



# *Belize*

## *Medium Term Development Strategy*

### *2010 – 2013*



Building Resilience against Social, Economic and  
Physical  
Vulnerabilities

**Government of Belize**  
**Ministry of Economic Development, Commerce and Industry and  
Consumer Protection**

**July 2010**









# **Belize Medium Term Development Strategy 2010 - 2013**

## **Building Resilience against Social, Economic and Physical Vulnerabilities**

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## ***List of Acronyms***

AD	Audit Department
AMS	Accompanying Measures for Sugar Protocol Countries
BAA	Belize Airport Authority
BAHA	Belize Agricultural Health Authority
BASG	Belize Agro-productive Sector Group
BBB	Belize Business Bureau
BCCI	Belize Chamber of Commerce and Industry
BCUL	Belize Credit Union League
BDESV	Banco de Desarrollo Económico y Social de Venezuela
BMA	Border Management Agency
BELTRAIDE	Belize Trade and Investment Development Service
BEST	Belize Enterprise for Sustained Technology
BNTF	Basic Needs Trust Fund
BTB	Belize Tourism Board
BTIA	Belize Tourism Industry Association
BWSL	Belize Water Services Ltd.
BMPCC	Belmopan City Council
BRDP	Belize Rural Development Programme
BSP	Banana Support Programme
BZCC	Belize City Council
CBB	Central Bank of Belize
CDB	Caribbean Development Bank
CDI	Commonwealth Development Initiative
CFZ	Corozal Free Zone



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CG	Contractor General
CGA	Citrus Growers' Association
CPA	Country Poverty Assessment
CPF	CARICOM Petroleum Fund
CRC	Convention on the Rights of the Child
CROSQ	Caribbean Regional Organisation for Standards and Quality
CU	Credit Union
CYDP	Conscious Youth Development Programme
DFC	Development Finance Corporation
DFT	Directorate of Foreign Trade
DOE	Department of the Environment
DOT	Department of Transport
EC	European Commission
ECLAC	Economic Commission for Latin America and the Caribbean
EDF	European Development Fund
EU	European Union
FAO	Food and Agriculture Organisation
FFI	Fauna and Flora International
GDP	Gross Domestic Product
GEF	Global Environmental Fund
GOB	Government of Belize
GOBR	Government of Brazil
GOJ	Government of Japan
GOM	Government of Mexico
GOV	Government of Venezuela

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HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HWB	Hopkins Water Board
IDB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
IICA	International Institute for Cooperation in Agriculture
IMF	International Monetary Fund
KFAED	Kuwait Fund for Arab Economic Development
MDG	Millennium Development Goal
MED	Ministry of Economic Development
MHD	Ministry of Human Development
MNRE	Ministry of Natural Resources and the Environment
MNS	Ministry of National Security
MOE	Ministry of Education
MOF	Ministry of Finance
MOH	Ministry of Health
MOHU	Ministry of Housing
MOL	Ministry of Labour, Local Government and Rural Development
MOTCA	Ministry of Tourism, Civil Aviation and Culture
MOW	Ministry of Works
MPU	Ministry of Public Utilities
MSME	Medium, Small and Micro-enterprises
NACP	Needs Assessment and Cost Prognosis
NAVCO	National Association of Village Councils
NEMO	National Emergency Management Organisation
NGO	Non-Governmental Organization

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NPESAP	National Poverty Elimination Strategy and Action Plan
OFID	OPEC Fund for International Development
OPEC	Organization of Petroleum Exporting Countries
PACT	Protected Areas Conservation Trust
PAHO	Pan American Health Organisation
PEFA	Public Expenditure and Financial Accountability
PMU	Project Management Unit
PWB	Placencia Water Board
RBM	Results-based Management
SAICM	Strategic Approach to International Chemicals Management
SIB	Statistical Institute of Belize
SIF	Social Investment Fund
SLM	Sustainable Land Management
SME	Small and Medium Enterprises
SWMA	Solid Waste Management Authority
TTCU	Toledo Teachers' Credit Union
TVET	Technical and Vocational Education and Training
UB	University of Belize
UN	United Nations
UNDESA	United Nations Department for Economic and Social Affairs
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
WB	World Bank

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WEC	World Economic Crisis
WHO	World Health Organisation
YBTB	Youth Business Trust – Belize
YCT	Ya’axche Conservation Trust
YWCA	Young Women’s Christian Association



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## ***Executive Summary***

As with other Caribbean countries, Belize's small size, openness and physical location make it highly susceptible to social and economic shocks and to natural disasters, particularly tropical cyclones. More frequent tropical cyclones experienced since 1999 and new experiences such as severe localized flooding and earthquakes combined with the ongoing World Economic Crisis (WEC) and increasing citizen insecurity all underscore the urgent need for resilience. To meet this need, development efforts over the 2010 to 2013 period will incorporate measures to improve the economic and social structures and the capacity of its citizens to embrace economic opportunities in the face of the ongoing economic crisis and to proactively manage economic shocks and natural disasters. This will be achieved through focus in the following areas.

### ***Sectoral Focus Areas***

1. **Enterprise Development.** This objective will be realized through measures that support the continued development of traditional and emerging industries and expansion of small, medium and micro-enterprises.
2. **International Trade Capacity and Competitiveness.** This area covers measures to increase Belize's market access through better negotiating capacity and improvements in quality management and in the national quality certification capacity.
3. **Environment and Disaster Risk Management.** Confronting economic and physical shocks requires the ability to plan adequately and to make adjustments at the individual, institutional and community level. Furthermore, ensuring that individuals have decent living conditions, sources of income and an assurance of resources for future consumption will require the sustainable use of natural resources.
4. **Human Development.** The ability of each citizen to reach his or her full development potential and to make meaningful contributions to his community requires a sound foundation. The human and social development objectives of the MTDS will be achieved through investment in education and health delivery and in social safety net provisions. The latter will include measures aimed at specific groups, such as women, youth and the aging.
5. **National and Citizen Security.** Increasing levels of crime as well as continuing interest in securing citizens' well being require focus on national as well as citizen security issues. This area will therefore encompass those measures that will lend to improved border security and reduced levels of crime.

## ***Cross Cutting Focus Areas***

The realization of these objectives will require that resources and attention be dedicated to a number of cross cutting areas, each critical to enabling or propelling development. The cross cutting measures are intended to fill existing gaps and/or to ensure effective implementation of the strategy. They are set out and described briefly below-

1. **Fiscal discipline, Effective Debt Management and Complementary Monetary Policy.** The achievement of objectives under the areas of focus of the MTDS will depend in large part on Belize's ability to contain fiscal expenditures and private sector credit, improve government revenues and manage public sector debt. A major consideration in this regard is the level of resources that must be directed to servicing the "super-bond", and the further difficulties imposed on efforts to contain the fiscal deficit to GDP ratio that are being generated for the World Economic Crisis.
2. **Public Sector Institutional Strengthening.** In the formulation of the MTDS, many of the ministries point to the need for additional human and financial resources to execute their mandates. This, along with the need for improved efficiency in service delivery identified by stakeholders in the last two budget consultations, emphasizes that public sector institutional strengthening will be critical to MTDS implementation. Aside from additional human resources, assessments have shown that the existing body can benefit considerably from capacity building activities. In addition to training in the various areas of specific service delivery, such initiatives should include training in the following -
  - Strategic Planning
  - Customer Service
  - Information and Communication Technology
  - Financial resource mobilization
  - Management
3. **Improved Governance Systems.** There continues to be a pressing need for improvement in the capacity of the key oversight agencies. These agencies, particularly the Ombudsman, Auditor General and Contractor General, are central to the effective operations of the ministries, and to their relationship of accountability with the citizenry. Their institutional strengthening is therefore of primary importance over the medium term period.
4. **Citizen Participation, Gender Focus and Equitable Development.** Achieving development objectives depends on the extent to which citizens participate in the various strategic initiatives and to which they target different socio-economic conditions that impede such participation. This latter refers particularly to uneven access to resources across groups and communities along age, gender and geographic or ethnic lines. MTDS measures will be implemented in concert with NPESAP actions to provide for the full participation of the non-government and

- private sectors and to remove impediments to the ability of specific groups achieving their full potential.
5. **Transportation, Building and Public Utilities.** The ability to efficiently transport goods and persons and to readily communicate at a global level is essential for economic growth. During the medium term activities in the focus areas cited above will be complemented by investments aimed at expanding road infrastructure, upgrading bridges and extending the telecommunication network.
  6. **Information and Communication Technology.** Given Belize's relatively small size, human resource constraints are ever present. Notwithstanding this constraint, output levels can be improved significantly by applying information and communication technologies to established systems and processes. Many of these continue to be manually operated, particularly in the public service. Whilst the implementation of a computerized financial management system (Smartstream) has led to some improvement in the recent years, there is a need for better use of communication technologies and for enterprise solutions to fit key operational activities. An example of this latter is the Land Information Management system developed under the GOB/IDB Land Management Project. Importantly too, information and communication technology can play a critical role in meeting the needs of those living in the rural sectors. Examples of recent efforts in this regard include a BRDP initiative to construct tele-centers in rural communities and to facilitate real-time transmission of agricultural market information from the districts. Over the medium term, the latter efforts will be intensified through initiatives such as the Agricultural Services Programme and the Agriculture Enterprise Development Project.



## ***Chapter 1: Medium Term Development Strategy Approach, Context and Guiding Framework***

This medium term development strategy (MTDS) is based on a comprehensive development frame and was formulated through consultation with the main government duty-bearers. It also incorporates issues and solutions identified during the stakeholder consultation processes for the revision and/or formulation of the 2008/09 and 2009/10 fiscal budgets and the 2007-2011 and 2009-2013 National Poverty Elimination Strategy and Action Plans (NPESAP). The MTDS is anchored by a number of principles and entails investment in five strategic areas and six cross cutting and supporting areas. Its implementation is expected to be influenced by the prevailing macro-socioeconomic conditions as described in the following chapter as well as key poverty reduction and planning activities described immediately below.

### ***A: Policy Context***

#### ***MTDS and Long Term Planning: Horizon 2030***

Ideally medium term development plans and poverty reduction strategies support the achievement of long term development goals. The latter should be set for periods of approximately 20 years. The second activity is the long term planning initiative entitled Horizon 2030. The main output of the initiative—a National Development Framework—Horizon 2030 will be a comprehensive text with clearly established goals, performance targets, and measurable indicators to support monitoring and evaluation of development progress over the medium and long term. This text is intended to clearly establish the framework to guide concerted action by all stakeholders involved in development planning, implementation, monitoring, and evaluation, as well as medium-term development strategies and intermediate sectoral programmes. The Horizon 2030 is expected to be completed in July 2010 and will inform adjustments to this medium term strategy.

#### ***Poverty Reduction and the Medium Term Development Strategy***

A country's ultimate development goal is the improvement of living conditions and elimination of poverty for the least advantaged segment of its population. In this regard, Belize's poverty reduction strategy and action plan was recently reformulated to articulate objectives and supporting actions for the 2009-2013 period. Since improving citizens' conditions will comprise a major component of the medium term agenda, many of the MTDS initiatives and activities are closely linked or the same as those of NPESAP. This link will be obvious through constant reference throughout to the NPESAP and in some cases articulation of MTDS objectives in terms of the NPESAP strategic thrusts.

The NPESAP is guided by the results of a 2002 Country Poverty Assessment which suggests virtually no change in poverty levels as measured in the 1995 CPA. It is recognized, however, that there were differences between the methodologies of the two studies that are significant enough that they cannot be compared. Comparability and

improved planning should be provided for by two major initiatives that will update the estimates and refine targets for poverty reduction. The first of these is the Country Poverty Assessment (CPA) 2009 and the second is a project entitled MDG Needs Assessment and Cost Prognosis (MDG NACP) Phase II.

The CPA 2009 aims to assess the current conditions affecting the welfare of people and identify policies, strategies, action programmes and projects that would reduce the extent and severity of poverty in Belize. The study will also evaluate the effectiveness of current policies and programmes and their impact on the poor and the vulnerable. It will also make recommendations for future policies and programmes that contribute to the reduction of poverty.

The methodology adopted by the CPA 2009 is the same as that used for the 2002 CPA, so that the results of the two will be comparable. There are three principal components: (i) A Living Standard Measurement Survey (LSMS) designed to provide quantitative information; (ii) A series of Participatory Poverty Assessments (PPAs) which will provide qualitative information; and (iii) An Institutional Analysis (IA) to identify existing government and non-government programmes related directly to poverty reduction. Together these will be used to formulate a Programme of Action (PoA) containing recommendations for policy interventions covering all aspects of poverty reduction. This will allow for adjustments to the NPESAP as well as to the MTDS.

The MDG NACP (Phase II) is an effort to assess progress toward achieving the MDGs, and to identify and assign a cost to the set of initiatives needed to attain MDGs 3 (attaining gender equality), 4 (reducing child mortality) and 7 (achieving environmental sustainability). The initiative will be completed in 2010, and its key outputs will include a Scorecard and Outlook Report, a Needs Assessment Report and a portfolio/basket funding project document that will facilitate resource mobilization. A key aspect of the MDG NACP process is that it constitutes development planning based on establishing targets and assessing resource needs and related costs. This is expected to strengthen the national planning process. Furthermore, the outputs of the initiative should lead to the identification of objectives and measures to be undertaken for both poverty reduction and medium term development.

### ***Fiscal Performance and Public Sector External Debt***

The capacity to implement the medium term agenda will be prescribed by the fiscal space, which has become more constrained over the past decade because of an increasing debt burden (specifically, a rapid build-up of external commercial debt in recent years, resulting largely from imprudent decisions which led to underperforming investments). This placed pressure on Belize's fiscal accounts and external reserves. In an effort to relieve this pressure the government undertook a debt restructuring process which culminated successfully in February 2007. The process resulted in an agreement through which Belize's external debt to private creditors was reduced by a net present value (NPV) of 21 percent. After restructuring, a total of 60.2% or \$1,093.5 million of Central Government's external debt was being held in bonds, a result referred to as the "super-bond effect". Of the remaining \$723.9 million debt, multilateral institutions, bilateral partners and commercial banks account for 21.7%, 17.8% and 0.3% respectively.

The restructuring initiative provided for coupon (interest) payments only until 2018, when annual repayments of principal would have to commence. Notably, debt service obligations will increase in two steps in 2010 and 2012, when the coupon rate on the private restructured debt reaches 8.5% compared to the current 4.5%. Although the restructuring provided for an improvement in the fiscal space, the onset of the WEC has significantly reduced that opportunity. The MTDS will therefore have to take account of this through measures to support improved private sector productivity whilst containing fiscal expenditures and public sector debt. Some reprieve may be expected however as government explores the possibility of closing the financing gap through climate change action or debt for nature swaps and the carbon markets for forestry credits.

## ***B: Underpinning Principles***

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### ***Ensuring Benefit for the Greatest Number of Belizeans by Securing Human Rights and Human Development***

Over the last few decades the development and poverty reduction paradigms have shifted from concepts hinged on increasing income as an end to those where higher income levels are viewed as a means. In this regard one of the main concepts is the human capabilities approach which is built on the idea that an individual's ultimate goal is to lead a fulfilling life with political freedom, and that to do so requires that he/she is equipped to fully function in society. It suggests that a necessary condition for an individual to reach fulfilment is that he/she leads a long and healthy life and is able to fully engage in the affairs of his/her community. The first two conditions are fundamental to the human development paradigm whilst the third is the crux of the human rights concept. Together they underscore the need to enlarge people's choices. Furthermore, the Human Rights concept emphasizes not only efforts to help those who carry a public mandate (state and non-state agencies, institutions, and organizations) fulfil their obligations, but also to those who hold rights ("the people") to claim their rights. These include the right to health, education, decent work, participation, non-discrimination, and information. For development and poverty reduction programmes to be effective, therefore, human development and human rights provisions must be enshrined in their objectives and initiatives. To this end, the medium term development strategy for Belize is built on and fully incorporates these principles.

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## ***Promoting Achievement of the Millennium Development Goals for Effective Poverty Reduction***

Despite the global economic situation and the delay in the provision of additional resources promised by the international community, Belize is committed to the achievement of the MDGs. Potential contributions to this end are set out in the current NPESAP and the goals are integral to the medium term agenda. In this regard the ongoing MDG NACP is a critical initiative since it aims to determine progress made toward achieving all eight MDGs and the measures for and related costs of intensifying efforts in order to achieve three of the MDGs. The quantitative and analytical techniques applied measuring the MDG targets and progress toward their realization and for identifying the projects and programmes that would contribute to accelerating efforts toward MDG achievement can be applied to all poverty reduction and economic development planning. Incorporating the MDGs into MTDS and applying MDG NACP outputs to refine medium term initiatives will contribute positively to MDG achievement and therefore to poverty reduction in the medium term.

### ***The Millennium Development Goals:***

The Millennium Development Goals (MDGs) provide for an effective way to target development so that poverty reduction efforts can be effective. The MDGs were generated out of the Millennium Summit held in New York in September, 2000 and are enshrined in the Millennium Declaration. The goals and their related targets allow for the establishment of definitive development objectives and for the formulation and implementation of initiatives that are necessary and appropriate for their achievement. Furthermore, the targets are quantified and indicators defined, so that progress toward achievement can be measured. This serves as an effective tool for a country's development and poverty reduction agenda.

