



# **BELIZE'S GROWTH AND SUSTAINABLE DEVELOPMENT STRATEGY 2016-2019**

*Consortium for Belize Education Cooperation Winter Conference  
Galen University*

**Carlos Pol**  
**Policy and Planning Unit**  
**Ministry of Economic Development and Petroleum**  
**February 2, 2017**



# Presentation Outline

- **Overview of the Ministry of Economic Development**
  - ❖ Vision/Mission
  - ❖ Mandate
- **Growth and Sustainable Development Strategy (GSDS)**
  - ❖ Background
  - ❖ Planning Process
    - Merging Process
  - ❖ Content
    - Framework for Sustainable Development
    - Program of Action
    - Implementation Plan (Key Actions) and Institutional Arrangements
    - Prioritization Strategy and Human Resource Dev. Capacity Strategy
    - Monitoring & Evaluation
  - ❖ The Way Forward

# MED: Vision, Mission & Mandate

## Vision

To be an integral partner in the economic and social development of Belize by providing efficient and timely advice on and coordinating development initiatives in order to improve the general wellbeing of all Belizeans.

## Mission

Assume a leadership role in formulating and recommending national development policies, strategies and programmes to promote macroeconomic stability, sustainable socioeconomic development and the reduction of poverty

## Mandate

- ✓ Capital budget
  - ✓ Financial Institutions & Multilateral Dev. Banks
  - ✓ National Authorizing Office – EU
  - ✓ **Economic Dev. Planning**
  - ✓ PSIP
  - ✓ Statutory Bodies: SIB, SIF & DFC
- Despite absence of legislation, general recognition by key stakeholders that overall planning functions rests with the MED.*

# Growth & Sustainable Development Strategy 2016-2019

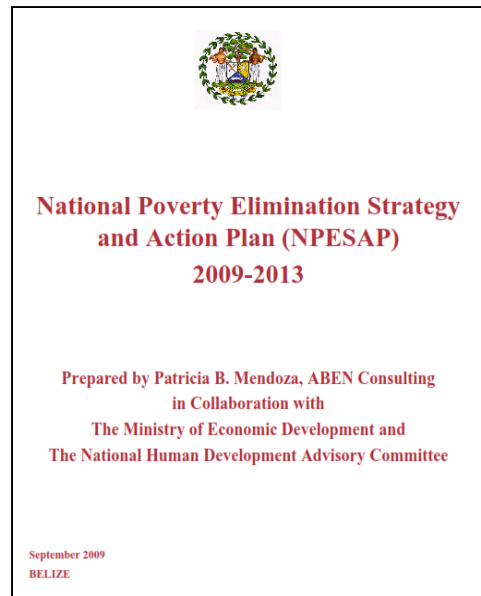
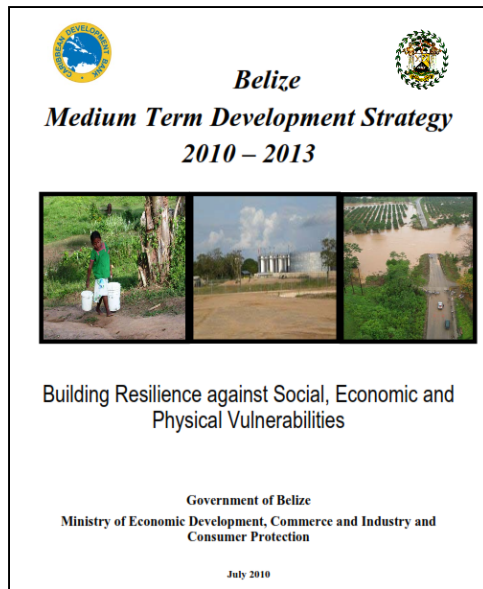
## BACKGROUND

- Pre-2007 - medium-term (3 year) macro-economic development plans and a poverty reduction strategy
- 2007 - Agreement to develop one coherent long-term vision to guide the development of future medium-term plans
- 2008 - Resources are mobilized
- 2009 - The long-term visioning process begins
- 2010 - The process is finalized in the Horizon 2030 Long-Term Vision for Belize
- 2010-2013 - MTDS; 2009-2013 NPESAP

