little confidence. This stronger Prevention of Corruption Act of 2007 has sought, among other things, to clarify the definition of conflict of interest. However, there remains much to be done to develop the anti-corruption framework, establish an ethics framework and strengthen transparency and accountability processes.

In 1996, the Organisation of American States [OAS] adopted the Inter-American Convention Against Corruption which Belize ratified in August of 2002. Through its participation in the mechanism to implement this Convention, Belize has developed a Plan of Action[9] to address the weaknesses in the legal and administrative framework to prevent corruption and create a framework to support ethical behaviour by public officials. This Plan of Action was finalised in July 2010, after a series of assessment reports on the status of the laws and regulation and the preparation of a draft plan of action. This draft was considered at the national workshop in Belize in March 2010 and subsequently finalised.

The Belize Plan of Action for Implementing the Inter-American Convention against Corruption includes recommended actions in a number of areas including:

1. Strengthening the provisions of the law in the following areas:
   o conflict of interest
   o proper conservation and use of public resources
   o protection of whistleblowers
   o definition of corruption
   o definition of public servant in the Prevention of Corruption Act 2007
2. Developing and/or strengthening transparency mechanisms in the following areas:
   o Requirements for public officials to report acts of corruption
   o Systems for registering income, assets, and liabilities
   o Access to information
   o Participation of civil society and nongovernmental organisations in public administration.
   o Strengthen oversight bodies and provide them with the resources to enable them to carry out their functions
3. Strengthening management and accountability systems such as:
   o Systems of hiring.
   o Procurement system for goods and services.
   o Training programmes for public servants responsible for implementing the anti-corruption systems
   o Procedures and indicators to analyze the results of the anti-corruption programmes.

This Plan of Action covers a broad range of areas that require attention if Belize is to establish legal and administrative systems that are effective against corruption and it identifies the estimated costs for implementing the various recommendations. However, it does not include an overall budget, a timeline

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[9] *Belize Final Plan of Action for the Implementation of the Recommendations Formulated by the Committee of Experts of the Follow-up Mechanism to the InterAmerican Convention Against Corruption,* available at: http://www.oas.org/juridico/english/blz_plan.pdf

for implementation or sequencing of activities. It has also not yet been submitted to and approved by Cabinet. The development of this Plan has been led by the Ministry of the Attorney General, which will need significant strengthening - both human and financial resources - in order to be able to effectively lead the implementation of the activities set out in the Plan of Action.

Significant implementation has begun in the area of public financial management. Several studies are in process or have been completed to identify the public financial management reforms that are needed to strengthen accountability and effectiveness. This work includes: assessment of the legal and regulatory framework for public financial management with recommendations for key reforms[10]; assessment of the framework for public procurement with an action plan for reform[11]; reforming public expenditure management by implementing a multi-year budget process[12] and developing a fiscal responsibility framework that establishes standards for transparency and accountability in budget planning and fiscal policy[13]. This latter work has resulted in the recent tabling[14] of a Statutory Instrument, issued under the Finance and Audit Reform Act, which sets out the framework for the presentation of an annual fiscal policy statement and the regular publication of data on fiscal performance and makes provision for the strengthening of government procurement.

Good Governance and Public Service Modernisation

In addition to a well crafted legal and regulatory framework for public sector operations, smooth and effective delivery of public goods and services requires appropriately qualified human resources and management systems that promote quality. The public service of Belize operates with outdated policies and procedures, an absence of effective performance management systems, promotion systems based on seniority rather than merit and financial management systems that still largely utilise incremental budgeting. The Public Service Regulations of 2001 and the Government (Open Vote) Workers Regulations of 1992 set out the rules for management of permanent and temporary employees respectively. The Stores Orders, which govern all physical property belonging to government - including their purchase, storage, use and disposition - have not been updated since 1968. The Financial Orders which set out the principles and practice of financial management including budgeting, expenditure, accounting and maintenance of bank accounts go back to 1965. A project to review the Stores Orders and

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[10] *Report on Public Finance Legislation Reform,* 2009, prepared by Alick Lazare for the Ministry of Finance and the Caribbean Development Bank.
[11] *Review of the System of Public Procurement using the Organisation for Economic Cooperation and Development/ Development Assistance Committee (OECD/DAC) Methodology - Assessment Report for Belize*, 2010, prepared by Carla Barnett, Godwin Hulse, Iran Tillet-Dominguez, Baxter Matthews for the Inter-American Development Bank and the Ministry of Finance
[12] *Plan to Reform Government Expenditure*, 2007, by Jack Diamond for CARTAC and the Ministry of Finance
[13] Ongoing
[14] November 12, 2010

the Financial Orders has been completed and detailed recommendations have been made to revise and modernise their provisions[15]. A project to review and make recommendation on the system of Public Procurement has also been completed[16]. In both instances, there is delay in implementation of the recommendations.

Other management systems remain woefully outdated notwithstanding past efforts to modernize. In 2004, the Cabinet mandated a "management audit" of government ministries with the following terms of reference:

> *In the conduct of your audit, Cabinet expects that you will lay the groundwork for a more integrated approach to public sector management aimed at improving service delivery through a determination of the optimum utilisation of the human and financial resources available. To achieve this goal, you are required to operate within a framework that encompasses the following considerations:*
>
> - *Audit all Ministries and departments of Government focusing on current organisational structure, staff complement, adequate resources and planning;*
> - *Determine the numbers and levels of executive, professional, technical and support staff and assess the level of productivity;*
> - *Assess the work environment as a factor conducive to productivity;*
> - *Recommend specific areas for improvement[17]*

The Findings of the Management Audit Team were based on physical visits across the country to meet with management of staff of ministries and departments. The key findings of the team are set out below:

> Organisational Structure:
> *There is a lack of basic information at all levels within Ministries and Departments on the organisational structure of the Ministries. .. Some staff do not know how departments are configured and do not understand how their job functions relate to the core work of the ministry/department. There appears to be a need to rationalise organisational structures/charts within some Ministries.*
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> Communication:
> *Communication within Ministries – between Central Administration, Departments and with District Offices - appears to be extremely weak and in some case barely existent. ... Many public officers within departments and districts are not aware of developments in the public service or even in their parent ministry. ... Ministries in many cases were not aware of everyday challenges faced by District Offices in getting the job done, and if they were very little was done to address the situation.*

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[15] This revision follows from work done by Alick Lazare and presented in the **Report on Public Finance Legislation Reform,** 2009, prepared for the Ministry of Finance and the Caribbean Development Bank.

[16] **Review of the System of Public Procurement** prepared by Carla Barnett, Godwin Hulse, Iran Tillet-Dominguez, Baxter Matthews for the Inter-American Development Bank and the Ministry of Finance has been followed by the preparation of the Plan of Action which has been approved by Cabinet and will be launched by the end of November 2010.

[17] Report of the Management Audit Team, 2004

Overlapping of Function:
There appears to be some replication or overlap of functions across ministries and this overlap is compounded by lack of communication.

Leadership and Management:
There is a high incidence of leadership and management styles which de-motivate staff and hamper productivity and efficiency. ... In most ministries, there are no functioning management teams. ... There is insufficient attention paid to basic personnel management functions[18].

Very little is being done in the area of succession planning across the public service. ... There is a need for orientation training for all newcomers into the service including CEOs and contract officers.

Resources:
The allocation of resources within Ministries is not conducive to productivity. ... At district level, there are inadequate supplies to allow effective use of equipment, where these are available, and a lack of funds to conduct maintenance and repairs.

Funding of operational budgets is low relative to salaries and emoluments. For example: In the Ministry of Education: too large a proportion [an estimated 95%] of recurrent budget goes to salaries and emoluments. In the Ministry of Works: expensive capital equipment deteriorating for lack of relatively inexpensive parts;

Vehicles:
The rationalisation of vehicle fleet to more fuel-efficient models should be completed as a matter of priority. Clear principles of openness and transparency have to guide the process of rationalisation of the vehicle fleet.

A significant portion of the use of vehicles and fuels appears to be related to commuting. As a part of the vehicle rationalisation, there is a need to establish the resources [vehicles, spares and fuel] used for commuting as compared to service delivery and consideration given to ways of reducing commuting cost.

Auditor General's Department:
There is a need to strengthen the Audit Department by upgrading computer equipment to allow proper auditing of electronic accounting records, training additional staff [including Senior Staff] in Smart Stream and providing additional staff and resources to allow the Audit Department to undertake value for money auditing on an ongoing basis.

Work Planning
Some planning is taking place but this appears to be in isolation and in the absence of an overall macro-level coordinating strategy[19].

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[18] The Report cites, for example, that performance appraisals were generally not completed on time, there were many incidences of incomplete personnel records, job descriptions were largely outdates and there was no planning for staff training

[19] The Ministry of Natural Resources was engaged in a comprehensive change management process, the Ministry of Health was implementing Health Sector Reform, the Ministry of the Public Service was facilitating the work of the Public Sector Reform Council, the Ministry of Agriculture was preparing a Strategic Planning for sector development and the Ministry of Tourism was preparing to update its Strategic Plan for the sector.

No planning is observed taking place in relation to: coordination across Ministries to optimise resource use or development of ministry and/or department level work plans/programmes to facilitate the establishment of performance targets and the assessment of performance achieved at the end of a programme period.

The Team made a number of recommendations to Cabinet to address the deficiencies which were found in organisation and management and made suggestions for where responsibility for implementation should lie. The main recommendations included:

Review management styles and practices with a view to promoting leadership through training, coaching and mentoring within the public service. In this context, arrange or undertake interventions in those Ministries and departments in which poor interpersonal relations, particularly at the management level, are hampering the effective service delivery.

Implement Performance Contracts for CEOs emphasising planning and accountability for results.

Strengthen the accountability functions of Finance Officers through the re-establishment of the position of Chief Finance Officer in the Ministry of Finance to whom all Finance Officers would be accountable, and re-training of Finance Officers to stress accountability, transparency and value for money.

Provide refresher training for Administrative Officers with a view to improving personnel management practices and strengthening supervision of these practices through stronger monitoring by the Ministry of the Public Service.

Review principles for contractual employment and develop standard forms of employment contracts to be used by Ministries.

Deepen the orientation programme for new Public Officers and extending it to all new officers including CEOs and Contract Officers.

Regularize the procedure for disposal of Government assets through the institutionalisation of open and transparent process with strict guidelines and procedures

Develop an information technology policy which will guide the application of IT to service delivery processes with a view to enhancing performance in the public service.

Institute value for money auditing

Examine cost and benefits of constructing and maintaining administrative buildings in all districts and Belmopan to reduce the use of expensive rental properties and to facilitate more cost-effective groupings of Government Offices.

The recommendations were made to Cabinet in 2004 and they have largely not been addressed[20]. Many of these conditions continue to exist and to hamper the delivery of service to the public.

Crime

Crime, particularly violent crime, is the most immediate issue affecting Belizeans all across the country. Although violent crime appears to be centred in the urban areas, the impact is on the national

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[20] Of this list, only the recommendation to implement Value for Money Auditing has been taken up and the Office of the Auditor General has been building technical capacity in this area.

consciousness with citizens in all districts indicating a high level of fear and a sense of helplessness because of the home invasions, armed robberies, gang shootings and murders which are frequently reported in the media. In addition there appears to be a growing trend of sex crimes against children and women, including sexual assault, trafficking, as well as increasing reports of domestic violence.

Allegations of police officers' involvement in criminal activities, the inability of the justice system as a whole to solve and punish crime effectively, and the fear of victims and witnesses to testify in court have led to the widespread view that criminals can act with impunity. Some suggest that the sense of insecurity at home, on the streets and at work is creating an environment that is akin to mass depression. Whether or not this is so, many indicate that there is a growing desire for escape from the situation by moving away from Belize. It is particularly worrying that even among the very young children, a notable number indicated a desire to live elsewhere, to move to another country in pursuit of peace, security and opportunity to develop themselves in a safe environment.

Many children are exposed to crime and violence during their formative years. The crime that children witness in their schools and on the streets is an extension of the crimes they experience in their home environments. In this situation, there is a growing trend of young people, especially males, increasingly becoming involved in violent crime and at a younger age. The study on Male Social Participation and Violence in Urban Belize[21] conducted by Herbert Gayle, Nelma Mortis and a team of researchers used a number of different methodologies to uncover the realities of young people living in difficult circumstances in urban Belize where they experience violence from an early age and on a daily basis. This situation is also reflected in other studies and in the data collected by the Human Services Department.

Crimes against Children

The data shows that children ages 5 to 9 years and 10 to 14 years comprise the majority of children referred for child protective services.[22] This is followed by children ages 1 to 4 years. The referral rate for girls is 58% compared to boys at 43%. While children ages 5 to 9 are referred mostly for neglect, abandonment, physical and emotional abuse, children ages 10-14 tend to be referred mainly for sexual abuse. Mothers are the main perpetrators of neglect. Both mothers and fathers, and to a lesser extent teachers and babysitters, perpetrate physical and emotional abuse. The main perpetrators of sexual abuse tend to be non-familial persons, followed by stepfathers and fathers.[23] National Child Protection Protocols

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[21]*Male Social Participation and Violence in Urban Belize - An Examination of their Experience with Goals, Guns, Gangs, Gender, God and Governance,* October 2010, by Herbert Gayle, Nelma Mortis, et al,
[22] Child Protection Data, Department of Human Services, Ministry of Human Development and Social Transformation.
[23] Ibid.

have been developed to foster a collaborative inter-Ministerial approach to addressing these child protection issues. However, limited human and financial resources and a lack of a well-defined monitoring system impact on the effectiveness of this national response.

Commercial sexual exploitation of children and adolescents (CSEC) is an emerging child abuse issue in Belize. CSEC is recognised as one of the worst forms of child labour. The International Labour Organisation (ILO) defines CSEC as sexual activity with a child under 18 years in exchange for cash or "in kind"

Types of Child Abuse Reported Countrywide 2004-2007				
Type of Abuse	2004	2005	2006	2007
Neglect	452	299	451	567
Wandering	11	11	18	6
Abandonment	208	82	77	95
Sexual abuse	335	287	327	318
Physical abuse	270	170	213	226
Emotional abuse	54	27	37	25
Trafficking	3	2	22	49
Total Child Abuse	1,330	893	1,102	1,298
Total other support services	694	415	821	923
Source: Department of Human Services. Child Protection Data from 2004 to 2007.				

payments such as the payment of school fees, food, clothing and telephone expenses. A lack of family support and instability, poverty and consumerism were named as major factors contributing to CSEC in Belize. A recent study[24] which profiled 30 children who were victims of CSEC revealed that these children had run away from home at least once and lived mostly in single parent homes in which the father was absent. Some had been sexually molested prior to the age of 12. Many of these children frequently drank alcohol and smoked cigarettes. Some had children and one was HIV positive. They all lived in conditions of poverty. One of the most astonishing findings of the CSEC Study is the level of parental involvement in promoting CSEC activities.[25] The main perpetrators are adult men residing in Belize although there is a growing CSEC issue now confronting the tourism industry.[26]

The Criminal Code does not specifically address commercial sexual exploitation of children and its related offenses, such as sex tourism and pornography. It only addresses carnal knowledge, rape, and sexual assault as criminal offences. Laws addressing sexual crimes are gender biased and remain hostile towards children who experience double victimisation when they seek justice.[27] Many cases related to sexual abuse and other forms of gender based violence are dropped before they are heard in the Supreme Court. One report states, "This power that parents hold is, in fact, the main reason cited for withdrawal of

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[24] Catzim, Adele; Haylock, Diane; Lovell, Jennifer, (2006), A Situation Analysis of Commercial Sexual Exploitation among Children and Adolescents in Belize, prepared for NCFC and ILO-IPEC.
[25] Catzim et. al. (2006). A Situation Analysis of Commercial Sexual Exploitation of Children and Adolescents in Belize,
[26] Personal communication with Belize Tourism Bureay personnel. (2010)
[27] Shaw, Diana. (2006). Law Reform on Commercial Sexual Exploitation in Belize. ILO-IPEC and NCFC.

accusations brought before the law courts, based on reasons that are far from the child's best interests."[28] It reported that that most sexual offence cases are not prosecuted due to either a lack of evidence or the withdrawal of cases. Data from 2004 to 2008 reveal that on average, approximately one-half of all sexual offences cases were dropped before they went to trial.[29]

The police's capacity for forensic evidence gathering and reporting, the willingness of medical examiners to testify in court and the lack of willingness of parents to collaborate on cases of crimes against children make children extremely vulnerable to abuse. The NCFC and the NWC recognise the need to make the legislative framework more cohesive, more gender neutral and more human rights-oriented. In this regard, the NCFC and the NWC have included specific legal reform provisions in the National Plan of Action for Children and Adolescents (NPA) [30] and the proposed National Gender Policy (2010)[31].

Violence from the Home to the Streets

Belize has a domestic violence registration system coordinated by the Women's Department. The reported cases of domestic violence ranged from 1,240 in 2003 to 1,669 in 2008. A majority of victims are in their most productive and reproductive years (20 to 49 years). These are mainly married women or women in common-law unions although single women and women who are separated, or in visiting relationships, also report domestic violence. Since 2004, between 6% and 8% of domestic violence reports were of pregnant women. The number of men reporting domestic violence has increased from 11% in 2004 to 18% in 2008.[32] The aggressors tended to fall within the same age group as victims (20 to 49 years). Young men ages 14-19 are also reported as perpetrators.[33] An emerging issue is the report of women who indicate being beaten by their teenage sons.[34] Alcohol is one of the main triggers of domestic violence,

Domestic violence remains one of the factors contributing to Belize's high HIV rate and the links between domestic violence, HIV and women's access to health services have been confirmed in a study[35] which also posits that these issues must be addressed from a human rights perspective and within an integrated approach. This means that resources for HIV, sexual and reproductive health issues, domestic violence,

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[28] Youth Enhancement Services [YES] project proposal document, ILO-IPEC Project on Commercial Sexual Exploitation of Children and Adolescents in Belize. (2007).
[29] Catzim et. al. (2006). A Situation Analysis of Commercial Sexual Exploitation of Children and Adolescents in Belize, NCFC and ILO-IPEC
[30] -------- (2003), National Plan of Action for Children and Adolescents, NCFC.
[31] -------- (2010), Draft National Gender Policy, NWC.
[32] Domestic Violence Reports, Epidemiology Unit, Ministry of Health as cited in Catzim, Adele, (2010), A Situation Analysis of Gender Issues in Belize, NWC/UNICEF/UNDP.
[33] Ibid.
[34] 2009 consultations with women during the development of the Draft National Gender Policy for Belize.
[35] ------- Domestic Violence and HIV Study in Belize, PAHO and Ministry of Health.

child protection and related issues of gender-based discrimination must be considered as a whole rather than as separate issues that have no connectivity.

One of the main achievements of the national response to gender-based violence is the passage of a new Domestic Violence Act in 2007. A National Plan of Action for Gender-Based Violence (2007-2009) was also developed. The five goals contained in the Plan include the promotion of an integrated response that addresses law enforcement and health, a reduction in gender-based violence, providing comprehensive support services for victims, rehabilitating perpetrators and promoting a zero-tolerance approach to gender-based violence.[36]

Youth and Violence on the Streets

Much of the hopelessness, helplessness and fear exhibited by this generation are a response to the high levels of crime and violence in which they live. They experience this at home, at school and across society, making it their norm rather than an occasional occurrence. With crime and violence so deeply embedded in their psyche, children and adolescents can easily become perpetrators or victims of crime. In his study on crime and violence, Rosberg (2005)[37] reports that the fear of crime in the home is highest for children and adolescents in Belize City (14.3%) compared to the rest of the country. He also demonstrated that the type and intensity of physical, mental and emotional abuse was positively

Some Behaviour Patterns of Children Who are Abused	
Repeating a Year of School:	Children and adolescents in Belize whose mothers do not live at home with them are more likely to fail a year of school than others.
Wanting to Join a Gang:	Children and adolescents whose mothers do not live at home – most especially boys- are most likely to consider joining a gang. Being kept home from school to work and being left home alone are also statistically significant predictors.
Carrying Drugs:	Children and adolescents who have been left home alone are also more like to carry drugs than those not left home alone. This behaviour was especially true for boys and girls who experienced physical abuse as a form of discipline.
Selling Drugs:	Girls who had been lashed are more likely to report having sold drugs than those who had not been lashed.
Engaged in Sex for a Gift	Boys who have been cut with a knife as a form of discipline are more likely than those who have not to have engaged in sexual intercourse to receive a gift in return. Similarly, they are more likely to have engaged in sex for a gift if they had been disciplined so severely that they had to be taken to the hospital. Girls who have been deliberately knocked because of disciplining report being more likely than those who have not to have engaged in sex to receive a gift in exchange.
Posing Nude for Pictures	Both boys and girls who report feeling that their fathers did not love them are more likely to have posed nude for pictures than boys and girls who believed their father loved them.
Source: Cited from Rosberg, Michael. (2005). The Impact of Crime and Violence on Children and Adolescents in Belize.	

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[36] National Plan of Action for Gender Based Violence (2009-2011). Women's Department.

[37] Rosberg, Michael. (2005), The Impact of Crime and Violence on Children and Adolescents, Community Rehabilitation Department and UNICEF.

correlated with different types of anti-social behaviours exhibited by boys and girls across the country. The table below summarises these behaviour patterns.

A Caribbean Community and Common Market (CARICOM) Report states that "young people generally see themselves making progress towards their dreams and aspirations in five years, although those who grapple with survival on a day-to-day basis are so consumed with hopelessness and despair that they are either resigned to being dead, struggling or incarcerated in five years; or unable or afraid to envision tomorrow because today is so dark and uncertain."[38] Related to this, 85% of young people aged 15 to 29 indicated that they would migrate to another country if they had the opportunity and resources to do so.

Young people who participated in the Horizon 2020 consultations also expressed the same high levels of hopelessness, helplessness, fear, anger and hurt that was captured in other studies. One young man in a commented that living to the age of 32 years is considered a major achievement for young black men from Southside Belize City. Others expressed their dreams of migrating to another country. The Gayle 2010 report[39] told the same stores which were related in the meetings of young people who participated in Horizon 2030 consultations sessions. As illustrated in a UNICEF book[40] produced 20 years ago, these feelings and the cry for love and attention resonated loudly among children in Belize.

Because of poverty, child abuse, school dropout and malnutrition, children face a grim reality. In this context, it becomes difficult for young people to imagine a future of hope, freedom from violence and respect for humanity. This becomes a serious concern for national development planning as the feeling of hopelessness, despair and apathy rings through in the voices of vulnerable or at-risk youth. Without their physical, social and emotional needs being met children and youth become vulnerable to recruitment into organised criminal activities.

> A child is a gift
> To be appreciated
> Respected
> And protected.
>
> Tomorrow's Adult
> Is today's child
> Educated, loved
> Or neglected.
>
> What kind of people
> Have we tomorrow?
> Peaceful, responsible
> And confident?
>
> It all depends on today's child
> Abused
> Cherished
> Or exploited.
>
> (written by a 12 yr. old)
> Source: Voices of Belizean Children. Belize City, Belize; Ministry of Education and UNICEF. 1990

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[38] ----------(November, 2009). Draft CARICOM Commision on Youth Development Report.
[39] Gayle, Herbert et. al. (2010). Male Social Participation in Violence in Urban Belize.
[40] ------- (1990). Voices of Belizean Children. Ministry of Education and UNICEF.

The trafficking of narcotics is recognised as one of the major causes of high rates of crime and violence across the Caribbean[41] and in Belize.[42] Belize's National Security Strategy (2009) states that Belize is a drug trans-shipment point and that drug trafficking is Belize's greatest criminal threat. The Strategy recognises that young people, mostly young men, are easily recruited into this drug operation which provides enough profit to make it an enticing undertaking. The Strategy links this international narcotics operation to gang related crimes in Belize. It also points out that Belizean deportees from the United States (mostly men aged 20 to 39 years), play a key role in the exacerbation of violent crimes.

The murder rate has not abated despite efforts to curb criminal activity. The 2009 Poverty Assessment Report[43] states that, "The murder rate in Belize (31 per 100,000 population) is now one of the highest in the world", with about one-half (40%) of murders occurring in Belize City's Southside communities. Motives for the murders, as reported in the study, included robbery, altercations/ disputes and feuds, drug dealings and domestic disputes. Many of the murders were gang-related with boys below 15 years of age being deliberately recruited into this type of criminal activity. In 2009 alone, 1,749 cases of possession of controlled drugs and 315 cases of drug trafficking were lodged at magistrate courts across the country. There were also 137 cases of attempted murder, 63 cases of murder, 512 cases of burglary, 457 cases of handling stolen goods, 909 cases of theft and 326 cases of robbery lodged at magistrate courts across the country. The overall conviction rate for murder cases was estimated at below 10%.[44] This low conviction rate is affected by "massive gaps between the learned judiciaries who are forced to follow procedures and poorly trained police officers who expect the former to work miracles."[45] Problems include:

- Poor investigation
- Poor case preparation
- Loose management of police human resources with the effect that unskilled persons are doing things they cannot manage
- Poor communication and blaming of each other
- Corruption among magistrates and lawyers
- Protection of pride
- Political corruption and interference

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[41] ----------(November, 2009). Draft CARICOM Commision on Youth Development Report.
[42] --------- (2009). Belize's National Security Strategy Ministry of National Security.
[43] Halcrow Group Ltd. and the Belize National Assessment Team. (December, 2009). Final Draft Report. Country Poverty Assessment. CDB and Government of Belize.
[44] Figures from the Magistrates Court. 2010.
[45] Gayle, Herbert et. al. (2010). Male Social Participation in Violence in Urban Belize. Pg. 12

A National Youth Development Policy[46] was developed in 2006. It outlines strategic interventions to address the above stated issues. However, implementation has been slow. Meanwhile, the critical situation of adolescents and youth continues to worsen. The high rate of "nolle prosequi" not only for sex crimes but for murders and other serious crimes is testimony to the breakdown of law and order in the society and of the society's limited capacity to respond effectively.

The National Security Strategy (2009) acknowledges that there are wider socio-economic and global issues (such as international drug trafficking) that contribute to Belize's high crime rate. The Strategy calls for a more integrated response to the crime situation. A strengthened criminal justice system and respect for the rule of law are priority goals. The Strategy recognises the judiciary as the "cornerstone" of the criminal justice system and as a "guarantor of individual freedoms and equal treatment of all Belizeans regardless of their ethnic background, gender, religion or political beliefs." This Strategy is timely given the urgent need to invest in creating a more equitable justice system in Belize.

In some ways, the detailed research done by Herbert Gayle and team and the establishment of the RESTORE Belize programme are loosely in keeping with the recommendation of the Crooks Report[47] to take a multi-pronged approach to crime reduction which would see (i) research on the factors associated with crime and (ii) socio-economic interventions as parts of an integrated effort to reduce crime and violence - an effort which brings together the various strategies which have been developed and includes the participation of a broad range of stakeholder groups.