### ***Securing Benefits for Future Generations of Belizeans through Sustainable Development***

Whilst the sustainable development paradigm is enshrined in MDG 7 (environmental sustainability) it is useful to clearly and separately articulate the importance of pursuing balanced development. The paradigm centres on the recognition that people are at the centre of development and promotes equal focus on the social, economic and environmental aspects of development. A major objective of sustainable development activities is to ensure that environmental resources are maintained for the benefit of future generations. In addition ecosystem integrity is important for mitigating catastrophic damages resulting from natural phenomena. As an instance, natural vegetation especially on steep inclines and along coastlines is essential for guarding against erosion from wind and rainfall during tropical cyclones. Another example is the importance of wetlands, which are often at risk from expansion. These features are all critical for guarding against floods, a condition that has become more frequent in Belize over the last three years. Balancing environmental protection objectives with those of economic and social development is therefore vital, and is enshrined in the medium term agenda.

### ***Encouraging Civil Society Engagement and Democratic Governance for Equitable Development***

The engagement of citizens in their communities which is at the heart of the human rights and human development concepts is a critical aspect of making development work effectively. Surveys of living standards and other socioeconomic conditions, such as employment, consistently show significant variations in conditions in rural and urban sectors. In addition, even within the sector where higher measures of living conditions are recorded there are vulnerable communities and geographic pockets where conditions are below the average. Ensuring that appropriate measures are taken for these conditions to be improved requires the engagement of those stakeholders who are intended beneficiaries. The MTDS builds on this principle, particularly through such measures as decentralization and the proposed rural development strategy.

### ***Ensuring Citizen Participation and Gender Considerations***

Effective implementation of development plans requires full involvement of stakeholders, including intended beneficiaries. With this in mind, the MTDS has been formulated through stakeholder consultation. The resulting strategy and plan is to be shared with the stakeholders and their own roles should be further defined. This is especially true where private sector, non-government and local government organizations are concerned. Such organizational units are important conduits through which citizens exercise their right to engage in and contribute to their communities. They are therefore the logical units for harnessing participation in the development process.

Similar measures must be taken to ensure that gender considerations are enshrined in development initiatives. In the first instance, development processes should be designed

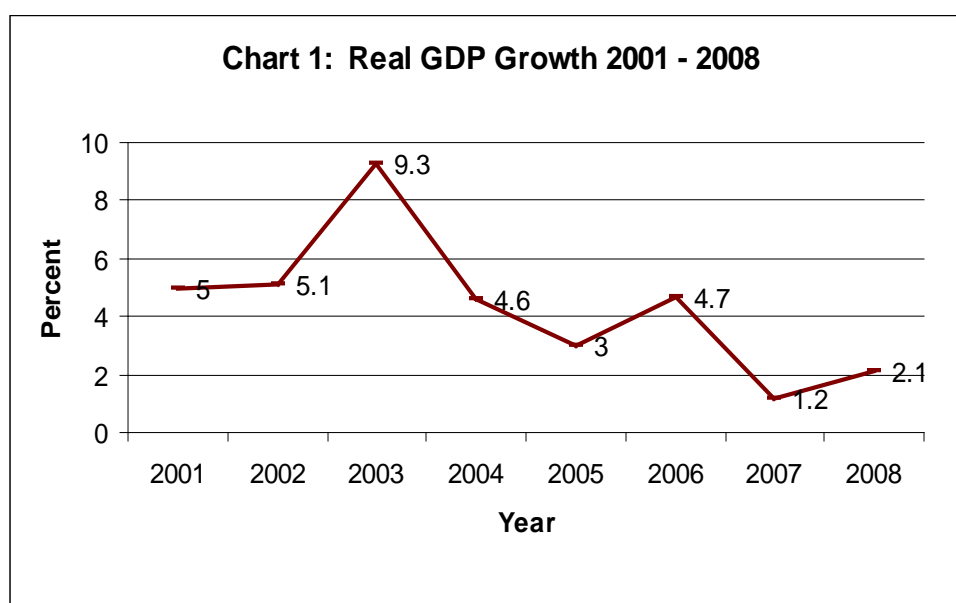
to build on and compensate for the strengths and weaknesses of gender roles. Examples of such an approach would be the formulation of a disaster response system around the self assigned roles of both sexes—women’s proclivity to respond and prepare earlier than men and men’s practice of securing family and property. Building on assigned roles and making adjustments where necessary will help to make development efforts effective. Secondly, issues that minimize or inhibit citizens from fully benefiting from development initiatives because of gender should be identified and addressed in any MTDS implementation mechanism. This approach is necessary to ensure that men and women can equally benefit from and contribute to the development process.

## Chapter 2: Macro-socioeconomic Context

### A: Recent Economic Developments

#### Overview, Production and Prices

Belize is a small open economy with a narrow export base, and so is vulnerable to exogenous shocks. Its production and earnings are heavily dependent on its natural resource endowment. Over the 2001 to 2007 period, primary production accounted for an average of 14.6% of GDP whilst commodity and tourism exports together yielded an average 59.3% of goods and service exports. Belize's marine and terrestrial biodiversity are the main attractions for both overnight and cruise visitors.



Source: Central Bank of Belize Annual Report 2008

Since the start of petroleum extraction in 2006 the value of exports rose from \$77.0 mn to \$203.2 mn in 2008. Increased extraction volumes reflect the addition of 2 wells to the Spanish Lookout field and annual production is forecasted to rise by 21% to 1.6 mn barrels. An ongoing issue related to this sector is the need to realize and direct adequate levels of fiscal revenues to benefit the disadvantaged. Efforts to address this concern have been directed through a proposed petroleum fund and a restructuring of the petroleum tax, and through efforts to improve capacity for auditing industry investment and revenues.

Chart 1 shows a decline in Belize's real output from a high of 9.3% in 2003 to below 3.0% in 2007 and 2008. This reflects anticipated reductions in preferential commodity markets as well as structural changes arising from contractions in domestic industries such as farmed shrimp and garments. There has also been a decline in tourism receipts.



In addition, the country was negatively affected recently by weather-related shocks, including Tropical Storm Arthur in June and Tropical Depression No. 16 in October of 2008. These two storms together accounted for estimated damages and losses of \$ 101.8 million or 3.6% of GDP (*Central Bank Annual Report 2008*, p. 24). The storms' impact was heaviest on the transportation infrastructure (\$37.0 mn) and agriculture (\$33.0 mn) sectors (*ibid*).

Based on quarterly GDP estimates, the economy contracted over the first three quarters of 2009. This reflects declines in the hotel and restaurants, fishing, wholesale and retail, transport and communication and electricity and water sectors which offset increases in construction, agriculture and forestry, manufacturing and finance and business sectors.

### **Employment Trends**

Whilst unemployment rates were recorded at below 10.0% for most of the period since 2001, there were notable trends in overall and gender and age disaggregated labour force participation rates through to 2007. Women's participation rates continue to be significantly lower than those for males, whilst unemployment rates were consistently higher. In terms of youth unemployment, Chart 2 shows a declining trend up to 2005, then a significant increase up to 2006 followed by another decline.

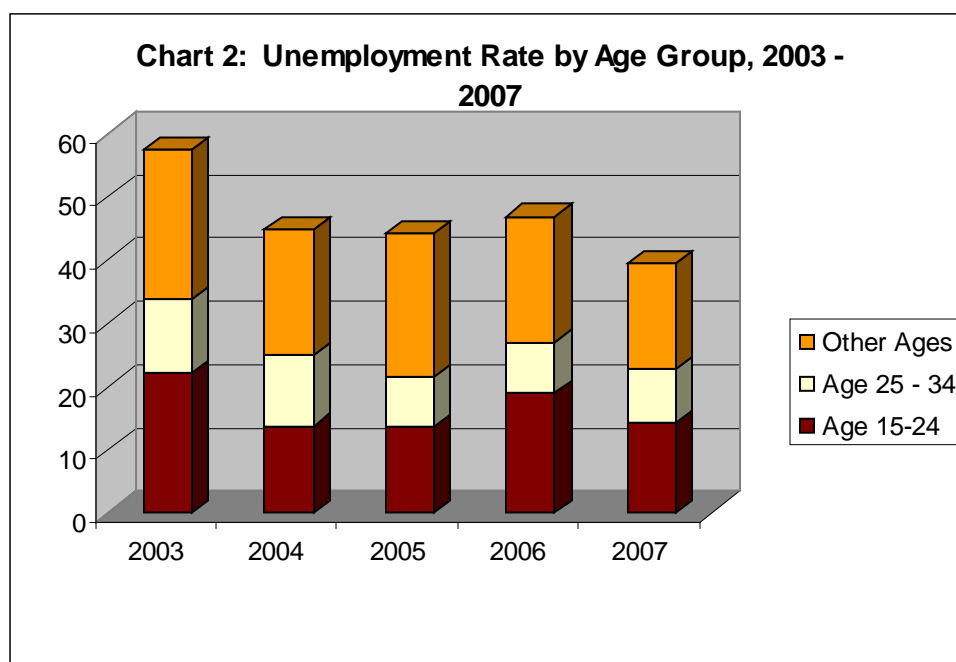
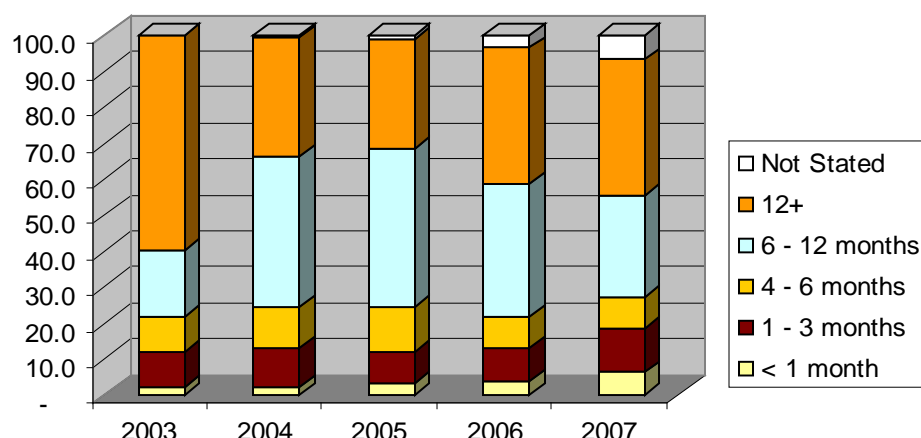


Chart 3 below shows that in 2007 there has been an improvement in the average length of unemployment. The percentage of the labour force unemployed for less than one month and for one to three months increased over the 2006 proportions, whereas the percentage unemployed for 6 to 12 months has declined.



**Chart 3: Unemployed by Length of Time Without Work**



Reflecting the economic contraction, the unemployment rate increased to 13.1% in 2009

### ***Balance of Payments Trends***

As seen in Table 1 below, the current account deficit on Belize's Balance of Payments declined overall from a -21.8% of GDP in 2001 to -2.1% in 2006, then increased consistently in 2007 and 2008. It is important to note that the decline occurred notwithstanding improvement in the visible trade performance which in turn resulted from exports of the still relatively new petroleum industry. These, combined with higher exports of bananas, offset significant increases in imports over the past two years.

**Table 1: Balance of Payments Current Account Flows**

	US\$ mn							
	2001	2002	2003	2004	2005	2006	2007	2008
<b>GDP at Market Prices</b>	871.85	932.70	988.20	1,056.30	1,114.85	1,231.10	1,276.75	1,386.70
<b>Balance of Payments Current Acct</b>	-190.4	-165.3	-184.3	-154.9	-151.2	-25.4	-52.1	-153.7
<b>Current Account as a Percent of GDP</b>	(21.84)	(17.72)	(18.65)	(14.66)	(13.56)	(2.06)	(4.08)	(11.08)

Source: Derived from Central Bank of Belize Annual Report 2008 data

Whilst the domestic exports for the first quarter of 2009 were 15.3% lower than those of the comparable period of 2008, gross official reserves increased by 1.0% to US\$ 168.0 million.

## ***B: Citizen and National Security***

The 2009-2010 Central American Human Development Report describes citizen security as protection against the risk of suffering violent or harmful offence (2010. p.1, translated). To examine the citizen security issues, the report focuses on crimes against persons and against public and private property (p. 34) as listed below.

The report demonstrates further that although the absolute numbers of violent and gender based crimes may not appear alarming, comparisons of Belize's rates (number of incidences per 100,000 population) show levels comparable with the rest of Latin America and the Caribbean. In particular, Belize's rate of 31 homicides per 100,000 population is higher than the Latin America average of 25 per 100,000 and lower than Jamaica's at 49 per 100,000 (p. 68). Amongst Central American countries Belize's homicide rate can be considered median, with El Salvador recording the highest rate at 65 per 100,000 and Costa Rica the lowest at 8 per 100,000.

**Table 2: Categories of Citizen Security Offences per 2009-2010 Central American Human Development Report**

<b>Crimes Against Persons</b>	<b>Crimes Against Private and Public Property</b>
Homicide	Robbery
Assault	Theft
Rape	Fraud
Kidnapping	Bribery and Inducement
Trafficking in Persons	

In the absence of a comprehensive approach to citizen security issues in Belize, measures to address the offences on which the Central American Human Development Report focuses are dispersed amongst the various agencies of the Ministry of National Security and to a lesser extent the Ministry of Human Development. The input of the latter ministry is especially critical where the effects of such offences as rape and human trafficking are concerned.

There is a more established and therefore cohesive mechanism for approaching security issues through the traditional lenses of crime, punishment and prevention and border integrity. National security is therefore considered both an internal and external matter and related activities are increasingly approached on the sub-regional and regional level through cooperation amongst neighbouring and allied countries. In this regard Belize is engaging the Caribbean Community through the Council of Ministers for Security and Law Enforcement (CONSLE), Central America through the security wing of the Central American Integration System (SICA), the Organization of American States (OAS) through its security commission and the Committee against Terrorism. Belize is also engaging with the wider region through the US-sponsored "Merida Initiative" anti-crime program.

National security policy and operations in Belize are largely overseen by the Ministry of National Security which has oversight or reporting responsibility for the following agencies, units and departments:

- National Security Council
- Belize Police Force
- Belize Defence Force
- Belize Prisons (managed by the Kolbe Foundation)
- Immigration Department
- National Coast Guard

## ***C: Human Development and Poverty Reduction***

The human development index (HDI) demonstrates consistent levels of well-being in the human condition in Belize over the 2000 to 2007 period. Table 3 shows, however, that there were significant differences in the trend of each of the three indices that make up the composite. Over the period the life expectancy index first fell and then rose to levels higher than in 1980. On the other hand the education index declined and the GDP index increased. This latter reflects consistent productivity improvements, whereas the former mainly reflects changes in the method of calculating the literacy rate.

**Table 3: Key Economic Indicators**

	2000	2001	2002	2003	2004	2005	2006	2007
<b>Human Development Index<sup>2</sup></b>	0.795	0.776	0.737	0.753	0.751	0.778	0.771	0.772
<b>Life Expectancy Index</b>	0.82	0.78	0.78	0.75	0.78	0.849	0.851	0.851
<b>Education Index</b>	0.86	0.88	0.75	0.77	0.77	0.773	0.762	0.762
<b>GDP Index</b>	0.67	0.67	0.69	0.71	0.70	0.712	0.701	0.703

Source: Human Development Reports 2002 – 2009

## ***Health and Education***

### **Health Trends**

The increase in the life expectancy index underscores consistent improvements in the level of healthcare over the 2000 to 2007 period. Despite this, there remains a recognized need to expand access to healthcare, particularly for those in the lower income brackets, and to further improve the quality of service provided. More importantly, statistics on the leading causes of death over the past three years indicate that most of the ten leading causes are non-communicable diseases. These include diabetes mellitus, hypertensive diseases, ischaemic heart diseases and HIV/AIDS. This demonstrates a need to address nutrition and other lifestyle issues amongst the population.

### **Primary and Secondary Education Coverage and Efficiency**

Statistics for 2005-2006 indicate that with a net primary enrolment rate of 88.1%,

assuming no slippages, Belize is well-poised for achieving universal primary education. On the other hand the secondary school net enrolment rate for that year was recorded at just 45.3%, about half that for the primary level. This suggests that access to secondary education is significantly impeded. Furthermore, there appears to be inefficiency at both primary and secondary evident by low completion rates (44.8% and 59.7% respectively) which in turn reflect high repetition and dropout rates. At both levels the rates recorded were higher for boys than they were for girls. This points to a growing deterioration in conditions for boys which, in turn, contributes to negative social impacts.

### **Primary and Secondary Education Quality**

A ten year trend in performance on the Primary School Examination (PSE) has shown that scores have remained more or less stable over this period ranging between 40% and 60%. Analysis of trends in English for the period 2007-2009 shows that 48% to 57% earned a satisfactory level of performance (grade C) or better during these years. Therefore, for the years in question approximately as much as 43% to 52% earned less than a grade C (i.e. below a satisfactory level of performance). Analysis of trends for Mathematics shows an even direr situation. For the period 2007-2009, only 25% to 39% of students earned at or above a satisfactory level of performance of grade C. This means that as much as 60% to 75% of students earned less than a satisfactory level of performance during this period. Considering that the students sitting the PSE represent those who have survived the system to reach Standard 6, such analyses point to significant quality issues at the primary level.

Analysis of 2005 performance on the Caribbean Examinations Council (CXC) Caribbean Secondary Education Certificate (CSEC) examinations in English A (Basic and General Proficiencies combined) revealed that only 63.8% of those who sat the exam achieved a satisfactory level of performance or above. This represented only about half (50.2%) of all fourth form students. Similar analysis of performance on CXC CSEC examinations in Mathematics (Basic and General Proficiencies combined) revealed that only 49.4% achieved a satisfactory level of performance or above. Those who sat this latter exam represented only 38.2% of all fourth form students. More than 50% of students did not sit the Mathematics examination. In addition, fewer students from rural high schools sat the examination and even fewer still achieved a satisfactory level of performance than their urban counterparts. Considering that students sitting the CXC CSEC Examinations are those who have survived to fourth form, these statistics indicate significant quality issues at the secondary level.

