Final 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 draft vision for Belize‟s future with goals, objectives and strategies to achieve this vision. The detailed report on these grassroots consultations, entitled ***Progress #1: Report of the National Consultations on Horizon 2030***, was published to the Government of Belize website at: *http://www.belize.gov.bz/public/Attachment/07131575971.pdf.* This Report set out the main issues raised in the consultation process together with the draft vision, goals, objectives and strategies as well as the core values which should guide citizen and institutional behavior over the next 20 years.

In the next stage in the bottom-up approach, we took the main findings set out in the First Progress Report 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. We also reviewed a wide variety of published policy documents, sector reviews and studies of Belize. All of the information gathered from the various sources was used to prepare the situational analysis presented in the *REVISED Second Progress Report: Preparing Horizon 2030 Long Term National Development Framework for Belize* which was also published to the Government of Belize Website and can be found at: *http://www.belize.gov.bz/public/Attachment/1411535071.pdf.*

The Second Progress Report was widely circulated and, in particular, was sent to all the active political parties for review, comment and discussion with the Horizon 2030 team. This was in keeping with the

undertakings made in the first meeting with each political party and reflects the concern of many stakeholders that the political parties be asked comment on and support Horizon 2030 so that political support for its implementation continues across changes in administration.

The Horizon 2030 documents, therefore, are based on both the reality of the ordinary person and the technical study of the specialists in the field. They have been shared with the political parties for review and comment and we have taken into account those comments which we have received from the parties whether in formal meetings or informal conversations. We have tried to keep the language simple and non-technical - much in the way the ordinary person spoke during the consultation session. The final step in document preparation will be to summarize the information contained in both these Progress Reports into a concise publication for broad distribution.

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.*

Acknowledgements

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, the review of a range of research and policy documents and the discussions at the political level. 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. These issues are set out below.

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", to integrate the society so that 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.

A fundamental assumption underlying the analysis of the issues facing Belize and the creation of the long term vision for the future is that the external security threats inherent in the Guatemalan claim to the territory of Belize will be effectively addressed with the nation"s territorial integrity intact. Even as Belize negotiates with Guatemala to agree on the process for addressing the territorial claim, Belize has entered in trade negotiations with Guatemala and has become a part of the Central American Integration System which includes that country.

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

- Educate to build social cohesiveness by
    - Implementing strategies that foster acceptance of Belize"s multi-ethnic, multi-cultural, multi-lingual society
    - Integrating Spanish education at all levels of the education system.
    - Exploring gender awareness and gender issues
    - 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
    - Re-introducing gardening and agriculture into the primary and secondary school curriculum.
    - Investing in the development and expansion of agricultural schools and promoting the use of appropriate technology
    - 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
    - Integrating science and technology training into the delivery of education.
    - Developing a public education campaign to de-stigmatize technical-vocational programmes and to encourage young women"s access to enrolment in these
    - Implementing a differentiated learning approach within the school system to meet the needs of all types of learners
    - Integrate learning methods that appeal to the developmental needs of boys and girls
    - Expanding programmes and services for children with special needs, including those with learning disabilities
    - Training teachers to manage children with learning disabilities.
    - 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

      o   maintain a calendar of Horizon 2030 events.

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

      o   keep the news media informed and involved;

      o   promote well informed newspaper articles and television reports; and

      o   keep the public informed.

3. Town Hall Meetings, Community Outreach to:

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

      o   receive feedback; and

      o   undertake monitoring activities.

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

      o   provide information on Horizon 2030; and

      o   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.