> The more focused programmes mentioned ... should include a group of volunteer graduate/ post graduate students under professional guidance to gather data for a better understanding of some specific but locally generated factors associated with violence and the murder rate in the Southside. As time and effort are of the essence this should coincide with a MASSIVE BIPARTISAN/ PUBLIC/ PRIVATE sector partnership supported by international financing to strengthen focused socioeconomic interventions. The Government's 360 degree approach will have to be integrated with the crime reduction plans of the Crime Control Council, along with prioritised action plans, timelines and budgets. NGO's and a volunteer corps would also have to be galvanized. BELIZEANS CAN DO IT BUT THE GOVERNMENT AND OPPOSITION MUST COOPERATE AND LEAD.
>
> From the Crooks Report

Pillar II - Education for Development

Without doubt, Belize is not adequately educating its people; and an inadequately educated population is one that is unable to solve its own problems. Recent data indicates that more than 11,000 primary school children are not attending school and that almost 60% of the secondary school age population is not

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[46] Tun, Isabel, (2006), Draft National Youth Policy, Youth for the Future

[47] *Review of the Police Department* by Harold Crooks, Police Consultant for the Ministry of National Security, November 2008

enrolled in school. The implication of these statistics is tremendous. They mean, firstly, that a significant portion of the population is not being educated to basic standards of literacy and numeracy as is provided in primary school. They also mean that over half of the youth population does not have access to basic education for employment - entry level jobs require high school diplomas. Therefore the majority of young people enter the working age population without achieving the minimum qualifications for employment. They are, therefore, largely unemployed or unemployable.

What about the minority that is fortunate to get a high school education? Private sector employers indicate that graduates largely lack the confidence to function independently in a working environment and there is a great need for "spoon feeding". The education system is not teaching the skills and competencies that are relevant to Belize's development needs. There should be greater focus on science and technology as well as arts and culture. The current focus appears to be on liberal arts and management studies.

> All children have a right to a good education;
> To build a strong and prosperous nation.
> Condemnation by adults will cause frustration.
> But a variety of sports will create athletic sensation.
>
> All children have a right to proper food
> To simulate the brain and maintain a good mood;
> To grow healthy, wealthy, wise and shrewd;
> Good moral standard to maintain'
> And evil thoughts to elude.
>
> *Age 11*
> *Source: Voice of Belizean Children. Ministry of Education, Youth and Sports and UNICEF (1990)*

The reality is that there are quantity issues as well quality issues to be addressed in the education sector. On the quantity side, the cost of education, especially of secondary education, makes education inaccessible to many families. The number of high school places is also grossly inadequate. Furthermore, there are vast inequities in distribution of subsidies provided by government to schools with schools at the high end of the spectrum receiving almost twice the financial contribution per student than schools at the lower end of the spectrum. On the quality side, employers and parents expressed the view that the current education system appears to be creating youth without confidence in themselves and in their capabilities.

Pre-School Education and Early Childhood Development

Pre-school education targets children between the ages 3 - 5 years. In 1996, RME Consultants[48] reported that in 1980 when the Pre-school Education Unit was formed, it was conceived as an inter-ministerial effort that would deliver care and attention in a holistic manner. The Government's pre-school education programme was, therefore, co-sponsored by the Ministries of Education, Health and Social Services with support from UNICEF. The concept envisioned the active involvement of pre-school teachers, parents,

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[48] *Evaluation of Early Childhood Education in Belize (1981-1995),* November 1996, prepared by RME Consultants for the Ministry of Education and UNICEF.

social workers, health officials, nurses, and others who impacted on children's lives. However, by 1984, the Unit was fully absorbed into the Ministry of Education, with little or no participation by other ministries, departments and agencies[49].

During the period up to 1995, pre-school enrolment appeared to be growing slower than Government's expectations.[50] Prior to 1980, pre-school education was delivered solely by private owners and voluntary agencies with most of the schools located in Belize City. In 1980, the participation rate in urban centres was 26.1% and increased to 45.4% by 1991. In rural communities the participation rate grew from 0.9% to 10.7% over that period. By 1995, there were 26 community, 27 church-operated and 23 private pre-schools along with 4 organisational and 7 government pre-schools. Church operated pre-schools were attached to their primary schools. This demonstrated increased accessibility, affordability and participation by children in both urban and rural locations. Yet, the low levels of trained teachers and the emphasis on urban centres remained major challenges.

By 2009, there were a total of 182 pre-schools operating in Belize: 30 are fully funded by Government, 104 are Government assisted schools and 48 are private or specially assisted schools[51]. Enrolment in pre-schools has increased from 3,100 students to 6,034 students over the last five years.[52] The gross enrolment ratio increased from 26.8% in 2001/2002 to 35.7% in the 2007/2008 school year. The government now pays the salaries for 215 pre-school teachers (as opposed to 21 in 2003), therefore early education programmes are also more affordable for parents.

For most of the last two decades the Pre-school Education Unit sought to pursue the original concept of pre-school education as needing to focus on children ages 0 to 6 years, being holistic, having high levels of community ownership and being delivered though inter-ministerial collaboration. This included the development of a Draft Integrated Early Childhood Development Policy (2003) through the National Committee for Families and Children. This Policy was not officially adopted and is currently being revised. More recently, the Pre-school Unit was upgraded to an Early Childhood Development Centre. The Ministry of Education is pursuing a policy of linking pre-schools with primary schools to improve access in both urban and rural communities. To support the expansion of pre-school education, the government has also employed additional early childhood education coordinators and the pre-school

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[49] In 1981 and 1982, nurses visited all pre-schools to conduct preliminary health screenings. These were discontinued shortly after due to limited financial and human resources. Ibid

[50] The evaluation report states that "If parents are not convinced that exposure to pre-school experiences makes a difference in the child's development, the availability of the service is not enough to guarantee participation, even if it is free." (page 26)

[51] Abstract of Education Statistics (2008-2009), Planning Unit, Ministry of Education.

[52] Education at a Glance, (2008-2009), Planning Unit, Ministry of Education.

curriculum was revised to create linkages with the infant curriculum in primary schools. There is also an increase in public awareness and parent education activities taking place across the country.

During the 1990s pre-schools were to function under the aegis of District Education Management Teams in each district. These teams were to work closely with the District Education Officer and facilitate collaboration among school managers across denominations and other school administrators as well as access resources collectively and encourage information sharing and learning, supervision and advice. The RME report states that although rules and regulations for Pre-school Centres were developed since 1980, and revised several times, these were never officially adopted. Therefore, by 1996, monitoring and evaluation of pre-school education was reported to be limited.

The lack of legislation for regulating pre-schools and human resource constraints are major challenges affecting standardisation and quality of pre-school education in Belize. A lack of coordination and collaboration with other social sector ministries also continues to be a major challenge in providing holistic services to pre-school aged children.[53] The completion and ratification of the draft Early Childhood Education Policy is a priority for the Ministry of Education. This draft policy promotes an integrated response to early childhood development including parental support and social protection programmes as well as community intervention initiatives.[54]

Primary Education

At the primary education level, the net enrolment (83.7%) and gross enrolment (95.1%) rates remain relatively high.[57] This is partially due to government financing measures as well as the legal requirement for children aged 5 to 14 years to be enrolled in school. There are slightly more girls than boys enrolled in school and even at this level[58], boys tend to have higher repetition and dropout rates than girls. However, 1 in every 20

Primary School Net Enrolment Rate 2008-2009[55]			
Gender	**Enrolment**	**Population**	**% Enrolled**
Males	29,423	35,587	82.7
Females	28,801	34,011	84.7
TOTAL	**58,224**	**69,598**	**83.7**
Primary School Gross Enrolment Rate 2008-2009[56]			
Gender	**Enrolment**	**Population**	**% Enrolled**
Males	33,681	35,587	94.6
Females	32,477	34,011	95.5
TOTAL	**66,158**	**69,598**	**95.1**
Source: Abstract of Education Statistics (2008). **Ministry of Education**			

primary school age child does not attend primary school. The MDG Scorecard for Belize states that Belize needs to focus education on the policy and strategies "that would help reach full parity with boys

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[53] Presentation by the Director of the Early Childhood Development Programme in the Ministry of Education, March, 2009.
[54] Ibid.
[55] Abstract of Education Statistics (2008), Ministry of Education
[56] Ibid.
[57] Abstract of Education Statistics (2008). Ministry of Education
[58] For every 100 girls enrolled in primary school, there are 101 boys. Ibid.

and girls at the primary school level.[59] The average primary school repetition rate since 2004 shows a downward trend. However, the average primary school dropout rates show an increasing trend. This may indicate that rather than repeating the school year, children drop out of school completely. Both the dropout rate and the repetition rate are consistently higher for boys, indicating a need to focus on the gender-related dimensions of this issue.

Secondary Education

This low secondary school enrolment rate is a major development concern. As far back as 1992, the low levels of secondary school enrolment and completion was linked to the present human resource constraints facing Belize. This situation:

> *"has led to serious shortages of trained persons such as doctors, nurses and other medical technicians; social scientists, economists, technocrats, teachers and other professionals; and artisans and other entrepreneurs give rise to a particularly urgent need for GOB to remove all obstacles that inhibit universal secondary education."*[60]

In 2006, the Multiple Indicator Cluster Survey (MICS) reported that only 58.7% of children who are of secondary school age are attending secondary school and of the remaining 41.3%, approximately 14.9% are in primary school. The remaining 26.4% are out of school. The secondary school net enrolment rate for the 2008/2009 school year was very low at 40.7%. The net enrolment rate for boys was even lower at 37.4% than for girls at 44.1%. The gross

Secondary School Net Enrolment Rate 2008/09			
Gender	**Enrolment**	**Population**	**% Enrolled**
Males	6,314	16,895	37.4
Females	7,193	16,322	44.1
TOTAL	**13,507**	**33,217**	**40.7**
Secondary School Gross Enrolment Rate 2008/09			
Gender	**Enrolment**	**Population**	**% Enrolled**
Males	8,408	16,895	49.8
Females	9,207	16,322	56.4
TOTAL	**17,615**	**33,217**	**53.0**
Source: Abstract of Education (2008). Ministry of Education			

enrolment rate for the 2008/2009 school year was 53.5%. The enrolment rate for boys was also lower than for girls at 49.8% compared with 56.4% for girls.[61] This means that about one-half of children of secondary school age are not in secondary schools.

There was a dip in the secondary school repetition rate in 2006/2007. The rate increased again in the 2007/2008 school year and tapered off slightly in 2008/2009. As with the trend at the primary school level, there was a reported increase in the secondary school dropout rate since 2004. Approximately one out of every 10 enrolled students drop out of secondary school. For boys, this increases to almost 1.3 out of every 10. The dropout rate for girls is lower but also shows an increasing trend. The higher primary

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[59] MDG Scorecard and Report (2010), Government of Belize.
[60] Secondary School Finance Task Force. (1992), Ministry of Education
[61] Abstract of Education Statistics (2008), Ministry of Education.

and secondary repetition and dropout rates for boys compared with girls, indicates a need for greater gender responsiveness, including in the design and delivery of the curriculum and in the establishment of support mechanisms that will allow children to stay in school.

**Average Secondary School Dropout Rates
by Sex of Student
2004/2005-2008/2009**

	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Total	6.5%	10.4%	9.6%	10.1%	10.5%
Male	7.1%	12.1%	11.8%	12.5%	12.5%
Female	6.0%	8.9%	7.6%	8.0%	8.6%
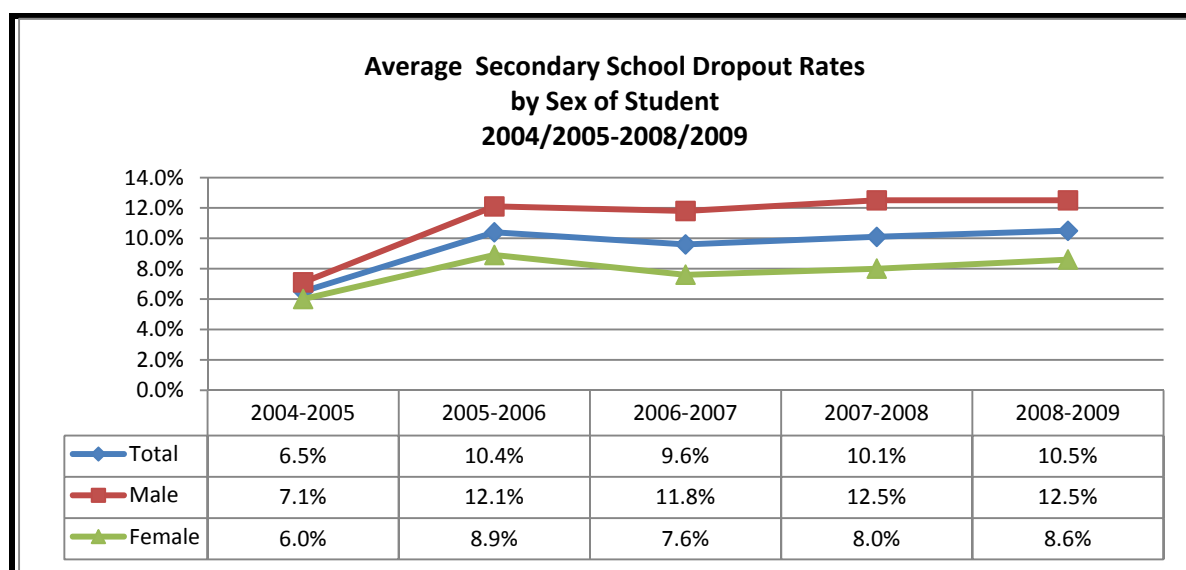
The cost of secondary education and the lack of secondary school spaces were noted at the 2004 National Education Summit[62] as being among the major impediments to accessibility. The issue of secondary education financing was raised as far back as 1992 in a Report on the Cost and Financing of Secondary Education in Belize conducted by a Secondary School Finance Task Force.

> *the financing systems at secondary schools, as well as in different support areas within the Ministry of Education, were neither comprehensive nor systematic. For the most part, this was due to the lack of clear national guidelines and rational precedents. Also observed was that the structures of most of the secondary schools were not designed to handle the current size of the secondary school system both in terms of the student body and the innovations in today's technology"[63].*

It pointed out that government assumed about 78.5% of the estimated cost of secondary education, with the family bearing directly almost all of the remaining cost. The portion borne by government was even larger when tuition grant was added to the salary grant. Government's subsidy amounted to 91.3% of schools' salary bills inclusive of social security (93.7% excluding social security). This meant that the school management authorities were not bearing a significant portion of the cost of secondary education.

Based on the method use to allocate the tuition grant, schools with the highest tuition rates, the highest numbers of qualified teachers and the lowest student-teacher ratios had an unfair advantage over other

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[62] Maheia, Dian, Report of the Education Summit
[63] Report of the Secondary School Task Force, January 1992, Ministry of Education, Youth and Sports. Pg. 8

secondary school. For example, fees for the entire four years of secondary school varied widely, ranging from $545 to $3,520 per student. Since the implementation of the tuition grant, funds continued to be inequitably allocated among government-owned and government-aided secondary schools ranging from $25 to $60 per month per student. This disparity was noted from its inception, but no action was taken to develop a more equitable financing scheme.

This 1992 report called for the restructuring of education financing at the secondary school level and requested that planning the expansion of secondary education address the "major obstacles to student access in terms of space, quality of instruction and just and fair opportunity."[64] For example, while financing was a priority, there was also a dire need for more secondary school spaces and better use of existing school resources in some secondary schools. Almost 20 years later, the Ministry has begun to restructure the financing of secondary education. In an apparent effort to smooth the process and offset resistance by some school management authorities, the Government has implemented a public education campaign on this issue.[65]

At the National Education Summit of 2004 and a Conference on the "Unspoken Gender Dimensions" of Education (2007) it was acknowledged that education finance reform would have to be complemented by other strategies to enhance education in Belize. In addition to adding more classrooms, increasing staff size and equipping schools, the study recommended that schools address the "environmental issues that stand in the way of attending school" and that hamper learning. The 2010 MDG Scorecard, for example, demonstrates that gender socialization (among other issues), impacts the gender disparities evident in primary and secondary school enrolment, repetition and drop-out rates.

The recently completed study by Gayle *et. al.*[66] points to three broad factors militating against the education system meeting its millennium goals.

- First, school resources are not enough to address the needs of the children, and hence a large number of children are being left behind;

- Second, the school system is outdated and structurally flawed, set on a colonial frame that no longer exists in the region, one that operates to produce only a few elite students;

- Thirdly, the 59 schools studied are facing numerous challenges brought on by poverty and vulnerable, violent human ecologies, and poorly developed facilities for youth countrywide. This forces the schools to operate as welfare centres and robs teachers of time and energy to teach.

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[64] Ibid.

[65] See Ministry of Education public service announcement on Education Finance Reform currently showing on the Channel 7 television station during the new broadcast.

[66] Gayle, Herbert et. al. (2010), Male Social Participation in Violence in Urban Belize: Summary Report.

During the community consultations and again in sector meetings held during the preparation of Horizon 2030, recommendations mirror and validate those from the 2004 Education Summit. The Education Summit called for social issues like crime, hunger, poverty, gender socialisation and learning disabilities to be addressed as these have an impact on access to education. More specific recommendations included the need to:

- re-distribute financing to promote equity in access to education,
- address poverty in targeted communities,
- create incentives to attract and retain qualified teachers,
- reduce the student to teacher ratio,
- expand vocational education,
- re-introduce gardening,
- integrate the expressive arts and sport into the curriculum,
- expand continuing education opportunities,
- build character education and civic pride,
- create an integrated student support system and
- align the curriculum with national development priorities.

Indeed, in the discussion of the state of secondary education in Belize, many stakeholders expressed the view that the required changes are obvious, widely known, overly studied and are hampered in their implementation by the church/and state partnership. For stakeholders, the main focus of the education system must be the children and their future. The state, the churches and the teachers are very important parts of the education system, but they are not and ought not to be the primary concern.   Parents acknowledged that they need to become more involved, not only to discharge their responsibilities to their children, but also as taxpayers and as citizens with a stake in the development of their communities and the country as a whole. However, some parents felt that neither the Ministry of Education nor education managements do enough to promote parental participation in school affairs and some related instances where school managements appeared to discourage such involvement.

A significant number of stakeholders expressed the desire for the dissolution of the church-state partnership in education given the current exclusion of a large percentage of young people from education at all levels and weaknesses in the delivery of education to those young people who are enrolled in a school.   They feel that the issues in the education sector reflect structural weaknesses and they recommended a separation of roles and functions, with the churches focusing on religion and spirituality and the state assuming full responsibility for education and training.   This would better facilitate assigning trained education managers to schools; devising a more equitable formula for allocating financial resources and subjecting schools to rigorous financial reporting, performance monitoring and evaluation processes. They also feel that if churches want to run educational institutions, they should do that as private institutions, not with public sector resources.

Many stakeholders felt that the issues facing the education sector are symptomatic of managerial weaknesses that can be addressed through improvements in the legal and regulatory framework, such as the ongoing work to implement the Education Act as amended in 2010, strengthening of education management and leadership through training of managers and principals, and strengthening of teacher training processes. These initiatives, coupled with increased and closer supervision and monitoring by the Ministry of Education and increased participation by parents can lead to significant improvements in education outcomes and results.

For the most part, though, stakeholders - especially parents - just want an education system delivers good and holistic education and is accessible. Fees should not stand in the way of the children, especially at primary school and secondary levels. They would like to see urgent attention paid to the structure and functioning of the system and are prepared to support dismantling of the church-state system if the two parties cannot get together to address the fundamental issues of access, equity and accountability for education outcomes and for funds received.

Tertiary Education

Since 1990 there has been an increase in the number of Junior Colleges established across the country. They complement the three universities: The University of Belize (UB), the University of the West Indies (UWI) and Galen University. All tertiary level education institutions provide programmes for both full-time and part-time students. The cost of tertiary level education remains one of the main impediments to access. According to one source[67] enrolment rate for students at the tertiary level remains low at an estimated 4%, one of the lowest in Central American and the Caribbean. As is the trend for primary and secondary education, more women (2,300) are enrolled in tertiary level programmes than men (1,281)[68]. While access has expanded over the last decade, local communities call for the use of technology to increase access to tertiary education opportunities and private sector agencies propose the strengthening of the curriculum so that it can be more relevant to Belize's long term development needs.

Adult and Continuing Education (ACE)

A Ministry of Education Report on National Adult Education and Learning in Belize defines adult education as "any learning or educational activity at any level in which an adult is engaged". It defines continuing education as "not being confined to an age group and encompassing education at any level with or without the formal system."[69] The Ministry of Education recognises that due to rapid advances in

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[67] UNESCO cited in Gayle et. al. Male Social Participation in Violence in Urban Belize: Summary Report. 2010, pg. 10
[68] Education Abstract of Statistics. 2008/2009. Ministry of Education.
[69] National Learning and Education in Belize: Updated 2009, Ministry of Education.

technology, the growth of the tourism sector and the need to enhance employability, workers must constantly engage in lifelong training activities.

Belize's Education Act makes provision for further education and training of Belizeans in professional, technical, vocational and continuing education institutions. The Literacy Council of Belize was established 1992 with the main objective of eradicating illiteracy in Belize. But the 2000 Census data revealed that English language literacy was still a significant problem in Belize. ACE programmes in Belize are not formalized. There is a lack of a national coordination mechanism for all ALE/ACE programmes so that the quality and quantity of these programmes cannot be accurately determined. There are also no established standards or certification process for institutions providing ACE programmes, although the Institute of Technical Vocation Education and Training (ITVET) is in the process of becoming regionally certified.

The Government currently assigns no separate budget allocation for Adult Education Programmes. However, funding is provided through annual budgets allocated for the education system overall with some financing going directly to the Employment Training and Education Services (ETES) area of the Ministry of Education. ACE programmes in Belize are also co-funded by international development agencies which support both Government and non-Government ACE programmes. The ITVET Project, was, for example, co-financed by the Caribbean Development Bank and the Government of Belize. In 2005, the TVET Act did not confine the delivery of its education and training programmes only to secondary school students. It has the potential of offering adult and continuing education to a wide range of target populations, once they were at least 15 years of age.[70] Therefore, children who drop out of primary school or the first two years of secondary school (where the majority of dropouts occur) are not targeted. However, the ITVET programme is envisioned as a technical school that aims to produce technicians who are qualified to meet the technological and technical needs of Belize now and in the future. Unlike primary, secondary and tertiary education, boys outnumber girls in the enrolment of technical and vocational programmes throughout the country; however, the enrolment of girls has increased noticeably since 2006.[71]

Other programmes target young men and women who are early school leavers as well as youth and adults who wish to access continuing education. For example, the Belize Youth Business Trust programme for enterprise development for youth and adults was funded by the Inter-American Development Bank; UNICEF assisted in funding the YWCA's Helping Early School Leavers Programme (HELP); and the

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[70] Ibid.
[71] Abstracts of Education Statistics (2003-2004 - 2008-2009). Planning Unit. Ministry of Education.

YWCA, through funding from the European Union (EU) also implemented a National Belize Rural Women's Training Programme.

While the YWCA is a Best Practice case, continuing education programmes for young women and men who drop out of the formal education system remain limited. These organisations also provide literacy education and life skills programmes. The target group for these continuing education programmes is young women and men who are often victims of sexual exploitation or child abuse and live in poverty. Counselling, life skills development and peer group support has proven successful in helping these young target groups transform their lives. These programmes have turned

> ***Best Practice Case Study***
>
> The YWCA Belize's "Helping Early School Leavers Programme" (HELP) focuses on improving literacy, math and pre-vocational skills of at-risk young women who are school dropouts. There is also a strong emphasis on social skills, and students learn to make healthy decisions that lead to long-term self development and economic sustainability. The two-year programme was started in 1993, and it has helped many young women to go on to secondary school or prepare themselves for gainful employment.
>
> *(cited from: National Learning and Education in Belize: Updated 2009. Ministry of Education.*

out participants who have become university graduates, small business owners and employees in the hospitality industry.[72]

NGOs like the YWCA and the Youth Enhancement Services (YES) operate on meagre budgets to deliver programmes to provide "second chances" for young girls to either re-integrate into the formal education system or learn a marketable skill. Similar programmes for boys also exist. This includes TUBAL and the YMCA. With this type of support, boys have an opportunity to remain in school and to learn a marketable skill. These programmes help young men and women to develop into productive citizens and stay away from criminal activities. It also provides early school leavers an opportunity to re-think their lives and create a more positive future for themselves. Yet, these programmes have not been articulated nationally as contributors to crime reduction or to creating productive citizens. Rather, they are perceived as marginal to overall crime prevention programming. There is, therefore, a need for greater linkages between ACE programmes and other initiatives aimed, not only at employment generation, but also crime prevention and national development.

The national ACE/ALE assessment report further[73] indicates the need for:

- policy update/or development that focuses on current best practices of ALE/ACE both at the regional and international levels and that this can determine standards and processes for accreditation, certification, monitoring and evaluation.

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[72] Situation Analysis of Gender in Belize, (2010) prepared by Adele Catzim-Sanchez for NWC/UNICEF/UNDP.

[73] National Learning and Education in Belize: Updated 2009, Ministry of Education.

- quick revitalization of the National ACE Unit within which basic research will be conducted at the national level to obtain current information of all ACE/ALE service providers.
- developing a national network and directory for the sharing of information and maximising the use of already limited resources

Education Support Services

The National Resource Centre for Inclusive Education (NRCIE) advocates for the mainstreaming of children with special needs. In 1998, NRCIE's precursor, the Special Education Unit, proposed a Special Education Policy for Belize which outlined the physical, sensory and behavioural, emotional, social and intellectual needs of children in three categories: mild to moderate, moderate to severe and profound to multiple special learning needs. Though it was never officially adopted, the Unit continued to strive towards the achievement of the goals outlined in the policy document. The proposed policy recognised the need for inter-ministerial collaboration and called for appropriate legislation to:

- articulate and reinforce the policy on special education
- secure resources and the appropriate channelling of those resources
- draw attention to policy discrepancies and
- change attitudes towards people with special education needs.

No legislation is in place and the situation has been exacerbated by the lack of adequate support services for children with special learning needs. During the Horizon 2030 consultations, teachers in various parts of the country indicated that they have worked with students who have some form of disability.[74] In one case, a secondary school teacher reported that she has a student with a learning disability that was not diagnosed at the primary school level. While no data exists regarding the number of children with special education needs in Belize, teachers perceived this to be a growing issue that affects learning, retention and dropout.

Decisions regarding mainstreaming are made based on the child's type of disability and learning capacity. The Centre assists in diagnosing learning disabilities and trains teachers to manage special needs children so that they can maximise their learning potential. A Special Olympics Programme is also organised to promote the integration of special needs children in recreation and sporting activities. The Centre also draws attention to the fact that children and adolescents with special needs have a right to sexual and reproductive health information and services. Ethical issues of contraception, sexual activity and child bearing are, therefore, now a part of the discussion on the human rights of children and adolescents with special needs. Supported by the United National Population Fund (UNFPA), NRCIE has been able to

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[74] Interviews with teachers in the Corozal, Orange Walk, Toledo and Stann Creek Districts

provide sexual health information to targeted children and adolescents and their parents.[75] In cases in which the children and adolescents cannot make decisions for themselves, the parents develop the skills needed to make decisions on behalf of their special needs child. Inadequate human and financial resources limit NRCIE's capacity to expand special needs services countrywide. Currently, its services are centred in Belize City, but teachers are increasingly demanding support for managing special needs children across the country.

Psycho-social care and support services

The provision of psycho-social care and support services remains one of the biggest gaps in social sector programming in Belize. Psycho-social care refers to psychological support and social welfare services offered to vulnerable or at-risk populations. It includes child abuse and neglect counselling, pastoral care, care giver support and bereavement counselling.[76] It also includes the provision of nutrition counselling and other forms of counselling such as family planning. It includes social welfare services like the provision of basic food baskets, clothing support, access to shelter and access to cash and in-kind support.