### **Tertiary Education Coverage, Efficiency, and Quality**

According to World Bank figures (no figures are reported in the Belize Education Statistical Digest), Belize shows a gross tertiary enrolment rate of 3%, with females (at 4%) showing a two to one edge over males (at 2%). Published data on completion rates at the tertiary/post-secondary levels is unavailable and the only data on quality is from the limited numbers of students who sit Cambridge General Certificate of Education (GCE) A' level Examinations or the Caribbean Advanced Proficiency Examinations (CAPE) at the end of two years of post-secondary education. Based on Abstract of Statistics data

(SIB, 2005) overall pass rates for these two sets of examinations for the period 2001-2004 have fluctuated between 42% and 52%. Besides low pass rates for these examinations, very few students register for and actually sit these examinations.

While access to post-secondary education has increased with a junior college in almost all districts, there is significant duplication of programmes due to a ‘provider’s mentality’ that exists at the tertiary level. As a consequence under-subscribed and under-resourced programmes exist in some schools. This inefficiency is magnified especially considering that the per-student costs at the tertiary level are greater than those at the primary and the secondary levels. Furthermore, with few exceptions, the duplication of programmes reflects a lack of responsiveness to the local needs and economy of the community in which these institutions exist. Additionally, the associate degree will be terminal, at least for the foreseeable future, for the vast majority of students who reach this level. This reality, together with the fact that Belize has a very young population and a fairly high ratio of dependents questions the prevalence of programmes of an academic bias at the associate degree level.

The University of Belize (UB) is the only (quasi-public) education institution offering Bachelor’s degrees. Yet, the articulation of programmes between the junior colleges offering Associate’s degrees and UB first degrees remains an unresolved issue.

### **Teacher Education**

A major contributing factor in the quality of education is teacher quality. Figures for 2008 show that only about 43% of teachers at the primary level and only about 33% at the secondary level have the required minimum professional training. In the summer of 2009, a Certificate in Primary Education programme was launched targeting some 850 teachers with Associate Degrees in fields other than education. The objective of this programme is for these teachers to acquire necessary pedagogical/teaching skills to be more effective in the classroom. The first cohort includes some 350 plus teachers and is expected to grow over the coming years to reach the remaining 500 teachers who fall into this category.

### **Social Services and Social Protection**

Belize’s social safety net is not a comprehensive one. It consists mainly of social security disability provisions, national health insurance services provided in a limited number of geographic areas and social services provided by various departments of the Ministry of Human Development. These services are geared toward families and children, women, youth at risk and the elderly. Recent efforts to improve the department’s social services include-

- *Piloting the Roving Care Givers Program focused on early stimulation of children.* The pilot targets poor families in remote areas and uses rovers (skilled young persons) to go into homes and train parents and family members in activities of early stimulation. The program is active in Toledo and Southside Belize City.

- ***Piloting the tagging of conditionalities onto the social assistance program.*** Measures are being taken to implement conditions to be met by beneficiaries of the social assistance program in order for them to remain in the program. Conditions are set in the areas of education, health, birth registration, and social security.
- ***Piloting group homes for teenagers.*** The Human Development Department is piloting two foster homes for teenage boys and teenage girls, respectively. The homes will cater for a smaller group of children in a similar age range. It is envisioned that this will allow for adequate attention to be paid to the children's needs and their development.
- ***In-service training of the Department of Human Services staff to enhance their skills and sensitize them to new developments in the practice of social work.*** These target social workers as well as institutional staff.
- ***The development of a social marketing campaign to recruit new potential foster and adoptive homes.*** The goal is to have available a variety of homes catering to the needs of a variety of children.

## **Poverty Reduction Strategy**

As indicated earlier the MTDS implementation period coincides and interlinks with the poverty reduction strategy. The latter is to be guided by the NPESAP which aims to address challenges associated with formulating policies responsive to a range of issues. These were identified through consultations with a broad spectrum of stakeholders, including the poor and the vulnerable. It is structured around five mutually reinforcing strategic thrusts which are further described below. The linkages between the thrusts are critical to implementation effectiveness. Furthermore, the thrusts incorporate both the MDG objectives and priorities identified by participants through public consultations.

### **1. Economic Policies for Enabled Growth**

The first strategic thrust of the NPESAP is the promotion of monetary and fiscal policies for economic stability and growth. This thrust is important as it provides for an enabling environment for the implementation of specific and targeted poverty measures. A particular focus of this thrust is to ensure that domestic and external debt resulting from persistent deficit financing does not crowd out resources required for social programmes. Operating surpluses can lend to better resources for allocation to these programmes, for leveraging external finances and for complementing non-government and private sector social initiatives

### **2. Transparency and Accountability for Good Governance**

This strategic thrust is aimed at ensuring the establishment or maintenance of conditions that are critical to ensuring that there are no impediments to vulnerable



individuals and groups. To meet that objective, it is geared toward ensuring that issues which would impede the effective functioning of the key governance bodies—the Ombudsman, Contractor General and Auditor General—are addressed.

### **3. *Investment for Human Capital Development***

This strategic thrust directly targets the root causes of poverty by providing for training and development of the citizenry and improved health services. These are premised on the human development paradigm which promotes improved capacity and conditions to ensure citizens can enjoy long, healthy and active lives. The main objective of the strategic thrust therefore is to engender entrepreneurship, improved income generation and an engaged and healthy populace.

### **4. *Infrastructure for Growth and Sustainability***

This strategic thrust is especially geared to providing for improved economic activity through the provision of physical assets, as well as improved quality of life through measures that would ensure a healthy environment. Provisions such as clean water and environmental health are incorporated here.

### **5. *Strategic Support for Equity and Social Development***

This thrust aims to ensure that support is provided for immediate alleviation of conditions of the poor and for support to those who are most vulnerable.

## ***D: Environment, Climate Change and Disaster Risk Management***

### ***Environment and Natural Resource Management***

Considering the high share of commodity exports and tourism to Belize's trade receipts and the importance of eco-tourism, the health of the country's environment is critical to economic stability. Measures for sustainable management of environmental resources must be taken to ensure that the needs of future generations are not compromised by the current levels of resource use. These must address practices such as *milpa* farming, cultivation of steep slopes, pesticide use and unsustainable extraction of timber and other plant species. An important factor of these measures would be their contribution to mitigation. This is especially true of measures that reduce levels of deforestation and mitigate erosion.

Recent efforts to improve natural resource management included institutional strengthening and revision of systems and legislation. Institutional strengthening was pursued through the re-establishment of a Policy Coordination and Planning Unit within the Ministry of Natural Resources. This and related actions were aimed at increasing capacity for integrating natural resource and eco-system management issues into the national development framework. Other objectives were the leveraging of regional and international cooperation agreements to increase capacity building and information sharing to promote sound management of natural resources, and the establishment of national policies with thematic foci that would assist in the negotiation of country and

regional positions. Measures undertaken to improve systems were in the area of land management and included the restructuring of the Land Registry, completion of a fee-structure study and review of the (land acquisition) debt management structure.

The Coastal Zone Management Authority was also re-invigorated with one of its primary purposes being to develop a coastal zone management plan that will provide guidelines for users of coastal resources. Another related institutional strengthening development was the installation of a new Doppler radar which will enhance the Meteorology Department's capacity for weather observation and forecasting.

The Environmental Protection Act was amended to incorporate, in part, a means for addressing issues related to the extraction and refining of petroleum. Since the discovery of oil and start of production in 2006, environmental monitoring has been increased to guard against adverse effects of production in this still relatively new industry. The amendment to the Act also included measures to improve protection of the Barrier Reef, particularly related to groundings and other tourism activities, and to establish an environmental management fund. This is seen as critical to the sustainability of environmental management systems.

Other legislative revisions undertaken recently included a set of guidelines for the construction of over-the-water structures. These were developed through an extensive consultation exercise and address size, number, areas within which such structures may be constructed and types of operations that may utilize them.

### ***Climate Change and Disaster Risk Management***

Belize's location places it in the direct path of tropical cyclones, thus its susceptibility to that phenomenon is extremely high. After a long lull in tropical cyclone activity, the country has experienced tropical storms and hurricanes with increasing frequency over the past decade. Furthermore, cyclones have had high intensity, with at least two of those that have affected Belize recorded as Category 4 (Hurricanes Mitch and Keith). In addition to the cyclones, the country has been affected by localized /flash floods following heavy rainfall on at least two occasions over the past two years. The last of these was experienced during Tropical Depression 16. The first and least expected led to loss of life and significant displacement of residents in the Stann Creek District.

For Belize, phenomena such as flash and localized floods, not caused directly by a hurricane or tropical storm, and earthquakes are unusual occurrences. An occurrence of the latter in May 2009 damaged homes in the Southern Districts. These new experiences highlight the need for increased readiness and mitigation, and emphasis on an ex-ante, risk management approach to disasters rather than an ex-post, reactionary approach. Climate related factors are affecting the agricultural sector in Belize as well. It is recognized that the Caribbean region emits less than 1.0% of global emissions and yet the effects of climate change will be devastating to the economies, all of which have limited capacity to adapt. Belize is no different. The impact of climate change on agriculture is linked to its effects on the intensity of storm activity, temperature increases, sea level rise and changing rainfall patterns. More specifically, *Belize's First National Communication to the Conference of the Parties to the Framework Convention on Climate Change*



indicates that inundation and salinization of agricultural lands through salt water intrusion or tidal influences in rivers from which water is abstracted for irrigation is a major potential threat consequent to sea level rise (Fuller, Carlos and Wilson, Roger, editors, p. 27, 2002).

## ***Chapter 3: The Medium Term Agenda Sector Priorities and Strategies***

### ***A: Strategic Focus***

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The issues identified through the various line ministries and through recent public consultation processes underscore Belize's physical, social and economic vulnerabilities. Given the domestic macro-socioeconomic context and external developments such as the WEC and changes in commodity markets, the most pressing development need is the strengthening of Belize's response capacities. To this end, the MTDS is formulated around five areas of focus which are intended to support improved resilience. These areas are (1) Enterprise Development, (2) International Trade Capacity and Competitiveness, (3) Environment and Disaster Risk Management, (4) Human Development and (5) National and Citizen Security.

### ***B: Sector Priorities and Strategies***

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#### ***Enterprise Development***

Enterprise development measures aim to promote expansion of Belize's Medium, Small, and Micro-enterprises and continued growth of its established and traditional sectors. In addition to programmes and incentives targeting businesses directly, measures will be taken to strengthen national capacity for trade negotiation and marketing and for tourism and services promotion. These measures are critical to ensuring that Belize is better positioned to access markets for its products and services in the international arena.

It is important to note here too that strengthening business enterprises is one of the single most important measures for addressing the stakeholder identified issue of high unemployment. In particular, the support measures translate to promotion of entrepreneurship, which in turn should result in creation of employment at sustainable levels.

#### **SME institutional strengthening and productive sector credit**

##### ***Priorities Identified***

Through the consultations for the NPESAP and two consecutive fiscal budgets undertaken over 2007 to 2009, stakeholders consistently pointed to the need for support to micro-enterprises whilst ensuring the continued development of traditional industries. To this end a number of measures have been identified as necessary for small, medium and micro-enterprise development, including-

1. Capacity building for business planning and resource mobilization;
2. Establishment of a sustainable SME financing mechanism. The Development Finance Corporation, the Credit Unions and various NGOs are seen as the main intermediaries of such resources.

3. Establishment of an incentive programme for SMEs that would be on par with that provided under the *Fiscal Incentives Act, Cap. 54 of the Laws of Belize*. During the period consultations were being undertaken, a fiscal incentive programme was established at BELTRAIDE. This programme will be strengthened over the MTDS implementation period.

### *Revitalization of the CTCS Programme in Belize*

It is expected that the SME sector will benefit from Belize's participation in the Caribbean Technological Consultancy Services (CTCS), a network operated by the CDB's Private Sector Development Division. The programme is undertaken in collaboration with other regional and national entities, including laboratories, industrial enterprises and consultants, and links business owners and persons with technical expertise to businesses that require consulting advice and assistance. The required support is provided through direct technical assistance to individuals, workshops developed and conducted in collaboration with other agencies, and job attachments.

Belize has benefited from the work of the CTCS during its more than twenty years of existence, but in recent years has not been accessing the technical assistance directly available to entrepreneurs and Medium, Small and Microenterprise practitioners. In an effort to regenerate interest a supervision mission was mounted to Belize by a CDB official in 2009. The mission resulted in the identification of a number of institutions and small businesses for potential partnership and/or assistance in the coming months. Proposed plans include a training workshop targeting artisans and small contractors in collaboration with the Social Investment Fund, and the development of an action plan to guide CTCS assistance to Belize over the medium term.

The Belize Trade and Investment Development Service (Beltraide) has recently been designated the focal point for CTCS interventions in Belize. The agency will serve as an intermediary assisting with the coordination of CTCS activities and facilitating local MSMEs' access to the opportunities available through the network.

## **Investment Promotion and Marketing**

For both SMEs and larger enterprises effective marketing and the direction of investment are critical factors. Even in the context of the WEC Belize can achieve sustained growth by directing domestic and foreign investment in areas where it has a comparative advantage and where there is potential for growth. With Belize's comparative advantage in mind, stakeholders participating in the formulation of a National Export Strategy (NES) identified the following areas as having the greatest potential for growth and therefore being ideal for targeting investments.

- **Agro-processing:** Investment in agro-processing should include development of new products such as cooking sauces, packaged beef cuts and processed meats (such as sausages), packaged dehydrated fruits, packaged snacks (such as plantain chips and peanuts), bottled blended juices, fruit wines, and jams and jellies.

- **Aqua-culture.** Investment in this area should include the introduction of new value added products such as pre-cooked shrimp, conch, lobster, and shrimp cocktail mixes, pre-fried breaded fillets, and roes and caviar.
- **Environmental Goods & Services.** This should entail introduction of new export products such as rainforest botanicals and beauty products, and products from gums and exudates (glues and latex). Added value should be sought also through branding and packaging and implementing sustainable harvesting methods and practices.
- **Information and Communication Technologies.** Investment in this area should involve the introduction of new product offerings such back office data processing, tele-medicine, and software support services. Added value may also be achieved by providing skills training and introducing competition into the local telecommunications market. These should in turn contribute to reducing the overall cost of telecommunication services
- **Tourism.** Investment in tourism should centre on development of new tourism products such as new Mayan ruins/sites, sports tourism, and education tourism. There is also a pressing need for improvement in industry quality and standards.

Under the MTDS, measures to promote investment in these areas and ensure that Belizean producers have access to regional and international markets will be intensified. These will include the review and restructuring of the existing Commercial Free Zone, Export Processing Zone, and Fiscal Incentives Acts to reflect national priorities and maximise the use of our resources. This exercise will also ensure that Belize's incentive programmes are compliant with World Trade Organization (WTO) rules by 2015.

## **Improved Agriculture, Agro-sector and Manufacturing**

### ***Primary and Agro-Industry Sectors***

Agriculture, forestry and manufacturing (mainly of food products) accounted collectively for 22.8% of Belize's price GDP in 2008. Despite erosion in access to preferential markets for Belize's commodities, agriculture is expected to remain one of the most important contributors to the economy. The Ministry of Agriculture has developed a new strategy document which will focus on facilitating medium and small farmers in securing livelihoods and therefore contribute to poverty reduction. A further focus will be on ensuring food security especially in response to the dramatic food price increases experienced in 2008.

Other measures include a seed programme that produces rice, beans and corn seeds in Belize and thereby reduces import levels. In addition, the production of winter vegetables such as carrots, onions and celery is now being undertaken locally. This is partly to ensure year round access to the products and stable prices. Pineapple and plantain production has also increased.

To support capacity strengthening for the sector, the Food and Drug Administration promoted an Agricultural Development Management and Operational Strategy initiative

to address “failures in four areas—markets, institutions, technology systems and more general system failures (2003A, p. 7, ).” More specific types of failures targeted by the initiative included information, investment, policy, infrastructure, services, research, technology transfer, human resource development, as well as weak governance and institutional response capacity. Ongoing initiatives to support capacity strengthening of the sector continue to target these areas.

In pursuit of the overarching food security objective, strategies and priorities for agriculture and agro-industry over the medium term will support improved productivity and competitiveness, market and negotiating capacity and diversification, adaptation and mitigation against the effects of climate change. Specific strategies articulated by the Ministry of Agriculture are set out below.

### **Agriculture and Agro-Industry**

- Improvement in productivity, management and production of domestic and export crops.
- Increase in access to foreign markets in traditional and non traditional crops and value added goods.
- Increase in access to credit and grants to farmers.
- Increase in technical support to farmers.
- Fostering diversification of the agricultural production base of the Northern Districts.
- Minimizing the overall macroeconomic impacts that result from the reductions in the guaranteed prices for Belize’s sugar exports and competition in a more liberalized world.

### **Fisheries**

The main activities within the fisheries sub-sector are concentrated in two areas: capture fishing and aquaculture. The first is characterized by the harvest of lobster, conch, shrimp and finfish. The second is undergoing a shift toward the inclusion of farming of Tilapia and Cobia along with the now established White Shrimp. The priorities for the sub-sector over the medium term are-

- Promotion of investment in aquaculture to increase production and export of seafood;
- Promotion of expansion of land based and caged fish farming;
- Improvement in technical capacity of the Ministry to provide assistance to the industry;
- Protection and sustainable use of natural resources;
- Development of a strong policy environment for the continued growth of the fishing industry.