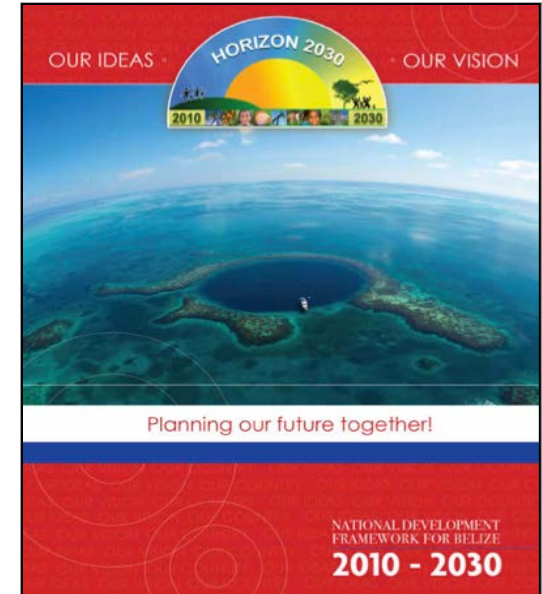
# Growth & Sustainable Development Strategy 2016-2019

## PLANNING PROCESS

### Medium Term Strategies



### Long-term Framework



**Development Pillars:**  
**Governance; Education;**  
**Economic; and Health &**  
**Environment**



**Growth & Poverty Reduction Strategy (GPRS)**

- Preparatory Process – Dec. 2013 with assistance from UNDP
- A Core Team (Consultant) – MED, SDU, MOF, SIB & CBB
- Themed consultations with stakeholders
- Reviewed existing plans & documents -
- Sessions held with CEOs, HOD, NTUCB
- Oversight – Steering Committee (CEOs – OPM, MED, MOF, MOE, MAFFE&SD, SIB, BCCI, EDC, BEST & UNDP)

**RIO+20, Sustainable Development Goals and Post 2015 Decisions**



**National Sustainable Development Strategy (NSDS)**

- 2012 - SD integrated into a Ministerial portfolio
- 2013 – Belize volunteers as an SD pilot country
- 2014 – SDGs to replace the MDGs
- 2014 – Belize receives support (UNDESA and UNDP) to develop an NSDS
- 2014 - Stakeholder consultations (NSDS Framework)

# Merging the two processes

- ✓ Consultative process yielding similar framework & consultation results
- ✓ Stakeholders voted “yes” to the merger
  - ✓ CEOs from two key Ministries agree
  - ✓ UN Agencies (UNDP and UNDESA) support the merger of the GPRS and the NSDS into one coherent medium term planning document
  - ✓ Two lead consultants agree to work together on the merged document
- ✓ A merger action plan was developed



## CONTENT



BELIZE  
2016 - 2019



GOVERNMENT OF BELIZE  
MINISTRY OF ECONOMIC DEVELOPMENT

- ✓ Belize's medium-term comprehensive national plan, aligned with the country's vision (H2030).
- ✓ 1<sup>st</sup> of a series of MTS aimed at achieving the national vision articulated in the H2030.
- ✓ Mainstreams the SDGs in Belize's national planning framework.
- ✓ Reflects strategic actions that are expected to contribute towards attaining sub-goals, goals and the overall goal.
- ✓ Reflects on the consideration for effective planning.
  - ✓ Sector plans must be consistent with the GSDS.
  - ✓ The plans must be linked to the budget.
  - ✓ Plans must be monitored and evaluated to inform actions to improve performance, and to inform successive rounds of planning and budgeting



# Framework for Sustainable Development

- ✓ Is a set of interrelated goals and objectives that provides the structure for integrated national development planning.
- ✓ Is guided by the long term vision described in H 2030.
- ✓ Is designed to be in harmony with the Post-2015 Development Agenda of UN.
- ✓ Consist of 3 elements in a nested hierarchy:
  - A statement of the **Overall Goal**, inspired by the H 2030 vision;
  - A set of four **Critical Success Factors (CSF)** for achieving the Overall Goal which are consistent with H 2030 vision; and
  - A more detailed set of **Necessary Conditions (NC)**, or objectives for actions that is essential to achieving the CSF.