Only a few school counsellors are fully trained. Other school counsellors provide basic counselling services but make referrals for the growing complexity of cases they now encounter. Teachers and students across the country related incidences which required professional intervention.[77] One counselling centre exists in Belize. It is staffed with one full-time professional counsellor who is complemented by social workers. Other psycho-social services such as conditional cash transfers for the growing numbers of poor households are not yet in place although there are plans for the roll out of one such programme in targeted communities. Without a national psycho-social care programme or network, children, parents and teachers are helpless when addressing the numerous social issues that impact on school attendance and performance.

A "Binding Constraint" to Achievement of Long Term Goals: - Economic Resources

If governance and education are the necessary factors for long term social and economic development, they are not sufficient. Economic growth and increased productivity are required to generate the resources necessary - by way of tax revenue, private sector surpluses to invest in economic infrastructure, expanded production and productivity. In this regard, the focus on building resilience in the face of

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[75] Reported at UNFPA meeting, December, 2008
[76] Adopted from the Virginia Department of Health, Division of Disease Prevention, HIV Care Services, Service Standards.
[77] During the Horizon 2030 consultation process, a number of teachers and students shared personal experiences.

international economic fluctuations and promoting productivity in both new and existing productive sectors are very important.

Recent Economic Performance

Belize is a small export-based economy with GDP of $2,703 million in 2009[78]. The economic base has widened beyond the traditional agricultural commodities - sugar, citrus and bananas - which dominated production up to the 1980s, to include tourism and, to a lesser extent, financial services. However, the production of agricultural commodities and tourism account for almost 60% of export of goods and services[79], indicating a high degree of dependence on a narrow range of sectors and products.

Country	Average 1990-99	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
LATIN AMERICA AND THE CARIBBEAN - GDP GROWTH RATES (CONSTANT PRICES) (%)											
Belize	4.6	12.3	5.0	5.1	9.3	4.6	3.0	4.7	1.2	3.8	- 0.5
Latin America and the Caribbean	2.8	4.0	0.4	- 0.4	2.2	6.1	5.0	5.8	5.8	4.1	- 1.8
Latin America	2.8	4.0	0.4	- 0.4	2.2	6.1	5.0	5.8	5.8	4.2	- 1.8
Caribbean	2.3	3.5	1.4	3.5	6.1	3.6	4.0	7.5	3.1	0.8	- 2.2
Source: Statistical Yearbook for Latin America and the Caribbean, various issues, ECLAC											

The growth of the economy over the past 2 decades has, on average, exceeded the growth performance of most Central American and Caribbean countries. Comparative data published by the Economic Commission for Latin America (ECLAC)[80] show real growth in Belize averaging 4.3% per annum between 2000 and 2009 compared with 3.1% per annum for Latin America and Caribbean countries.

Economic growth in Belize was exceptionally high between 2000 and 2005, peaking at 12.3% in 2000. However, by the second half of the decade, growth

Unemployment
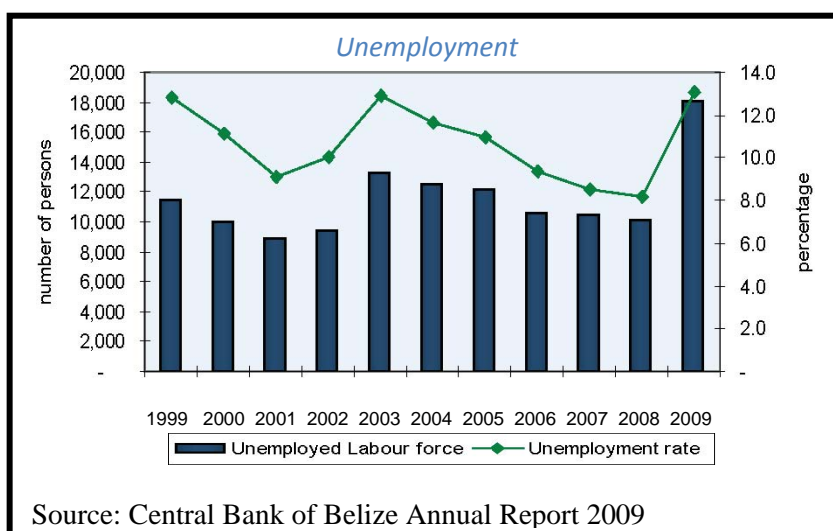
Source: Central Bank of Belize Annual Report 2009

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[78] Economic data is sourced from the Central Bank of Belize Annual Report 2009, the Statistics Institute of Belize Abstract of Statistics 2009, IMF Article IV Consultation Reports.
[79] Central Bank of Belize Annual Report 2008.
[80] Statistical Yearbook for Latin America and the Caribbean (various publications), ECLAC
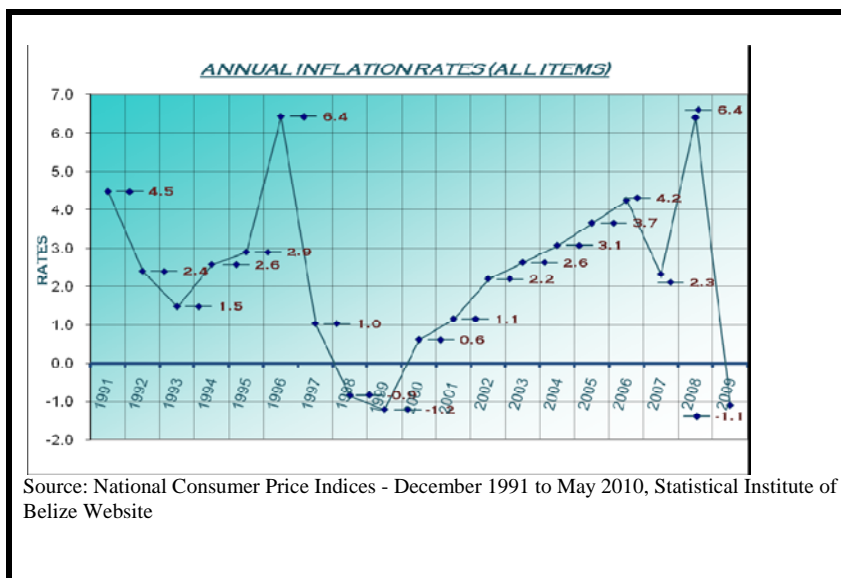
moderated mirroring the adverse impact of trade liberalisation and the dismantling of preferential trade arrangements on the economy; and by 2009, Belize recorded a decline of 0.5% as the effects of global recession affected the domestic economy.

Belize: Key Economic Indicators								
	2002	2003	2004	2005	2006	2007	2008	2009
POPULATION AND EMPLOYMENT								
Population (Thousands)	262.7	271.1	281.1	289.9	299.8	309.8	322.1	333.2
Employed Labour Force (Thousands)	84.7	89.2	95.9	98.6	102.2	111.8	114.5	120.5
Unemployment Rate (%)[1]	10.0	12.9	11.6	11.0	9.4	8.5	8.2	13.1
INCOME								
GDP at Current Market Prices ($mn)	1,865.4	1,976.4	2,112.6	2,229.7	2,426.2	2,563.2	2,717.4	2,707.0
Per Capita GDP ($, Current Mkt. Prices)	7,100.7	7,290.3	7,515.1	7,691.9	8,093.6	8,274.8	8,436.5	8,124.2
Real GDP Growth (%)	5.1	9.3	4.6	3.0	4.7	1.2	3.6	0.0
SECTORAL DISTRIBUTION OF CONSTANT 2000 GDP (%)								
Primary Activities	13.3	16.9	18.1	18.1	16.2	12.8	12.5	11.7
Secondary Activities	17.2	15.2	15.1	14.6	17.5	17.7	18.7	21.4
Services	55.2	53.7	57.8	58.7	57.5	59.9	60.2	53.7
MONEY AND PRICES ($mn)								
Inflation (Annual average percentage change)	2.2	2.6	3.1	3.7	4.2	2.3	6.4	-1.1
Currency and Demand deposits (M1)	358.1	442.6	492.2	516.1	617.9	704.4	706.2	713.3
Quasi-Money (Savings and Time deposits)	705.3	659.7	756.1	815.8	887.1	1,031.7	1,260.4	1,379.9
Annual Change of Money Supply (%)	2.2	3.7	13.2	6.7	13.0	15.4	13.3	6.4
Ratio of M2 to GDP (%)	57.0	55.8	59.1	59.7	62.0	67.7	72.4	77.3
CREDIT ($mn)								
Commercial Bank Loans and Advances	904.6	1,056.6	1,176.5	1,254.7	1,390.5	1,599.6	1,742.4	1,805.4
Public Sector	16.0	30.0	46.3	62.4	48.6	40.8	19.1	8.0
Private Sector	888.6	1,026.6	1,130.2	1,192.3	1,342.8	1,558.8	1,723.3	1,797.4
INTEREST RATE (%)								
Weighted Average Lending Rate	14.5	14.2	14.0	14.3	14.2	14.3	14.1	14.0
Weighted Average Deposit Rate	4.5	4.9	5.2	5.5	5.8	6.0	6.4	6.1
Weighted Average Interest Rate Spread	10.0	9.3	8.8	8.8	8.5	8.3	7.8	7.9
CENTRAL GOVERNMENT FINANCES ($mn)								
Current Revenue	425.8	422.2	451.9	511.5	566.0	651.5	729.4	653.9
Current Expenditure	333.4	393.0	474.1	561.2	550.8	636.1	617.9	661.8
Current Account Surplus(+)/Deficit(-)	92.3	29.1	-22.2	-49.7	15.2	15.3	111.5	-7.9
Capital Expenditure	260.3	276.4	173.2	123.1	97.1	160.4	141.6	113.2
Overall Surplus(+)/Deficit(-)	-108.8	-216.0	-133.6	-152.3	-46.7	-30.8	41.2	-76.2
Ratio of Budget Deficit to GDP at mkt. Prices (%)	-5.8	-10.9	-6.3	-6.8	-1.9	-1.2	1.5	-2.8
Domestic Financing (Net)	-180.9	-62.4	-36.2	-19.0	-8.9	19.3	-23.3	16.9
External Financing (Net)[2]	278.3	380.7	179.9	127.6	56.0	-0.8	-3.3	60.5
BALANCE OF PAYMENTS (US $mn)								
Merchandise Exports (f.o.b.)[3]	309.7	315.5	308.4	325.2	427.1	425.6	480.1	381.9
Merchandise Imports (f.o.b.)	496.9	522.3	480.7	556.2	611.9	642.0	788.2	620.5
Trade Balance	-187.2	-206.8	-172.3	-231.0	-184.8	-216.5	-308.2	-238.7
Remittances (Inflows)	24.3	29.3	30.9	40.9	57.8	70.8	74.1	76.4
Tourism (Inflows)	121.5	149.7	168.1	213.6	254.7	288.7	278.5	256.2
Services (Net)	46.0	71.1	88.2	143.0	210.7	229.9	216.9	183.2
Current Account Balance	-165.3	-184.3	-154.9	-151.2	-25.4	-52.1	-132.4	-93.3
Capital and Financial Flows	168.0	188.5	127.3	147.3	83.2	123.7	235.7	118.1
Gross Change in Official International Reserves	-5.4	-30.1	-31.2	-12.2	49.8	22.9	57.9	47.3
Gross Official International Reserves [4]	114.7	84.6	48.0	35.8	85.6	108.5	166.4	213.7
Import Cover of Reserves (in months)	3.2	2.1	1.4	0.8	1.8	2.3	2.8	4.2
PUBLIC SECTOR DEBT								
Disbursed Outstanding External Debt (US $mn)	632.8	805.9	893.1	970.5	985.7	972.7	957.8	1,015.6
Ratio of Outstanding Debt to GDP at Mkt. Prices (%)	67.8	81.6	84.5	87.1	81.3	75.9	70.4	75.0
External Debt Service Payments (US $mn)	77.3	82.8	96.8	88.9	134.3	133.4	96.9	79.9
External Debt Service Ratio (%)[5]	15.7	15.7	17.8	14.2	17.0	16.2	11.2	11.1
Disbursed Outstanding Domestic Debt ($ mn)	171.9	256.5	278.5	279.4	299.9	321.9	332.8	317.0
Source: Central Bank of Belize								

Even as the economy grew by unprecedented rates between 2000 and 2006, poverty rates in Belize remained steady at around 30-35%[81] pointing to the ineffectiveness of existing economic programmes as means to reduce poverty and suggesting growing inequality in income distribution.

During the past 2 decades, consumer prices have tended to trend below regional and international levels. Inflation spiked to 6.4% in 1996 and 2008 and dipped to -1% in 1998, but for the most part remained between 1% and 4% during the period. With an economy heavily dependent on imports[82] of consumer and investment goods, inflation largely reflects

ANNUAL INFLATION RATES (ALL ITEMS)

Source: National Consumer Price Indices - December 1991 to May 2010, Statistical Institute of Belize Website

international developments, especially increases in international petroleum and food prices.

Between 2000 and 2005, Belize experienced widening balance of payments and fiscal deficits and an escalation in public sector borrowing to close financing gaps. The situation was further exacerbated by a heavy reliance on imports to meet its consumption needs and consequently an inability to escape the adverse impact of rising oil, food and other commodity prices on domestic inflation and cost of living.

Widening imbalances on the external current account contributed to a decline in Belize's foreign reserves to only 0.8 months of imports in 2004, compared with an average of almost 3 months of imports in the preceding 3 years. Reflecting an expansionary fiscal policy to promote economic growth, Central Government's overall deficit averaged 10% of GDP between 2000 and 2004, compared with an average of just over 2% of GDP in the second half of the 1990s. These deficits were covered largely by increased borrowing on the external market and, as a result, total public debt, including publicly guaranteed debt, rose rapidly from an about 45% of GDP in 1996 to just over 100% of GDP in 2003. Much of this borrowing was on the international capital market on non-concessionary terms resulting in a sharp increase in borrowing costs and in the debt service ratio. These developments led to increasing concern

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[81] Country Poverty Assessments of 2002 and 2009
[82] Gross imports averaged 56% of GDP between 2005 and 2009. Source: calculated from data presented in the Central Bank of Belize Annual Report 2009.

about the Government's capacity to meet debt service payments and led to the downgrading of Belize's credit rating twice between July 2004 and June 2005.

By mid-2005, therefore, faced with an unsustainable fiscal deficit and severely eroded foreign reserves, Belize was effectively closed out of both the international capital market and concessionary borrowings from the international financial institutions. Immediate and strong policy action was required to stem further deterioration. By 2006, therefore, the Government began to implement a broad set of adjustment measures to stabilise the fiscal and external debt situation. Once the fiscal indicators began to improve through a combination of expenditure restraint and increased tax effort, Belize was able to approach its external creditors and successfully negotiate a restructuring of the external commercial debt of approximately US$550 million in 2007. These strong policy actions led to improvements in the fiscal and debt fundamentals as well as in the foreign reserve position which began to show significant improvement, amounting to 2.1 months of merchandise imports by the end of 2008.

Exports, Vulnerability and Competitiveness

Although the export base is becoming more diversified, it is still very narrow with the main foreign exchange earners being sugar, bananas, citrus, fisheries [including aquaculture], tourism and more recently petroleum. Prior to 2006, sugar, citrus and bananas and fisheries accounted for up to 65% of merchandise exports. Since the termination of preferential access for bananas and sugar to the EU and US markets and the commencement of petroleum extraction in 2006, petroleum exports accounted for 25% of exports in 2009. These export commodities are very vulnerable to natural disasters and to developments in the international commodity markets which affect price and market access.

Tourism, which emerged in the late 1980s and early 1990s, has benefited from high levels of foreign investment in supporting infrastructure and has become the major foreign exchange earner. Nevertheless, the industry has also been struggling to maintain steady growth in the face of international economic fluctuations. Given the dominance of these sectors, therefore, overall economic activity tends to move in line with their performance. Years of low and declining growth rates coincide with periods of severe weather conditions, dismantling of preferential market access for exports, and more recently the impact of the global financial crisis and recession of 2008, providing evidence of Belize's extreme vulnerability to exogenous shocks..

The impact of these kinds of shock on the economy can be deceptively severe. Heavy rains associated with tropical weather systems in 2007-2008, for example, destroyed agricultural crops and livestock, housing, and economic infrastructure and caused economic losses estimated at about 5.4 % of GDP. These developments reinforce the extreme vulnerability of small and open economies like

Belize and the importance of devising appropriate responses that will cushion Belize as much as possible from their adverse effects.

By 2009, Belize was feeling the effects of the global recession. Tourist arrivals declined, major commodity markets weakened and oil prices fell resulting in a decline in foreign exchange earnings. At the same time, the demand for imports also declined signalling a slowdown in the Belize economy and in 2009 the economy grew negligibly. Indeed, the prolonged global recession has had a negative impact not only on output and exports, but also on fiscal revenue, severely constraining Government's capacity to maintain investment and therefore putting at risk key policy objectives, such as poverty reduction, building new economic infrastructure for growth and development, expansion in education and health service delivery and fighting crime.

The dismantling of preferential arrangements in the markets for Belize's major exports has exposed its major commodity exports to international competition. These commodities have largely developed with little vertical integration in the domestic economy. This is particularly so in the case of sugar and bananas which have no linkages with other products or sectors. In the case of citrus, major investments in agro-processing facilities have led to the production of a range of value added products for export and for the domestic market. Major export markets are in the United States and Europe with less than 10% of trade with regional countries in Central America and the Caribbean.
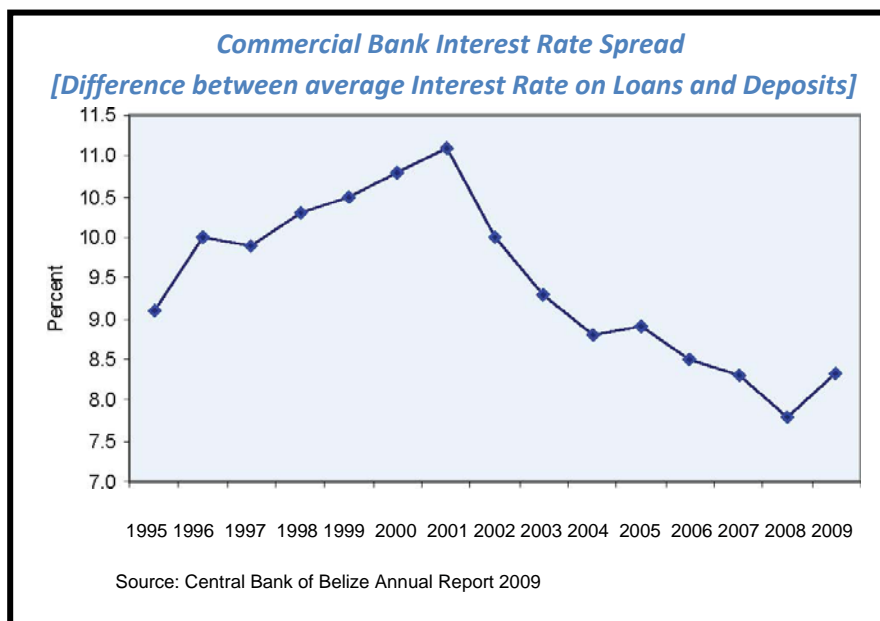
New non-traditional sectors also now have access to regional and global markets and the challenge is effectively build in ancillary services and value added products. Overall, the major challenge is for both traditional and non-traditional activities to be organised on a platform of cost effectiveness and quality improvements in order to be better positioned to compete effectively in the global market.

Export competitiveness is undermined by several factors, among these being limited access to affordable long term investment capital and an under-developed private sector that is not able to take advantage of increasingly available markets arising from regional integration and from negotiation of trade agreements. Moreover, the institutional capacity for engaging in trade negotiations is weak, the private sector seldom participates in these negotiations and trade agreements, once concluded, are slow to be implemented because of lack of capacity in key related areas such as regulation of export promotion, sanitary and phyto-sanitary standards, customs procedures and shipping. The institutional weaknesses reflect human resource gaps and undeveloped institutional/regulatory structures[83].

The domestic capital market is undeveloped. Stakeholders in the private sector, especially in the small

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[83] Belize: Exporting for Growth, Trade Sector Policy Note, 2008, Draft prepared by the IDB for discussion with the Government of Belize.

business sector, cite lack of access to affordable financing as a major barrier to business growth and competitiveness. The domestic financial market is comprised primarily of a few commercial banks, several credit unions and the Development Finance Corporation. Interest rates at the commercial banks are high historically, in the face

Commercial Bank Interest Rate Spread
[Difference between average Interest Rate on Loans and Deposits]

Source: Central Bank of Belize Annual Report 2009

of low domestic inflation and low international interest rates. The average rate on loans remained just above 14% for the period 2002 to 2009 while the average rate on deposits rose slowly from 4.5% to 6%. This wide interest rate spread, which has contracted somewhat in more recent years, may reflect a combination of high risk, high operating costs and lack of competition in the sector.

Although the growth of the small business sector has, over many years, been identified as a key means to increase economic growth and contribute to job creation, the development of a Small Business Development Policy is long overdue. The Belize Export and Investment Development Service (BELTRAIDE) recently commenced the preparation of such a policy which should be completed in 2011. The constraints to small business development include lack of access to affordable financing and related support services and a tax policy that does not promote productive sector activity. Within the productive sector, agriculture sector financing is not available to small farmers[84]. In fact, the institutional support for agricultural development is weak. Farmers complain about a lack of access to market information, decline in the provision of extension services to build technical knowledge among farmers and lack of equal tax treatment across the agriculture sector - some large agricultural producers have been designated as export processing zones to make them more competitive on the international market, but this or similar treatment is not available to small and medium sized farming enterprises.

Tourism has grown into a major sector in the Belizean economy and is one of the primary sources of foreign exchange earnings with an estimated US$290 million in visitor expenditures in 2007. This

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[84] Large farmers in sugar, citrus and bananas are able to access financing largely because their earning are in foreign currency

amounted to 70% of total services exports and approximately 22.4% of total GDP[85]. Over 25% of the employed labour force is in the tourism sector or a tourism related activity. In the last 10 years, the tourism sector has been transformed from one that was based primarily on overnight tourism to one in which cruise tourism is a very significant and growing segment of the market. Between 2000 and 2009 when overnight tourist arrivals grew from 195,766 to 245,007, cruise ship arrivals exploded from 58,131 to 705,219[86].

This rapid growth in cruise tourism has led to tensions between the overnight and the cruise segments of the sector which centre on the potentially negative impact of cruise tourism on the environment and the consequential implications for the eco-tourism origins and focus of overnight tourism.

Source: Belize Tourism Board
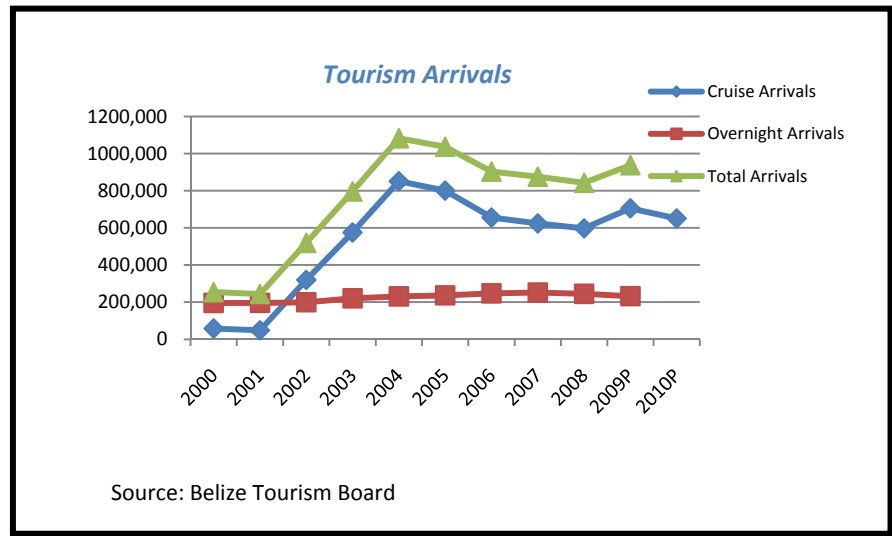
The impact of cruise tourism was immediate and dramatic. While some stakeholders were participating or preparing themselves to participate in cruise tourism, other stakeholders across the industry began to raise questions about the impact on the environment and bio-diversity, loss of the niche reputation for which Belize has come to be known, competitiveness issues, and the long term viability and sustainability of the industry.[87]

This tension has been in the background of tourism development over the past 10 years. An ongoing project to develop a "National Sustainable Tourism Master Plan for the entire tourism sector (overnight and cruise ship segments) is underway within the context of a larger IDB funded: Belize Sustainable Tourism Development Programme.

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[85] Central Bank of Belize Annual Report 2007.
[86] Source: Belize Tourism Board
[87] *Belize Tourism Sector Diagnostic1998- 2004, prepared for the Belize Tourism Board by Launchpad Consulting in collaboration with David M. Russell.*

The Bricks and the Mortar: - Healthy People in a Healthy Environment

Citizens in their natural environment are the bricks and mortar out of which Horizon 2030 is to be created. The people and the environment are at the core of the long term development framework. The health of citizens throughout their lives and the health of the natural environment in which they live are the critical factors that will help to determine their quality of life. The two are inextricably linked - a degraded environment can imperil the health of people in their communities; for example, where environmental degradation arises from poor solid waste management or industrial pollution, and/or where it leads to the elimination of traditional livelihoods.

The Life Cycle Approach

Belize's National Health Plan (1996-2000)[88] was based on the rolling out of a life cycle approach to health care in Belize. The Health Sector Reform Project was intended to assist in the implementation of the Plan. The major organisational priorities, at that time, were:

- Definition of a comprehensive and adequate model of health and health care ensuring equal access to health care
- Definition of mechanisms for the development of adequate health policy and planning
- Development of an effective and efficient system for organisational management
- Development of a functional national health information system
- Health resource management and development
- Institution of quality assurance mechanisms
- Financing of the health-care system
- Decentralisation.

These priorities were developed on the basis of the needs and problems identified by the Ministry of Health in 1996.

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[88] ------- (1996). The Quest for Equity; Belize National Health Plan 1996-2000.

Age groups	Needs	Problems	Priority Areas
Under 5	• Healthy family environment • Day care centres • Prenatal and perinatal care • Immunisation • Nutrition • Growth and development services • Education and early stimulation • Sharing in child care between genders • Strong local health teams and committees	• Conditions originating in the perinatal period • Respiratory diseases • Intestinal diseases • Malnutrition • All injuries/child abuse • Malaria	• Perinatal care • Growth monitoring and development • Prevention and control of communicable diseases • Emphasis on ARI and CDD • Immunisation • Health promotion and education • Environmental health
5-9	• Health family and social environment • School health and sports programmes • Nutrition • Growth and development services • Recreation • Access to essential health services	• Respiratory diseases • All injuries • Intestinal diseases • Malnutrition • Child abuse/domestic violence	• School health and sports programme • Prevention and control of communicable diseases • Nutrition • Health promotion and education • Environmental health
10-19	• Education • Reproductive health services • Nutrition • Recreation and sports • Social groups • Social integration • Access to essential health services	• All injuries • Obstetric causes • Abortion • Malaria • HIV/AIDS and STDs • Violence (drugs, alcohol, gangs, domestic violence) • Malnutrition	• Reproductive health services • School health and sports programmes • Promotion of health lifestyle • Nutrition • Environmental health
20-49	• Job opportunities for men and women • Day care centres • Reproductive health services • Nutrition • Recreation/sports • Occupational health • Social security benefits • Shared responsibilities between genders • Access to essential health services	• All injuries/external causes • Cardiovascular diseases • Obstetric causes • Abortion • Malaria • HIV/AIDS and STDs • Malnutrition	• Environmental health • Reproductive health • Workers' health • Promotion of health lifestyles • Mental health • Prevention of road traffic accidents • Prevention and management of violence
50 and over	• Social security benefits • Essential health care • Social assistance • Public appreciation toward the elderly • Regular medical check-ups • Recreation/sports • Nutrition	• Cardiovascular diseases • Cancer • Access to comprehensive essential health services	• Promotion of health lifestyle • Mental health • Prevention and control of communicable diseases • Nutrition

This life cycle approach has not yet been implemented and remains one of the most critical outstanding elements for promoting a healthy and productive population to the year 2010.