## Promotion of Tourism and Other Services

### *Tourism*

Tourism is the single largest service sub-sector, accounting for 33.0% of estimated earnings of goods and service exports and 20.3% of GDP in 2008. This latter constituted to a decline following steady increases from 12.7% of GDP to 22.6% between 2001 and 2007. This mainly reflected decelerated growth in cruise tourism. There was also a first decline in stay-over visitors which ended twelve year growth trend. Declines were most significant amongst visitors from Belize's largest tourist market, the United States. The 2008 performance is seen as a demonstration of the direct effect of the WEC on Belize.

Despite the decreasing arrivals, the Belize Tourism Board (BTB) continued its marketing strategy focusing on the US and European markets. The strategy also included a focus on tour operators that promote the Central American region as a destination within the European markets. This approach was facilitated through the Central American Integration System (SICA).

Other developments include the continuation of infrastructural work to further upgrade the international airport and the expansion of Terminal 2. A study was also conducted to determine the most viable option for the development of a cruise ship docking facility.

Additionally the first phase of the "small business competitiveness" project was also completed in the Belize and Cayo Districts. The main objective of the project is improving the capacity of local businesses to deliver high quality tourism goods in key destinations.

The strategies and related activities to be pursued in the tourism sector over the medium term are intended to strengthen the industry especially through greater involvement of the communities living in and around destination areas. Many of the objectives are being pursued through the "Sustainable Tourism Project". The key objectives and related activities are set out below.

#### *Enhancing visitor experience by developing an improved tourism product*

- Improve infrastructure to popular tourist sites to ensure visitor comfort, e.g. Placencia road upgrade.
- Provide training to all levels of service providers.

#### *Promoting local community involvement in the tourism industry*

- Promote agro-eco cultural tourism destination development in southern Belize.
- Increase public awareness of the importance of the tourism industry through public education campaigns.
- Complete phase two of the small competitiveness project aimed at increasing competitiveness of micro, small and community based organizations.

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*Promoting environmental sustainability*

- Promote development incentives to projects that use “green” technologies and products and implement environmentally-sensitive practices in their operations.

*Promoting Tourism security and safety*

- Promote licensing and legislation for tour operators, tour guides, water activities, etc.

*Developing a Tourism Master Plan*

- Participate in the project to develop a tourism master plan.

*Develop and implement a National Tourism policy*

- Marketing the tourism product to ensure a viable market position.
- Participate in North American, European and regional trade shows thereby increasing awareness of Belize as a destination.
- To introduce Belize, and educate the travel trade, press and airline agents on how to sell Belize as a travel destination.
- To encourage travel writers to become familiar with the diversity of Belize’s product by supporting visits to various destinations, and to encourage television crews to film in Belize and increase country awareness.
- Continue negotiations with international airlines and low cost carriers to persuade them to fly to Belize.
- Undertake negotiations aimed at establishing a direct bus route from Cancun to Belize.

## **Gaming**

Gaming establishments include shops, stores, discotheques, and game rooms with no more than 40 gaming machines. There are currently an approximated 70 gaming establishments in the country. These generate a licensing fee of \$3,500 per gaming machine and are subject to business tax at a rate of 1.75% and general sales tax at 10.0%.

Gaming premises are different from establishments in that they conduct live games. There are presently four operating businesses in Belize and prospects exist for expansion. This sub-sector employs upward of one thousand persons including hotel workers, bar attendants, slot machine attendants, etc. An amendment to the regulations was passed to increase business tax paid by these premises from 4% to 8% on gross earnings.

Online gaming includes those establishments that carry out wagering via telecommunications. It is currently a small area of investment.

As legally mandated, the Gaming Control Board provides supervision of the sector. A sub-committee of the Board has begun the work of developing a strategic policy



document which will lay out guidelines for issuing permits, future development of the sector, etc.

A Lotteries Panel was recently established to oversee the outsourcing of the government lotteries in a bid to update the system and improve revenue collections. In November 2009 the Panel completed its task and awarded a 10-year contract for the operation of the national lottery. Tenders have been requested and a contract has been awarded.

### ***Major Issues and Constraints***

- Development of the gaming sector depends on the government's ability to monitor effectively. This in part reflects staffing constraints and the need for highly specialized training and equipment to provide technical assistance to the sector.
- The collection of revenues is dependent on the companies' declaration of profit or loss. The challenge is therefore to ensure that accurate statements are produced to enable accurate tax revenue collections.

### ***Strategies***

- Creating a policy and investment environment conducive to the establishment of the gaming sector;
- Enhancing monitoring capability;
- Improving taxation and licensing structure to ensure revenue generation;
- Increasing incentives to attract online facilities in the area of credit card processing, troubleshooting of gaming programmes, and customer support.

## ***International Trade Capacity and Competitiveness***

For any country, accessing international markets depends on a number of factors. The first of these is the skill set of producers and government officials responsible for negotiating bi-national and multi-lateral trade agreements. A second factor is the ability of producers to meet quality standards and of national bodies to provide reliable certification. Finally, productivity improvements would ensure that the quality of outputs is commensurate with prices, and that costs can be maintained at competitive levels. Strategies for international trade and competitiveness during the MTDS period will be geared toward improvement in these three areas and in companies' access to financial resources.

## **Export Financing**

Export companies in Belize currently have limited access to export financing programmes. Financial resources are available mainly on commercial terms and are relatively expensive. The country's financial market consists mostly of commercial banks, and exporters rely heavily on overdraft financing. With these factors in mind



specific actions will be taken to improve availability of export financing during the MTDS period, such as:-

- Development and implementation of policies and programmes offering micro credit and export financing for export oriented businesses.
- Creation of mechanisms which encourage insurance institutions to extend export credit insurance to micro, small, and medium enterprises and other businesses.
- Development and implementation of specific incubator programmes in particular in the five priority-export sectors identified by the NES.
- Feasibility analysis for establishment of a national export-import bank.

### **Export Quality and Certification Management**

Another area where measures are required for better export competitiveness is that of quality management and certification. Given the ongoing global movement away from preferences, market access conditions for Belize increasingly involve non-tariff barriers such as sanitary and phytosanitary/food safety regulations. Increasingly Belizean products must meet certification standards to be eligible for market entry. With the move toward diversification, and given increasing competition from other countries in the sectors identified for prioritization under the draft NES, improvement in export quality and standards management is a necessity. This is particularly important for activities such as eco-labelling and organic products where Belize may have a comparative advantage. Specific actions to be implemented are:

- Strengthening of legislation and mechanisms for implementing export quality and standards management;
- Development of capacity within the Belize Agricultural Health Authority (BAHA) and the Belize Bureau of Standards (BBS) for implementing certification and training programmes ('Train the trainers') on export quality and standards systems and requirements. Examples of these are Hazard Analysis and Critical Control Points (HACCP) and International Standards Organization (ISO) certifications;
- A pilot project to finance the implementation of quality and standards management systems within export companies;
- Capacity development for negotiating quality and standards issues under the various trade agreements to which Belize is party;
- Creation and implementation of a private-sector led Consumer Advocacy Agency.

## ***Standards Related Projects***

### ***Caribbean Regional Organization for Standards and Quality - Promoting SME Competitiveness through Technical Standards***

Perhaps one of the most important lynchpins in Belize's drive to improve its standards and quality certification capacity is its involvement in the Caribbean Regional Organization for Standards and Quality (CROSQ). The CROSQ—comprised of 15 CARICOM member states—is tasked primarily with the development and harmonization of regional standards leading to increased competitiveness of local industries and enhanced international and regional trade. CROSQ is the executing agency for the project entitled *Promoting SME Competitiveness through Technical Standards*. The project aims to establish 24 normative standards across the region for various products, and consists of awareness-raising activities, the development of technical standards and conformity assessment guidelines, training (including for nationals involved in standardization), and the establishment of a national and regional information system. Since the standards development process is expensive, efforts at strengthening in this area are being undertaken on a regional level. This should help to reduce the associated costs to individual countries.

#### ***Promoting SME Competitiveness through Technical Standards***

An introductory presentation provided background information on the project, CROSQ, and the standards development process, and included reference to the CODEX international standards and the WTO's Technical Barriers to Trade (TBT) Agreement to which standards must correspond. Once regional standards are put into effect, however, all countries will be expected to withdraw any existing standards and adopt the regional ones. Specifications have been developed and approved so far for grades of fresh agricultural produce (oranges, grapefruits, pineapples, hot peppers, pumpkins, bananas, tomatoes, mangoes, cabbages, and sweet peppers).

The presentation also highlighted the need for an independent body to certify that products are in line with the standards.

## **Export and Trade Competency Development:**

Reflecting the prevalence of preferential markets which involved limited competitiveness, export promotion activities in Belize are relatively nascent and can therefore benefit from capacity building in export management, development and marketing. The need to take this approach is underscored by the requirement for export diversification in response to the recent erosion in preferential markets. Over the medium term specific actions, will be implemented, including the measures below:

- Establishment of a trade monitoring unit with responsibility for providing trade advisory services in particular to micro, small, and medium enterprises;
- Development and implementation of training programmes in particular for vocational skills sets demanded by the identified priority export sectors;
- Integration of export/trade management courses into tertiary level business education programmes and provide specialized short-term training programmes in these areas for current export/ trade managers;
- Leveraging of the International Trade Centre for support in specific export competency areas such as export packaging, production strategies for agro-processing (i.e. fruit juices, etc.);
- Strengthening of inter-institutional linkages between key intermediary organizations such as the Belize Business Bureau (BBB), Belize Chamber of Commerce and Industry (BCCI), Belize Livestock Producers Association (BLPA) and the Fisheries Department.

### ***Customs and Excise Functions***

Customs and Excise functions are critical to the management of international trade and measures to improve capacity in this regard have been ongoing in the recent past. These were geared toward systems, procedures and operational capacity, as well as policy and enforcement. Recent efforts to improve systems and procedures included an update of the Customs Tariffs and Trade Classification Laws of Belize Cap. 48, and the upgrade of the enterprise solution from ASYCUDA 2.7 to ASYCUDA World. The latter is complemented by acquisition of computer equipment and training.

In terms of policies and enforcement, prohibition of trade in pseudo-ephedrine was implemented in July 2008. Developments since, including several incidents of interception of non-custom shipments and/or facilitation of release contrary to policy, have highlighted a challenge posed by Belize's strategic geographic location. In particular they underscore overarching security and corruption issues facing Belize. Measures to address anti-corruption over the period of the MTDS will in part continue to target these and similar cases.

The Customs and Excise Strategic Plan runs through 2011 and its focus highlights security issues more so than it does matters of international trade. The objectives of the plan are listed below.

- *Development of a National Enforcement Plan.* This would address issues such as the need for a code of conduct, risk management and capacity building.
- *Enhancement of Risk Management Approach*
- *Enhancement of Intelligence Programme*
- *Upgrade and strengthening of enforcement unit*
- *Development of post-clearance audit procedures*

- *Revision of penalties for violation of the Customs laws*
- *Development and establishment of a Legal Unit to train customs officers in legal procedures.*

### **Issues and Constraints**

In addition to the standard constraints faced by many ministries and departments the Customs Department must grapple with the following.

1. Demands on its resources from multiple entry point to the country. Policing these points requires an adequate number of officers (particularly to reduce physical risk and moral hazard), as well as reliable transport and protective gear and equipment.
2. Continuous requirement for specialized training to ensure readiness and a capacity to be proactive as well as responsive. This would also ensure that staff turnover does not negatively impact the ongoing modernization efforts.
3. Selection and retention of officers with integrity and other innate and leadership characteristics that would lend to effective policing of trade. This implies a need for adequate levels of compensation.

### ***Environment and Disaster Risk Management***

Belize's physical location in a geographic area prone to tropical cyclones, reliance on primary products, petroleum and nature-based tourism makes environmental sustainability of critical importance. Natural resource management with a view toward securing livelihoods whilst ensuring effective disaster mitigation and availability of resources for future generations is therefore vital. To this end, strong provisions for environmental management are crucial.

### **Sustainable Natural Resource Management**

Sustainable natural resource management over the medium term will involve policy and planning initiatives as well as specific programme activities. The clusters of objectives and targets for this area that will be pursued are set out below.

#### ***Environment and Natural Resource Management Policies and Plans***

- Development of a comprehensive policy framework for natural resource management;
- Development of a National Land Use policy;
- Endorsement of the latest version of the environmental policy and strategy;
- Development of a national strategy for the sound management of chemicals in the country;
- Development of an integrated coastal zone management plan that is complementary to the Tourism Master Plan Project;

- Development of policy documents for the sustainable management of Belize's forests (i.e. National Fire Policy, National Forest Policy);
- Further revisions of Petroleum Act and the Mines and Minerals Act;
- Endorsement of the National Protected Areas Policy and Systems Plan.

### ***Natural Resource Management Institutional and Systemic Priorities***

- Enhancement of the National Protected Areas Commission;
- Endorsement of a co-management framework that is acceptable to government and civil society organizations;
- Enhancement and implementation of a public awareness campaign;
- Promotion of community based forest management;
- Improvement of service provision through-
  - Improved mechanism for identification, pricing , and granting of land;
  - Improved mechanism for land registration;
  - Improved forest licensing mechanism to enhance use of forest in a sustainable manner.

### ***Environmental Health, Water and Sanitation***

- Implementation of a proper national solid waste management plan;
- Introduction of valuation of environmental resources;
- National Integrated Water Resource Management policy and legislation.

### ***Major Issues and Constraints***

Natural Resource management requires extensive monitoring activities as well adequate levels of equipment and supplies to carry out testing and measurements. A major challenge faced in this regard is limited human and financial resources. Creating partnerships with the private sector offers an opportunity to improve the monitoring of natural resource use.

The absence of a national land use policy has been reiterated as a great challenge to effective land management. Such a policy would serve to optimize land use and to establish a mechanism for the transparent and effective pricing of land. This is especially important as the population continues to grow and demand for land for housing purposes increases.

### **Disaster Risk Management and Climate Change**

The emergence of an enhanced and structured approach to disaster risk management in Belize coincided with a period of increased frequency in tropical cyclone threats and events affecting the country. More recently too, the potential role of climate change in

the frequency of these events and in the noted increases in intensity levels has been recognized. Additionally, the need to emphasize ex-ante approaches for effective management of these events that would reduce the extent of catastrophic losses is seen as a critical one. To this end, measures are to be taken over the medium term for improved disaster risk management along the following lines.

- *Shelter/Shelter Management:* Ensure adequate and safe shelters manned by competent personnel;
- *Capacity Building and Support:* Equip DEMO/NEMO personnel with results based management and strategic planning tools;
- *Strengthen District Offices (DO):* Strengthen capacity at district level;
- *Emergency Plans tested and updated:* Effective mechanism for management and implementation;
- *Improve Communication and Alert Systems:* Reduce the impact of potential hazards;
- *Improve Mitigation and Response Capabilities:* Comprehensive Disaster Management (CDM) principles being incorporated across sectors;
- *Produce NEMO's annual report.*

#### ***Disaster Risk Management Structure***

Belize's disaster risk management is coordinated by the National Emergency Management Organization (NEMO). The NEMO is structured around functional committees each chaired by a line ministry or (as in the case of the Environment Committee) a government department. Disaster response is further facilitated through the operations of City Emergency Management Organizations (CEMOs) managed by City Councils and by District Emergency Management Organizations (DEMOs).

## ***Human Development***

The third area of focus of the MTDS is human development. This will entail efforts to improve health, nutrition and education services and to address needs in the labour market, social protection and social safety areas. The latter is especially important in that the needs of vulnerable individuals and communities will be addressed therein.

## **Health, Nutrition and Population**

In Belize access to quality health care services and to adequate nutrition are both recognized as critical elements of human development. In addition, an increasing trend noted of late in the number of deaths attributable to non-communicable diseases underscores the importance of improving dietary and other lifestyle habits at the national level. The medium term agenda will involve continued investment to improve access to, and quality and coverage of health care. To this end the Ministry of Health articulates its main goal as "improving and maintaining the health of the population of Belize, building

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on principles of equity, efficiency and the right to health.” Ministry identified priorities are-

- Strengthening of the following essential public health functions: regulation & enforcement, human resource development, quality assurance and research;
- Disease prevention and control;
- Family & community health;
- Health System and services (health information systems, health promotion, social participation, policy development and legislative framework, RBM);
- Environmental protection & management;
- Strategic partnerships and alliances (international cooperation in health and aid effectiveness, participation in sub regional health initiatives; inter-sectoral collaboration and partnerships with civil society;
- Business continuity and prevention of outbreaks or deteriorating conditions through sustained levels of disaster preparedness and management.