**Necessary Conditions:**

- Penetrate export markets
- Attract foreign investments
- Effective industrial policy, based on Belize's strengths
- Efficient markets including labour and financial markets
- Adequate infrastructure (roads, ports, energy, water, telecommunications and transport)
- Adequate skills and capacity to support economic growth, development, and resilience
- Align to labor market needs
- Encourage entrepreneurship and business innovation

Critical Success Factor 3

**Natural,  
environmental,  
historical, and  
cultural assets**

**Necessary Conditions:**

- Wise stewardship of natural resource assets
- Ecosystems management
- Protected areas management
- Management of other natural areas
- Water resource management
- Disaster risk management and climate resilience
- Management of historical and cultural areas
- Marine resources, agriculture, and food security
- Rural and urban planning
- Waste management and pollution control

Critical Success Factor 1

**Optimal  
national income  
and investment**

**A better quality  
of life  
for all Belizeans,  
living now and  
in the future**

Critical Success Factor 4

**Governance  
and citizen  
security**

**Necessary Conditions:**

- Adequate access to health care
- Adequate access to education and lifelong learning for all
- Optimal social security/insurance
- Better social assistance (direct social protection)
- Effective livelihood programmes (indirect social protection)
- Decent wages and work conditions
- Strong national identity and future vision
- Social inclusion and equitable growth

Critical Success Factor 2

**Social cohesion  
and resilience**

**Necessary Conditions:**

- Improved technical and political governance systems
- Amelioration of social issues that fuel crime
- Effective policing
- Better administration of justice
- Maintaining the integrity of national borders

# Program of Action

## Targets



5% real output growth over a prolonged period.

1% reduction in unemployment annually; below 5% by 2030

Assuming population growth of about 2%, 33% rise in per-capita income over a 10 year-period.

## Flagship Actions



Identify enterprises with potential to become more competitive



Improve linkages b/w educational programmes offered and the needs of the economy

Ensure the coordinated implementation of Strategies and Action Plans, and other planning documents.

Develop other development financing instruments



Enhance efforts to encourage cooperation among firms

## Targets



Homicides reduced to under 10 per 100,000 inhabitants annually

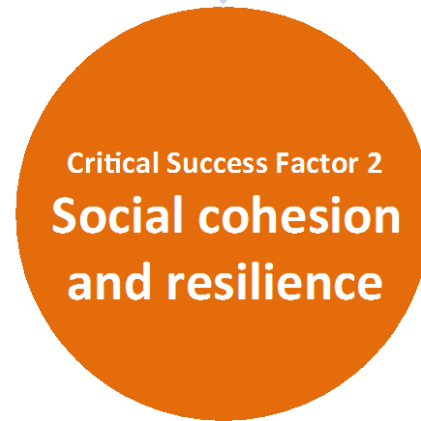
Universal access to basic and early childhood education

Universal access to health care

Life expectancy maintained or raised beyond the current level of 74 years



Study mechanisms for health care financing



Strengthen community-driven approaches for the implementation of livelihood programs.

## Flagship Actions



Educate and influence young people to change eating habits for improved nutrition

Monitor and evaluate the effectiveness of recently launched social protection initiatives and the social assistance framework in general.

Develop strategies that could simultaneously promote greater labor productivity and better worker compensation.

# Adequate Skills and Access to Education

- ✓ The MOE will continue to implement the Education Sector Strategy 2011-2016 – prioritizing specific actions:
  - Increase spaces at the pre-primary level
  - Increase enrolment at the primary (UPE) & secondary level
  - Reduce drop-out and repetition rates at the primary & secondary education level.
  - Improve efficiency of services
  - Enhance targeting mechanisms for financial assistance
  - Increase enrollment at ITVETs
  - Apply ICT in education service delivery
  - Improve the effectiveness of teachers and school leaders
  - Improve school governance
  - Improve linkages between programmes offered and the needs of the economy
  - Promote an entrepreneurial culture and inculcate desired social values.