Mortality Trends (2003 - 2008)

The leading causes of death for children 5 to 9 and 10 to 14 years were accidental drowning and submersion, transport accidents, acute respiratory infections and death caused by fire and flames. For those in the 15 to 19 age range, the leading causes of death were transport accidents and injuries that were either self-inflicted and injuries that were either accidentally or purposely inflicted by others, consistent with the high crime and murder rate for young men who were victims of gang related murders. The three leading causes of death for women were diabetes mellitus, hypertensive disease, diseases of pulmonary circulation and other forms of heart disease. The three leading cause of death for men of all ages were transport accidents, HIV/AIDS and injury undetermined whether accidental or purposefully inflicted with the latter increasing over that period[89].

HIV/AIDS surfaced as one of the leading cause of death in Belize for men and women in the 20 to 49 age category.[90] The data also shows that more men than women die violently, either in transport accidents or as a result of injuries, whether self-induced, accidental or purposefully inflicted. Men with HIV also have a higher death rate than women with HIV.[91] Women tend to die mostly from chronic illnesses that have a high association with genetic predisposition, lack of exercise and unhealthy eating habits.

Child Mortality

Neonatal deaths accounted for 40% of total under five deaths and 60% of total infant deaths.[92] The Infant Mortality Rate (per 1,000 live births) fluctuated between 14.8 in 2003, 19.6 in 2006 and 17.2 in 2007. Similarly, the estimated under-five mortality rate fluctuated between 17.8 and 24.6 in the 2003 and 2007 period. In the Multi Indicator Cluster Survey (MICS), the two most important factors related to the under-five mortality rate were the sex of the child and the level of education of the child's mother, with boy children having a much higher rate than girl children (35 compared to 19 per 1,000 births). Children with mothers who had a primary education had a higher mortality rate than children with mothers who had secondary education (30 compared with 17 per 1,000 births).

Between 2003 and 2007 the leading causes of death for children less than 1 year were slow foetal growth, foetal malnutrition and immaturity, hypoxia, birth asphyxia and other respiratory conditions, and congenital anomalies. For that same period, the causes of death for children 1 to 4 years were related

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[89] Epidemiology Unit. (2008), Health Statistics of Belize (2004-2008). Ministry of Health
[90] Ibid.
[91] Epidemiology Unit. (2008), Profile of HIV/AIDS in Belize. Ministry of Health.
[92] Maternal and Child Health Action Plan 2009-2011.

mostly to child safety issues and communicable diseases. Among the leading causes were accidental drowning and submersion, transport accidents, acute respiratory infections, HIV/AIDS, intestinal disease and diseases of the nervous system other than meningitis.

Child deaths caused by non-transport related safety issues were usually accompanied by widespread media attention. In some cases, issues of neglect and abuse were highlighted. It was usually the mother (since fathers are usually absent) who was investigated and castigated for these deaths. Leaving children alone while engaging in employment activities or to buy food and other items was one of the reasons cited for children's vulnerability to accidents. This situation calls for increased support to working mothers, particularly single mothers, so that their children can be in a safe environment while they seek employment and engage in income generating activities. Child deaths caused by transport accidents show similarities with the death rate for male adults, who show a high rate of mortality due to transport accidents. Road safety issues are therefore a major concern not only for men but for the children whose lives are impacted by a lack of safety measures.

Child Nutrition

Globally, child malnutrition is closely associated with shorter adult height, less schooling, reduced economic productivity and, for women, low offspring birth-weight.[93] In a study to determine the cost-benefits of addressing ten of the world's greatest development challenges, child nutrition ranked highest. Investments in micronutrient supplementation, micronutrient fortification and de-worming had exceptionally high benefits compared with costs.

The 2001 Poverty Assessment Study indicated that countrywide 17.9% of children suffered from growth retardation or stunting, with Mayan children showing the highest rates at 45%. The 2006 MICS Survey reported that 6.1% of children under-five were moderately underweight and 0.7% were severely underweight. Approximately 18% of children were stunted for their age and more than 2% were too thin for their height.[94] Children living in rural areas (23%) were more likely to experience growth retardation compared with urban children (7.9%).

Although there were no differences between boys and girls, a significant correlation was discovered between the growth rate of a child and the educational level of the child's mother. Children of mothers who had secondary or higher education (3.7% and 9.4%) were less likely to be underweight and stunted compared to children of mothers with primary or no education (7.1% and 21.6%).[95]

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[93] Lancet Series, 2008 January 26; 371 (9609): pg. 340-357,
http://www.thelancet.com/journals/lancet/article/PIIS0140-6736(07)61691-2/fulltext
[94] Ibid.
[95] Ibid.

Chronic Illnesses

The overall diabetes prevalence rate in Belize is estimated at 13.1%. The presence of the disease was positively correlated with age, being overweight or obese, having hypertension, having elevated cholesterol levels and/or having wide waist circumference.[96] For women, ethnicity posed an additional risk factor. Women of East Indian, Mixed and Garifuna ethnicities had a higher prevalence rate than women of other ethnic identities.

The overall hypertension prevalence rate in Belize is estimated at 28.7%[97] and no major gender differences were noted in the prevalence rate. However, a strong association is noted between hypertension and diabetes for both men and women. The diabetes prevalence rate was 3.5 times as high in women with hypertension and 2.5 times as high among men with hypertension. As in the case of diabetes, ethnicity was an associated risk factor for women but not for men. Obesity was much higher among women (41.9%) than men (23.1%).[98] However, slightly more men (35.8%) than women (30.5%) were diagnosed with being overweight. As with the other two chronic conditions obesity increased with age and other associated risk factors.

For both women and men, obesity, diabetes, hypertension and high cholesterol levels are linked to lack of exercise and poor eating and drinking habits. For men, the situation was aggravated by alcohol consumption. For women, lack of exercise and poor eating habits were related to their reproductive roles as wives, mothers and caretakers of the family. Because of their multiple roles, women tend to have more challenges in finding time to exercise. They also tend to eat while cooking or eat food left by children. Women's hormonal levels and their childbearing role also contribute to increases in weight gain during pregnancy, after childbirth, during perimenopause and when they become menopausal.

The study[99] recommended that public education messages on healthy eating habits be targeted at both men and women and at children in the education system. It suggested that women be the primary target for messages on the effects of exercise. The study recognised that for women to exercise, they need support to manage their reproductive roles of wife and mother. Men's support becomes an important step in helping women to stay healthy and vice versa.

Employers in Belize do not usually provide incentives for health and wellness activities. Only a few institutions, such as the Central Bank of Belize, the Belize Social Security Board, the Belize Electricity Ltd and Belize Telemedia Ltd, encourage exercise through workplace programmes. This includes either

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[96] PAHO/WHO. (2009). Survey of Diabetes, Hypertension and Chronic Disease Risk Factors. PAHO/WHO, CDC and CAMDI.
[97] Ibid.
[98] Ibid.
[99] Ibid.

interoffice sporting competitions for men and women and/or structured aerobic exercise classes. National workplace policies to promote increased healthy physical activities are needed.

Within the community, issues of citizen security impact negatively on men and women's access to safe spaces to engage in physical activities. The high crime rates make walking and running a risky activity in Belize City. Addressing the crime situation is therefore an important aspect of promoting healthy lifestyles.[100]

Substance Use and Abuse

Substance abuse and dependence is a major health risk factor in Belize. This issue is related to risky sexual behaviour[101], domestic violence[102] and chronic diseases[103] and is believed to contribute to transport accidents. Substance abuse is also related to mental health problems, particularly for men.[104] One study on chronic diseases stated that more men than women reported drinking alcohol and men drank more frequently and ingested more drinks (8.5 drinks) than women (3.6 drinks). A separate study[105] on gender, alcohol and culture in Belize reports that four times more men than women reported drinking alcohol. Furthermore, of all drinkers, 44.7% of men compared with 18.3% of women drinkers exhibited hazardous drinking behaviours. Male drinkers were three times more likely than female drinkers to report symptoms that indicate alcohol dependence and that their drinking had a harmful effect on their finances, their marriage, intimate relationships, work and/or schooling. Of all the effects, the most reported harmful effect was the impact on household finances. Higher rates of alcohol consumption were reported by men and women in the lower compared with the higher income categories.[106] While more men than women report hazardous alcohol consumption patterns, the entire family becomes affected by this behaviour. Females are the ones who tend to seek help for their male drinking partners, especially when alcohol abuse or dependence impacts negatively on the family.[107]

Although alcohol abuse/dependence remains a risk factor for STI/HIV transmission, unplanned pregnancies, chronic illnesses and transport injuries, this issue has remained largely invisible in national policies and programmes and the NDACC continues to operate with limited human and financial resources. In 2009, the NDACC, with the support of PAHO/WHO, developed a draft Substance Abuse

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[100] As outlined in the Declaration of Port of Spain.
[101] Hoare, Ismail et. al. (2008). Sexual Behavior Study. National AIDS Commission and PAHO/WHO
[102] ------- (2009). HIV and Violence Against Women: Preliminary Report. PAHO/WHO.
[103] PAHO/WHO. (2009). Survey of Diabetes, Hypertension and Chronic Disease Risk Factors. PAHO/WHO, CDC and CAMDI.
[104] WHO-AIMS. (2009). Mental Health in Belize. PAHO/WHO
[105] ----- (2005). Belize Study on Gender, Alcohol and Culture: GENAIC. Final Report. PAHO/WHO, Ministry of Health, CSO and NDACC.
[106] Ibid.
[107] Interview with consultant developing the National Substance Abuse Policy for Belize.

Policy which includes recommendations for the institutional strengthening of NDACC and for priority substance related education and mitigation programmes to be developed.

The Urban/Rural Disparity in access to Health Care Services

Across the country, the issue of quality healthcare services for rural populations surfaced.[108] While the management of health services has been decentralised to the regional level, rural men and women complained that this has not translated into an improved quality of service delivery. They reported that health centres in rural areas often lack equipment, medical supplies and human resources. As a result, rural communities have to travel long distances to access basic health services. This increases the cost of health care services due to the added cost of transportation to and from health facilities in urban locations.

An inequitable distribution of medical equipment and supplies and healthcare professionals in favour of urban areas and differences in quality of health personnel in remote rural areas compared with urban areas further disadvantage rural communities. Belize City, in particular, has a high concentration of healthcare professionals relative to its population size. Sixty-five percent (65%) of pharmacists, 52% of practical nurses, 45% of professional nurses and 35% of physicians work in Belize City. This inequitable distribution of human resources is also prevalent in the Northern Region (Orange Walk and Corozal Districts). The Western Region was reported to have an equitable distribution of healthcare professionals per population size.[109] The Southern Region which has the country's highest poverty rates, high fertility rates and high rates of growth stunting among children, remains the most disadvantaged. Only 8.8% of physicians and 11.6% of nurse work in the Southern Region.[110]

The establishment of the National Health Insurance [NHI] Scheme in the Toledo and Stann Creek Districts helped to improve rural access to primary health services. On specific days, the NHI-Operated San Antonio Polyclinic in Toledo provides men, women and children access to maternal and child health services, medical supplies, diagnostic facilities and laboratory testing. Only two other rural communities, both in or close to tourism destinations, have a polyclinic in Belize. These services are not available on a 24 hour basis and medical care at night and on weekends still remains inaccessible. Because the Southern Regional Hospital is located at least two hours from most Mayan communities in Toledo, accessing this hospital creates severe hardship on Mayan families. With the highest poverty rate in Belize, the socio-economic status of Mayan families does not allow them easy access to transportation and overnight facilities, both needed when travelling for medical care at the Southern Regional Hospital. Because of an increased awareness of the need to make health services more accessible to rural populations, the

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[108] In poverty consultations, consultations on Horizon 20/30 and on gender equality.
[109] Ibid.
[110] Ibid.

residents from Toledo have established a health committee with the aim of improving the quality of health services for rural families in Toledo. Meanwhile rural communities in the other five districts remain disadvantaged in their access to medical services.

The National Health Insurance Scheme

The NHI was initially funded by the Social Security Board (SSB) and was first established in 2001. It was envisioned as part of the health sector reform programme and was designed to address the problem of inefficiency and inequity in health sector expenditure.[111] The objectives are to: a.) promote a market-oriented sector improvement via creating a single purchaser of services and parallel stimulation of the private sector, and b.) achieve an equitable and sustainable system of sector financing.[112] The NHI System uses a Health Care Provider (HCP) model which includes the provision of a package of comprehensive services from primary care through hospitalisation, including all required support services like laboratory services, pharmaceuticals, diagnostic testing and specialist consultations. This is based on a population-based contract with general practitioners. A referral system is a key component of the NHI operation. The system is intended to support value-for-money shopping for health care services as a way of increasing efficiency and the quality of health care delivery. Special NHI contracts are signed with service providers who qualify to be a part of this programme.

A 2002 evaluation of the Belize City Southside Pilot Project revealed client satisfaction with health care services provided under the NHI of 80% for three of the four Primary Care Providers (PCPs) scheme. The fourth PCP had a client satisfaction rating of 75%. The report also highlighted the fact that prior to the establishment of NHI, health planning was done on a supply side basis, "with no consideration of the population's actual health needs.[113] The evaluation demonstrated that the NHI scheme had been successful in increasing the Belize City Southside population's access to the comprehensive package of primary health care services provided by the PCPs. Another significant result of the NHI scheme was the 45% increase in nurses per 1,000 population.

Participants in the Horizon 2030 consultations indicated that they continue to be satisfied with the services provided through the NHI Scheme. They envision that the national rolling out the NHI scheme would have an overall positive impact on both access to health care services and an improvement in the quality of care provided to urban and rural populations.

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[111] Sanigest International. (2002). National Health Insurance Scheme Southside Pilot Project. Evaluation at Six Months.

[112] From the technical note, The Introduction of National Health Insurance: The Way Forward as cited in Sanigest International (2002).

[113] Ibid.

Non-Medical Challenges

Non-medical challenges facing the Southern, Central and Western Health Regions are summarised in the *Draft Final Report - Country Poverty Assessment[114].* This includes staffing availability, other staffing issues (sensitisation, remuneration), the lack of availability of basic pharmaceuticals, lack of necessary medical equipment, access to transportation for health care delivery in rural communities, and insufficient office space.

Mental Health

The national response to poverty, STI/HIV reduction, child abuse and gender-based violence all call for access to psycho-social support programmes. This includes mental health services, which though needed, are extremely limited. Mental health services are currently equated with psychiatric care and treatment. Services are guided by the "Unsoundness of Mind Act" of Belize. Under this Act, mental health patients are "defective" and are "idiots", "imbeciles" or "morally defective".

Belize has one residential care facility and one community inpatient psychiatric unit with four beds. At all hospitals and in some outpatient clinics at least one psychiatric nurse is available to give psycho-tropic medication. However, there are no mental health day treatment facilities or community residential facilities in Belize.[115] Belize's ratio of mental health workers per 100,000 population is 18. Of these only 2 are psychiatrists (0.6 per 100,000 population) who both work in government-administered facilities and in private practice. The majority of mental health workers are, therefore, psychiatric nurses.

Sex disaggregated data for mental health patients in 2006 demonstrates that women comprise over 59% of users of outpatient facilities, 49% of users of the community inpatient facility and 38% of residents in the mental health hospital. Alternately, men comprise 25% of users of outpatient facilities, 44% of users of community inpatient facilities and 61% of residents in the mental health hospital. Children and adolescents comprise 16% of users of outpatient facilities, 7% of inpatient facilities and 1% of residents in the mental health hospital.[116] This pattern demonstrates that women tend to access mental health services in outpatient facilities and access services earlier than men. By the time men access mental health facilities, their conditions are severe enough to require hospitalisation. Mental health issues for men tend to be related to the use of substances (drugs and alcohol) and to behavioural issues more than women. Mental health diagnoses for women tend to be related to mood, anxiety, relationship and abuse issues.

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[114] Prepared by Halcrow Group Limited for the Government of Belize and the Caribbean Development Bank December 2009
[115] WHO-AIMS. (2009). Mental Health in Belize. PAHO/WHO
[116] Ibid.

These diagnostic categories are consistent with the gender role expectations of men and women in the Belizean society.

Providing mental health services to women, men and children remains extremely challenging given the limited cadre of mental health professionals, the outdated mental health legislation, the lack of a mental health policy and inadequate infrastructure for community based care. Consequently, the provision of mental health services remains one of the largest gaps in social sector programming in Belize. [117] This is the case even though the Domestic Violence Act (2007) and the Trafficking in Persons (Prohibition) Act (2003) both call for rehabilitation services for victims. Similarly, the National HIV Policy and the National Plan of Action for Children and Adolescents both call for the provision of psycho-social care, including professional counselling, for vulnerable populations. Proponents of these laws, policies and plans suggest that the provision of a human rights-oriented mental health framework and services, remains at the core of creating behaviour change that can lead to greater citizen productivity, citizen security and gender equity in Belize.

The Belize Mental Health Association has spearheaded the development of a mental health policy and prepared an updated Mental Health Bill. With the support of the Pan American Health Organisation (PAHO), the Public Health Act was also revised and a Substance Abuse Policy has been drafted. The Mental Health Policy (2002) still focuses primarily on psychiatric treatment services for people with mental illness or mental disorders. However, it proposes that mental health patients no longer be considered "defective", "idiots" or "imbeciles" as they are currently referred to. The Mental Health Act requires amendment to make it consistent with the new Mental Health Policy (2010). Together, these policies and legal changes can create a more effective and supportive mental health environment for vulnerable populations.

Men's Participation and Access to Health Care Services

In a study on men's participation in reproductive health programmes[118], approximately half of the male respondents stated that "health services are for women and girls". Health care providers who were interviewed concurred with this perception. They stated that public sector sexual and reproductive health services focus on women's reproductive health and is narrowed primarily to maternal and child health. The study, therefore, concluded that men's sexual and reproductive health needs are not considered in Belize.

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[117] ------ (2009). The WHO-AIMS Report on Mental Health in Belize. PAHO.
[118] McKay, Abigail. (2004). Men's Participation in Reproductive Health Programs in Central America. Belize Chapter. PAHO/WHO and UNFPA.

In the study, 30% of the respondents had previously used health services and 45% said that they had never used health services for any purpose. Some participants indicated that "they do not go to the hospital unless they are sick and "… they do not go for check-ups like females." Men rationalised this behaviour by saying that "because men are more active physically it serves as preventative care for them and they are less likely to become ill."[119] Another interesting discovering is that men regularly seek health care advice and services from pharmacists as a first line of intervention.[120] They will go to health care providers, clinics or hospitals only as a last resort when their health has already deteriorated.

This study mirrors global trends showing that men do not seek health services at the same rate as women. More women tend to seek health care services for preventive care and early treatment than do men. This pattern may account for why more AIDS cases are reported among men. While men tend to seek health care services when they are at the progressive states of various illnesses, women pay more attention to preventive care. Belize's Sexual and Reproductive Health Policy has the intention of increasing men's access to SRH services. However, the entire health care delivery system would need to be re-oriented to meet the men's overall health care needs.

Sexual and Reproductive Health

Belize has a Sexual and Reproductive Health Policy (2002) which articulates Government's commitment to the provision of comprehensive sexual and reproductive health (SRH) services to men, women and adolescents. It also states the right of children to age appropriate SRH information. However, the structure of the healthcare delivery system and the shortage of specialist doctors and nurses[121] severely limit the health sector's capacity to provide comprehensive SRH services in the manner outlined in the SRH Policy.

The most visible SRH services in Belize are maternal and child care. These services are delivered through the Maternal and Child Health (MCH) Programme and are available throughout the country. The main focus on maternal and child care is consistent with the achievement of Millennium Development Goals 4 and 5: to reduce child mortality and improve maternal health, respectively. Other SRH services such as pap smears, STI diagnosis and treatment, breast examinations, HIV testing, family planning services, abortion and post-abortion care and the prevention and management of gender-based violence are offered in a fragmented manner and are not rationalised based on the needs of each district. At the Southern Regional Hospital, for example, there is an unmet need for general gynaecological services for women who are not pregnant.

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[119] Ibid.
[120] Ibid.
[121] 1 primary health care nurse and even fewer gynaecologists per 5,000 population,

Although the teenage pregnancy rate decreased in the 1990s[122] it remains high[123]. The teenage pregnancy rate (births for every 1,000 adolescent women aged 15 to 19 yrs.) was 80.1 in 2007 and 76.8 in 2008. This translates to 20% of total live births or 1 in every 5 live births being delivered by teenage mothers. According to the Director of the Maternal and Child Health Programme, teenage pregnancies lead to early second pregnancies if adolescents are not provided preventive sexual and reproductive health services. For the period 2002-2006, adolescents accounted for 7% of all HIV/AIDS cases and in 2007, 4.1% of adolescent females were pregnant[124] indicating a high rate of unprotected sexual activity and the possibility of sexual abuse.

Complications due to pregnancy and childbirth continue to be a cause of hospitalisation for children 10 to 14 years.[125] This ranged from 11.9% (2003) to 8.2% (2008) of all hospitalisations for children in that age group. Complications due to pregnancy and childbirth are the leading cause of hospitalisation for adolescents 15 to 19 years at 68.8% in 2003, 72% in 2005 and 69.7% in 2008. This indicates that in 2008 approximately 7.3% of adolescent girls within the 15 to 19 age range had unprotected sexual intercourse that resulted in hospitalisations for pregnancy related reasons.

The early initiation of sexual activity at age 12 was reported in studies conducted in selected secondary schools in Belize.[126] A recent study[127] which was conducted on sexual behaviour among 1,900 persons (15-24 years) in Belize revealed that of the 947 respondents who were sexually active, 21% of male and 13.5% of female respondents had their first sexual intercourse before they turned 15 years. Another 55.9% of male and 48.9% of female respondents had already had their first sexual intercourse between ages 15 and 17. Half of those who had sexual intercourse also used alcohol.

More male than female respondents reported having multiple partners, a trend that may be attributed to the acceptance of monogamy for women but not for men.[128] Of significance was the low level of HIV risk perception among male and females with multiple sex partners. A total of 41% indicated that they had no risk of HIV infection and 43.9% indicated having some risk. Only 12.1% indicated having a high risk perception.

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[122] As reported in Johnson, Robert. (2002). National Gender Policy. National Women's Commission. Government of Belize.
[123] A review of 2008 ante-natal records demonstrate that in that year alone, 6 girls between ages 10 and 14 and 493 adolescent girls between ages 15 and 19 accessed maternal services for repeat pregnancies. This figure increased to 1,453 for young women between ages 20 and 24 years
[124] Data from the Maternal and Child Health Programme, Ministry of Health.
[125] See Health Statistics of Belize 2003 to 2007, Epidemiology Unit. Ministry of Health.
[126] in Catzim, Adele (2003). It's All About People: A Situation and Response Analysis of HIV in Belize. PAHO
[127] Hoare, et. al. (January, 2008). Sexual Behavior Survey Report. PAHO. Unpublished Report
[128] Belize ISIS Enterprises (2006). Commercial Sexual Exploitation of Children and Adolescents in Belize. ILO IPEC and the National Committee for Families and Children.

Healthcare providers reported an increase in adolescents' requests for STI/HIV and ante-natal services from both the public health system[129] and the Belize Family Life Association (BFLA).[130] However, the Medical Act requires the consent of a parent for health services to children less than 16 years of age. The legal age of consent (to sex) is 16 years. Therefore, adolescents do not have easy access to sexual and reproductive health services without parental consent.

As stated in the Sexual and Reproductive Health Policy (2002) and the corresponding Strategic Plan, adolescents have a right to sexual and reproductive health services. The best interest of the child is to provide adequate protection from sexual violence. Therefore, a revision of current legislation is being undertaken by the Ministry of Health and relevant guidelines are being developed to effectively provide SRH services to adolescent females and males. Proponents of children's rights also point out a need to strengthen the Health and Family Life Curriculum and Life Skills Education programmes delivered at the primary and secondary school levels as this aspect of prevention is an important part of the strategy to prevent teenage pregnancy and STI/HIV transmission among adolescents.

The estimated HIV prevalence rate for 2007 was 2.1%. This rate is expected to increase as Belize continues to catch up with HIV cases that are not yet diagnosed.[131] Fewer men than women test for HIV. However, men who test for HIV have a higher rate of HIV infection compared with women who test, reflecting the tendency for men to delay testing until they begin to experience symptoms of AIDS. An estimated 25% more women than men are in need of anti-retroviral treatment (ARV). These women are living with, rather than dying from, HIV, consistent with findings that men wait longer to seek medical attention, contributing to their high AIDS mortality rate compared with women. The higher mortality rate for men impacts on gender roles within the family.[132] A family member, usually a female, takes on the role of caretaker during times of illness. As the disease progresses, female partners of HIV positive men, may become the sole income earner within the family (sometimes in addition to their role as caretaker). Children also adapt to meet the changing needs of the family. At times children have to drop out of school to take care of younger siblings or engage in employment activities to help support the family.

Vertical transmission of HIV from mother to child fluctuated between 19.6% and 4.6% between 2001 and 2008. The drop towards the end of this period can be attributed to greater effectiveness of the Prevention of Mother to Child HIV Transmission Programme. This protocol has been scaled up to allow for an expanded prevention programme, however, women's late access to ante-natal clinics and the lack of

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[129] Interviews with rural and public health nurses in the Belize District. October, 2009.
[130] Personal Communication with the Executive Director of the Women's Issues Network. November, 2009.
[131] Epidemiological profile of HIV in Belize
[132] Meetings with service providers working with HIV positive clients.

integration of VCT services compromises the work of the Maternal and Child Health Programme in further reducing mother to child HIV transmission.

Belize's National HIV/AIDS Policy and National HIV Policy for the World of Work call for a human rights approach to programming. The policies advocate for greater harmonisation, coordination and collaboration among service providers as well as an increased focus on treatment and care services.[133] Since 2005, there has been an increase in government funding as well as additional financial support from the Global Fund and the Pan American Health Organisation. Coverage has increased significantly, particularly in the areas of prevention of mother to child transmission, the provision of free antiretroviral therapy and voluntary testing and counselling, significant progress has been made.

Major challenges lie in providing more effective HIV prevention messages, in integrating HIV services at the primary care level[134] and in offering appropriate interventions targeting the most at risk populations which include men who have sex with men, commercial sex workers, clients of commercial sex workers, mobile populations and incarcerated populations. Due to the clandestine lifestyle of some of these groups, and high levels of stigma and discrimination towards them, these groups remain largely invisible in the national HIV response.[135] The need for more baseline and sentinel studies on specific at-risk populations is outlined as a top priority for more effective HIV programming.[136]

Healthy Environment and Sustainable Development [137]

Economic activity in Belize is natural resource based and will be so for the foreseeable future. The main growth sectors of agriculture and tourism depend on and affect the environment. The livelihoods of rural communities[138] is intertwined with the environment whether through farming, community tourism or forestry activities. These sectors and activities which are dependent on the environment will continue to be at the core of economic activity for at least the next 20 years.