**Table 4: Medium Term Health Strategies**

Improve access, coverage, efficiency and equity in Health and Education.	<p>97% coverage prenatal care at clinics or during mobile clinic</p> <p>60% of pregnant women booked at &lt; 12 weeks</p> <p>Vaccine coverage achieved and maintained at greater than 95% in all communities by the end of 2011</p> <p>Vaccine coverage achieved and maintained &gt; 95% in all communities by the end of 2011</p> <p>Stunting rates in children under 3 years reduced by 15% by the end of 2011</p>	<p>Programme for comprehensive care for women during pregnancy to prevent, control, manage and refer patients with obstetric complications</p> <p>Program to promote adequate growth and development among children less than three years of age at community level.</p> <p>Protocols in the cold chain management, training and epidemiological surveillance, social mobilization, monitoring and evaluation and research</p> <p>Development and implementation of nutrition surveillance system for early detection of maternal and child malnutrition</p>
Collaborate with International Partners and NGOs to effectively prevent and treat HIV/AIDS	<p>Status of 30,000 members of productive segment of the population determined.</p> <p>Contain the rate of spread of HIV/AIDS.</p> <p>Percentage of persons afflicted with HIV/AIDS provided with anti-retroviral treatment increased to 100%.</p> <p>Increase in average life expectancy of persons living with AIDS.</p>	<p>Expand public education and information campaign.</p> <p>Expand outreach into remote communities with high rates of infection.</p> <p>Increase supply of anti-retroviral drugs.</p> <p>Expand support programmes for persons living with HIV/AIDS to enable improved quality of life.</p>



**Table 4: Medium Term Health Strategies**

Enhance and develop policies and programmes for improved legal, economic and social protection of groups vulnerable to poverty.	<p>Number of gender-based violence cases detected, managed and reported by Ministry of Health 15% increased by the end of 2011.</p> <p>Strengthen the administration of NDACC by 2011.</p> <p>Fill all existent vacant posts (10 approximately) by 2011.</p> <p>Implement organizational policies and procedures for NDACC staff by 2011.</p> <p>Reduction in addiction levels.</p> <p>100% Pre-School, Primary, Secondary, Tertiary schools by the end of 2011</p> <p>100% primary and secondary teachers/ counsellors certified by 2011.</p>	<p>Provide quality health care services – (prevention, detection, management, and referral services) to female and male survivors of gender-based violence.</p> <p>Strengthen the capacity of NDACC as a lead agency in the prevention and control of drug abuse.</p> <p>Develop and strengthen programmes for reduction in drug abuse, including drug abuse prevention infusion classes and training in drug abuse prevention and education.</p>
The use of Geographic Information Systems in disease surveillance and population health monitoring strengthened through increased availability of spatially oriented data.	100% of district localities, and major landmarks of public health significance, mapped in 2 health regions with GPS and integrated into the Belize Health Information System (BHIS) by the end of the year 2011.	<p>Map households by locality and collect data on household characteristics in 2 health regions.</p> <p>Integrate GPS data into the BHIS.</p> <p>Map village boundaries utilizing Google Earth.</p>
Provide comprehensive sexual and reproductive health services with a human rights based approach (gender, culture, race, religion, sexual orientation among others) throughout the life cycle.	<p>100% of major health facilities in public sector providing youth friendly services by the end of the year 2011.</p> <p>Cervical cancer mortality rate in women 20 years or older reduced from 9 in 2007 To 8/100,000 in 2011.</p>	<p>Provide comprehensive care for women during pregnancy to prevent, control, manage and refer patients with obstetric complications.</p> <p>Provide quality obstetric care to women and newborns during childbirth.</p>
Development of a National Medicine Policy	National medicine policy developed and implemented by 2010.	<p>Establishment of the National Drug Policy committee</p> <p>Development of the National Drug Policy document</p> <p>Dissemination of Draft National Drug Policy document</p> <p>Obtain political support for the National Drug Policy</p>
Quality Management of medical laboratory	100% fully functional central medical	Resource mobilization

**Table 4: Medium Term Health Strategies**

services to the Belizean populace improved	laboratory by 2011	Construction of medical laboratory Procurement of equipment
Legislative framework (General Health Bill, Medical Practitioners Bill, Pharmacy Bill, Allied Health Bill, Environmental Health Bill, Medical Services & Institutions Bill) enacted and implemented to support regulation and enforcement of the health system and service.	50% of the legislation enacted by the end of 2011. 100% of legislation enacted implemented by 2011	Re-submission of draft Bills from Nursing, Medical councils and Pharmacy Board to Solicitor General's Office. Network with Solicitor General's Office for review of draft legislative bills. Launch enacted legislations.
Expanded Belize Health Information System via the integration with the Vital Registration System and WINSIG.	Integrated Vital Registration and Belize Health Information System by May 2010.	Assessment of Vital Registration System using WHO Vital Registration assessment tool

## Education

### *Recent Initiatives*

**Primary Education** - A free textbook programme was implemented by the Ministry of Education (MOE) in 2007 and recently evaluated through public consultations and technical assessments. This evaluation informed changes in textbooks to be used. The MOE also participated in the Caribbean Centre for Excellence in Teacher Training (C-CETT) which focuses on literacy in the early grades.

**Secondary Education** - In an effort to improve access to secondary education the MOE introduced a \$300 subsidy to qualifying first form students in 2008 and expanded this programme in 2009 to include qualifying second form students. Furthermore the programme was rolled out to graduating primary school students in the two Southern districts in order to encourage high school enrolment. This in turn led to a need for additional classroom spaces at the secondary level institutions in these districts. The need was met in part by new high schools and the construction of more adequate facilities on an alternative site for an existing high school.

**Technical and Vocational Education and Training** - In recent years, the Government invested heavily in the establishment of institutes for technical and vocational education and training (ITVET) in each of Belize's six districts. These ITVETs were intended to provide demand driven vocational and technical programmes for high school graduates, out of school youth and others. To date, many of these programmes remain undersubscribed. It is proposed that technical and vocational education and training (TVET) options in the secondary curriculum might be delivered through partnerships between high schools and institutes where feasible. Therefore students will not have to wait until they have exited the system, through graduation or drop out, in order to access TVET options. This should enhance retention and relevance.

**Support for Quality Education** - To support the objective of ensuring quality education through qualified teachers, the MOE is currently pursuing legislative reform to establish a Teaching Services Commission that would enforce standards developed by the MOE to assure the quality and status of the Belizean teaching force while safeguarding the rights of teachers, and that would provide a responsive and efficient mechanism for teachers' appointments. The rationale for the establishment of this Commission is to strengthen the system for hiring teachers and to provide a structure within which all bodies with responsibility for the employment, conditions of service, discipline and termination of teachers will be able to provide quality leadership to institutions in their charge.

**Overarching Initiatives** - The MOE is pursuing several other initiatives aimed at improving access, quality and relevance, equity and efficiency. These include the Child Friendly/Quality Schools initiative that would focus on school self-evaluation and improvement planning and implementation. The objective of this initiative is two-fold: (1) to develop a common concept of and framework/system for what a quality school is/should be; and (2) to engender ownership for quality at the school level through use of the framework/system for school self-evaluation and planning for and implementing self-improvement. A pilot project is presently underway.

A related initiative to both the proposed Teaching Services Commission and the Child Friendly/Quality Schools initiative is the re-establishment of a Schools' Inspectorate to provide an external evaluation, to complement internal self-evaluation, of school quality. Other initiatives aimed at enhancing equity and reducing poverty includes the targeted implementation of school feeding and early childhood programmes for those communities that are socio-economically disadvantaged.

In order to be better positioned to implement these reforms the MOE is in the process of organizational reform and has adopted a new organizational structure. The reorganization and refocusing are a client-centred approach based on the following frame of reference:

1. Coherence—providing for greater coordination in actions and activities; reduced fragmentation of functions.
2. Efficiency—pursuing better use of resources—human, financial, time as related to outputs.
3. Effectiveness—realizing desired outcomes.
4. Responsiveness—making adjustments in a timely manner based on identified needs; less 'one size fits all'.
5. Accountability—promoting transparency and being answerable to clients and stakeholders.

A key element of this re-organization is improved responsiveness of the MOE particularly in terms of its capacity to conduct needs analysis and plan for educational development especially on a local level. Traditionally, planning and implementation tends to be central, top-down, 'one size fits all' and often does not reflect local needs and priorities. It is anticipated that with the focus outlined above more bottom-up approaches will be developed.

### ***Strategic Objectives***

Measures to address the issues identified in the education sector over the medium term are:

1. Start strong: ensure every child starting school is ready to learn
  - Create and provide access to high-quality preschool programmes designed to prepare children for primary school.
  - Ensure that the preventative health care needs of every child are addressed through school immunization programmes.
  - Introduce a National School Feeding Program at the primary school level in partnership with the private and social sectors.
2. Build stamina: attract and retain young people in schools for a greater number of years of learning
  - Expand mandatory education to include secondary as well as primary

levels with the introduction of 10 years of compulsory education for all.

- Provide a direct annual subsidy of \$300.00 per student to qualifying first and second form students at enrolment to offset the high cost of school fees, in addition to the free tuition policy instituted by the UDP in 1993.
- Establish First and Second Forms as extensions of rural primary schools to give the rural population more education with less travel.
- Standardize a core high school curriculum with vocational and technical options.
- Standardize high school textbooks and cycle usage for a minimum of 3 years.
- Allocate public funding to schools equitably by funding schools on a per-student basis.
- Provide basic literacy, numeracy and continuing education opportunities for both adults and youths who have left the formal system.

### 3. Raise the bar: improve student achievement levels and quality assurance practices

- Foster full competence in English, Mathematics, Spanish, and the Physical and Social Sciences for all students.
- Subsidize the cost of CXC Examinations (CCSLC and CSEC) to ensure that all students are able to take the exams at least in core areas.
- Create National Education Performance Standards and direct resources to under-resourced, underperforming schools to enable them to meet standards.
- Position remedial teachers throughout the school system to assist students in danger of failing.
- Support the development of after-school programmes to assist with homework, learning difficulties and provide healthy forms of recreation in arts, culture and sports.
- Activate the National Accreditation Council.
- Encourage the private and public sectors to support on-the-job training programmes and foster private sector grants, scholarships or other funding of tertiary level education.
- Expand courses at vocational and technical institutions, in partnership with the private sector, to develop a skilled labour force to meet the changing needs of new industries.

#### 4. Teach the teacher: invest in teacher education and professional development

- Provide financial incentives for teachers to acquire professional qualifications.
- Encourage the provision of targeted Professional Development/In-Service Training for teachers by tertiary level institutions and other private providers.
- Establish a Continued Professional Development Fund for teachers to access loans for continued professional development.

To further and more effectively promote access/retention, equity, and efficiency at the secondary level, the MOE proposes to reform the financing method of secondary education to a per capita (per student) basis. A co-reform in this regard includes a review of the secondary curriculum toward establishing a core with options, including, but not limited to, TVET options. These reforms are being proposed to enhance equity both in terms of the allocation of resources at the secondary level and in terms of the curriculum offered to students. The proposed reform of the curriculum should also enhance relevance. The reform of financing at the secondary level is part of a Social Sector Policy-Based Loan.

In order to improve efficiency and quality at the primary level the MOE is pursuing a policy of amalgamating small schools. This policy will be pursued based on a principle that early childhood school years (pre-school to Std. 1) would be retained within each village while amalgamations would be pursued for the middle and upper divisions (Std. 2 to Std. 6) where children are of an age group that makes transportation feasible.

### **Culture and Education**

Aside from school-based respondents, stakeholders have consistently indicated a number of areas for improvement toward the quality of education. These recommendations are set out below.

1. Schools: Focused on nurturing growth and development
  - a. Culture should be included in education as part of holistic development, contributing to the expansion of the culture industry
  - b. Schools need to become learning communities with collective responsibility for nurturing children
  - c. Education should be community effort
2. Need for appropriate database and system for tracking children in schools
3. End dichotomy between academic and vocational education
4. Address inequities in access, curriculum and quality

### **Other Stakeholder Identified Needs**

1. Need for efficient and effective targeting of education funds

- a. Ways to allocate funds to schools that encourage efficiency and effectiveness
- b. Effective targeting of scholarships/financial assistance
- c. Link outputs to inputs
- d. Allocate more resources to early childhood and secondary education
- e. Direct resources to children that are underperforming

**Table 5: Education and Capacity Development Strategies**

Support cohesion between the demand for and supply for skilled labour.	<p>X% Reduction in knowledge and skill set gap (X% to be determined by baseline established by gap analysis)</p> <p>Y% increase in the percentage of graduates (UB or ITVETs) who are employed in their field.</p> <p>Z% decrease in youth unemployment to levels comparable to other age groups (youth age-group to be defined).</p> <p>T% increase in satisfaction of employers in graduates of UB and ITVETs</p>	<p>Develop capacity to and conduct Labour Market Survey to set baseline and identify gap between supply and demand for particular knowledge and skill sets (current and projected industry and service needs)</p> <p>Develop HRD Policy based on Labour Market Survey</p> <p>(iii) Development of UB and ITVET programmes to match identified knowledge &amp; skill set needs.</p>
Improve access, coverage, efficiency and equity in Health and Education	<p>Primary school completion rates improved by X%</p> <p>Primary school survival rates improved by Y%</p> <p>Net enrolment in Early Childhood Education increased by M%</p> <p>Secondary school completion rates improved by P%</p> <p>Secondary school survival rates improved by Q%</p> <p>Qualifications framework established and system of testing, certification and accreditation developed.</p>	<p>Implement school improvement/development planning</p> <p>Implement School Inspectorate</p> <p>Expand Early Childhood Education particularly in disadvantaged communities</p> <p>Undertake modification of school financing mechanism to improve equity.</p> <p>Establish programme of financial incentives to encourage transition, participation and retention of students at secondary level.</p> <p>Develop relevant secondary school curriculum including Tech-Voc. options.</p> <p>Institutionalize the upgrade and maintenance of occupational standards in technical, vocational and other trades and professions through legislated certification requirements (Development of qualifications framework for articulation between levels and sectors and for certification of students at different levels.)</p>
Improve education and health facilities through expanded and upgraded infrastructure	X number of additional classroom spaces provided as indicated by population census/demographic projections and by school statistics	Rehabilitate and expand rural primary (inclusive of ECE) and secondary schools and health facilities based on poverty, school statistics and population census/demographic projections.



## **Social Protection and Social Safety**

Social protection priorities over the medium term include provisions for reducing human trafficking and for improving the levels of social assistance through measures such as enhancing shelters for battered women. Social protection measures over the medium term will focus particularly on improving labour market provisions and conditions, in addressing child labour and human trafficking and to providing for the specific needs of the disabled, youth and aging population. There will also be focus on strengthening social assistance and protection programmes.

## **Labour Market Support and Capacity Building**

Labour market provisions over the medium term are best captured by Strategy 4 of the NPESAP which is to “Support cohesion between the demand for and supply of skilled labour”. The initiatives and policies proposed for the pursuit of this strategy are as listed below.

- Create a system for testing and certification of workers.
- Increased allocations for skills training.
- Ensure that young people in the rural areas, as well as those in the cities and towns, have access to youth programmes and resources.
- Ensure that adequate resources are provided to those institutions and programmes (such as Conscious Youth Development Programme-CYDP and “Youth for the Future-YFTF”) which are established to provide support to young people in their formative years.
- Develop and implement training programmes in particular for vocational skills sets demanded by the identified priority export sectors in the NES.
- Integrate export/trade management courses into tertiary level business education programmes and provide specialized short-term training programmes in these areas for current export/ trade managers.

## ***Stakeholder Identified Issues Affecting Belizean Youth***

1. Stakeholders perceive that urban youth have better access to training than do those in the rural areas.
2. There are often not enough jobs after training and/or financial and technical resources to put training to use.
3. Income supplementation is necessary to ensure young people are able to attend and complete training
4. The needs of out-of-school, marginalized youth are not being addressed by any part of the support system. Such provisions should address-
  - a. Lack of concept of belonging/family structure
  - b. Lack of opportunity for education

5. Adequate provision is not made in the national budget or in the projects to address youth issues. Where initiatives to address youth issues, such as the CYDP, are set up there is often not enough financing allocated.
6. Truancy continues to be an issue.
7. There is often duplication and lack of coordination amongst social sector NGOs, pointing to a need for proper mechanisms to coordinate the youth agenda.
8. There is a lack of data and research on the situation of youth to inform policy and planning
9. Whilst there is continued focus on education and training, opportunities for employment or employment creation are limited
10. There are not enough fiscal incentives for young people who want to start businesses. Policy makers' responses are often not timely

### ***Youth Solutions***

1. Access to training in rural areas
2. Job creation and seed money to start own business after training
3. Youths should be provided with means of sustenance whilst in training
4. Develop programmes that speak to
  - a. Issues of self-perception and belonging
  - b. Education for out of school youths
5. Ensure that youth issues are incorporated from policy level so that they factor into specific projects, actions and budgets;
6. Undertake proper studies and research to analyze and track the situation amongst youth

### ***Youth at risk Solutions***

1. Collaboration and coordination amongst all partners (GOB and NGOs)
2. Develop comprehensive programmes to retain students in schools
  - a. Early warning and response
  - b. Develop a culture of nurturing

### ***Social Protection Measures***

- Development of a single beneficiary registry;
- Institutional strengthening through the introduction of Parenting Partners Certificate Program;
- Promotion of and advocacy for legislative changes to provide increased protection to children;

- Institutionalization of preventive programmes such as the early warning program that seeks to identify and provide support services for children who are at risk of being abused or neglected.

### ***Community Rehabilitation***

- Consolidation of Belize's Juvenile Justice Legislation with a view towards full compliance with the Convention on the Rights of the Child (CRC).
- Establishment of a comprehensive aftercare system for children leaving custodial/institutional care.
- Improvement of the counselling capacity of primary school teachers and community helpers.
- Coordination of available services for children in conflict with the law.