## Targets



Arrive at right balance between strategies to drive economic growth and those to maintain the integrity of the environment

Specific targets related to quality of the environment indicators to be further developed and reflected in the indicator framework.

## Flagship Actions



Complete and implement the National Land Use Policy and Integrated Planning Framework

Complete a Water Master Plan, a National Groundwater and Surface Water Assessment, and a Water Vulnerability Profile

Continue implementation of the Solid Waste Management Project (SWMP)



Establish the National Protected Areas System and its related policies and plans of action

Implement the National Environmental Policy and Strategy 2014-2024; and National Biodiversity Strategy and Action Plan.

## Targets



Reduced waste and abuse of resources; better budgeting and hiring practices; improved accountability mechanisms; generally, improved public financial management

Better public sector decision making (regarding policies, strategies and programs) through engaged governance

Homicides reduced to under 10 per 100,000 population

## Flagship Actions



Fully implement program budgeting, and seek budget efficiencies and synergies

Continue implementation of other public finance reform initiatives

Strengthen and broaden representation on the EDC.

Provide adequate basic equipment and training to law enforcement officials.



Deploy closed circuit television (CCTV) cameras to aid with police surveillance



# Implementation Plan

- ✓ Effective implementation:
  1. Effective coordination across institutional or ministerial boundaries as well as non-governmental stakeholders.
    - 1.1 Reduce waste and duplication, and will build synergies – This is especially important in the context of limited resources
    - 1.2 Improve focus and effectiveness through better distribution of task and resources
    - 1.3 Help improve transparency and accountability
  2. Continuous improvement & enhancement in the capacities and skills of institutions and individuals (planning, budgeting, policy coordination, monitoring, evaluation and SD concepts and practices)
  3. Availability of financial and human resources.
  4. Doing more with what we have! Improving the functioning of the system.



# Implementation Plan – Key Actions

- ✓ Entrench program budgeting.
- ✓ Put in place the recommended institutional arrangements to implement the GSDS.
- ✓ Review and reform the tax regime to enhance fiscal space, support economic efficiency and promote fairness.
- ✓ Prepare a Disaster Risk Financing Plan.
- ✓ Increase flexibility in human resource management and allocation
- ✓ Implement the monitoring and evaluation framework

# Institutional Arrangements for Implementation

OFFICE OF THE PRIME MINISTER AND CABINET

Authorization of the GSDS

CEO CAUCUS

Review of the GSDS; resolve prioritization issues and policy conflicts

MED

MED: Overall coordination

Optimal National Income & Investment Committee

Social Cohesion and Resilience Committee

Natural, Environmental, Historical, and Cultural Assets Committee

Governance and Citizen Security Committee

TECHNICAL COMMITTEES: Policy review, prioritization, M&E oversight

(Report to CEO Caucus)

ECONOMIC AND SUSTAINABLE DEVELOPMENT COUNCIL

ADVISORY BODY: Provide input on implementation and future priorities

# Prioritization Strategy

- ✓ Best efforts must be made to mobilize resources: implications for debt; impact on economic efficiency; fairness; and consequences for the protection of the natural environment.
- ✓ Effective planning requires making optimal choices.
- ✓ Linked to program budgeting.
- ✓ A simplified multi-criteria assessment framework for strategic allocations.
- ✓ General priority will be given to a range of important issues/actions:
  - Macro-economic stability and fiscal space for financing development
  - Basic infrastructure – water, sewerage, waste disposal, connectivity
  - Improving institutional performance and overall governance
  - Enhance Citizen security
  - Improving access to and quality of education and health care
  - Mainstreaming climate change and ecosystem management
  - Set the stage for achieving greater efficiency during the succeeding GSDS planning period