Belize has been fortunate, so far, to have not been subject to large scale degradation of its natural environment and it would appear that the country's eco-systems are reasonably healthy and able to rebound from the kinds of impacts to which it has been subjected in the past. This notwithstanding, the eco-systems are extremely sensitive and, therefore, long term economic development needs to take an

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[133] National AIDS Commission (2007). A Situational Assessment of the National Response to HIV in Belize.
[134] Using the Proposed Model of Integrated Health Care Delivery in Belize. (May, 2007). National AIDS Programme, Ministry of Health
[135] National AIDS Commission. (2008). UNGASS Country Progress Report (January 2006-December 2007)
[136] Ibid.
[137] This section draws heavily on the Visioning Exercise Report which was submitted by the Sustainable Development & Environment Sector
[138] Approximately 50% of Belize's population lives in the rural areas. Source: mid-year population estimates 2009, Statistical Institute of Belize.

approach which seeks to implement sustainable management of natural resources. In the absence of proper planning, the potential for damage to the environment is great. "Uncontrolled agricultural runoffs, petroleum exploration and extraction, marine dredging, mangrove clearance, coastal development for tourism and residential areas, and shrimp trawling are human activities that are causing major alterations to the terrestrial and marine ecosystems and affecting the survival, growth, development, distribution and abundance of commercially important natural resources."[139]

A Country Environmental Analysis (CEA) done in 2005[140] to provide a mechanism for discussion of selected issues related to the sustainable development of the country, and to serve as an input for future development planning strategies[141] found that

> *"environmental management and natural resource protection policies have been planned without a clear dimension of their relevance for competitiveness and economic growth. Notwithstanding the sustained economic growth rates experienced by Belize in the last decade (1995-2005), environmental problems are far from being resolved and could get worse as a result of the expansion of natural-resource intensive economic activities, a situation that could contribute to increase poverty and limit economic development."[142]*

The report goes on to say that

> *Belize's chances for success in achieving competitiveness and increasing the well being of its citizens in a global framework are greatly enhanced by incorporating environmental considerations into the fabric of national planning and competitiveness strategy. Belize's future challenge will be to create ways to align the protection and management of its rich natural resource base with national development priorities and a long-term view of competitiveness at a national, sectoral and company level.[143]*

This view is echoed by the NGOs involved in protection and/or sustainable use of the environment. In its 2008-2013 strategic plan, the Association of Protected Areas Management Organisations (APAMO) states that a general constraint to the proper management of Belize's natural resources is a lack of long-term planning, which leads to unregulated development and project-driven management, and consequently to negative pressures on Belize's natural resource base.[144] Likewise, the Belize Audubon

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[139] Visioning Exercise Report which was submitted by the Sustainable Development & Environment Sector
[140] Belize - Country Environmental Analysis: Towards Competitiveness and Sustainable Development - Final Draft for Internal Review, August 2005, Latin American Center for Competitiveness and Sustainable Development (CLACDS) at INCAE
[141] as summarised in the above-referenced Visioning Exercise Report
[142] Ibid.
[143] Ibid.
[144] Ibid.

Society, in its Environmental Agenda (2008-2013) states that Belize's natural resources are increasingly being degraded, are not finite, and are fragile. These natural resources must be considered in all stages of development because of human dependence on them for a healthy, secure, and balanced life; therefore, "the environment must be integrated within the socioeconomic and political agendas that drive development in Belize."[145]

The issue of climate change and its potential impact on Belize is critical. The Caribbean Community Climate Change Centre posits that "Global climate change is the most serious threat to sustainable development facing CARICOM states".[146] Limitations of size and resources constrain the capacity of Caribbean countries to adapt to climate change. As a result, small islands and low lying areas of the Caribbean are expected to bear a devastating impact from climate change. Climate change is "*expected to result in more hostile regional climate change and rising sea levels. Rising sea levels, together with the associated coastal erosion and salt water intrusion, an escalation in the frequency and intensity of tropical storms and hurricanes, and disruptions in rainfall and fresh-water supply threaten the very existence of the CARICOM countries.*"[147] Countries like Belize, therefore, have to plan for climate change and its effect even as they participate in global efforts to reduce the emission of greenhouse gasses.

Sustainable management of the natural environment requires proper planning undertaken through the coordinated efforts of a wide range of professionals including engineers, urban and regional planners, architects, social scientists, environmental scientists, environmental lawyers, marine biologists, and those trained in integrated coastal zone management. This planning needs to take into account:

- The potential adverse impacts of climate change;

- Providing for long-term management of solid waste nationwide;

- Master planning which may be underway in other areas such as housing, tourism development, drainage, traffic, and waste disposal;

- The need for incentives for the adoption of "green" policies and practices

Sustainable management of Belize's natural resources also requires the effective enforcement of environmental laws and regulations, including those developed for conservation and sustainable management of the resources. Perhaps most importantly, it requires a recognition of the significant

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[145] Ibid.
[146] Climate Change and the Caribbean: A Regional Framework for Achieving Development Resilient to Climate Change (2009-2015), Caribbean Community Climate Change Centre (CCCCC), July 2009.
[147] Ibid.

economic value of the natural resources and environmental goods and services and the political will to implement the changes in policy and practice that are necessary.

The Horizon 2030 Vision and Core Values

The Horizon 2030 Vision guides the development of the goals to be achieved along the way. The vision must be broad enough to encompass the dreams and aspirations of the citizens of Belize. The vision is intended to be inspirational yet grounded in reality. The elements of the Horizon 2030 vision and the core values that were articulated in the grassroots consultation process were presented and discussed in the sector meetings and were largely seen as relevant and appropriate. Some revision to streamline and remove repetitiveness and give greater priority to environmental sustainability was suggested.

The Vision for 2030

The Vision for Belize in the year 2030 which was distilled in the consultation processes is set out as follows:

> *Belize is a country of peace and tranquillity, where citizens live in harmony with the natural environment and enjoy a high quality of life. Belizeans are an energetic, resourceful and independent people looking after their own development in a sustainable way.*

This vision of the future rests on the achievement of the following statements of stakeholders' vision for Belize which came out of the consultation processes:

- Belize is a well-informed and healthy society where children and adults value their multi-ethnic and multi-cultural identity and can showcase multiple cultural and sporting talents.

- Belizeans have a collective identity, and are patriotic and proud to be Belizean.

- The natural environment is valued and protected as the basis for all economic activity and therefore development planning is based on the principles of environmental sustainability.

- Rural communities are strong within a vibrant agriculture sector.

- Belizeans are capable of using state of the art technology which they incorporate into productive enterprise.

- The economy is competitive and public policy is well-managed and supportive of entrepreneurs, small enterprise and private sector growth.

- Belize has a well-balanced distribution of wealth and resources and modern infrastructure is supportive of economic growth.

- The state is respectful of people's human rights and citizens and visitors respect the rule of law and feel safe and secure.

- Democracy is vibrant with citizens fully participating in the development process and women performing at the highest levels of political leadership.

- A fair, transparent and accountable governance system operates at all levels and in all areas of development including: national and sub-national government, the private sector, educational institutions, community based and other non-government organisations.

- Strong public sector and civil society organisations collaborate effectively and tailor their programmes to meet Belize's development goals and objectives.

- Belize engages strategically with regional and international partners in development.

Belize's Core Values - Guiding Principles

The breakdown in the social fabric was a recurring theme in the consultation process. Many stakeholders expressed the view that this breakdown reflected a weakening in the values which have guided social behaviour over generations. There emerged a general consensus that rebuilding the social fabric will require coalescing around core social values that should guide behaviour in society as Belize sets out to achieve its long term goals and objective as would be embodied in Horizon 2030. These social values have at their core the spiritual belief systems and practices that are integral to the various religions present in Belize.

The core values which were identified by stakeholders are those beliefs that they feel should be the most important drivers of individual and societal behaviour. They are intended to guide these behaviours in Belize in the future. The core values which emerged from the grassroots consultations were validated in the sector discussions with a few suggestions to increase emphasis on the importance of family structure and values and on respect and love for the environment.

> **Belize's Core Values**
> - Respect for the rule of law and for human rights
> - Education as a basic human right and a life-long process
> - Transparency and accountability
> - Fairness and equity
> - Strong families as the foundation of stable communities
> - Multi-culturalism and collective identity
> - Vibrant resourcefulness and self-reliance
> - People participation in economic, social and political development
> - Patriotism
> - Gender equity and non-discrimination in access to opportunities
> - Excellence

Strategic Priorities for Horizon 2030

The Two Pillars

Pillar I: Democratic governance for effective public administration and sustainable development

Although the evidence of breakdown in the governance structure and the social fabric is plentiful, the majority of citizens feel that the situation can be fixed. However, it will take political will, clear goals, broad consensus and significant resources. With proper research, planning, resource allocation and well planned and executed implementation, most feel that the governance systems and the social fabric can be repaired by the year 2030. The degree of repair will hinge on the quality of the effort and there is a great degree of agreement on the main goals to be pursued in the rebuilding effort. The high level goal for democratic governance is set out below:

> **High Level Goal: An effective governance framework that ensures (i) citizen participation and (ii) accountability of political leaders (iii) effective management of public resources to meet public needs.**

In pursuit of this high level goal, a set of expected outcomes and attendant strategies have been identified. The priority goals for democratic governance to be achieved by the year 2030 include:

- Strong non-government "watchdog" groups that hold politicians accountable are developed.

- Persons in public life demonstrate the highest ethical standards.

- Government departments are free of corruption, modernised and focused on providing quality service to the public.

- Party politics is in its proper place and is less intrusive in the daily lives of citizens.

- Critical aspects of the political reform process are completed. Changes result in the effective separation of the legislature and the executive and the removal of ministerial discretion.

- The society is relatively free from violent crimes. The legal and judicial system is credible and capable of solving all kinds of crime and dispensing justice in an equitable and fair manner to all.

Strategies to achieve these Goals

Rebuild accountability in government and politics

Strong public accountability processes require the authorities to regularly provide information to facilitate the review of performance. The Finance and Audit Act, for example, provides for the preparation and auditing of annual financial statements of the government as well as the review of these statements by the Public Accounts Committee [PAC] of the National Assembly. The review by the PAC provides accountability to the House of Representatives on behalf of the electorate and is, therefore, a critical stage in the public accountability process for the public finances. Over the years, successive governments have been unable or unwilling to ensure that the PAC functions properly and, therefore, that critical element of the governance structure has been unattended. The reality is that functioning of the PAC process would have been constrained by the unavailability of audited financial statements of the government for many years[148].   But this situation has been corrected and there are audited statements and reports from the Auditor General awaiting the consideration of the PAC.

Public accountability goes beyond financial reporting and review. It extends to the work actually done by government officials with the money spent and, ultimately, to the ability of the government of the day to deliver on the promises made to the electorate in pursuit of their vote. Reports to provide information to facilitate broad accountability of government ministries and departments would include: statistics on specific social and economic indicators, strategic plans, policy documents, annual reports, project reports [proposals, implementation reports, procurement and evaluation reports], job vacancies and budget reports, etc. Currently, there is a requirement for ministries to prepare annual reports for submission to the National Assembly, but this has not been complied with for many years.

The strategy to rebuild public accountability will require the development and implementation of a programme for preparing and disseminating regular reports on the work of government ministries and departments. The programme should establish minimum standards for reporting and should strengthen the process by broadening the data set over time. Reports can be disseminated in hard copy and/or via the internet.

The demand for greater accountability of public officials comes from the citizenry. Because of recurrences, over many years, of politicians coming around at election time and disappearing afterwards, a number of persons have suggested that elected officials should be required to meet their constituents periodically to report on their performance in delivering on their elections promises - whether and how

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[148] Up to the year 2007, audited financial statements were more than 10 years overdue. The Office of the Auditor General has since completed audits in keeping with the requirements of the Finance and Audit Act for subsequent fiscal years. However, there remain several prior years for which audits have not been completed.

this could be legislated or regulated would have to be reviewed. An involved, aware and educated citizenry would raise public issues with the expectation that elected officials would respond. It is therefore important for citizens to be taught about politics, their rights and responsibilities so that they know how to bring their power to bear in a positive way on the need to build public accountability. This implies not only providing appropriate curricula in the formal school system, but also in adult and continuing education programmes and community based trainings.

The strategy to build accountability would be enhanced by the implementation of an ethics framework applicable to all public officials whether elected or appointed. Important aspects of this framework would be commitments to compliance with legal requirements for declaration of assets. This particular requirement should be extended to those public officers who are responsible for collecting revenue and for disposing of government assets. The ethics framework would also include definitions of conflict of interest and procedures to be followed whenever public officials are in conflict of interest situations.

Finally, accountability in politics specifically would be served by proper regulation of campaign financing and political campaigning including buying/selling of votes as well as by provisions for the recall[149] of corrupt and/or non-performing elected officials.

Eradicate corruption and improve public service delivery

Reports of corruption in government department surface quite frequently; and there is a view that prevalence of corrupt practices has undermined the ability of many departments to provide quality and timely service to the public they are to serve. The strategy to eradicate corruption in governments should have several components. The first component is to establish a zero tolerance anti-corruption policy while, at the same time, reforming the various laws that govern the work of government ministries and departments so as to strengthen oversight mechanisms and insert strong penalties for public officials who break the law. These penalties should apply to public officers, elected officials and persons in the private sector who engage in corrupt practices in collusion with public officials. In fact, the private sector should be encouraged to commit to a high standard of ethics in business.

The second component is to strengthen transparency and fairness in hiring practices of public officers so that competence is the most important qualification for appointment. In addition, performance monitoring through the staff appraisal process should be strengthened.

The third component is the modernization of government departments/ministries to make them transparent and accountable through the implementation of multi-year planning of activities and budgets, the requirement for regular reporting, the establishment of measurable operational and policy objectives

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[149] Government has recently passed into law provisions for the recall of elected officials under

and the institutionalisation of monitoring and evaluation processes. This is a medium to long term transformation process that will require political will, the cooperation of the public officers and the sustained demand for improved services by the citizenry. Critical to this transformation is a shift in the organising principle of the public service from one which focuses on the convenience of the staff providing service to one which focuses on providing service that is convenient to the general public.

One major challenge which faces any new government after an election is the ability to hit the ground running. The change from permanent secretaries to chief executive officers [CEOs] has improved the environment for policy priorities to receive the immediate attention a new government. However, the change has also resulted in the change of the top two executive layers of government - minister and chief executive officer - at the start of every administration. This means that the familiarisation period for a new government can be quite long and, during the transition, ongoing projects can be slowed or halted, with a high risk of waste of resources and increased/unanticipated costs. In order to reduce this risk, there is a need for a mechanism to facilitate the smooth transition of government after an election. This transition mechanism should be built into the legal framework and should be enforceable.

Transform the political culture

While there is widespread concern about the nature of party politics, changing the culture of politics will require consensus among political parties on two basic principles:

1. Politics should be removed from decisions about who benefits from government policy and social programmes. In particular, education is a basic human right and politics should not be a factor determining access. Political parties should acknowledge this and agree to exclude party political considerations from decisions about access to education, health, land and other public services.

2. Politics should promote self-sufficiency rather than dependence, which is the result of the political clientelism currently practised by the political parties. - clientelism at all levels

Furthermore, in order to strengthen the capacity of potential political leaders to properly discharge responsibilities to their constituents, leadership training and appropriate education for future leaders are highly desirable.

Although women have been moving into the highest levels of management and leadership in the private and public arenas, women are still very scarce in political leadership. Political parties need to consider the role that women currently play in politics and see a benefit from broadening the talent pool from which they draw leaders at the level of political constituencies. There still are institutional and cultural barriers which stand in the way of women playing leadership roles in politics and these barriers will require special and specific attention if they are to be overcome Policy initiatives to promote gender

equity at the political level may improve the situation. Consideration should be given to the introduction of special temporary measures to immediately increase the number of women in politics.

Complete the political reform process to strengthen democratic governance

The governance system does not require separation of powers between the executive and legislative branches of government, although such separation is an important mechanism for promoting accountable government. The Political Reform Commission report of 2000 called for constitutional amendments to require this separation; and there is significant support for making this change with the objective of deepening democracy and improving the management of public resources.

There is support for moving to a republic form of government with the following elements:

- The direct election of the head of government with a view to accomplishing direct accountability of the head of government to the people rather than a political party.

- Selection of a cabinet of ministers who are not elected representatives but who have the qualifications and experience to make policy and implement programmes/projects. These ministers would be accountable first to the head of government and then to the national assembly.

- The removal of ministerial discretion which has evolved into a process which gives ministers the power to weaken the intent of very laws that they make as members of the National Assembly.

- Strengthening of the senate to make it an effective body for holding government accountable. The responsibilities of the senate would include approving the appointment of ministers, judges, ambassadors etc.

There needs to be a national discussion on moving to a republican form of government as a process for such constitutional changes as are agreed. This national discussion should also include the issue of proportional representation.

Strengthen accountability of the village administration

Roughly 50% of the population of Belize lives in rural areas and are served by village councils. Under the Village Councils Act, village administrations have been given significant power over village resources and the responsibility to make decisions with can significantly affect the quality of life of rural communities. However, the vast majority of village councils lack the skills and resources to properly discharge their responsibilities. Most village councils operate with no formal office space, no official files, rudimentary financial management processes and no village development plans.

The situation is complicated by the lack of clarity about where the authority and responsibility of the area representative ends and that of the village council begins. This lack of clarity extends to the role of government ministries and departments and their authority to undertake projects within villages without the input or authority of the village councils. This situation can lead to friction and between village council and area representatives, especially where they come from different political parties. Indeed the role and activities of political parties in rural communities have tended to create divisiveness and increasingly there is a call for party politics to be taken out of village affairs.

There is a need to address these issues by providing proper training for village council members after elections and establishing physical offices to maintain village records. Some work has been done in this area, with the support of a UNDP decentralisation project and under the leadership of by the National Association of Village Councils, but there is much more to be done.

There is also a need to clearly define the roles at the various levels of government: village councils, area representatives, cabinet, house of representatives, senate. As a part of defining these roles, mechanisms for collaboration among the various layers of government need to be established. These mechanisms should, for example, clarify the process for making village by-laws and bringing them into effect.

A critical area of needed reform of the village council act relates to the functioning of lots committee. Village leaders have called for the Village Councils Act to be strengthened to mandate the establishment of lots committees, including a process for proper consideration prior to the disposition of village land.

Strengthen law enforcement and access to justice

The strategies to strengthen law enforcement and the access to justice revolve around capacity building and strengthening accountability. These include raising the qualification requirements for police officers, implementing a more rigorous recruitment process, improving salaries and benefits, providing ongoing training to improve performance and deepening the relationship between the police department and the community. With specific regards to the judiciary, the strategies involve building the institutional capacity of the justice system, especially through strengthening the magistracy by providing training opportunities for magistrates and police officers so they can better perform their roles and responsibilities.

In a broader context, it is impossible to separate the weakening in the fabric of society - family breakdown, increased substance abuse and dependency - level from the growing criminality. Though the relationship is not causal, it is also difficult to separate economic hardship from the crime problem. Therefore, an important part of solving the crime problem must be an attempt to address the broader social issues which create the environment in which crime flourishes. Strategies include programmes that provide support services for families and communities such as job training, child care, feeding

programmes and sports programmes. At its very root, however, the long term solution to the crime problem will have to include fundamental reform of the education system. The high rates of non-participation in education - as much as 60% at the secondary school level - means that young people are not acquiring skills needed to make them independent and productive citizens capable of supporting their families. The present weaknesses in the education system are contributing to poverty and social decay. The solutions involve rapid expansion in access to secondary education, programmes to re-integrate school dropouts back into the formal school system, re-design of the education system to make it more responsive to the particular needs of boys and the integration of civics education and character development within the school system at all levels.

Pillar II: Education for Development - Education for Life and Lifelong Learning

Goals for 2030

With a view to sustaining economic growth, development and improvement in the quality of life, the education goals for 2030 centre on fundamentally changing the education system in order to improve quality and accessibility for all. The fundamental change that is required is to see education as a basic human right. Once that is accepted by the government and people, then the issue becomes proper planning for delivering on that obligation.

High level Goal - Education is recognised as a basic human right for all children regardless of social status, ethnic background and cultural affiliation, place of residence (urban/rural) or religious faith and all children have access to quality education to at least the secondary level.

The most important education goal for 2030 is to provide quality education that is free and compulsory to at least the secondary school level. For the ordinary citizen, free does not mean costless - everyone is aware that there is a cost for the delivery of education services. Free is meant to signify that education is funded by government from the Consolidated Revenue Fund so that fees to be paid by families do not stand as a barrier to their children's entry into the school system. There is a strong view that fees should be totally abolished at the primary school level, so that the obligation of families is to send their children to school and to support them as they progress.

The second education goal is to deliver quality and relevance in the curriculum. This means integrating the expressive arts, sports and physical education, science and technology, environmental education and "green" practices, civic/political education and character development. It also means developing entrepreneurship attitudes and responding to the needs of the private sector in the range of course offerings, especially at the higher levels of education. Finally, it means making sure that the system values and promotes local talent and creates proud and patriotic citizens.

The third goal is to create an education system that is inclusive. In its curriculum and teaching methods, the education system should accepts that Belize is a multi-ethnic, multi-cultural, multi-lingual society and this reality should be reflected in the content of learning materials, in the ability of children to use their first languages, especially in the early years, in the approach to teaching of English and Spanish, and in the provision of access to educational institutions by citizens who are differently able. Inclusivity also refers to teaching methods that recognise that boys and girls learn in different ways and at different paces.

In summary the goals for education are:

- Education is free and compulsory to at least the secondary school level.

- The education curriculum **as delivered** is relevant to long term development needs at all levels and integrates the expressive arts, sports and physical education, science and technology, entrepreneurship, environmental education civic/political education and character development.

- The education system is inclusive. It promotes Belize's multi-cultural/multi-lingual and provides access to educational institutions by citizens who are differently able.

Strategies to achieve these goals

The strategies to achieve the goals for education are relatively straightforward. In discussions with officials and educators so far, there is general agreement on most of these strategies. There are concerns, however, about ability to implement which center on (i) cost of implementation and (ii) difficulty of building consensus on the need for fundamental change in the system.

The changes that are required in the education system will undoubtedly be costly. Expanding access to education, for example will require significant new investment. However, many people questioned whether Belize can afford to continue the *status quo* which excludes the majority of young people from a high school education. Expanding access to education is fundamental tenet of policies promoting sustainable long term development which raises the general standard of living. There is evidence that countries that are on a strong development path are those that have given the greatest priority and commitment to human resource development. In contrast, the more unstable and least developed countries are those that have not been as successful in educating their citizens.

There is need to build consensus on the imperative for change as well as on the content of that change. The strategies which have been proposed, for example, would lead to major changes to the structure, the legal and policy framework, and the management processes of the church-state education system. For many, even talking about changing the church-state system is a matter of heresy. Part of the reaction may reside in fear of the unknown. It may reflect an assumption that only the church-state can teach ethics and morality system. Or it may simply be a belief that the answer is to find a way to replicate the success of some church run schools. Whatever the case may be, the focus of the discussion should be first and foremost on the young people who cannot find a place in the current education system. If that is not addressed, the country will pay the price, for a very long time, of having a population that is inadequately prepared to provide for themselves in a rapidly advancing world.

Achieving the education goals for 2030 will require the formulation of well defined plans, mobilisation of significant resources, building of a national consensus on the way ahead and careful management of the implementation process. The main strategies for achieving the goals are set out below:

Strengthen management, monitoring and accountability in the education system

In the absence of a national development strategy and a human resource development strategy aligned with development priorities, it is difficult for education policymakers to focus on long term development needs of the country as a whole. The development of a national human resource development strategy to respond to Belize's development goals will, therefore, be an important part of the implementation of Horizon 2030. This human resource development strategy should be used to guide the development of the education system over the next 20 years.

Several of the key issues that will need to be addressed early in the implementation of Horizon 2030 arise from the structure of management of the education system and the relationship between the state in its role as financier of the education system and the churches in their role as education managers. This relationship has tended to be quite tense and has become very testy whenever there is a move to establish or strengthen common standards, define legal and operational frameworks or establish accountability processes. In this context, there is an urgent need to review the structure and functioning of the education system with a view to assessing its effectiveness, indentifying its strengths and its weaknesses and determining what changes needed to address critical issues in the system.

Whatever the structure that is ultimately determined for the education system, there are important strategies that must be considered. The first is the implementing a rigorous education monitoring system, which will require investing adequate human and financial resources to provide adequate training for monitoring personnel. The second is to expand teacher education opportunities at a faster rate and create incentives for trained teachers to remain within the education system with a view to decreasing the student teacher ratio to an acceptable maximum.

Improve access to education

In order to improve access to education, the first step is to recognise and promote education as a basic human right for all children regardless of social status, ethnic background and cultural affiliation, place of residence (urban/rural) or religious faith. Once this right is recognised, the critical question is no longer "Can we can afford to education everyone", but rather, "How do we plan to provide quality education for all?"

The key undertakings to broaden access to education are to:

- Phase in free education on a planned basis to at least to the secondary school level and expand mandatory education to at least two years of secondary school.

- Expand secondary school places, especially in rural communities in line with the phase in of free secondary education.

- Develop other alternate mechanisms for delivery of education - TV, Radio and internet - to provide access to online education for both children and adults.

Improve delivery and relevance of the education curriculum (primary and secondary levels)

In addition to delivering knowledge in the various subject areas, schools play a very important role in teaching and/or reinforcing personal characteristics and standards of individual and group behaviour that are important to creating good citizens and a stable society. While some of these areas may already be in the school curriculum, there is a perception that these "non-subject" parts of the curriculum are often not emphasised in the delivery of education. The critical areas and strategies to implement them are set out below.

a. Educate to Build Character

There is a view that the structure and philosophy of the education system does not promote independence, self confidence and dynamism in young people. It will be important to review the curriculum and its delivery with a view to freeing young people from the mindset of dependency and helplessness and to instil the basic principles of hard work, saving money and a social consciousness to help one another. This can be approached by integrating and/or strengthening the civic education curriculum within the school system to teach children about effective leadership, to foster children's participation and to learn how to disagree with each other respectfully and find their own solutions to problems.

It will be important to implement all components of the Health and Family Life Education (HFLE) curriculum, in particular the sexual and reproductive health modules, across schools regardless of their management authority. This will help to provide young people with the knowledge necessary to make good decisions. It will also be important to provide afterschool programmes that will keep children occupied in positive activities, maintain their safety and prevent them from becoming vulnerable to criminal activity either as victims or as perpetrators.

Although the primary school curriculum includes the expressive arts, this is not delivered in a serious manner and often not delivered at all. It is very important to integrate the expressive arts, music, sports and physical education in the curriculum so that children can explore all their talents, build their self esteem and become well-rounded citizens. It is also important to recognise that early exposure to the expressive arts opens new possibilities for future careers for talented youngsters.

b. Educate to build social cohesiveness

In the current social context of increasing violence, antisocial behaviour and divisions in society based on gender, ethnicity/culture, religion and party politics, it is important to promote social cohesiveness in the

delivery of education. Social cohesiveness is promoted through strategies that recognise that Belize is a multi-ethnic, multi-lingual society. Spanish education should be integrated at all levels of the education system, which would also enhance Belize's capacity to take advantage of its strategic position as neighbours to Mexico and other Central American countries.