### ***Women's Affairs***

- Provision of skills training programmes to women countrywide in order to support the creation of economic opportunities.
- Promotion of linkages to build support systems with other agencies for women's empowerment and economic development.
- Advocacy for full realization of women's leadership and decision making capacities.
- Identification of project funding opportunities for women.
- Promotion of behavioural change as it relates to gender-based violence and HIV/AIDS.
- Enabling
  - Policy (Gender, Aged) and Legislative Arrangements
  - Institutional Arrangements; Resources

### ***National and Citizen Security***

In 2008 the Government of Belize formally adopted **The National Security Strategy of Belize** which seeks to achieve “*a safe, secure Belize at peace with itself and its neighbours, where the security environment allows the development of a peaceful and democratic society that utilises its human and natural resources to ensure social justice, ethnic harmony, security, stability and prosperity.*” The National Security Strategy (NSS), which serves as the framework within which the various departments of the Ministry of National Security develop their individual short, medium and long-term plans, is comprehensive. It greatly expands the traditional understanding of ‘security’ to include a number of non-military and non-law enforcement issue areas which, while not usually considered to be security-related, contribute to citizens’ sense of safety and well being.

The NSS goals are listed below. It is important to note that given the national scope and the citizen security aspect, a number of these goals are in thematic areas stewarded by non-security ministries and departments.

1. Maintain the sovereignty and territorial integrity of Belize
2. Reduce violent crime and dismantle local and trans-national criminal networks
3. Strengthen the criminal justice system and ensure respect for the Rule of Law
4. Protect Belize from terrorism
5. Provide the necessary environment for a stable and vibrant economy
6. Strengthen the institutions of democratic governance
7. Improve the delivery of healthcare at all levels and reduce the impact of health related threats
8. Reduce the risks associated with rapid and slow onset of natural and human-caused hazards
9. Improve and expand nationwide access to education up to tertiary level
10. Protect Belize's natural resources
11. Achieve energy and food security

Complementing the overarching NSS goals, strategic objectives for the medium term have been set for each of the component departments and units of the Ministry of National Security. These are described below.

- Continued collaboration and coordination between the Belize Defence Force and regional partners such as the Mexican and Guatemalan Armed Forces to counter criminal activity along respective borders and with traditional partners such as the United Kingdom, the United States, and Canada
- Intelligence-led, problem-oriented and road policing; anti-gang and anti-terrorism plans; and firearm and drug interdiction. These will be coupled with the efforts to revive the CYDP and intensify community policing. These measures will allow for emerging trends in insecurity to be met head-on and ultimately for a reduction in the incidence of crime.
- Continued strengthening of the Coast Guard in terms of numbers of personnel and training, and the acquisition of vessels and equipment necessary to carry out activities required of the Unit.
- Further deployment of the electronic system for processing of travellers at all border points over the next few years in order to better monitor entries to and exits from the country.
- Continued expansion of the current rehabilitation programmes at the Central Prison to ensure that inmates are productive and acquire skills that steer them

away from recidivist activity. Substance abuse programmes will continue to be given high priority.

- Strengthening of the forensic laboratory through the acquisition of the necessary equipment and human resources to support the work of the Belize Police Department and the Office of the Director of Public Prosecutions.
- Strengthening of the National Security Secretariat.

## ***Chapter 4: Cross Cutting Priorities and Supporting Strategies***

Achieving the medium term objectives will require attention to a number of cross cutting issues to ensure macro-socioeconomic conditions conducive to growth and development. Particular care has to be taken to avoid fiscal indiscipline and debt overhang as these conditions lend to diversion of resources away from development activities. Moreover, effective systems and procedures are required to ensure that those resources reach their intended targets, and that development activities are undertaken in a transparent and efficient manner. Meeting these needs requires strong governance and sector institutional systems, as well as supporting infrastructure and tools, such as communication and transportation. Effectiveness can only be assured if there is full citizen participation in development initiatives and adequate attention given to ensuring equitable measures are taken toward achieving the development goals. This implies a need to incorporate considerations for rural as well as urban communities and measures to address and/or capitalize on gender roles in the various initiatives.

The measures to be taken toward achieving the required socio-economic and systemic conditions are to be clustered under the areas listed immediately below and as described in the remainder of this section.

- Fiscal Discipline, Monetary Policy and Effective Public Sector Debt Management;
- Public Sector Institutional Strengthening;
- Improved Governance Systems;
- Citizen Participation, Gender Focus and Equitable Development;
- Balancing Urban and Rural Development
- Building, Transportation and Communication Infrastructure;
- Information and Communication Technology

### ***A: Effective Finance, Macro Policy and Public Debt Management***

Belize's fixed exchange arrangement is a crucial anchor for financial and macroeconomic stability. In the current global environment and given Belize's low reserves and relatively high debt, this arrangement limits macroeconomic policy options but is crucial for maintaining exchange rate stability. It is also instrumental in mitigating exchange rate related risks to debt sustainability. Increasing exports and tourism revenues and continuing to enforce tight capital controls could provide an important cushion against external shocks. These considerations have been factored into a plan to reform liquidity management prepared by the Central Bank of Belize (CBB) which is pending approval by the government.

## **Proposed Policies and Strategies**

### *Reduce and Contain Public Sector External Debt*

In order to improve the national capacity for debt management, a unit for that purpose has been established within the Ministry of Finance. The government's current strategy for procuring capital financing is to approach only international financial institutions that offer concessionary rates of interest. This measure is aimed at lowering the debt to GDP ratio to acceptable levels.

### *Achieve Fiscal Sustainability and Improved Financial Management Procedures*

The medium term fiscal sustainability agenda is the adoption of a strategy to diversify revenue sources while continuing to improve the effectiveness of the expenditures. Besides tightening the fiscal position, the objective is to improve expenditure management and financial accountability per key recommendations of a review of public expenditure and financial accountability (PEFA). Such improvements would be reflected in budgetary transparency, policy based budgeting, budget execution, accounting and reporting and increasing external audits. The IDB is providing assistance with the definition and implementation of an action plan based on the PEFA Review recommendations.

A further measure being undertaken toward fiscal sustainability is a budget reform process following on a study that provided advice on the implementation of a multi-year budgeting framework, the updating and strengthening of public financial regulation rules and procedures and improvement in macroeconomic forecasting methods. In early 2009, Cabinet endorsed this approach. The process for its implementation is summarized below.

- Adoption of the Medium Term Budget Framework (MTBF) through the strengthening of macroeconomic frameworks and tax forecasting. This involves formally moving budget formulation from an annual to a multi-year basis.
- Improvement in program structure and program budgeting procedures and modernization of the legal and regulatory framework for budget management.
- Transition to a performance budgeting/management system that would entail making managers accountable for outputs and using the program structure to improve the efficiency of government spending.

### *Strengthen Framework for Financial Accountability and Oversight*

The legislative framework in place to govern public financial management (PFM) has been reviewed in an effort to modernise some laws that have been in place since the pre-Independence era, and create Acts and regulations where the need arises.

Work is underway to develop a Fiscal Transparency and Responsibility Framework (FTRF) which will cover debt, cash management, reporting, and fiscal responsibility objectives. This is expected to overlap with the work being done to modernise the legal framework. The second stage is to develop a Medium Term Fiscal Framework that builds

upon the principles set out in the FTRF to establish baselines, targets and indicators for reporting functions.

Another activity anticipated is the creation and implementation of an action plan, with a detailed implementation schedule to address major PFM weaknesses identified by the PEFA assessment. Support will be required for training and system improvement.

### *Reform and Modernise the Revenue Collection and Tax Regime Systems*

There is an effort to establish a Revenue Authority. The first step is to harmonise the work done by the GST and Income Tax Departments to allow them to carry out joint inspections.

There is an ongoing Customs Modernisation Programme, which will include assimilating the latest version of Automated Systems for Customs Data (ASYCUDA) World database, training to improve efficiency in customs, service delivery and tax administration.

Work is being done to strengthen the capacities of the Income Tax and the Geology and Petroleum Departments to audit and ensure that government is receiving its due when it comes to the taxes of the petroleum industry.

### *Pursue Effective Money and Credit Policy*

The MTDS objective for money and credit is enshrined already in the NPESAP objectives to “maintain monetary policy stance consistent with fiscal policy objectives whilst promoting reduced levels of interest rates.” Given Belize’s fixed exchange rate regime, fiscal and monetary policy objectives must be mutually reinforcing. This is particularly important in light of the need to service the national debt and the increasing pressures on the foreign reserves posed by the WEC. A loose monetary policy could lead to credit expansions and foreign exchange losses that would undermine the fiscal policy objectives.

As a complement to the tight fiscal and monetary policy stance, the NPESAP includes a strategy to “promote efficiency improvements in financial systems”. This translates to an MTDS strategy to enhance the financial system so as to contribute to reductions in the cost of doing business. Aside from targeting interest rates, measures under this strategy will include efforts to improve efficiency in the payments system and in banking services overall. Any innovation in payment and credit systems that would not have negative impacts on credit and money supply will be accommodated.

## ***B: Public Sector Institutional Strengthening***

A cohesive national strategy is only as strong as the institutional structures that facilitate its implementation. Strong public sector agencies are therefore critical to implementing policy and planning initiatives. If poorly managed and/or maintained, these structures can actually be a deterrent to the processes involved in development work. In the preparation process of the MTDS a significant number of government and other public sector agencies pointed to ***human resource*** constraints as one of the major inhibitors to achieving their mission. The agencies also identified inadequate levels of ***financial resources*** and of ***equipment and transportation***. At least one of these constraints was



cited by almost all of the agencies. Moreover, these constraints have persisted for some time, and at least in the case of human resource levels, are not likely to be overcome easily given the small population base. This suggests a need for approaches that would improve efficiency and output levels with the same human resource base. The most important of these may be training and systemic improvement through ICT.

Non-public sector stakeholders have also identified capacity issues and potential solutions for public administration through the budget and NPESAP consultation processes. These are synthesized below.

- **Need to generate efficiencies in the public sector; Need to improve public sector administration through better use of technology.**
  - Use technology to innovate public service processes but retain the essential elements.
- **Review, rebuild, re-orient and revitalise the public service into a results oriented corps with respect for people and institutions.**
  - Institutionalize annual, broad-based consultations as part of the budget preparation process to ensure commitment, respect, inclusiveness, openness and transparency, review and regular reporting of progress.
  - Undertake capacity development training of public officers.
- **Establish a mechanism for separating role of the policy makers vis-à-vis the implementers**
- **Strengthen accounting, reporting and auditing skills, functions and culture**

**Table 6: Public Sector Institutional Strengthening Needs as Indicated by Institution**

<b>Area of Need Identified</b>	<b>Specific Issue/Need</b>	<b>Agencies (Specific technical area/programme)</b>
<b>Policy, Legal and Institutional Arrangements</b>		
<i>Guiding Policy and Strategy</i>	Comprehensive land use plan to guide development	Ministry of Natural Resources
	Rural Development Plan and Strategy	Ministry of Local Government, Rural Development and Labour
<i>Development of key legislation</i>		
<i>New legislation</i>	Legislative provisions should be made to strengthen core mandates	Ministry of Human Development and affiliated agencies
	Legislative provisions should be made for the enforcement of building codes	Ministry of Housing and affiliated departments and agencies
<i>Amendment of existing legislation</i>	Finance and Audit Reform Act should be amended to provide for value for money auditing	Auditor General's Department
<i>New or enhanced technical units.</i>	Increase monitoring and evaluation capacities	Ministry of Economic Development
<b>Finance and Operational Procedures</b>		
<i>Human Resource Management</i>	Effective human resource recruitment and retention policies and procedures	Customs Department (to promote hiring and retention of officers with high levels of integrity)
	Tenure and compensation anomalies	Ministry of Human Development
<i>Harmonization</i>	Harmonization of mission critical procedures with like agencies to avoid ongoing duplication of efforts and inefficient resource use	Belize Ports Authority
		Ministry of Local Government, Rural Development and Labour and affiliated agencies
		Ministry of Human Development and affiliated agencies
<i>Procedures</i>	Effective records management to enable continuity	Ministry of Housing (for housing loans)
	Improved budget management system (to provide flexibility for more effective resource use)	Ministry of Health

Table 6: Public Sector Institutional Strengthening Needs as Indicated by Institution		
Area of Need Identified	Specific Issue/Need	Agencies (Specific technical area/programme)
	Improvement in implementation/operational procedures	Social Investment Fund
Capacity Development		
Specialized and Technical Training		
General/Agency Specific	In-house or external training and certification in agency specific skills and procedures	Ministry of Finance and Finance Officers system-wide (for effective management of programme budget vis-à-vis current line item budget)
		Customs Department
		Belize Ports Authority
		NEMO
		Ministry of Human Development and affiliated agencies
		Auditor General's Department
Technical/Degree Training	Legal training	Ombudsman's Office (which particularly requires a trained Assistant Ombudsman)
		Contractor General's Office
	Training in Engineering	Contractor General's Office
	Training in Procurement	Contractor General's Office
	Training in Investigation	Contractor General's Office
	Training in Accounting	Auditor General's Department
	Training in Monitoring and Evaluation	MED
		SIF
Staffing and/or new systems and Units		
Core Operations	Additional staff	Auditor General's Department; Contractor General's Office
		NEMO
		Ministry of Housing
		Ministry of Works

**Table 6: Public Sector Institutional Strengthening Needs as Indicated by Institution**

Area of Need Identified	Specific Issue/Need	Agencies (Specific technical area/programme)
		Ministry of Health
		Ministry of Human Development and affiliated agencies
Enhancements/New Programmes	Independent accounting capacity	Contractor General
	Establishment of monitoring and evaluation units	SIF
		MED
Resources		
Financial Resources	Additional financial resources required to enable overlap of programme budgeting and traditional line item budgeting during piloting and transition phase.	Ministry of Finance
	Adequate and committed financing for the full (uninterrupted) and effective implementation of plan/programme.	Auditor General's Department (Audit Programme)
		Ministry of Health (Dental Programme)
	Financial resources for sector strategic plans	Ministry of Rural Development and Labour
	Adequate operational financing	NAVCO
		Ministry of Works (for infrastructure maintenance)
Physical Resources	Transportation vehicles (for land and/or sea)	Customs Department
		Ministry of Works
	Updated equipment	Ministry of Works
	Capital financing	Belize Ports Authority
	Equipped laboratories	Ministry of Health
		BAHA
		Belize Bureau of Standards
		Department of the Environment
Adequate office space for improved client services	Ministry of Human Development -Women's Department	
Information and Communication Systems and Procedures		
	Communications systems with adequate redundancies	NEMO

<b>Table 6: Public Sector Institutional Strengthening Needs as Indicated by Institution</b>		
<b>Area of Need Identified</b>	<b>Specific Issue/Need</b>	<b>Agencies (Specific technical area/programme)</b>
	Established and/or expanded comprehensive information systems	Ministry of Housing Ministry of Health
<b>Programmatic</b>		
<b>Organizational strengthening</b>	Strengthening of quasi and non government bodies involved in programme implementation	NEMO
		Cooperatives
	Capacity building for better assessment and compliance monitoring	
		BAHA
		Departments of Ministry of Natural Resources (Lands and Surveys, Forestry, Environment and Geology and Petroleum)
<b>Programme Implementation</b>	Financial resources for poverty reduction programmes	Gaming
		MED
		SIF
		System-wide

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## ***C: Improved Governance Systems***

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Governance priorities over the medium term will include continued efforts to strengthen the oversight bodies, as well as measures to address the needs of key governance agencies. Aside from these capacity strengthening efforts, a critical component for strengthening governance will be the Horizon 2030 exercise which should determine the direction of Belize's long term development efforts and related medium term development and poverty elimination plans.

### **Oversight Bodies**

#### ***Office of the Contractor General***

The Office of the Contractor General faces significant human resource constraints. Its primary objective for the new fiscal year (FY 2010-11) is the recruitment of at least four (4) technical officers. Areas of need identified are: human resource management, accounting, engineering, investigation, complaint analysts, procurement and law.

#### ***Office of the Auditor General***

The main objective of the Auditor General's Office over the medium term is to continue the efforts at strengthening its capacity for both compliance and value for money auditing. Whilst compliance auditing has been well established in the office of the Auditor General, value-for-money auditing has been identified as one of the key areas where capacity strengthening is needed.

Another area identified for strengthening within the Auditor General's Office is that of auditing electronic systems. With the advent of Smartstream, audit guidelines and procedures need to be updated to provide for sound financial management practices in digitized environments and for audit of automated transactions.

The Department has identified its medium term strategic thrust as follows-

- Advocacy: Raising the profile of the office.
- Assurance Services: Increasing the depth and breadth of assurance services, including value-for-money auditing.
- Professional Competency: continuously improving the competencies and capabilities of all associates
- Organizational Capacity: strengthening operational efficiency of the organization and transforming its image

#### ***Office of the Ombudsman***

The focus of the Office of the Ombudsman over the medium term is to undertake its complaints investigation, provide client advice or assistance, and implement public education and mediation. The Office intends to pay special attention to making its findings more widely known to the public.

For improved service, the Office of the Ombudsman is considering expansion to other areas of the country. Given the budgetary constraint, one approach being considered in this regard is to recruit volunteers.

In addition to budgetary constraints, the Office has no trained assistant Ombudsman or support staff. Furthermore, its work is hindered by consistently slow responses to queries from Public Service Authorities.

## **Local Government**

The main MTDS objective for local government is to initiate activities under the National Policy on Local Governance and the Decentralization Implementation Plan. A key measure encompassed here is the establishment of the Local Governance Monitoring Council.

## ***D: Citizen Participation, Gender and Equity***

### ***Role of Non-Government Sectors***

The MTDS provides an inclusive frame to accommodate the participation of all socioeconomic segments of the Belizean society. The chances of achieving MTDS objectives are especially improved by participation of private and non-government organizations (NGOs). The proposed measures are therefore set out to facilitate such participation. Each segment can identify the areas and issues that coincide with their respective mandate and can use the MTDS therefore as a point of reference for improving ongoing initiatives and for formulating and implementing new ones.