# Human Resource Capacity Development Strategy

- ✓ Effective HRM is critical for the effective pursuit of the development objectives reflected in the GSDS.
- ✓ Arriving at the appropriate level and mix of HR to support the optimal attainment of development objective should be at the heart of the HR strategy.
- ✓ Capacity building will be closely linked to national development planning frameworks:
  - Link budgeting to H2030, the GSDS, and other planning documents.
  - Monitor and evaluate performance.
  - Use performance information to improve the effectiveness of SD strategy.
- ✓ Specific priority areas to be pursued:
  - Increasing flexibility in HRM and allocation
  - Building capacity for Sustainable Development
  - Increase training allocations and strategic targeting
  - Skill shortages and retention
  - Prioritize the retention of institutional knowledge
  - Capacity development within MED, SDU and SIB

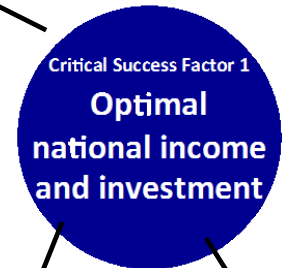
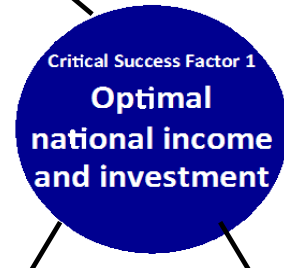
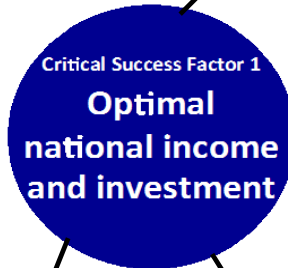
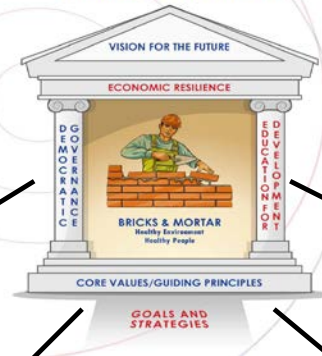
# Institutional Structure of the M&E Framework

<b>CEO Caucus</b>			
Reviews overall progress on the GSDS based on the M&E reports, makes adjustments to the GSDS as necessary.			
<b>Technical Committees</b>			
Oversee the process of the Working Tables, reviews the data, reports to the CEO Caucus, with recommendations.			
<b>CSF1</b>	<b>CSF2</b>	<b>CSF3</b>	<b>CSF4</b>
Optimal national income and investment	Enhanced social cohesion and resilience (enhanced equity)	Sustained or improved health of natural, environmental, historical, and cultural assets	Enhanced governance and citizen security
<b>Working Tables</b>			
Assemble the data for each CSF, interpret the data, and send reports to the respective Technical Committees.			
<b>Working Table 1</b>	<b>Working Table 2</b>	<b>Working Table 3</b>	<b>Working Table 4</b>
Chair: SIB Vice Chair: Ministry of Investment, Trade & Commerce	Chair: SIB Vice Chair: Ministry of Education	Chair: SIB Vice Chair: Ministry of Agriculture, Fisheries, Forestry, the Environment and Sustainable Development	Chair: SIB Vice Chair: Attorney General's Ministry

## THE WAY FORWARD

- ✓ Work is ongoing to complete the existing draft indicator framework, SDGs indicators to be reflected (***Missions – Oct. & Dec. 2016 and March 2017***)
- ✓ The Working Tables will make recommendations with respect to the appropriate indicators to be monitored and the capacities to be put in place for effective M&E system (***TOR drafted in the process of having the 1<sup>st</sup> meeting***)
- ✓ MED and MOF will lead efforts to encourage and or assist ministries and agencies to develop appropriate M&E frameworks.
- ✓ Sensitization Sessions – state and non-state actors.
- ✓ Donor Coordination
- ✓ National Voluntary Reviews (***HLPF – July 2017***)







*Thank you!*