Strategies to integrate gender awareness and gender issues and to explore and demystify concepts of masculinity and femininity would contribute to greater respect between male and female. Finally, through the implementation and constant upgrading of the education rules, there should be a commitment to removing all discriminatory practices, such as teacher termination or student expulsion due to pregnancy.

c.   Educate to emphasise respect and appreciation for the natural environment:-

Throughout the grassroots consultations, many stakeholders lamented the declining level of appreciation of young people for the natural environment and lack of respect for agriculture as a desirable career. Strategies to re-introduce gardening and agricultural into the primary and secondary school curriculum could go far in reversing this trend. Many referred to the days in which agriculture was given pride of place through the Rural Education and Agriculture Programme (REAP), which saw children developing school gardens as a learning tool for a variety of subject areas. Investment in the development and expansion of agricultural schools and promoting the use of appropriate technology to improve Belize's competitiveness are also important. Environmental education should be integrated within the school system so that young people can experience Belize's natural wonders and become advocates for sustainable practices.

d.   Broaden the curriculum and integrate new methods of teaching

It is important to integrate science and technology in the delivery of education and not only as separate courses of study. This includes but is not limited to using computers to do research and deliver assignments.

It is still the case that young women enrol in science and technology courses at a lower rate than young men. Also, for a long time technology education was stigmatised as being for those who were unable to complete an academic programme. Therefore public education campaigns to de-stigmatize technical-vocational programmes and to encourage young women's access to enrolment in these programmes are needed.

Because children learn differently, it is important to provide a differentiated learning approach within the school system to meet the needs of all types of learners (visual, tactile, kinesthetic, auditory), balancing the intellectual with the experiential to assist children in reaching their development potential. This

includes integrating learning methods that appeal to the different developmental needs of boys and girls, expanding programmes and services for children with special needs, including those with learning disabilities, and recruiting teachers who can communicate effectively in English and Spanish

Develop education support systems and services

The high poverty rate leads to the expectation that a significant number of children are not eating properly and this can affect their ability to progress in school. The high level of crime and violence to which children are exposed at an early age impact them psychologically and affect their learning potential. Feeding programmes would go a long way in correcting the negative impact of being hungry on the learning process. Adequate school feeding programmes in the schools that promote healthy foods so that the children receive proper nutrition would increase their capacity for learning.

Other education support systems which should be implemented include:-

- A strategy for expanding the cadre of trained school counsellors that can be integrated into the education system to provide counselling services to children, complemented by mandatory parent psycho-educational and counselling sessions for families.

- Providing community level childcare support services for adolescents and adults who wish to return to primary or secondary school or engage in adult and continuing education courses.

- Expanding apprenticeship and mentorship programmes for children who require additional out-of-school support to build their self-esteem and develop a positive attitude towards learning.

- Strengthening the national library system to become an active partner in promoting reading and language skills among girls and boys both within and outside the classroom.

- Implementing strategies that ensure school safety for both children and teachers including support for the expansion and strengthening of the "safe schools programme" countrywide.

- Expanding and more effectively rolling out of the Parent and Community Empowerment Programme (COMPAR) and linking this programme with HECOPAB and other community education initiatives in a comprehensive approach to strengthening families across the country.

Develop adult and continuing education

In the increasingly global world where great flexibility and ability to learn new things are highly respected by employers, it is critical for government to develop a policy on adult and continuing education which covers standardization, quality assurance and certification. This would include and promote:

- a nationwide literacy programme that uses a multi-modal, integrated approach to learning

- additional adult and continuing education (ACE) programmes, through government and non-government agencies across the country that teach civic education, parenting education and basic economic and social skills and provide economic incentives for adults to access these programmes.

- Promote and support on-line ACE education programmes.

Economic Resilience : Generating Resources for Long Term Development

Proposed Goals for 2030

The high degree of economic vulnerability to external shocks is characteristic of Belize's economy. These shocks may be by way of natural disasters or international economic crises, which Belize is not in a position to avoid or deflect but can plan to mitigate the impacts. The effectiveness of mitigation measures and consequently the speed with which the economy can return to normal are indications of the degree of resilience of the economy. There is a desire to build the resilience of the economy to improve the prospects for long term growth. Economic resilience suggests that that there is a strong, well financed business sector operating at a high degree of efficiency and producing quality goods and service. Productivity and competitiveness are critical and, in the context of Belize's natural resource based economy, environmental sustainability is key to sustainability of economic development.

High Level Goal - A resilient economy with a level playing field for all businesses and entrepreneurs using appropriate technology to increase productivity and competitiveness in an environmentally sustainable way.

The key goals for 2030 speak to building economic resilience, promoting productivity and competiveness and ensuring environmental sustainability of economic activity. In the agriculture sector the goal is to increase production in a sustainable way and to increase local value added through development of agro-processing. In the case of tourism, there is need for protection of the environment, on which the sector depends. The long term goal is to achieve a tourism sector that is sustainable and profitable.

Economic resilience also implies strong well performing micro, small and medium enterprises operating in all sectors. Small businesses are key to creating jobs, therefore, the ability of the small business sector to rebound after external shocks is an important factor in determining resilience. The goal is to develop a strong small business sector. The availability of financing for small business development is central to strategies to the effort to build the sector, and well developed mechanisms for mobilising financing and pooling of resources are needed. In this regard, credit unions can play a larger role than they currently do in making financing available for small business development.

Economic resilience is also aided by the development of a strong work force and corps of entrepreneurs. This means the education system should seek to provide training relevant to Belize's development needs, including seeking entrepreneurship training.

Finally, the state of economic infrastructure - roads and bridges, utilities, etc - is an important variable in long term development. A key long term goal is that government is able to make timely investments in key economic infrastructure.

Strategies to achieve these goals

Develop a strong small business sector to create jobs

The development of a strong small business sector will be aided by the creation of a support system for small business that goes beyond financing to include market information, management support, planning advice. The creation of mechanisms for the pooling of resources and mobilisation of investment capital for entrepreneurs such as joint ventures, venture capital funding, small business credit and securities market development are aspects of the strategy. Support for cooperatives and credit unions and an overall collective agenda that improves the context for the pooling of resources are also important.

Facilitating financing for the small business sector goes beyond the creation of vehicles for the mobilisation of capital. It also requires small businesses to be able to absorb capital in an effective way. Policy support for SME financing should, therefore, also address the need for education to improve financial literacy at the level of the household. Furthermore there is no effective legislation to regulate or to protect micro-finance institutions and there is a need for a coordinated credit referral system/ credit bureau

Poverty in Belize, as in other developing countries, is a heavier burden on the female population. Therefore efforts to support women in small business development are important to the overall small business development strategy and to poverty reduction. This strategy should linking national poverty reduction initiatives with strategies for economic growth and establishing specific national gender-related targets for access to land, affordable credit and business support. It can include training programmes that develop self sufficiency in women. Beyond promotion of small business, it is also important to create more job opportunities for women, especially in marginalized communities identified in poverty assessment reports. Strategies can also include development of a well functioning Small Business Development Programme **and** an effective National Employment Agency to assist job-seekers as well as employers. In the broader social context, the establishment of child care centres that are appropriately regulated and meet the demands of urban and rural communities would facilitate access to employment by both parents.

At the macroeconomic policy level, the strategy for small business development revolves around policies and incentives to support the creation of new industries, simplification of the tax structure to eliminate multiple taxes and make the system more equitable.

Develop the Domestic Market as Springboard for Exports

Although small, the domestic market does provide scope for the development of local products to export quality. Those products that have successfully penetrated the export market - such as pepper sauces and

fruit drinks - began as production for the local market using local raw materials. These products can compete effectively on the local market with imported products because of the commitment to achieve excellence in product quality. It is for that same reason that these products are able to compete on the regional and international markets as well. It is, therefore, important to see that the domestic market, small as it is, can be an important springboard for entering the international market.

Strategies to promote and develop the domestic market include:

- Better regulation of illegal imports, especially agricultural products

- A long term "buy Beliz"e campaign

- Strengthened standards and quality management and enforcement.

- Support for competition in the marketplace.

- Key public investments in economic infrastructure - especially the road network and transportation system

Produce Quality Goods and Services and Expand Exports

More than anything, the quality of goods and services produced will determine export potential in the long term. Investment to improve quality in agriculture, local manufacturing, agro-processing and other productive enterprises will be required. Appropriate tax and incentives policies can support these investments. Forestry products present a potential niche market, but the sector requires support for reforestation and sustainable local logging done by communities to create jobs and reduce poverty and the development of secondary production capabilities.

Strategies to foster, at all levels in the education process, a spirit and practice of entrepreneurship among young people and an understanding of labour relations along business principle together with investments in science and technology education to promote innovation would support the national effort to produce quality goods and services. Policies to improve access to technology for production and for communication at affordable costs are also important.

Build a Vibrant Agriculture and Strong Rural Communities

It is unfortunate but true that there is a widespread perception of agricultural work as less desirable than work in other sectors. Teaching the importance of agriculture and promoting the growing of crops in school and at home would go a far way to changing this perception. To improve the prospects for long term development and sustainability of agriculture, there is also need for increased access to finance and other resources for farmers. This can be achieved through:

- The creation of a proper bank for farmers to provide access to low interest loans

- The provision of subsidies and other support for local agricultural producers.

- Development of agricultural insurance option to cover crop losses.

- Support for communal farming operations, including co-operative farming where machines are shared

- Increase in government investment in technology, irrigation, development of seeds and green pesticides and provision of technical support to farmers through rebuilding of demonstration plots across the country to provide training

- Increased investment in agricultural schools

- Improved access to land for farmers

- Review of the tax regime for agriculture to remove any unfair burden on farmers at the input stage

Improvement in the management of domestic market for agricultural produce, including control of contraband imports, support for establishment of farmers market and publication of market information to improve ability of farmers to make informed decisions about planting and reaping are needed.

Support Sustainable Fisheries

With the transformation of fisheries technology and decline in fishing population due to overfishing and environmental factors, it appears inevitable that the number of persons engaged in "catch fishing" will decline over time. The growth of aquaculture primarily for export is a relatively new addition to the economy and the emergence of new technologies for both traditional fisheries and aquaculture indicates that the sector will continue to be an important contributor to national production and employment for a long time. There is, however, a need for strategies to help the sector through its transformation. This includes:

- Help for fishers to embrace new and different fishing techniques to their advantage, add value to the final product and make use of fish parts that are currently discarded as waste.

- Encouragement of fishers to assume more of the management of the industry and to self regulate, including standards and quality control.

- Promotion of stronger leadership within the communities and organisations, and improved management of the cooperatives and associations.

- Improved access to financing and improved financial management of cooperatives through personal financial management training.

- Training to improve understanding of how marine protected areas and fisheries management works.

- Help for fishers, who want an alternative livelihood, to explore and plan for other viable alternatives.

- Targeted incentives and concessions for fishers to reduce fuel and equipment costs

- Policies and standards for joint ventures with foreigners that ensure that Belizeans control the harvesting of the fish. Joint ventures should be limited to processing and marketing.

Build Sustainable and Responsible Tourism

The long term growth prospects for tourism are huge. However, as the sector plans for this growth, it is important that long term sustainable development of the sector includes strategies to minimise impact on the environment and to support community driven initiatives that encourage local enterprise development, especially community, agro-tourism and overnight tourism initiatives. This latter not only promotes more meaningful contributions by the sector to the development of communities in which major destinations are located, but it also increases broad-based support and appreciation for the sector.

Other strategies would include:

- Engagement of the tourism sector in developing real solutions to the crime situation.

- Integration of tourism education into the school curricula including experiential learning - such as taking students to see the barrier reef and the Maya ruins etc. so they can learn to appreciate their country more.

- Provide "Go Green" incentives to businesses, schools and society for, as an example, recycling products.

Target selected new sectors with growth potential, such as cultural industries

The economy has seen significant diversification over the past two decades. New industries, such as tourism and financial services have evolved, and older ones such citrus have improved their local value added. There is significant scope for new products and services to be developed particularly in the agro-processing and services. This requires increased efforts to indentify, develop and promote new sectors. Cultural products and services - music industry, art, film etc. have considerable potential for development

and growth; and there is a need to build the institutional capacity to develop and promote cultural industries and to provide incentives for the export of cultural products.

Implement a coherent and consistent macro-economic policy framework

Long term economic development requires a coherent and consistent macro-economic policy framework that supports investor confidence and long term development and is in harmony with poverty reduction strategies. This framework should include the following strategies:

- Pursue a fiscal policy that is prudent, sustainable, and reflected in consistent fiscal performance and controlled growth of the public debt

- Maximise Government's revenue generating potential while maintaining a tax system that is equitable and a regulatory regime that encourages productive investment by the private sector

- Maintain a stable exchange rate policy underpinned by low rates of inflation

- Establish a close link between wage and productivity increases.

- Strengthen the institutional framework and capacity to effectively regulate the financial system and to create conditions for increased savings and productive sector investments

The Bricks and the Mortar: - Healthy People and Healthy Environment

Caring for the Natural Environment as the Source and Basis of Economic and Social Progress

Stakeholders across the society are aware of the importance of Belize's natural resources to its economic future. The main economic drivers - tourism and agriculture - are natural resource based. The more recent significant contributor to GDP and export earnings - petroleum - is also natural resource based. There is broad awareness of the importance of the environment. The main concern is putting in place effective laws and regulations, information and communication systems to protect the environment while promoting sustainable social and economic development.

> **High level Goal: Belizeans have a deep appreciation and love for Belize's natural resources and work collectively to protect the natural heritage and the economic value of these natural resources is quantified and officially recognised.**

The main goal is therefore to inculcate in all Belizeans, especially the young people, an appreciation of the country's natural environment so that they feel the need to work together to develop these resources in ways which also protect them for enjoyment by future generations. In order to do this, the principles of sustainable development should be at the centre of decisions to allocate and utilise the natural resources of the country. This will require an integrated approach to physical, social and economic planning which focuses on long term goals and objectives at the community as well as the overall country level. This would include proper planning for use of marine and coastal areas with a view to mitigating the impacts of climate change, proper management and disposal of solid and liquid waste, and increasing use of appropriate green technology across sectors to reduce solid waste generation, decrease use of fossil fuels and increase use of renewable energy. The key goals for a healthy environment in the year 2030 are set out below.

Key Goals
- As a natural resource based economy, there is proper management allocation and utilisation of the country's natural resources guided by the principles of sustainable development.

- Planning is integrated and focused on the symbiotic relationship between natural resource management and social and economic development.

- Adequate and sustained protection of marine and coastal areas is a part of larger strategy to mitigate the effects of climate change.

- "Green" technology is being utilised by households, the private sector and across society.

- Solid waste is effectively managed in a manner that is harmonious with sustainable development

Strategies to achieve these goals

Incorporate environmental sustainability into development planning
- Develop, adopt and implement a comprehensive natural resources and environmental policy and strategy including planning for climate change and mitigating its effects. This planning should take an inter-agency approach and integrate the use of scientific findings.

- Introduce natural resources accounting into GDP.

- Enforce environmental protection laws in a fair and just manner and, where needed, reform laws (e.g. petroleum policy, mangrove legislation and solid waste.).

- Promote the "greening of the productive sector by providing incentives for private companies to adopt superior environmental practices to achieve strong international market positioning and give evidence of the potential of local firms to compete in world markets.

- Provide tax and other incentives for households to more easily adopt "green" technologies and impose penalties for the use of hazardous materials.

- Implement effective chemicals management in key economic sectors (agriculture, tourism, and manufacturing) through laws and regulations regarding classification and labelling, proper handling, storage and disposal of toxic chemicals, and prevention and mitigation of chemical accidents.

- Increase the number of Belizean professionals qualified as engineers, urban and regional planners, architects, social scientists, environmental scientists, environmental lawyers, marine biologists and those trained in integrated coastal zone management.

- Provide incentives for reforestation and encourage students and families to practice replanting.

- Develop and implement a long-term strategy to manage solid waste material taking into consideration population growth and other factors that will impact on sustainable development.

- Develop and execute a gender-focused National Disaster Management Strategy that is based on the family protection, cohesiveness and restoration before, during and after a disaster.

Strengthen Protected Areas Management
- Adopt and implement the National Protected Areas Systems Plan and strengthen the legal and administrative framework for protected areas.

Promote Green Energy

- Create institutions with the responsibility for producing a viable energy policy that will support the development of an energy sector that is dynamic, competitive, reliable, effective, affordable and environmentally sustainable with minimum adverse impact on safety, health and the environment.

- Create the regulatory framework to improve the efficiency and quality of energy services, implement international standards for services and waste, and monitor the production and supply of services to attain the highest quality and best value for money.

- Create an energy office that will be responsible for promoting investment in and development of renewable energy in the areas of wind, solar, biomass, geo-thermal and hydroelectricity.

- Provide incentives for energy saving and for using "green", cost effective and environmentally sustainable sources of energy such as solar, wind, hydro and geo-thermal energy and provide an energy purchase arrangement for those who have excess energy to sell to the main grid.

- Adopt a national transport policy that will address vehicle, marine or aquatic transport and air transport to ensure safety and efficiency with the lowest environmental impact.

- Educate the public on various energy sources, their uses, services, safety, danger, cost and any areas that would be deemed useful including laws, amendments, changes in rates, latest research and development.

Healthy and Productive Citizens throughout the Life Cycle

Like a healthy environment, human health is an element of the quality of life citizens. Good human health is more than the absence of illness. It encompasses the concept of wellness and the ability to peacefully enjoy family and community life in a clean and uplifting environment. Good human health therefore crosses the boundaries of social and cultural behaviours, nutrition and diet, education and social conditions. Stakeholders understand that, in this wider view of good human health, public health policy needs to expand its role to include both preventative and curative services. Indeed, the move ahead should see much greater emphasis on social and preventative medicine as well as the introduction of higher standards of health care delivery across the system.

> **High level Goal: Universal access to affordable and high quality healthcare that provides citizens with preventative and curative health services throughout their lives.**

In order to achieve this goal, it is vital that the public health system takes a decisive shift towards emphasising healthy lifestyles as the core of preventative care. Healthy lifestyles includes eating healthy, exercise, responsible sexual and reproductive behaviours, effective pre- and post- natal care for mothers and babies, appropriate mental health policies and greater use of information and communication to increase the ability of citizens to make better preventative and curative health care decisions in the interest of healthy living. The key goals which contribute to achieving these long term objectives are set out below:

Key Goals

- Refocusing of the public health system to emphasise healthy lifestyles as a critical aspect a life cycle approach to preventative care.

- Effective decentralisation of the delivery of health services which promotes improved access and quality to all sectors of society

- Effective accountability of health care providers for the quality of health care services and for the results of public investment in the health sector.

Strategies to achieve these goals

Universal Access to Health Care
- Expand the NHI scheme countrywide.

- Improve access to health services for rural communities, including proper staffing and equipping of clinics which have been constructed.

Promote Healthy Lifestyles throughout the life cycle
- Re-orient the health system to focus on promoting healthy lifestyles.

- Invest a larger proportion of Government's investment in the health sector in primary healthcare and on preventive health strategies and seek to create linkages across sectors to achieve this goal. For example, establish school feeding programmes through coordination and collaboration with the agriculture sector.

- Re-structure the health system to take a life cycle approach to prevention and treatment services.

- Improve delivery of medical care to older persons.

- Enact legislation and implement supporting measures aimed at increasing road safety.

Establish family and community health care programmes across the country.
- Expand and strengthen child protection programmes through legislative reform and by increasing collaboration across sectors for the implementation of child protection laws and protocols.

- Prioritise the implementation of the Sexual and Reproductive Health Policy (2002) and Strategic Action Plans, including measures to safeguard the rights of vulnerable groups.

- Implement the Mental Health Policy (2010) by developing a comprehensive and gender responsive mental health programme.

- Vigourously pursue/implement programmes for the prevention and management of chronic, non-communicable diseases. Take a decentralised, integrated and chronic disease management approach in the provision of STI/HIV/TB care and treatment services.

- Approve and implement the draft Substance Abuse Policy paying particular attention to the gender dimensions of substance abuse.

- Provide financial and other support to civil society organisations that address critical health related issues affecting women and children, especially those that provide access to protective environments for pregnant teenagers and young women who are vulnerable to, or are victims of, gender-based violence and/or HIV.

- Amend the Pensions Act, the Widow's and Children's Pensions Act and the Social Security Act to eliminate any form of gender bias or gender related discrimination in access to pensions.

Implement effective accountability for delivery of health services
- Develop health related laws, codes and mechanisms that provide increased transparency and accountability in the use of human and financial resources

Implementation Framework - Including Monitoring and Evaluation

During the various stages of consultations in the preparation of Horizon 2030, stakeholders expressed the view that an effective implementation framework must be included in the national development framework. One of the frequently recurring observations of stakeholders was that failure to accomplish the objectives of plans and programmes which have been developed in the past is likely to be a reflection of a failure to implement effectively. For many stakeholders, the issue is not determining what is to be done to place Belize on a sustainable long term development track - many studies have already been done, many policies created, many strategies have been crafted, numerous consultations have been held and many documents are sitting on shelves. For the majority, the concern is putting a proper implementation framework in place, including:

1.   Assigning responsibility for delivery of results,

2.   Identifying and mobilising resources for implementation,

3.   Monitoring and reporting implementation progress against set targets,

4.   Evaluating performance to assess results and realign goals, objectives and implementation strategies, as necessary, to take account of emerging developments,

5.   Ensuring that the implementation process continues across changes of government following elections.

This concern of stakeholders is rooted in the knowledge that over the years, significant resources have been spent on the preparation of studies and plans some of which have not been implemented for various reasons and some of which have not been effectively implemented. The bibliography attached to this report lists a relatively large but still incomplete list of policies, reports and as studies intended to inform national development. The Toledo District, in particular has been subject to a disproportionately large number of research and/or development projects over the past 30 years, but the impact of these project largely remain to be seen. A study[150] done is 2004 sought to examine why so much has been done by way of study and planning but so little achieved by way of results. This study found that although there was some positive impact on Toledo, most development projects "foundered on an inability to manage the sociological context in which they were embedded ... In some cases ... the designs were grandiose ... others were more modest, eventually taking account of cultural constraints and traditional agricultural practices and building on them, but in time-scales that made wide impact unattainable". This report led to

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[150] ***Toledo: A Study in Elusive Development*** prepared for Government of Belize and The United Kingdom Department for International Development.

a regional development symposium[151] which brought development agencies and community based organisations in Toledo together with key government ministries to craft a strategy to refocus the development effort in that district and improve the delivery of results of development projects and programmes. This strategy, too, was never fully implemented.

Similar lack of effective implementation has attended development projects in other regions of the other country and across various sectors.[152] In several cases, projects and programmes appear to suffer from shifts in policy priorities that arise from changes in administration following national elections. One important exception is the National Policy on Families and Children which was endorsed by the leaders of both major political parties and which continues to receive support from international agencies. This policy was also one of the first to have an integrated monitoring and evaluation framework which provides a basis for undertaking regular reviews of progress on key indicators. In this context, there is a need for careful attention to be given to the creation of an effective framework for the implementation of Horizon 2030.

It is proposed that Horizon 2030 is implemented, similar to the approach taken by Jamaica, through a series of medium term sector plans which will be prepared within the relevant ministries and public bodies. The implementation framework takes into account the critical importance of broad support from the people of Belize. In particular, the framework assumes that the major political parties will agree with the framework and, when they are in government, will be pursue the visions and goals of the people as set out therein. The framework also provides for a structured monitoring and evaluation process through which there would be regular review and reporting of results.

The process for the preparation and implementation of Horizon 2030 is outlined in the diagram below. The completion of the Horizon 2030 document means that the process is well underway, but there are crucial steps to be taken to complete the process and commence implementation. These steps include:

5. Communications and/or consultations with political parties to confirm broad political support for Horizon 2030 so as to improve the potential for continuity in implementation across changes in administration;

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[151] Solutions 2005: Resetting a Solid Foundation for Coordinated and Sustainable Development with the People of Toledo

[152] As examples: (i) The IDB-CDB Health Sector Reform Project was extended several times well beyond its original completion date of 2006 and to date has not been completed, with several key aspects of reform - such as strengthening accountability for quality and outcomes of health service delivery. (ii) The institutional framework for planning, regulating and monitoring developments along the Belize coastal zone floundered once project funding for the Coastal Zone Management Authority ended. (iii) the Country Poverty Assessments and related actions plans that have been completed so far have not been implemented as designed and the cross-sectoral approach to fighting poverty which has been recommended is yet to be effectively implemented.

6. A decision of Cabinet to approve and commence implementation of Horizon 2030;

7. Establishment of the institutional framework for implementation; and

8. Preparation of the first set of detailed medium term plans which flow from Horizon 2030. Without these medium term plans, Horizon 2030 is not going to be implemented.

Horizon 2030 Preparation and Implementation Process
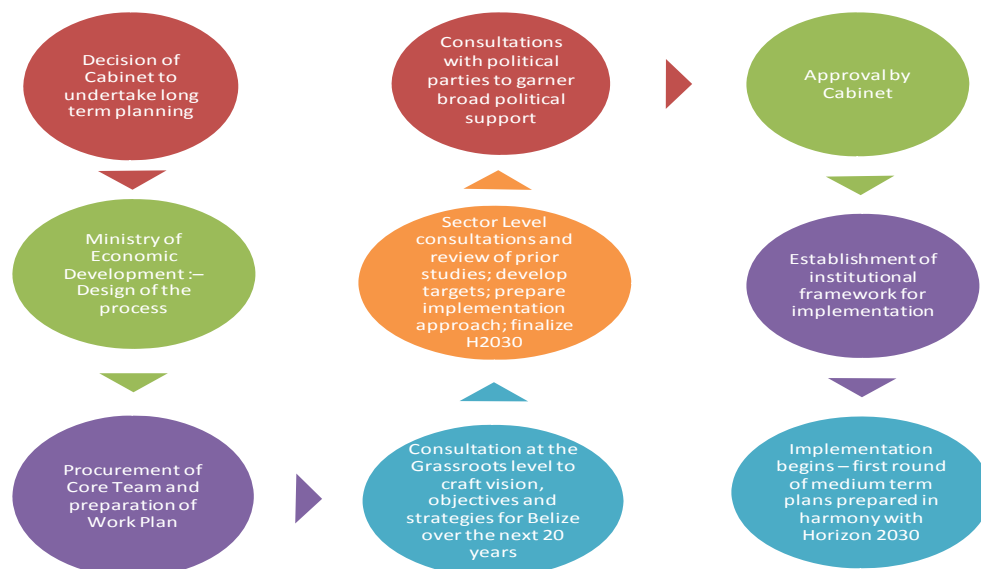
The Importance of Cross-sectoral Planning and Coordination

Since the 1970s, many attempts have been made to engage in cross-sectoral coordination[153]. In the 1990s, at least two of these national initiatives were headed by the Ministry of Economic Development. While no evaluation of these initiatives has been done, Johnson suggests that they were, at least partially, affected by changes in Government administrations, lack of resources and low levels of buy-in from some ministries. In 1999, the Ministry of Human Development organised a Social Sector Strategy Dialogue. While the dialogue resulted in plans for increased coordination and collaboration, most initiatives were short-lived. However, some existing coordination bodies benefited from institutional strengthening to increase their effectiveness[154].