### ***Gender***

Addressing gender differences is acknowledged as a key element to be incorporated in many of the development activities and projects. In this regard two issues are widely recognized as needing redress in Belize, and will be central to gender considerations for MTDS implementation. These are (1) the continuing deterioration in the performance of boys in secondary and tertiary education and (2) the persistence of gender based violence.

Attempts to address the low level of boys' participation and performance in school have so far led to a proposal for conditional cash transfers (CCTs). It is anticipated that this would provide incentive in that it would offset certain financial needs which typically derail boys' participation. This proposal has been deferred, however, and the critical issue of facilitating effective targeting of efforts geared toward vulnerable groups and individuals by formulating a single beneficiary registry is underway. It is expected that once this latter initiative is complete, incentive systems such as the CCT may be revisited.

Articulation of specific issues that can help to improve boys' involvement and performance in schools is also expected as part of the outputs of the MDG NACP II project.

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## ***Balancing Urban and Rural Development***

### **Urban Planning and Land Use**

Targeting development to specific geographic areas is a requirement for effectiveness. This consideration is thrown into sharper relief when the circumstances of rural and urban communities in Belize are examined. In particular, the largest urban centre—Belize City—poses the greatest challenge for targeting development because of space constraints. Many of those residents for whom an MTDS or NPESAP should provide opportunities for improved living conditions make their homes in low lying swamps which are unsuitable for habitation and should have remained a part of the natural drainage system. Another consideration is that some of the more congested and densely populated areas are located in the inner city where expansion is impossible. Addressing these constraints so as to improve the conditions requires approaches that would lend to innovative and collaborative solutions.

Whilst rural residents may not face the spatial constraints as do the urban dwellers, they are challenged by communication and transportation inefficiencies and by a lack of critical mass. Village and other rural community residents often clamour for services and structures that are on par with those of the urban communities, yet their population sizes do not allow for the replication of structures. Approaches to address their constraints also require innovation, particularly in terms of information infrastructure and services and of reliable and affordable transportation. Recent approaches taken to address rural development challenges include a revamping of the public transportation arrangements and increased emphasis on and investment in information and communication technology for development (ICT4D). There remains a need for more focused and comprehensive investments in both these areas, as well as in the formulation of a comprehensive and manageable rural development strategy. Where ICT4D is concerned, an accelerated effort should be made over the MTDS period to expand e-government so that services can be delivered more effectively in the rural areas. This would reduce the financial and economic costs (such as earnings foregone due to travel) often borne by residents who must seek such services in the cities and towns.

The following measures are recommended and/or committed to by stakeholders in order for effective urban and rural development to be achieved.

### **Proposed Measures**

#### ***City and Town Planning and Management***

- Central government should finance municipal level capacity building and devolve more authority to the municipal bodies.

#### ***Rural Development and Village Councils***

- A National Rural Development Strategy is to be formulated
- Public sector organizations are to be reviewed and rationalized so as to provide services that will enable rural development.
- The National Village Council Association will pursue the following objectives.



- Improve capacity of rural leaders to effectively address the needs of their communities.
- Have the Village Council Association recognized by GOB and the general public
- Support and promote effective and equitable delivery of services to rural communities
- Pursue the financial and legal sustainability of the NAVCO and District Association of Village Councils (DAVCO).

### ***Constraints***

As with the other areas of the MTDS, stakeholders have been mindful to point to the constraints to effectively addressing the rural development strategies, set out immediately below.

- **Financial and Institutional:** Funding has not yet been identified for the formulation of a rural development strategy. In addition the local government organizations all face severe constraints insofar as the financing of their core operations are concerned. Given the wariness of residents to face additional taxes, innovative financing options, as well as improved financial management capacity, are the most attractive solutions to this problem.
- **Policy:** Non urban residents perceive that Central Government accords low priority to local government organizations (including village councils) and rural development issues.

## ***E: Transportation, Building and Public Utilities***

The availability of efficient transport services is crucial for economic development because they are essential for accessing world markets, strengthening global integration and attracting foreign investments. Through the national export strategy formulation process, the following were recommended actions for improved transportation infrastructure that would support economic expansion:

- Development and implementation of a National Transportation Policy and strengthening of existing legislation
- Development and implementation of a National Maritime Ports Policy
- Addressing the issue of high port charges
- Negotiating and introducing new maritime and land shipping services
- Providing refrigeration services at ports of exit
- Negotiating appropriate shipping routes to provide faster access to export markets

### ***Bridges, Roads, Streets and Drainage***

The road and transportation network is essential for the promotion of economic activity – enabling workers’ fair access to job sites and the transportation of products to their respective markets. There are sufficient roads to facilitate these activities along the main thoroughfares, but

many persons living in remote areas are unable to access agricultural plots during the rainy season, and basic educational, health, communication and other public services.

As articulated in the NPESAP, the main transportation objective over the medium term is *to target poor, isolated communities to improve access to services provided in larger population centres through the expansion of road and telecommunication infrastructure with a view to linking targeted communities* (Draft Updated NPESAP 2009-2013, 2009). This is to be done through the extension of the road network (presently 2070.10 miles of which more than half - 1228.10 - are feeder roads) into remote areas of the Belize, Orange Walk and Toledo districts. Priority areas include:

- Completion of the Southern Highway
- The Belize/Guatemala Border Road Project (Dump to Santa Cruz is the last remaining portion)
- Completion of the Corozal Border Crossing Reconstruction Project
- Rehabilitation of certain points on the Western Highway damaged in 2008 during Tropical Depression (TD) 16
- Rehabilitation of areas on the Northern Highway, also damaged during TD 16;
- Rehabilitative works on the Hummingbird Highway
- Rehabilitation of sugar feeder roads
- New Macal River Crossing between San Ignacio and Santa Elena
- Upgrade of the Northern Highway from the Haulover Creek Bridge to its junction with the Airport cut-off road to a four-lane roadway
- Design and implementation of a road safety programme including a road safety audit, traffic management, road signage and markings
- Construction of the Kendall and Mullins River Bridges

## ***Housing and Public Buildings***

### **Recent Developments**

**Administration of the Home Improvement Grant:** At 26<sup>th</sup> April, 2010, \$13.413 mn of the available \$20.0 mn had been disbursed: \$1.50 mn to NEMO for Hurricane Dean Rehabilitation, and \$11.913 mn to successful applicants for home repairs or construction. The Ministry awarded 3,419 grants, of which 167 were for new homes. Of these, 150 were completed by the end of March, 2010. Belize requested and received an extension of the deadline for the full disbursement of the grant from December, 2009 to July, 2010.

**Revitalization of the Central Building Authority (CBA):** This entity is legislated “to control building operations in the interest of public health and safety and to enable the introduction of regulations prescribing standards relating to the use of materials and methods of construction,

repair, maintenance and demolition of buildings and the control of building development”<sup>1</sup>. The CBA is therefore responsible for reviewing drawings for all buildings in the country of Belize, enforcing accepted building codes and regulations for building standards, and will be expected to guide the Ministry of Housing in areas of policy and trends in the housing sector.

**Institutional Strengthening:** Several computers have been provided to house a database of mortgage and home-owners in the Ministry’s system. This database will assist in the identification of squatters and non-compliant mortgage owners.

Other initiatives undertaken over the past year include:

- Hurricane Dean Rehabilitation:
  - Financing has been provided for the construction and rehabilitation of homes destroyed during Hurricane Dean (2007) in Corozal and Orange Walk. The Social Investment Fund is responsible for implementing this project.
  - The Government of Belize allocated \$1.5 mn of the afore-mentioned Venezuela Grant for use in the restoration of houses destroyed in the 2008 floods. The National Emergency Management Organization (NEMO) was responsible for the distribution of these funds.
- Southside Poverty Alleviation Project: activities under this project include repairs and improvements to homes in the Port Loyola, Collet and Lake Independence constituencies in Belize City.
- Technical Assistance for Housing Diagnostic: A consultant was engaged to prepare a diagnostic of the housing sector in Belize which will be used to define a National Housing Policy.
- Development Finance Corporation (DFC) Sixth Consolidated Line of Credit: Financing has been approved to the restructured and rejuvenated Development Finance Corporation (DFC) for on lending to citizens. DFC has announced that US\$2.5 mn will be made available for home improvement and construction.

## Strategies

- Reduce the number of families living in sub-standard housing
- Support access of low-income families to affordable housing through
  - the design and establishment of a housing finance programme, and
  - promoting the construction of low-income housing to an acceptable safety standard

## Public Buildings

- Construction and/or expansion of Hospitals and Clinics

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<sup>1</sup> Belize Building Act, No. 7 of 2003

- Libraries
- National and Local Government Offices

## **Public Utilities**

The main utility providers in Belize are: Belize Electricity Ltd. (BEL), Belize Telemedia, Ltd. (BTL), and Belize Water Services Ltd (BWSL). Service-providers are regulated by the Ministry of Public Utilities through the Public Utilities Commission and execute expansion works autonomously or in partnership with the Government and/or other agencies. Expansions in public utility infrastructure in urban areas are largely demand-driven – either public or private. Where the rural areas are concerned, Government’s overall goal is to continue expansion and thus improve access to services provided in larger population centres (Draft NPESAP 2009-2013, 2009).

### **Public Utility Regulation Objectives**

Utility regulation and oversight is guided by the following goals and objectives:

- Ensuring consumers receive best service at best rates from utility providers
- Creating a competitive environment while improving quality and efficiency
- Promoting an environment conducive to the development of industry
- Empowering the Commission to execute its duties independently

## **Water and Sanitation**

Over the medium term efforts will be focused on the continued expansion and improvement of water supply systems to rural areas and to poor urban communities, and the expansion of coverage of sanitation facilities (Draft NPESAP 2009-2013, 2009).

Belize’s main water provider is the BWSL which estimates its coverage at approximately 90% and 26% of the urban and rural populations, respectively. Total rural coverage weighs in at roughly 78%, with 51% of villages and communities served by rural water supply systems. Sewerage/sanitation presents a more serious challenge with limited and overburdened sewer systems in Belize City, Belmopan City and San Pedro Town. Where a sewer system does not exist, residents construct septic tanks or use pit latrines. The BWSL’s medium term objectives for providing water services include-

### *Objectives*

- Network expansions within and outside existing service areas to contribute to the goal of 99% water coverage by 2015
- Expansions outside service areas: from Sandhill Village which is served by BWS through to Crooked Tree Village; from Belmopan through Cotton Tree, Frank’s Eddy and St. Matthew’s Villages; and from Burrell Boom to the villages of Bermudian Landing, Double Head Cabbage, Rancho Dolores, Flowers Bank, Isabella Bank, Lemonal, Scotland Halfmoon, St. Paul’s Bank, and Willows Bank under the Belize River Valley Water Supply Project.

- Sewerage expansion in Belize City, Belmopan, Ambergris Caye, Corozal Free Zone expansion, and the implementation of a wastewater treatment system on the Placencia Peninsula.

#### *Proposed Activities*

- Lobby local government agencies to require developers to implement sewer systems in their developments. While initial investments are high, *ex post* costs would be greater.
- Investigate potential to offer service of emptying septic tanks – a concern exists regarding how and where purveyors of portable toilets and private persons who clean septic tanks treat and dispose of the effluent collected (chemically-treated matter dumped in BWSL's treatment lagoons pose a problem since live bacteria are required for the system to work).
- Construction of new sewage lagoon treatment facility in Belmopan.
- Rehabilitation and upgrade of sewer lagoons in Belize City and San Pedro.
- Modifications to treatment plants in Belmopan, Dangriga and Double Run.

#### *Rural Water Systems*

- Finalize policy and subsequently define activities; implement monitoring and evaluation system.
- Influence demand for Rural Water Systems (RWS) through Rural Community Development Officers' interaction with villages and communities. Identify needy villages/communities and assist with project proposals for submission to SIF.
- Lobby for priority attention to be given to those areas where viable water sources are unavailable.

### **Electricity**

In line with the goal of expanding access to basic services, Belize will continue the work towards the expansion of public utilities and information technology to rural areas (Draft NPESAP 2009-2013, 2009), as well as pursue and promote the use of renewable energy sources for the generation of electricity over the medium term.

#### *Rural Electricity Infrastructure*

Opportunities will be sought to expand the coverage of electricity to newly-developed and remote areas of the country, and build on the successes of interventions such as the GOB/BEL Rural Electrification Programme and the Banana Belt Electrification Project, the latter of which will provide electricity to a total of seven banana-producing communities in southern Belize by mid-2010.

#### *Alternative Electricity*

Given the high investment costs associated with the expansion of electricity infrastructure to geographically dispersed locations and mounting energy costs, the energy-generating potential of Belize's natural resource base must be further assessed and exploited.

The recent signing of an agreement for the implementation of a solar electrification project to promote the use of clean energy is a step in this direction. The project will involve the installation of a photovoltaic system that should contribute an additional 200 kWh of electricity to the national grid, and provide power for the administrative buildings in Belmopan.

## **Telecommunications**

On 24<sup>th</sup> August, 2009 the House of Representatives passed an amendment to the Belize Telecommunications Act “to provide for assumption of control over telecommunications by the Government in the public interest”. The Bill was signed into law on 25<sup>th</sup> August and a new Chairman and Board of Directors assumed their positions that same day.

### *Objectives*

- Recognizing the importance of telecommunications in strengthening the national fibre and linking isolated communities, the Government of Belize aims to increase the number of telephone lines per capita in rural areas
- Reduce costs to consumers by promoting competition within the sub-sector

## **Information and Communication Technology**

Given Belize’s relatively small size, human resource constraints are ever present. Productivity improvements can be realized, however, through the application of information and communication technologies to established systems and processes. Many of these continue to be manually operated, particularly in the Public Service. In addition, information and communication technology can be employed to meet the needs of those living in the rural sectors. Recent efforts in this regard include the establishment of tele-centres and efforts to support agricultural market information sourced at the districts. Over the medium term, the latter efforts will be intensified through such initiatives as the Agricultural Services Programme and the Agricultural Enterprise Development.

## **National ICT Project**

A comprehensive approach to modernizing the public sector through information and communication technology is to be facilitated by a Government of Belize and the Republic of China (ROC) on Taiwan project. The project is enabled through a bilateral agreement for cooperation on ICT signed in May 2009. Under the project the ROC Taiwan, with its advanced ICT abilities will assist Belize in promoting the level of digitalization and in developing an information society by:

- Constructing a new National ICT Center;
- Installing and optimizing the Government Web Portal;
- Developing and installing software application systems for ministries and departments of the Government of Belize;
- Cultivating Human Resources through ICT Training and Education;
- Establishing a data center to store and redistribute data generated by Government ministries and departments

These measures, the first three of which have been completed, will form the base of a National ICT Strategy. The overarching goal of the strategy and complementary initiatives will be *to foster the increase in production and productivity; to realize a self-reliant nation and to improve the possibilities of export earnings from e-service businesses*. Activities to be undertaken will include-

- Training in ICTs for small and medium size business entrepreneurs;
- Emphasis on the importance of ICT and the internet to the growth and maturity of small/medium enterprises;
- Leveraging support to attract e-service businesses in marketing, insurance, management, finance, medical , call centers, etc catering to global corporations;
- Inclusion of ICT/related businesses in future economic development goals

ICT development will entail the following seven focus areas

1. ICT Infrastructure;
2. ICT Security;
3. Software Development, Implementation, & Procurement;
4. Policy and Standards;
5. Human Resource Development Capacity Building;
6. Industry/ Private Sector, Civil Society and Education;
7. E-Government.

Legal and regulatory revisions to align the ICT policy and direction will be undertaken as follows-

- Assessment of regulatory needs to monitor/control of ICT infusion in the Economy and Society
- Development of policy
- Drafting of supporting legislation
- Determination/Establishment and/or strengthening of appropriate regulatory bodies

Additional legislation will also be created to address issues such as data protection and privacy, cyber crime and network security.

In October 2009 the Government of Belize appointed an ICT Task Force comprising IT professionals from within the Public Service, civil society and the private sector. This body is chaired by the Director of the Governance Improvement Unit and is charged primarily with the creation and subsequent update and review of the National ICT Policy.



## **Chapter 5: Implementation, Monitoring and Evaluation**

### **A: Financing Development over the Medium Term**

Belize's MTDS will be financed through a mix of national and development partner resources. Successful implementation of the strategy will therefore rest largely on how well the GOB is able to manage its fiscal resources and ensure that adequate financing is available for investments to be undertaken as planned.

The high public debt constitutes the main source of long-term risk to the country's external stability and growth. Government's fiscal strategy aims at lowering debt ratios through the generation of sustained primary surpluses and economic growth over the medium term, an approach which requires strong commitment to fiscal discipline and enhanced institutional capability.

However, the absence of a comprehensive medium-term fiscal framework to guide the preparation of annual public budgets has severely reduced policy makers' ability to take into account events outside the annual cycle. As a result, the longer term and full budgetary impact of the government's fiscal policies and their implications for fiscal sustainability have not always been properly considered, posing a serious challenge to the GOB's ability to adhere to fiscal discipline in the medium term.

To address this problem, the GOB has decided to reform aspects of its macroeconomic management framework and, in particular, to introduce the preparation of a medium-term fiscal framework (MTFF). The MTFF will focus on maintaining aggregate fiscal discipline and fiscal sustainability to ensure, among other things, the availability of local resources necessary for financing investments over the medium term.