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[153] Johnson, Melva, (1999), Social Sector Coordination. Paper presented at the Social Sector Strategy Dialogue. November, 1999, Ministry of Human Development and IDB.
[154] An example is the strengthening of the NHDAC through funding from the IDB.

Existing social sector coordination bodies include the National Human Development Advisory Council (NHDAC), the National Committee for Families and Children (NCFC), the National AIDS Commission (NAC), the National Women's Commission (NWC) and the National Commission for Older Persons. These bodies were established to coordinate the planning, implementation and monitoring of policies and strategies that address specific issues and/or issues affecting specific populations.

Most of these social sector coordination bodies have medium term plans that are either developed or are being developed. In the case of the NCFC, the National Plan of Action for Children and Adolescents extends to 2015, has bi-partisan support and is comprehensive in scope. Even so, the NCFC reports challenges in mobilising participation and reporting from all of its member organisations. The strengthening of its monitoring and evaluation capacity has, therefore, become a major focus for the NCFC. A similar trend is noted among other social sector coordination bodies.

> ### *The NPA: A Multi-tiered Best Practice Model*
> The National Committee for Families and Children (NCFC) developed the Plan of Action for Children and Adolescents (NPA) using a participatory, bi-partisan approach. The NCFC established three levels of input into the NPA. The first level of input came from grassroots communities across the county. The second came from technical staff of government ministries and departments who were organised into technical working groups. The technical working groups met regularly to review all the information gathered from both the communities and the literature review. They then used this data to propose strategies to be reviewed and approved by the third level of participants.
>
> The third level was a politically appointed NPA Working Group comprised of three representatives each from the two main political parties in Belize plus one alternate for each political party. This politically appointed NPA Working Group met at regular intervals (at times once weekly or every two weeks) to review the work of the technical experts, discuss the proposed strategies and either approve or amend the proposals. As a result the two major political parties took ownership of the NPA which was launched jointly by the Prime Minister and the Leader of the Opposition.
>
> The NCFC was actively involved in the process of developing the NPA development. The NCFC provided administrative and technical to a consultant who was hired to coordinate, research and write the NPA. This process has led to the continued implementation of the NPA across Government administrations (2003-2010).

Proposed Institutional Structure for Implementation of Horizon 2030

The roles of the various agencies and institutions that will play a role in ensuring the effective implementation of Horizon 2030 are set out below. The recommended approach seeks to minimize the establishment of new bodies and seeks to make use of existing bodies to the extent possible.

The Political Parties

It is strongly recommended that the major political parties jointly sign on to Horizon 2030 as an indication of their agreement to utilise Horizon 2030 as the long term development framework within which medium term policies and programmes will be developed over the next 20 years. It is important to note that Horizon 2030 is not a set of plans with specific projects to be implemented over the next 20

years. Rather, it is a statement of objectives along with a set of broad strategies to achieve these objectives. In the run-up to elections, it will be the role of political parties to state, in their election manifestos, how they intend to implement Horizon 2030 if elected. It will be the role of the government of the day to articulate the specific programmes and projects in the context of medium term plans which will be designed, in keeping with the goals and strategies of the Horizon 2030 framework.

The endorsement of the political parties is important to promote continuity across administrations when there is a change in government after an election. As seen from the experiences of Trinidad and Tobago, Jamaica and Barbados, all of which completed the preparation of national strategic plans within the last several years, it is in Jamaica where both the government and the opposition publicly signed on to the national strategic plan, that the process of implementation is moving ahead most effectively.

In Belize, the national policy that has made the transition most smoothly after an election is the National Policy on Families and Children. This policy was prepared with the input of both major political parties and both parties publicly signed on to the final document, committing to its implementation as agreed.

To take this recommendation forward, it is recommended that each political party is asked to endorse Horizon 2030 as a representation of its commitment to continue with its implementation through any changes in government which may arise over the next 20 years. Representatives of the political parties should participate in the public launch of Horizon 2030.

Cabinet

Horizon 2030 would become official government policy through a decision of Cabinet. Cabinet would also direct Chief Executive Officers (CEO) to commence implementation of Horizon 2030. Cabinet would also ultimately be responsible for implementation and monitoring within each ministry and across government. Cabinet should agree to table Horizon 2030 in the National Assembly so that all members of the House and the Senate have the opportunity to endorse it at that highest legislative level.

Chief Executive Officers

CEOs have top level management responsibility for policy planning and implementation within their ministries and departments. In the case of Horizon 2030, therefore, it will be the responsibility of CEO's to make sure that medium term planning takes place in the context of Horizon 2030. This would mean that those ministries that already have medium term plans in place or under preparation would transition their plans into the Horizon 2030 Development Framework. This transition would take place through a review process which would assess the extent to which the ongoing planning process is in harmony with the vision, objectives and strategies of Horizon 2030 and adjustments would be made as necessary.

Where no medium term plans are in place, the process for preparation of such plans should commence as soon as possible.

Policy and Planning Units

The Policy and Planning Units [PAPU] of ministries have a critical role to play in the implementation of Horizon 2030. The sector planning process will be undertaken by the PAPUs under the leadership of the Chief Executive Officers and with the support of the operational sections of the ministries and departments.

Across the Government, PAPUs have the responsibility to undertake policy analysis and prepare short, medium and long term planning to achieve the sectoral objectives of the ministry. One of the key gaps that has been identified in past planning processes is the absence of cross-sectoral collaboration. This cross-sectoral collaboration has been identified as a critical element of the strategy to increase effectiveness in policymaking and work planning. In the context of the implementation of Horizon 2030, the Policy and Planning Units are to be given specific responsibility for cross-sectoral collaboration in policy making and work planning at the technical level.

To facilitate this, it is recommended that an inter-ministerial working group comprising the Directors of the PAPUs be established with the mandate to establish procedures for sharing of information, undertaking peer review of ongoing work, seeking technical inputs across PAPUs and designing integrated monitoring and evaluation mechanisms for policies and projects. For this to be effective, public officers should be provided with training that may be necessary to re-orient them to the new approaches and to build critical skills such as: strategic planning, programme development and budgeting.

District Committees

The District Committee is one of the two mechanisms proposed to be formally established. The concept of this Committee borrows from the recently concluded EU-funded Belize Rural Development Project (BRDP) which established District Development Committees in each district to undertake cross-sectoral collaboration among development agencies - both governmental and non-governmental. The District Development Committee was responsible for reviewing and advising on projects for funding by the Project, monitoring the implementation of projects at the district level and inputting into district level proposals for further development of the BRDP. The BRDP established this committee with the express intent of assessing its applicability and relevance to other areas of government.

The recommendation to establish Horizon 2030 District Committee seeks to accomplish several things. First, it seeks to build on a process which was started with some success in the rural development sector and to mainstream it across government. Secondly, the District Committee will work to decentralise

policy, planning and project development by ensuring that District priorities are addressed in policy and planning efforts. Thirdly, the District Committee would be comprised of senior officials of ministries and departments [district agricultural officer, rural development officer, women's development officer, education officer etc] with a mandate and a structure to facilitate inter-ministerial and cross-sectoral planning and implementation.

Horizon 2030 Commission

A Horizon 2030 Commission is the second new body that is proposed to be established. This Commission would be a multi-sectoral oversight body with broad representation of labor unions, private sector, rural sector and NGOs. Its composition would roughly reflect the composition of the Horizon 2030 Steering Committee.

This Commission would be responsible for monitoring of the implementation of Horizon 2030 and for reporting to the National Assembly on progress against established performance targets. The Commission would have at its service a small coordinating unit with qualified staff to carry out ongoing monitoring and evaluation of Horizon 2030 implementation. This coordinating unit would be responsible for assisting the Commission in preparing annual reports to be submitted to Cabinet and to the National Assembly and in organizing Horizon 2030 consultations every 3-4 years. These consultations would be with the objective of sharing progress with stakeholders and seeking input into any revision to the Horizon 2030 framework that may necessary given changing circumstances. This coordinating unit would also assist in arranging for independent evaluation of progress every 5 years.

Information and Communication Strategy

A well articulated information and communication strategy will be necessary to promote Horizon 2030 in its early stages and to share information with stakeholders during its implementation. Notwithstanding that hundreds participated in the stakeholder consultations which attended the preparation of Horizon 2030, there still is a need to reach out to those who did not get the opportunity to participate. Ongoing stakeholder interest and participation will be important to promote implementation. The strategy should make use of a variety of media in order to achieve broad reach among stakeholders. Critical components of this strategy should include:

An Interactive Website to:
- reach out to the younger population and Belizeans in the diaspora;
- post questions for response or suggestions for consideration via mechanisms such as blogging; comments pages, Face Book and other social networks etc;
- publish reports of implementation activities including, but not limited to, medium term plans; and

- maintain a calendar of Horizon 2030 events.

Regular Newsletter, Press Releases, Press Briefings to:
- keep the news media informed and involved;
- promote well informed newspaper articles and television reports; and
- keep the public informed.

Town Hall Meetings, Community Outreach to:
- engage in periodic discussions with stakeholders in their communities as part of the medium term planning process;
- receive feedback; and
- undertake monitoring activities.

Regular Media [TV and Radio] Programmes to:
- provide information on Horizon 2030; and
- encourage ongoing participation in development and implementation activities;

Legal Framework for Implementing Horizon 2030

To give legal backing to the requirement for a long term strategic planning - incorporating medium term sector planning into its implementation process - it is recommended that legal provision be made which sets out the requirement for planning, establishes specific responsibility for such planning within the structure of government and creates the framework for monitoring and evaluation. This can be done by including the appropriate provisions in legislation which governs public expenditure, the Finance and Audit (Reform) Act, and preparing requisite regulations which set out the nuts and bolts of the planning and implementation process.

Alternatively, the Ministry of Economic Development is currently reviewing the framework for development and implementation of the Public Sector Investment Programme (PSIP). The development of medium term plans in the context of a long term development framework can be set out in a PSIP process which is written into regulations, whether under the Finance and Audit (Reform) Act or under a separate Planning Act which can be promulgated. Whichever approach is undertaken, there is a widespread view that, in the absence of "legislative teeth", the implementation of a formal planning process will ebb and flow with the priority accorded to it by different administrations.

One of the key questions that the legal framework would clarify is that of ultimate responsibility for planning. Where should responsibility ultimately lie? In the current structure of Government, the Ministry of Economic Development has responsibility for the planning function. However, this is

narrowly interpreted as an economic planning function, not as a broad socio-economic or national planning effort. The establishment of the National Human Development Advisory Committee after the completion of the first Country Poverty Assessment in the mid-1990 was acknowledgement that there was a need for inter-sectoral process to promote relevant and effective policy, especially where it was clear that inter-sectoral approaches were needed to address complex issues such as poverty alleviation. Across government, however, planning remains in sector silos. Implementing Horizon 2030 would bring about a decided break from this approach.

It is proposed that the Policy and Planning Unit of the Ministry of Economic Development be strengthened and upgraded to function as a Secretariat for the Horizon 2030 implementation process. In this regard, the head of the PAPU of the Ministry of Economic Development would be the Chair of the Inter-ministerial Committee of PAPUs. The Horizon 2030 Coordinating Unit would be a part of the Horizon 2030 Implementation Secretariat.

Monitoring and Evaluation - Integrating a Results-Based Approach

Recently completed national strategic plans that have been completed for other countries within the past several years have also placed great emphasis on the elaboration of a monitoring and evaluation structure to guide implementation and facilitate regular review of performance.

The Logic Model

The strategic framework for Horizon 2030 is built around a simple logic model in which the inputs - human and financial resources - are dedicated to activities which are organised to produce specific outputs in the short term. In the medium term, these outputs contribute to the accomplishment of desired outcomes which then contribute to the long term impact or results which are desired. This sequencing is set out below.
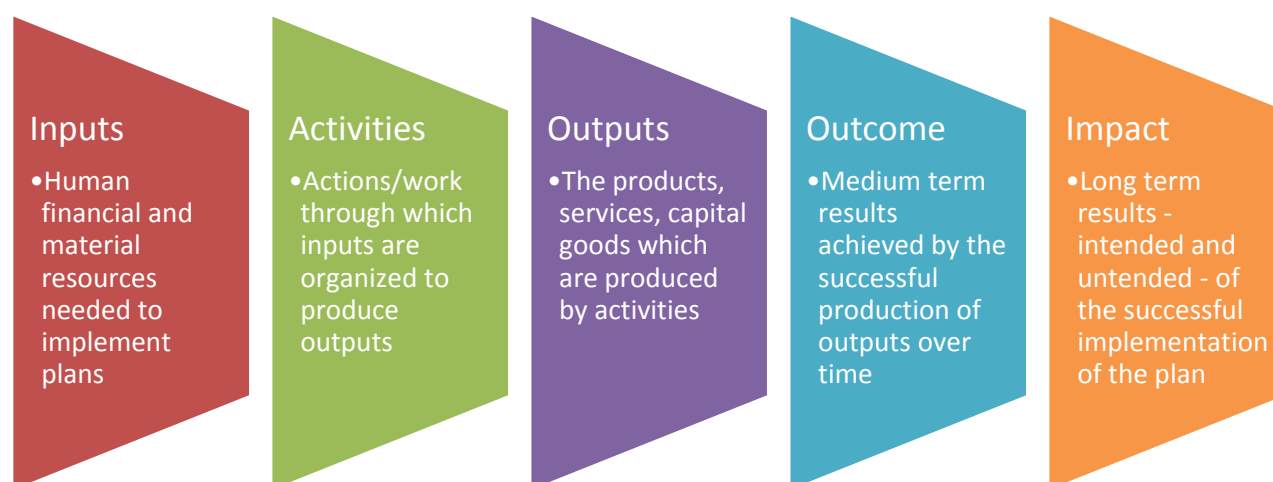
Inputs	Activities	Outputs	Outcome	Impact
•Human financial and material resources needed to implement plans	•Actions/work through which inputs are organized to produce outputs	•The products, services, capital goods which are produced by activities	•Medium term results achieved by the successful production of outputs over time	•Long term results - intended and untended - of the successful implementation of the plan

The results matrix which flows from this model sets out:

- a description of strategies and supporting interventions;

- a definition of the expected outcomes;

- identification of specific indicators to be monitored; and

- the determination of baseline data which will be the starting point for the comparisons.

The baseline data is a record of historical performance; and targets would normally be defined in terms of maintaining, increasing or reducing future performance in relation to the baseline. The baseline will mainly reflect performance at the national and sector levels but can also be drawn from regional and international norms. Target setting will also bear in mind obligations under international treaties or agreements such as the MDGs, the Convention for the Elimination of all forms of Discrimination against Women and the Convention on the Rights of the Child. In particular, targets for the year 2015 should harmonise with the MDGs.

Indicators and Targets - Role of Data and Information

One of government's major challenges is to deliver the services it provides as effectively and efficiently as possible. In order to assess efficiency and effectiveness, delivery mechanisms should be under constant surveillance to determine whether objectives are being satisfied and a comprehensive set of quantitative and qualitative indicators need to be available so that this judgment can be made.

The results matrix is intended to present a snapshot of GOB's major objectives for the period 2010-2030; strategies and supporting interventions; key targets and performance indicators and key implementing agencies. Used effectively, the matrix can facilitate early corrective action by measuring performance against established targets and the assessment of programme impact by measuring the specific outcomes of Horizon 2030. The former is primarily a quantitative exercise which focuses on measuring efficiency; the latter is a measure of effectiveness and focuses on outcomes by directing attention to an assessment of deviations, and an explanation of causalities.

Effective data collection and dissemination are the foundation of a good monitoring and evaluation system. The comprehensiveness of the analysis that is undertaken and the advice that is provided will be directly related to the quality of the data that is collected. At the same time, stakeholders should be able to interpret the results if they are to be able to participate meaningfully in the monitoring process and hold GOB accountable for service delivery. The data to be monitored, therefore, should share the following characteristics – specificity, relevance, interpretability, accessibility, and systematic collection.

The indicators identified in the results matrix relies heavily on socio-economic and demographic information that is reliable and collected, on a regular basis, by Statistical Institute of Belize through the census, labour force, and price surveys as well as the collection of national income, international trade and other statistics. The Central Bank of Belize is the major source of financial system statistics and the Ministry of Finance the major repository for information on the public finances and debt. In addition, government ministries and agencies collect a variety of sector, programme and project specific information. They represent for a large part, statistics that form part of a sustainable series of data already being collected or for which collection on a systematic basis is recommended.

Outline of Results Matrix			
Vision Statement			
High Level Goals			
Expected Outcomes/Results:			
Medium Term Outcomes/ Intermediate Outputs To be achieved by the year 2015	Medium Term Results To be achieved by the year 2020	Long Term Results To be achieved by the year 2025	Long term results To be achieved by the year 2030
Measureable Targets	Measureable Targets	Measureable Targets	Measureable Targets
Indicators	Indicators	Indicators	Indicators
Goal 1	Strategy 1	Projects/activities	Human and financial resource cost and allocations
	Strategy 2	Projects/activities	Human and financial resource cost and allocations
Goal 2	Strategy 1	Projects/activities	Human and financial resource cost and allocations
	Strategy 2	Projects/activities	Human and financial resource cost and allocations

Conclusion

Successful implementation of Horizon 2030 over the next 20 years will depend on several key factors. The first is the establishment of meaningful targets and indicators. This will require good data quality and coverage. While significant effort has already been put into improving statistical capabilities and broadening the range of social and economic data that is collected and reported, this effort will need to continue and be scaled up to meet the needs of social and economic planners. One way of focusing on this issue would be to establish a standing committee on targets and indicators. This committee would include both statisticians and sector specialists and their work would encompass the defining and refining the targets and indicators which will facilitate effective monitoring of the impact of Horizon 2030 on the quality of life of citizens.

The second key factor which will likely influence successful implementation is effectiveness in engendering and maintain broad support for the implementation process itself. While it is important to get the buy in of the wider society, it is equally important to seek and receive the support of (i) political parties, (ii) executive management of Ministries and Departments and (iii) technical experts within the Ministries and Departments. The support and cooperation of political parties will be a key factor in facilitating continuity across changes in administrations. This concern was raised by stakeholders in every consultation meeting. Political parties will be asked to sign onto Horizon 2030 as the framework guiding development policy-making and implementation over the next 20 years. Within the government of the day, it will be important for CEOs and technical specialists to support Horizon 2030 and to secure harmonization between ongoing planning and policy making and the framework.

Another important factor will be the effectiveness of the information and communication strategy which will accompany the implementation of Horizon 2030. This should begin with a strong public relations/public education campaign leading up to the launch of Horizon 2030. The launch itself should be inclusive, with the participation of ordinary Belizeans in addition to political parties and civil society organisations. Beyond that, the interactive website will provide a useful mechanism for ongoing communication with stakeholders, especially the youth. It will also be important for the information and communication strategy to utilise a range of media given varying levels of access across the country to different kinds of media.

Finally, it will be important to place the planning process within a proper legal framework. Writing the planning process into law would create a legal requirement for planning to take place rather than leave it up to the ebbs and flows of policy imperatives. The most appropriate option is likely to be including long term and medium term planning requirements in the Public Sector Investment Programming law which is currently under consideration in the Ministry of Economic Development. This would anchor the

responsibility for planning in this Ministry while creating the legal framework for inter-ministerial and/or cross-sectoral collaboration which is a critical component of the long term planning process.

Annex 1: Detailed Results Framework

PILLAR 1 - DEMOCRATIC GOVERNANCE
High level goal - **An effective governance framework that ensures (i) citizen participation and (ii) accountability of political leaders (iii) effective management of public resources to meet public needs**

KEY GOALS/ OUTCOMES

- Strong "watchdog" groups in the non-government sector hold politicians accountable.
- Persons in public life demonstrate the highest ethical standards.
- Government departments are free of corruption, modernised and focused on providing quality service to the public.
- Less party politics in the daily lives of citizens.
- Effective separation of the legislature and the executive and strict limitations placed on ministerial discretion.
- The society is free from violent crimes.
- The legal and judicial system is credible and capable of solving all kinds of crime and dispensing justice in an equitable and fair manner to all.

Potential Indicators	Comments on Baseline (2010)	Targets for			
		2015	2020	2025	2030
Publication of reports on the work of government - Number of reports required - Range of reports required - Timeliness of reporting	Auditor General's Report; Contractor General; Departmental Reports etc.				
Public education programmes on governance and democracy - Number of programmes presented - Size and composition of target groups					
Officials reporting directly to their constituencies on a regular basis. - Number of officials reporting - Frequency of performance meetings by elected officials with constituents					
Ethics framework for public officials - Does it exist? - Is it being developed? - Is it in keeping with international standards?	Baseline and targets can be set in the context of the ongoing work to implement the Inter-American Charter on Corruption				
Anti-corruption law - Is it being strengthened? - Is it in keeping with international standards? - Does it have penalties? - Number of offences - Number of convictions - Length of time for cases to be heard					
Private sector programme to support anti-corruption efforts in the public sector programme. - Does it exist? - Is it being developed? - Number of reported violations? - Length of time to review/assess violations					

Multi-year programme budgeting is in place - Does it exist? - Is it being developed? - Is it in keeping with international standards and practices? - Frequency of budget committee meetings - Frequency and timeliness of budget reports preparation - Variation between budget and actual fiscal outcomes					
Performance management and monitoring system in the Public Service					
Transition mechanism to facilitate continuity across changes in Administration - Does it exist? - Is it being developed? - Is it effective?					
Regulation of campaign financing - Does it exist? - Is it being developed? - Is it effective?					
Number of seats in National Assembly held by women (%)	0%	At Least 10%	At Least 20%	At Least 35%	At Least 50%
Status of political reform - Executive and Legislative branches of government separated - Referendum on republican form of government held - Senate elected					
Crime rate - Overall rate - Violent crimes - Arrest rate - Conviction rate					
Number of Juvenile Offenders - Offence rate - Arrest rate - Conviction rate - Rate of recidivism					

Strategy	Selected Actions	Agency Responsible
Strategy 1. Rebuild accountability in government and politics	Expand the range of information which Government is legally required to regularly publish so that citizens can review its performance. Existing legal requirements for the preparation, auditing and review of annual financial statements of the government are complied with. A programme for disseminating regular reports on	Attorney General's Office Ministry of Finance Ministry of Public Service, Governance Improvement, Elections and Boundaries, and Sports Ministry of Public Utilities, Information and

	the work of government ministries and departments is developed and implemented. Elected officials prepare and present, performance reports to their constituents in public fora.	Broadcasting
	Implement a Public Education Programme on Governance and Democracy to build knowledge and promote people participation. Expand adult and continuing education programmes and community based trainings. Mainstream civic education curricula in the formal school system	Ministry of Public Service, Governance Improvement elections and Boundaries, and Sports Ministry of Education and Youth
	Develop and implement a strong ethics framework which will • be applicable to all public officials, and • define conflict of interest and procedures to be followed whenever public officials are in conflict of interest situations. Develop and enforce laws to regulate campaign financing and political campaigning	The Attorney General's Office Ministry of Finance Ministry of Public Service, Governance Improvement elections and Boundaries, and Sports
Strategy 2 - Eradicate corruption and improve public service delivery	Establish a zero tolerance anti-corruption policy Eradicate corruption and improve service public service delivery Strengthen legislation to strengthen oversight of government ministries will be revised/strengthened. Impose penalties on elected officials and public officers who break the law and on persons in the private sector who collude with these public officials. Encourage the private sector to commit to a high standard of ethics in business and to enforce compliance in membership organisations.	Ministry of Public Service, Governance Improvement elections and Boundaries, and Sports
	Implement multi-year planning of activities and budgets. Require regular reporting on measurable operational and policy objectives and the institutionalisation of monitoring and evaluation processes Implement change management process in the public service which responds to the demand for improved services by the citizenry. Develop and enforce regulations for the transparent and fair hiring of public officers, establishing competence as the most important qualification for appointment	Ministry of Economic Development, Commerce, Industry and Consumer Protection Ministry of Finance Attorney General's Office Ministry of Public Service, Governance Improvement elections and Boundaries, and Sports

	Implement proper performance monitoring. Streamline Government processes to achieve the efficient and cost effective delivery of services. Implement a transition mechanism to facilitate continuity across changes in administration.	
Strategy 3 - Transform the Party Political Culture	Reach agreement among all political parties on fair and transparent rules for determining beneficiaries of government policy and access to social programmes, especially those programmes that determine access to education, health, land and other public services. Facilitate collaboration/cooperation between political parties work to promote self-sufficiency rather than dependence. Increase emphasis on training, for example in leadership and ethics, to ensure that political aspirants have the requisite qualities to properly discharge responsibilities to their constituents. Introduce special temporary measures to increase the number of women political parties included in their slate of candidates for national elections.	Ministry of Public Service, Governance Improvement Elections and Boundaries, and Sports
Strategy 4 - Complete the political reform process to strengthen democratic governance	Implement recommendation of the Political Reform Commission Report of 2000 on the separation of executive and legislative branches of Government. Mount public education campaign leading to a referendum on moving to republican form of government. Remove ministerial discretion which allows the executive to undermine the intent of the laws made in the National Assembly. Discretion, where needed, should be delineated strictly. Strengthen of the role and function of the Senate by making it an elected body with the capacity to hold government accountable.	Ministry of Public Service, Governance Improvement elections and Boundaries, and Sports
Strategy 5 - Strengthen accountability of the village administration	Proper training of village council members after every election. Establish physical offices to maintain village records. Clarify, in law and regulations, the roles and responsibilities at the various levels of government: Amend the Village Councils Act to make the establishment of lots committees mandatory.	Ministry of Labour, Local Government and Rural Development Ministry of Public Service, Governance Improvement Elections and Boundaries, and Sports

Strategy 6 - Strengthen Law Enforcement and Access to Justice	Build capacity of the Police Department • Raise the qualification requirements for police officers and implement a more rigorous recruitment process • improve salaries and benefits of police officers • provide ongoing training • implement key infrastructural improvements to strengthen investigative capabilities. Deepen the relationship between the police department and the community by strengthening and mainstreaming the Community Policing Programme Implement independent accountability mechanism to address negative behaviour of police officers including corrupt activities and violent acts perpetrated on citizens. Provide ongoing training opportunities for magistrates and police officers. Address the broader social issues which create the environment in which crime flourishes by implementing community development programmes and support systems and making education accessible to all.	Ministry of Human Development and Social transformation Ministry of Police and Public Safety

PILLAR 2 - EDUCATION FOR DEVELOPMENT - EDUCATION FOR LIFE AND LIFELONG LEARNING
High level goal - Education is recognised as a basic human right for all children regardless of social status, ethnic background and cultural affiliation, place of residence (urban/rural) or religious faith and all children have access to quality education to at least the secondary level.
KEY GOALS/ OUTCOMES Education is of high quality and is free to at least the secondary school level. The education curriculum as delivered is relevant to long term development needs at all levels and integrates the expressive arts, sports and physical education, science and technology, entrepreneurship, environmental education civic/political education and character development. The education system is inclusive, promoting Belize's multi-cultural and multi-lingual heritage and providing access to educational institutions by citizens who are differently able.

Potential Indicators	Comments on Baseline (2010)	Targets for			
		2015	2020	2025	2030
Gross and net enrolment rates (pre-school)	Less than 10%				
Gross and net enrolment rates (primary school)	Harmonise with MDG in 2015	100%	100%	100%	100%
Gross enrolment ratio rates	44.1 (Net Rate)	55%	70%	85%	100%
Percentage of trained teachers in primary school					100%
Student teacher ratios (primary school)					
New and equitable education financing mechanism in place at secondary levels					
Financial accountability processes in place at the level of school managements Regular audits of funds provided by government, contributed by parents through fees and fund raising					
Fully free education [no fees to be paid by students] in place at primary and secondary					
National Literacy rate		95%	100%	100%	100%
Number of Schools with functioning PTAs					
National HRD Strategy in place					
Number of institutions using IT to deliver education to underserved populations Number of students taking courses online					
Number of schools delivering Civics education curriculum					
Number and quality of science laboratories in primary and secondary schools					
Number of Schools offering Health and Family Life Education					

Number of Schools offering arts within the regular curriculum					
Number of after school programmes, especially in urban areas Number of young people involved in after school programmes					
Number of Adult Education Programmes					
Number of schools at all levels integrating sports into the curriculum Number of schools with active sports development programmes					
Number of students engaged in study of agriculture at secondary and tertiary levels					
Number of trained school counsellors at every level of education					
Number of schools with feeding programmes in place - availability of programmes - nutritional values of diets					

Strategy	Selected Actions	Agency Responsible
Strategy 1 - Strengthen management, monitoring and accountability in the education system	Review the structure and functioning of the education system is to assess its effectiveness. Develop a national human resource development strategy to respond to Belize's development goals and guide the development of the education system over the next 20 years. Reform the system for the allocation of financial resources to primary and secondary schools to facilitate greater access to school for children across the country Implement a rigorous education monitoring system. Expand teacher education opportunities and create incentives for trained teachers to remain within the education. Develop a salary and incentives package to attract and retain qualified managers and counsellors within the education system	Ministry of Education and Youth Ministry of Finance

Strategy 2 - Improve Access to Education	Phase in free education on a planned basis to at least to the secondary school level and expand mandatory education to at least two years of secondary school. Expand the number of secondary school places, especially in rural communities. Promote internet access across the country and provide access to online education is provided for both children and adults Develop alternate mechanisms for delivery of education - TV, Radio, internet	Ministry of Education and Youth
Strategy 3 - Improve Delivery and Relevance of the Education Curriculum (primary and secondary levels)	Educate to Build Character • Review the structure and philosophy of the education system • Integrate a strong civic education curriculum within the school system to teach children about effective leadership, to foster children's participation and to learn how to disagree with each other respectfully and find their own solutions to problems. • Implement all components of the Health and Family Life (HFLE) Curriculum, in particular the sexual and reproductive health modules across schools regardless of their management authority. • Increase investment in afterschool programmes • Integrate the expressive arts, music, sports and physical education is integrated in the schools' curriculum Educate to build social cohesiveness • Develop and implement strategies that foster acceptance of Belize's multi-ethnic, multi-cultural, multi-lingual society • Integrate Spanish education at all levels of the education system. • Explore and demystify gender awareness and gender issues • Review/revise the education rules to prevent teacher termination or student expulsion due to pregnancy and/or any other discriminatory practices Educate to emphasise respect and appreciation for the natural environment • Re-introduce gardening and agriculture	Ministry of Education and Youth Ministry of Health Ministry of Tourism Civil Aviation and Culture Ministry of Human Development and Social transformation

	into the primary and secondary school curriculum. • Invest in the development and expansion of agricultural schools and promote the use of appropriate technology • Integrate environmental education within the school system and provide children with access to Belize's natural wonders through field visits and hands-on experiences so that they can become advocates for practices that are harmonious with nature. Broaden the curriculum and integrate new methods of teaching • Integrate science and technology training into the delivery of education. • Develop a public education campaign to de-stigmatize technical-vocational programmes and to encourage young women's access to enrolment in these • Implement a differentiated learning approach within the school system to meet the needs of all types of learners (visual, tactile, kinaesthetic, auditory), balancing the intellectual with the experiential to assist children in reaching their development potential. • Integrate learning methods that appeal to the developmental needs of boys and girls • Expand programmes and services for children with special needs, including those with learning disabilities • Train teachers to manage children with learning disabilities within the classroom setting. • Train teachers who can communicate effectively in English and Spanish	
Strategy 4 - Develop Education Support Systems and Services	Expand the schools feeding programmes. Develop and implement a strategy for expanding the cadre of trained school counsellors, complemented by mandatory parent psycho-educational and counselling sessions for families Provide support services for adolescents and adults who wish to return to primary or secondary school or engage in adult and continuing education courses. Provide apprenticeship and mentorship	Ministry of Agriculture and Fisheries Ministry of Education and Youth Ministry of Human Development and Social transformation

	programmes for children who require additional out-of-school support to build their self-esteem and develop a positive attitude towards learning	
	Expand the national library system so that it can be a more active partner in promoting reading and language skills among girls and boys both within and outside the classroom.	
	Develop and implement strategies that improve school safety for both children and teachers.	
	Expand the Parent and Community Empowerment Programme (COMPAR) and link this programme with HECOPAB and other community education initiatives	
Strategy 5 - Develop Adult and Continuing Education	Develop and implement a nationwide literacy programme that uses a multi-modal, integrated approach to learning	Ministry of Education and Youth
	Establish more adult and continuing education (ACE) programmes, through government and non-government agencies, across the country that teach civic education, parenting education and basic economic and social skills and provide economic incentives for adults to access these programmes.	
	Promote and support on-line ACE education programmes.	

THE "BINDING CONSTRAINT" THE ECONOMY
ECONOMIC RESILIENCE : GENERATING RESOURCES FOR LONG TERM DEVELOPMENT

High level goal - A resilient economy with a level playing field for all businesses and entrepreneurs using appropriate technology to increase productivity and competitiveness in an environmentally sustainable way.

KEY GOALS/ OUTCOMES

Increased agriculture production that promotes environmental sustainability with strong value added through industrial development/agro-processing development.

Sustainable, profitable and expanded responsible tourism in a well developed services sector exporting to the rest of the world.

Strong well performing micro small and medium enterprise sector, with strong credit unions playing a key role in financing.

A strong work force and corps of entrepreneurs created by an education system that nurtures entrepreneurs and local talents and provides training relevant to Belize's development needs.

Timely investments by Government in key economic infrastructure

Potential Indicators	Comments on Baseline (2010)	Targets for			
		2015	**2020**	**2025**	**2030**
GDP Growth rate - stable		4% +	4% +	4% +	4% +
Inflation rate - low and stable		-3%	-3%	-3%	-3%
Debt/GDP - declining		75%	60%	50%	40%
Debt service to GDP and to Government Revenue - declining					
Number of small businesses Number of persons employed by small business					
Number of women-owned small businesses					
Number of young-people-owned small businesses					
Domestic investment					
Foreign direct investment					
Savings rate					
Availability of support services for SME's					
Unemployment rate - declining	12%	10%	7%	5%	5%
Gini coefficient - tending to 1					
Poverty rate - declining	40%	30%	20%	10%	0%
Export earning/GDP - increasing					
Imports/GDP - declining					
Effectiveness of standards infrastructure - Number of approved standards in place					
Capital expenditure as a ratio of total expenditure of government					
Number and size of loans to farmers by type of institution Average interest rate of loans to farmers					
Number of active agricultural and fishing cooperatives					

Availability of extension services to farmers					
Number of farmers receiving/accessing extension services					
Number of stay-over tourists					
Number of hotels/room in rural communities					
Number of hotels engaged in green practices					

Strategy	Selected Actions	Agency Responsible
Strategy 1 - Develop a Strong Small Business Sector to Create Jobs	Develop a support system for small business that goes beyond financing to include market information, management support, planning advice etc. Create mechanisms for and promote the pooling of resources and investment capital for entrepreneurs. Support cooperatives and credit unions and an overall collective agenda that improves the context for the pooling of resources. Give greater opportunities for women's and youth employment and job creation • Expand programmes that increase women's access to land and affordable credit. • Promote sustainable training programmes that develop self sufficiency in women. Implement policies and provide incentives to support the creation of new industries. Simplify the tax structure, eliminate multiple taxes (nuisance taxes) and make the system more equitable. Create a robust and efficient National Employment Agency and Small Business Development Programme. Establish child care centres that are appropriately regulated and meet the demands of urban and rural communities. Strengthen Policy Support for SME Financing • Implement education programmes to improve financial literacy in	Ministry of Economic Development, Commerce and Industry and Consumer Protection Ministry of Finance Ministry of Education and Youth

	households. • Pass appropriate legislation that offers greater protection to micro lenders. • Develop legislation to regulate the Micro Finance Services Sector. • Develop a coordinated credit referral system/ credit bureau	
Strategy 2 - Develop the Domestic Market as Springboard for Exports	Promote and develop the domestic market through better regulation of illegal imports. Strengthen standards and quality management and enforcement. Support competition in the marketplace. Make key public investments in economic infrastructure - especially road network and transportation system Teach the value of producing and buying domestic products.	Ministry of Economic Development, Commerce and Industry and Consumer Protection
Strategy 3 - Produce Quality Goods and Services and Expand Exports	Promote and facilitate investment in agriculture, local manufacturing, agro-processing and other productive enterprises with appropriate tax and incentives policies Support reforestation and sustainable local logging done by communities to create jobs and reduce poverty. Foster, at all levels in the education process, a spirit and practice of entrepreneurship among young people and invest in science and technology education to promote innovation. Teach labour relations along with business principles in the school system. Bring down costs to increase access to technology.	Ministry of Agriculture and Fisheries Ministry of Economic Development, Commerce and Industry and Consumer Protection Ministry of Education and Youth Ministry of Labour, Local Government and Rural Development
Strategy 4 - Build a Vibrant Agriculture and Strong Rural Communities	Teach in schools about the importance of agriculture and promote the growing of crops in school and at home. Invest more in agricultural schools. Increase access to finance for farmers through (i) the creation of a proper bank for farmers to provide access to low interest loans and (ii) provision of subsidies and other support for local agricultural producers. Develop agricultural insurance option to cover crop losses.	Ministry of Agriculture and Fisheries Ministry of Economic Development, Commerce and Industry and Consumer Protection Ministry of Education and Youth Ministry of Finance Ministry of Foreign Affairs and Foreign Trade Ministry of Labour, Local Government and Rural Development

	Support for communal farming operations, including co-operative farming where machines are shared. Increase government investment in technology, irrigation, development of seeds and green pesticides and provide technical support to farmers through rebuilding of demonstration plots across the country to provide training. Improve access to land for farmers. Improve management of domestic market for agricultural produce Control contraband imports, provide support for the establishment of farmers market and publication of market information Implement new tax regime for agriculture including a re-definition of 'zero rated' food items	
Strategy 5 - Support sustainable fisheries	Help fishers to embrace new and different fishing techniques to their advantage, add value to the final product and make use of fish parts that are currently discarded as waste. Encourage fishers to assume more of the management of the industry and encourage them to self regulate including standards and quality control. Promote stronger leadership within the communities and organisations, and improved management of the cooperatives and associations. Improve access to financing and improved financial management of cooperatives Provide training to improve understanding of how marine protected areas and fisheries management works. Help fishers who want an alternative livelihood to explore and plan for other viable alternatives. Provide targeted incentives and concessions for fishers that would reduce fuel and equipment costs	Ministry of Agriculture and Fisheries Ministry of Finance Ministry of Foreign Affairs and Foreign Trade

	Develop policies and standards for joint ventures with foreigners that ensure that Belizeans make the decisions and harvest the fish.	
Strategy 6 - Build sustainable and responsible tourism	Support community driven initiatives that encourage local enterprise development especially community, agro-tourism and overnight tourism initiatives. Engage the tourism sector in developing real solutions to the crime situation. Integrate experiential learning (all senses) within the school curricula and work with environmental organisation to execute. Provide "Go Green" Incentives to businesses, schools and society e.g.: for recycling products. Engage in "development zoning" with housing, industry, building codes Develop and enforce the Occupational Safety and Health (OSH) Act with appropriate regulations	Ministry of Tourism Civil Aviation and Culture Ministry of Natural Resources and the environment Ministry of Education and Youth
Strategy 7 - Target selected new sectors with growth potential, such as cultural industries	Promote and facilitate the identification and development of new sectors Build the institutional capacity to develop and promote cultural industries Provide incentives to encourage the export of cultural products.	Ministry of Economic Development, Commerce and Industry and Consumer Protection Ministry of Finance
Strategy 8 - Implement a coherent and consistent macro-economic policy framework	Pursue a fiscal policy that is prudent, sustainable, and reflected in consistent fiscal performance and controlled growth of the public debt Maximise Government's revenue generating potential while maintaining a tax system that is equitable and a regulatory regime that encourages productive investment by the private sector Maintain a stable exchange rate policy underpinned by low rates of inflation Establish a close link between wage and productivity increases. Strengthen the institutional framework and capacity to effectively regulate the financial system to create conditions for increased	Ministry of Economic Development, Commerce and Industry and Consumer Protection

	savings and productive sector investments	

THE BRICKS AND THE MORTAR:
CARING FOR THE NATURAL ENVIRONMENT AS THE SOURCE AND BASIS OF ECONOMIC AND SOCIAL PROGRESS

HIGH LEVEL GOAL
Belizeans have a deep appreciation and love for Belize's natural resources and work collectively to protect the natural heritage and the economic value of these natural resources is quantified and officially recognised.

KEY GOALS/ OUTCOMES

As a natural resource based economy, there is proper management allocation and utilisation of the country's natural resources guided by the principles of sustainable development.

Planning is integrated and focused on the symbiotic relationship between natural resource management and social and economic development.

Adequate and sustained protection of marine and coastal areas as a part of larger strategy to mitigate the effects of climate change.

"Green" technology is being utilised at the household level, by the business sector, the private sector and across society.

Solid waste is effectively managed in a manner that is harmonious with sustainable development

Potential Indicators	Comments on Baseline (2010)	Targets for			
		2015	2020	2025	2030
Proportion of land area covered by forest					
Acreage of land area in Protected Areas					
Planning covers environmental considerations Zoning policy in place					
Number of incentives in place for "greening" of the productive sector, households including incentives for reforestation.					
National energy policy in place					
National petroleum policy in place covering domestic exploration, production and processing.					
Incentives for renewable energy, both development of local production and for import of renewable energy products					
Number of trained environmental scientists					
Number of properly managed solid waste and liquid waste management facilities					
Volume of solid waste produced					

and processed				
Volume of liquid waste produced and processed				
Public education programmes on energy use and energy saving				

Strategy	Selected Actions	Agency Responsible
Strategy 1- Incorporate environmental sustainability into development planning	Develop, adopt and implement a comprehensive natural resources and environmental policy and strategy including planning for climate change and its effects. Introduce natural resources accounting into GDP. Enforce environmental protection laws in a fair and just manner. Promote the "greening of the productive sector by providing incentives for private companies to adopt superior environmental performance to achieve strong international market positioning and give evidence of the potential of Belizean firms to compete in world markets. Provide tax and other incentives for households to more easily adopt "green" technologies and impose penalties for the use of hazardous materials. Increase the number of Belizean professionals qualified as engineers, urban and regional planners, architects, social scientists, environmental scientists, environmental lawyers, marine biologists and those trained in integrated coastal zone management. Provide incentives for reforestation and encourage students and families to practice replanting. Develop and implement a long-term strategy to manage solid waste material taking into consideration population growth and other factors that will impact on sustainable development. Develop and execute a gender-focused National Disaster Management Strategy that is based on family protection, cohesiveness and restoration before, during	Ministry of Natural Resources and the environment Statistical Institute of Belize Ministry of Finance Ministry of Education and Youth Ministry of Natural Resources and the environment Ministry of Transport Communications and National Emergency Management Ministry of Works Ministry of Human Development and Social transformation

	and after a disaster.	
Strategy 2 - Strengthen Protected Areas Management	Adopt and implement the National Protected Areas Systems Plan and strengthen the legal and administrative framework for protected areas.	Ministry of Natural Resources and the environment
Strategy 3 - Promote Green Energy	Create institutions with the responsibility for producing a viable energy policy that will result in an energy sector that is dynamic, competitive, reliable, effective, affordable and environmentally sustainable with minimum impact on safety, health and the environment. Create regulatory framework to improve the efficiency and quality of energy services, implement international standards for services and waste and monitor the production and supply of services in order to provide the highest quality and best value for money. Create an energy office that will be responsible for promoting investment in and development of renewable energy in the areas of wind, solar, biomass, geo-thermal and hydroelectricity. Provide incentives for energy saving and for using "green", cost effective and environmentally sustainable sources of energy such as solar, wind, hydro and geo-thermal energy and provide an energy purchase arrangement for those who have excess to sell to the main grid. Adopt a national transport policy that will address vehicle, marine or aquatic transport and air transport to ensure safety and efficiency with the lowest environmental impact. Educate the public on various energy sources, their uses, services, safety, danger, cost and any areas that would be deemed useful including laws, amendments, changes in rates, latest research and development, ownership, via the most effective mass media system	Ministry of Natural Resources and the environment Ministry of Transport communications and National emergency Management

THE BRICKS AND THE MORTAR					
HEALTHY AND PRODUCTIVE CITIZENS THROUGHOUT THE LIFE CYCLE					

HIGH LEVEL GOAL

Universal access to affordable and high quality healthcare that provides citizens with preventative and curative health services throughout their lives.

KEY GOALS/ OUTCOMES

Refocusing of the public health system to emphasise healthy lifestyles as a critical aspect a life cycle approach to preventative care.

Effective decentralisation of the delivery of health services which promotes improved access and quality to all sectors of society

Effective accountability of health care providers for the quality of health care services and for the results of public investment in the health sector.

Potential Indicators	Comments on Baseline (2010)	Targets for			
		2015	2020	2025	2030
Life expectancy at birth	71.5 (2004)				
Public expenditure on health/GNP	6.0 (2000)				
Infant mortality rate	17.1 (2003)				
Under-five mortality rate	22.5 (2009)				
Maternal mortality rate (per 100,000 live births)	53.9 (2009)				
Children immunised against measles	96.6 (2009)				
Overall immunisation rate					
Teen Birth Rate	66.9 (2009)				
HIV prevalence population 15-24 (%)	.77 (2009)				
HIV vertical transmission rate					
Human development index	0.772 (2007)				50%
Incidence of child abuse incidence (%)	16.8 (2009)				
Incidence of child labor rate (%)					
Access to health services in rural areas					
Coverage of NHI					
Policy on chronic, non-communicable, life style diseases in force					
Public education campaign promoting healthy life-styles					
Policy on health care for older persons in force					
Policy on Mental Health in force					
Laws and codes regulating health care providers in the public and private sector					
Accountability provisions in place for health outcomes					
Accountability in place for public sector financing of health care providers.					

Strategy	Selected Actions	Agency Responsible
Strategy 1 - Universal Access to Health Care	Expand the NHI scheme countrywide. Improve access to health services for rural communities including proper staffing and equipping of clinics which have been constructed.	Ministry of Health
Strategy 2 - Promote Healthy Lifestyles throughout the life cycle	Re-orient the health system to focus on promoting healthy lifestyles. Invest a larger proportion of government's investment in the health sector in primary healthcare and on preventive health strategies and seek to create linkages across sectors to achieve this goal. Re-structure the health system to take a life cycle approach. Improve delivery of medical care to older persons. Enact legislation and implement supporting measures aimed at increasing road safety.	Ministry of Health
Strategy 3 - Establish family and community health care programmes across the country.	Expand and strengthen child protection programmes through legislative reform and by increasing collaboration across sectors for the implementation of child protection laws and protocols. Prioritise the implementation of the Sexual and Reproductive Health Policy (2002) and Strategic Action Plans including measures to safeguard the rights of vulnerable groups. Implement the Mental Health Policy (2010) by developing a comprehensive and gender responsive mental health programme. Vigourously pursue/implement programmes for the prevention and management of chronic, non-communicable diseases. Take a decentralised, integrated and chronic disease management approach in the provision of STI/HIV/TB care and treatment services countrywide. Approve and implement the draft Substance Abuse Policy paying particular attention to the gender dimensions of substance abuse. Provide financial and other support to civil society organisations that address critical	Ministry of Health Ministry of Finance

	health related issues affecting women and children and, especially those that provide access to protective environments for pregnant teenagers and young women who are vulnerable to, or are victims of, gender-based violence and/or HIV. Amend the Pensions Act, the Widow's and Children's Pensions Act and the Social Security Act to eliminate any form of gender bias or gender related discrimination in access to pensions.	
Strategy 4 - Implement effective accountability for delivery of health services	Develop health related laws, codes and mechanisms to achieve transparency and accountability in the use of human and financial resources	Attorney General's Office Ministry of Health

Annex 2: Schedule of Sector Meetings

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
June 13	14	15	16 **Youth** [UWI, Belize City]	17	18 **Tourism** 9a.m. - 2p.m. [BCCI, Belize City]	19
20	21	22	23 **Environment** 9a.m. - 2p.m. [Biltmore Hotel] **Energy Policy Team** 3 p.m.	24 **Agriculture** 9a.m. - 2p.m. George Price Centre	25 **Social Partners** 9a.m. - 2p.m. [Biltmore Hotel]	26
27	28 **Culture** 2 p.m. - 5p.m. [UWI, Belize City]	29 **Education** 9a.m. - 2p.m. [BIM, Belize City]	30 **National Human Development Report Advisory Committee** 9-11 a.m. George Price Centre **Chief Executive Officers** 11:00 a.m. Belmopan	July 1 **Health** 9a.m. - 12p.m. [UWI, Belize City]	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22 **Good Governance Council** 2 p.m. GST Conference Room Belize City	23	24
25	26	27	28 **Economic Technical Team** [Central Bank, Ministry of Finance, Ministry of Economic Development] 2:00 p.m. Central Bank	29 **Rural Development Strategy** Consultants 9:00 a.m. **SME Policy** Consultant 3:00 p.m.	30	31

Additional Meetings were held in October with: the Caribbean Community Climate Change Centre, the Directorate of Foreign Trade in the Ministry of Foreign Affairs and Foreign Trade, Policy and Planning Units of government ministries, School Managements and members of the Public Service Union.

Annex 3: Terms of Reference for Key Agencies Involved in Implementation of Horizon 2030

Draft Terms of Reference for Committee of Directors of Policy and Planning Units

Legal status: Established in the first instance by policy of Cabinet. Subsequently to be entrenched in the PSIP law.

Members of the Committee: Directors of Policy and Planning Units of all government ministries

Chair: Director of the Policy and Planning Unit of the Ministry of Economic Development.

- The Chair sets the draft agenda for meetings and convenes and conducts the meetings.

Secretariat: Policy and Planning Unit of the Ministry of Economic Development

- The Secretariat records and maintains the records of the meetings

Goal: Support implementation of Horizon 2030 by undertaking cross-sectoral collaboration as a central part of the preparation of medium term sector plans.

Deliverables/Scope of work:

- Undertake policy analysis in a cross-sectoral/inter-ministerial context
- Contribute to the preparation of short, medium and long term planning to achieve the sectoral objectives of the ministry
- Design integrated monitoring and evaluation mechanisms for policies and projects.
- Establish procedures for sharing of technical information across ministries
- Undertake peer review of ongoing work by individual Policy and Planning Units

Relationships:

- To CEO caucus - Advisers
- To Cabinet - Advisers through the CEO's

Schedule of Meetings:

- At least monthly. More frequently during planning periods

Communications:

- By email and hard copy [email communications to be retained in official files]

Draft Terms of Reference for Horizon 2030 Commission

Legal status: Established in the first instance by policy of Cabinet. Subsequently to be entrenched in the PSIP law.

Members: One (1) representative of each of the following:

- Private Sector Organisations - selected by BCCI and BBB
- Labour Organisations - selected by NTUCB
- Agriculture Sector - selected by BAPS
- Tourism Sector - selected by tourism organisations
- Rural Sector - selected by NAVCO
- Women's organisations - selected by Member organisations of WIN Belize
- Environment Sector - selected by member organisations of APAMO
- Banking Sector - selected by commercial banks
- Municipalities - selected by Belize Mayor's Association
- Arts - selected by artists and/or musicians association
- Political parties - 1 representative of each political party that participated in the most recent elections
- Culture sector - 1 representative each of the National Garifuna Council, National Creole Council, Maya Cultural Council

Chair: to be appointed by the Governor General on the advice of the Prime Minister

- The Chair sets the draft agenda for meetings and convenes and conducts the meetings.

Vice Chair: to be selected by members from among themselves by simple voting procedure. Conducts meetings in the absence of the Chair.

Quorum:

- 50% of members or more constitute a quorum

Decision-making:

- By consensus. Voting may be requested by 30% of the members present at a meeting
- Where voting takes place it is by simple majority of 50% plus 1 of the members present.
- Commission may establish standing sub-committees and temporary working groups to undertake certain aspects of its work.

Secretariat: Coordinating Unit to be established for the purpose

- The Secretariat records and maintains the records of the meetings

Goals: Effective implementation of Horizon 2030 by monitoring the process and reporting as required.

Deliverables/Scope of work:

- Monitor of the implementation of Horizon 2030 and report to the National Assembly on progress against performance targets;

- Prepare annual reports on the implementation of Horizon 2030 to be submitted to Cabinet and to the National Assembly;

- Organise Horizon 2030 consultations every 3-4 years to share progress report with stakeholders and seek input into any revision to the Horizon 2030 framework;

- Commission independent evaluation of progress against targets every 5 years;

- Oversee the information and communication strategy;

Relationships:

- With Prime Minister - Prime Minister issues Instruments of Appointment of Commission Members

- With Cabinet - Commission presents periodic reports to Cabinet for information

- With the National Assembly - Commission presents periodic reports to the National Assembly

- With Ministry of Economic Development - Ministry provides logistical support of the Commissions operations and mobilises resources from Government's budget and through development partners meet costs.

Schedule of Meetings:

- Quarterly in the first years; subsequently, half-yearly.

Communications:

- by email and hard copy [email communications to be retained in official files]

Draft Terms of Reference for Coordinating Unit

Members: 3 Staff [newly hired or assigned from existing staff complement] with the following range of qualifications and experience: Economics, Information and Communications Specialist, Development Planning, Social Planner, Monitoring and Evaluation Specialist.

Goals: Support the operations of the Horizon 2030 Commission

Deliverables/Scope of work:

- Undertake ongoing monitoring of Horizon 2030 planning and implementation activities in ministries.

- Maintain flow of information to the public on the ongoing Horizon 2030 activities as part of the information and communication strategy.

- Assist the Commission in preparing annual reports to be submitted to Cabinet and to the National Assembly

- Organise Horizon 2030 consultations every 3-4 years.

- Make arrangements for independent evaluation of progress every 5 years.

Annex 4: Bibliography of Studies, Reports and Policy Documents

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Belize - Final Report Mechanism for Follow-up on the Implementation of the Inter-American Convention against Corruption, Fourteenth Meeting of the Committee of Experts 12 December 2008

Report of Belize on the Implementation of Belize of the Recommendations of the Committee of Experts in the First Round

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Review of the Police Department by Harold Crooks, Police Consultant for the Ministry of National Security, November 2008.

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Belize Public Expenditure and Financial Accountability (PEFA) Assessment Final Report, 2009, by Elizabeth Sumar and Jorge Shepherd Submitted by Asesores de Comercio Exterior, S. L. 2009

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Other Social Sector

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Male Social Participation and Violence in Urban Belize, 2010, Herbert Gayle, Nelma Mortis, Jamuna Vasquez, Raymond James Mossiah, Melvin Hewlett, Alindy Amaya.

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Towards Eradicating Child Malnutrition in Belize, 2007

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National Strategic Plan for the Sexual and Reproductive Health Policy Implementation, Belize 2006-2010, Ministry of Health

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