### **Projects**

MTDS projects can be viewed in two categories—ongoing loan and grant funded projects, and proposed initiatives. Ongoing projects include those currently being implemented and those likely to begin within the current financial year, while proposed projects are those for which financing may or may not have been identified and for which activities are not expected to start within the current financial year.

Table 7 shows an undisbursed balance of \$566.2 mn on ongoing loan and grant funded projects. Of this total, approximately \$79.4 mn or some 14.0% is to be provided through government cash and in-kind counterpart. Notably, this represents an understatement particularly since in-kind counterpart is very much underestimated at this point. The bulk of the government or third-party contribution shown in the table therefore represents intended cash outlays.

A significant number of projects that will contribute to the realization of the medium term objectives have been proposed or are in pipeline, as shown in Table 8. The portfolio of new initiatives includes infrastructure projects for roads and bridges, medical facilities, laboratories and water systems. Details of these projects can be seen at Annex 1 of this document.



**Table 7: Balances on Ongoing Loan and Grant Funded Projects**

Ongoing Projects	Loan or Grant	Counterpart	Total
Enterprise Development and Agriculture	26,617,513	6,154,658	32,772,170
Trade and Services	26,298,384	2,922,700	29,221,084
Poverty Reduction and the Social Sector	103,467,765	19,901,080	123,368,845
<i>of which SIF</i>	<i>51,851,865</i>	<i>3,000,000</i>	<i>54,851,865</i>
<i>of which BRDP</i>	<i>6,990,241</i>	<i>2,468,804</i>	<i>9,459,045</i>
Environment, Natural Resource and Disaster Risk Management	54,545,812	1,831,842	56,377,654
Finance, Debt Management and Governance	32,846,300	3,774,890	36,621,190
Infrastructure	238,078,821	44,794,216	282,873,037
<b>Total Ongoing Projects</b>	<b>486,854,594</b>	<b>79,379,385</b>	<b>566,233,980</b>

**Table 8: Projected Values of Proposed Projects**

Proposed Projects	Loan or Grant	Counterpart*	Total
Enterprise Development and Agriculture	-	-	-
Trade and Services	990,000	110,000	1,100,000
Poverty Reduction and the Social Sector	31,000,000	5,500,000	36,500,000
Environment, Natural Resource and Disaster Risk Management	22,500,000	2,500,000	25,000,000
Finance, Debt Management and Governance	114,300	12,700	127,000
Infrastructure	731,548,721	86,357,933	817,906,654
<b>Total Proposed Projects</b>	<b>786,153,021</b>	<b>94,480,633</b>	<b>880,633,654</b>

\*Counterpart estimated at 10% where value has not been identified

## ***B: Key Financing and Implementation Mechanisms***

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A major component of MTDS financing is the provision of funding sources for non-government agencies and for micro-credit, which can be expressed in terms of Strategy 3 of Policy Pillar 1 of the NPESAP: “[to] provide better access to the financial services for poor and marginalized persons and for micro-enterprises”.

### ***The Development Finance Corporation***

After a long period of credit inactivity (2005-2009), the Development Finance Corporation (DFC) has been reconstituted. This measure is expected to fill the gap left by the commercial banks. The loans will target persons who are not ‘bankable’, or persons with projects which the commercial banks or other financial institutions are not willing to fund.

In fact, the authorities have sought and obtained a loan of US\$10.0 million to usher the DFC into the resumption of lending, with the following primary mission: “to expand and strengthen the Belizean economy by providing funding on an economically sustainable and environmentally acceptable basis, to those persons seeking financing for approved purposes, and who would otherwise be unable to fund their requirements from other sources on reasonable terms and conditions”.

DFC also has unrestricted cash reserves and will avail some of these to development financing. As of 2008 the Board of Directors (BOD) had allocated \$0.5 million from DFC’s funds to assist eligible fishermen with loans for working capital for that year’s fishing season. The BOD had also approved \$0.5 million for funding home improvement loans. The organization continues to seek other funding lines of credit. In this regard a key consideration is financial sustainability. It is recognized that the interest on funds on-loaned by the organization must be set at rates that are high enough to cover the cost of their acquisition and administration. On the other hand the rates must also be low enough to be attractive to clients with development projects that commercial banks will not fund. The rates will therefore be lower than those of the commercial banks but not as concessionary as those applied in past DFC lending.

The type of financing that should be provided by the DFC is informed by a 2007 Demand Study funded by the CDB. The study indicated that the following range of loans, by activity (loan annual demand for a five year period) on a total estimated portfolio between \$185.0 million to \$210.0 million, could be an acceptable future scenario:

- Student loans: \$50 million
- Housing loans: 50 million
- Business loans: \$75 to 100 million
- Microfinance flow-through funding \$10 million

### ***Rural Finance Programme***

Besides the DFC reconstitution, in 2008 the Government signed a loan agreement for the implementation of a Rural Finance Programme with a total value of US\$ 6.0 million. The purpose of this nationwide programme is to support and strengthen rural financial services (in

partnership with the Belize Credit Union League) that are tailored to the needs of poor farmers and small rural communities. Inclusiveness and sustainability are key features, and the overall objectives are to enhance rural development and reduce poverty, particularly among disadvantaged groups.

The target group includes small-scale farmers, micro entrepreneurs, craft workers, subsistence fishers, rural wage workers and indigenous communities. Within the target group, the programme will focus particularly on women and young people.

In this regard a rural finance programme is being undertaken with the following objectives-

- Strengthen the Belize Credit Union League to expand its capacity for developing, coordinating and training.
- Provide rural financial services, especially for agricultural production and non-agricultural enterprises.
- Foster the capitalization of credit unions and clients by affiliating poor rural people and mobilizing their savings.

### ***The Social Investment Fund***

Targeting development efforts is critical for effectiveness and the Social Investment Fund (SIF) is one of the most important mechanisms toward this end. The SIF is a statutory body charged to equitably and adequately respond to the human development needs of the poor and vulnerable populations in Belize in order to enable them to fully develop, flourish and function by investing in their human potential.

Subject to the availability of resources, the SIF approves projects and programmes and provides, either wholly or partially, financial and technical assistance to community groups with development goals and to local government organizations. This support is intended for the execution of projects or programmes that will serve to provide basic services to the most severely affected groups in the country.

#### **SIF Medium Term Objectives (Major Goals)**

- To improve the mechanism for targeting and allocation of resources to the poorest rural & urban communities.
- To enhance SIF's investments in human capital and social services.
- To enhance the direct short-term impact of SIF projects.
- To enhance the sustainability of SIF projects.
- To provide leadership in the national response to poverty.
- To achieve higher levels of operational efficiency and effectiveness.
- To enhance the visibility of the SIF and its work.
- Achieve financial sustainability of the SIF and improve institutional capacity

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- Continue to implement basic services and infrastructure projects with the assistance of its various partners (including the GOB).
  - Maintain focus on education infrastructure projects given the high demand in this area
  - Continue working with the Ministry of Health in implementing projects according to the Ministry's plans

### ***C: Monitoring and Evaluation***

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Monitoring and evaluation (M&E) of MTDS progress is the primary responsibility of the Ministry of Economic Development. Given the importance of the NPESAP to MTDS implementation, and the previous proposal for a detailed NPESAP M&E plan to be further elaborated it is advisable that efforts to detail both plans be coordinated. Furthermore, where possible the M&E activities should be combined so that unnecessary burdens would not be imposed.

The immediate challenge for monitoring and evaluation is to continue to re-build the Public Sector Investment Programme (PSIP) information database. In light of the status of the PSIP and in view of the various activities that are ongoing just now - the development of Horizon 2030, the CPA and the MDG Needs Assessment - the most practical and useful approach to M&E would be the following-

- Articulate objectives of the NPESAP and MTDS in a cohesive frame.
- Simultaneously track PSIP transactions and update the database.
- Monitor Horizon 2030, CPA and MDG NACP outputs.
- Champion and steward the adjustments to the medium term strategy and NPESAP implementation that would reflect the changes or measures indicated as necessary.

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## ***Annex 1: List of Interviewees***

*(Offices indicated are those prevailing at the time of the interview or communication.)*

<b>NAME</b>	<b>POSITION</b>	<b>AGENCY</b>
Mr. Marion Palacio	Advisor	Ministry of Finance
Mr. Edmund Zuniga	Auditor General	Audit Department
Mr. Gregory Gibson	Comptroller of Customs	Customs and Excise Department
Mr. Emil Grinage	Assistant Comptroller of Customs	Customs and Excise Department
Mr. Ian Haylock	Director of Enforcement	Customs and Excise Department
Mr. Lincoln Blake	Senior Economist, Gaming and Investment Unit	Ministry of Economic Development, Commerce and Industry and Consumer Protection
Mr. David Leacock	Chief Executive Officer	Ministry of Education
Mr. Christopher Aird	Chief Education Officer	Ministry of Education
Dr. Ellajean Gillett	Director, Planning and Projects Unit	Ministry of Education
Ms. Beverly Castillo	Chief Executive Officer	Ministry of Natural Resources and the Environment
Mr. Manuel Rodriguez	Commissioner of Lands	Ministry of Natural Resources and the Environment
Dr. Paul Flowers	Policy Advisor, Policy Coordinating and Planning Unit	Ministry of Natural Resources and the Environment
Mr. Martin Alegria	Chief Environmental Officer	Department of the Environment
Mr. Wilbur Sabido	Chief Forest Officer	Forest Department
Mr. Dennis Gonguez	Chief Meteorological Officer	National Meteorological Service
Mr. Gabino Canto	Chief Executive Officer	Ministry of Agriculture and Fisheries

*(Offices indicated are those prevailing at the time of the interview or communication.)*

NAME	POSITION	AGENCY
Mr. George Myvett	Senior Fisheries Officer	Fisheries Department
Dr. Vincent Gillett	Chief Executive Officer	Coastal Zone Management Authority
Mr. Colin Gillett	Director	Coastal Zone Management Authority
Dr. Mark Bynoe	Resource Economist	Caribbean Community Climate Change Centre
Col. (Ret.) George Lovell	Chief Executive Officer	Ministry of Public Utilities, NEMO, Transport and Communication
Ms. Candelaria Saldivar-Morter	Chief Transport Officer	Ministry of Public Utilities, NEMO, Transport and Communication
Ms. Noreen Fairweather	NEMO Coordinator	Ministry of Public Utilities, NEMO, Transport and Communication
Major John Flowers	Deputy Ports Commissioner	Port Authority
Mr. Lennox Bradley	Chief Engineer	Ministry of Works
Dr. Peter Allen	Chief Executive Officer	Ministry of Health
Dr. Lesbia Guerra	Director	Policy and Planning Unit
Ms. Michelle Vanzie	Health Economist	Policy and Planning Unit
Dr. Natalia Beer-Largaespada	Maternal and Child Health Technical Advisor	Maternal And Child Health Unit
Mr. Dwight Tillett	Chief Executive Officer	Ministry of Housing
Mr. Paul Satchwell	Director	Central Building Authority
Mr. Michael Singh	Chief Executive Officer	Ministry of Tourism, Civil Aviation and Culture
Mr. Kenworth Tillett	General Manager	Belize Airport Authority
Mr. Alvan Haynes	Chief Executive Officer	Belize Water Services, Ltd.



*(Offices indicated are those prevailing at the time of the interview or communication.)*

NAME	POSITION	AGENCY
Mr. Keith Hardwick	Technical Services Manager	Belize Water Services, Ltd.
Mr. Daniel Cano	Technical Unit Coordinator	Social Investment Fund
Mr. Eugene Palacio	Director, Local Government	Ministry of Labour, Local Government and Rural Development
Mr. Ernest Banner	Director, Rural Development	Ministry of Labour, Local Government and Rural Development
Mr. Donald Bennett	Master Driller	Rural Water Supply and Sanitation Unit
Mr. Orlando Dawson	President	National Association of Village Councils
Mr. Hilbert Lopez	Chief Administrative Officer	National Association of Village Councils
Mr. Charles Gibson	Chief Executive Officer	Ministry of the Public Service, Governance Improvement, and Elections and Boundaries
Brigadier General Lloyd Gillett	Chief Executive Officer	Ministry of National Security
Mr. Lawrence Sylvester	Special Assistant	Ministry of National Security
Ms. Cynthia Pitts	Ombudsman	Office of the Ombudsman
Mr. Godwin Arzu	Contractor General	Office of the Contractor-General
Sandra Miranda	Accountant	Belize Rural Development Programme
Daniel Cano	Technical Unit Coordinator	Social Investment Fund
Ms. Judith Alpuche	Chief Executive Officer	Ministry of Human Development and Social Transformation
Ms. Icilda Humes	Director, Women's Department	Ministry of Human Development and Social Transformation

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*(Offices indicated are those prevailing at the time of the interview or communication.)*

NAME	POSITION	AGENCY
Ms. Ava Pennill	Director, Human Services Department	Ministry of Human Development and Social Transformation
Mr. Fermin Olivera	Director, Community Rehabilitation Department	Ministry of Human Development and Social Transformation

## Annex 2: Identified MTDS Financing

TABLE A1: ONGOING LOAN AND GRANT FINANCED PROJECTS

PROJECT	FUNDING AGENCY	EXECUTING AGENCY	L/G	TOTAL PROJECT COST (BZD)	BALANCE (BZD)	PROJECTED DISBURSEMENTS (BZD)			
						2009/10	2010/11	2011/12	2012/13
INFRASTRUCTURE									
Caye Caulker Water Supply Project	GOB	BWSL	C	650,000	0	0	0	0	0
	BWS		C	670,000	217,000	217,000	0	0	0
	CDI		G	1,100,000	0	0	0	0	0
Second Water Project	CDB	BWSL	L	3,200,000	3,200,000	0	3,200,000	0	0
Feasibility Study and Detailed Designs - Belize River Valley Water Supply System	CDB	BWSL	G	298,000	185,200	168,708	0	0	0
Belize River Valley Water Supply Project	CDB	BWSL	L	9,000,000	9,000,000	0	4,000,000	5,000,000	0
	GOB		C	900,000	900,000	0	800,000	100,000	0
Feasibility Study for the Expansion of the San Pedro, A. C. Water and Sewerage System	CDB	BWSL	L	500,000	500,000	43,260	389,340	0	0
	BWS		C	165,000	165,000	14,280	150,720	0	0
Benque Viejo Watermain Installation	CDI	BWSL	G	145,354	0	145,354	0	0	0
Transmission Line from Belmopan to Cotton Tree & St. Matthews' Villages	CDI	BWSL	G	1,000,000	1,000,000	0	980,000	0	0
EU Accompanying Measures for Sugar (AMS) 2006	EU/AMS	MOW	G,C	8,704,478	4,321,872	2,108,988	2,255,835	0	0
EU Accompanying Measures for Sugar (AMS) 2007	EU/AMS	MOW	G,C	16,740,000	11,268,527	2,151,435	1,225,445	885,960	0
EU Accompanying Measures for Sugar (AMS) 2008	EU/AMS	MOW	G,C	24,300,000	24,300,000	0	10,632,000	6,107,100	1,079,550

TABLE A1: ONGOING LOAN AND GRANT FINANCED PROJECTS

PROJECT	FUNDING AGENCY	EXECUTING AGENCY	L/G	TOTAL PROJECT COST (BZD)	BALANCE (BZD)	PROJECTED DISBURSEMENTS (BZD)			
						2009/10	2010/11	2011/12	2012/13
EU Accompanying Measures for Sugar (AMS) 2009	EU/AMS	MOW	G,C	35,100,000	35,100,000	0	0	14,421,750	14,435,350
EU Accompanying Measures for Sugar (AMS) 2010	EU/AMS	MOW	G,C	45,900,000	45,900,000	0	0	0	1,864,000
Emergency Road Rehabilitation Program Flooding T. D. 16, 2008	IDB	MOW	L	10,000,000	10,000,000	7,876,395	2,123,605	0	0
Corozal Border Crossing Reconstruction Project	CABEI	MOW	L	10,000,000	10,000,000	0	5,500,000	4,500,000	0
Placencia Road Upgrade	CDB	MOW	L	25,206,000	21,517,400	12,000,000	7,000,000	1,300,000	0
	GOB		C	6,326,000	3,138,944	621,000	1,241,500	0	0
Upgrade to Belize City Municipal Airstrip	BAA, COCESNA	BAA	C, G	10,045,000	10,045,000	0	6,000,000	4,045,000	0
Upgrade - Dangriga Airstrip	BAA, COCESNA	BAA	C, G	1,000,000	1,000,000	0	0	0	0
Retrofitting of Water Systems affected by the May 2009 Earthquake	CDI	MPU	G	1,000,000	1,000,000	1,000,000	0	0	0
Kendal & Mullins River Bridges (Permanent) (aka Natural Disaster Management - Bridge Rehab. (T. S. Arthur)	CDB	MOW	L	17,600,000	17,600,000	0	1,470,000	8,195,000	7,935,000
	GOB		C	4,010,000	4,010,000	0	2,429,000	1,074,000	507,000
Belize Municipal Development Project	WB	SIF	L	29,976,950	29,976,950	121752	1,826,583	8,159,025	5,486,900
	GOB		C	553,862	553,862	2500	74,857	117,000	117,000
	CITCOs		C	1,402,050	1,402,050	0	0	347,588	278,100
Golden Stream to Big Falls (Pkg. A Belize/Guatemala Border Road (Southern Highway Completion) Project	GOB, OPEC, KFAED	MOW	L	17,500,000	9,800,000	8,900,000	900,000	0	0

TABLE A1: ONGOING LOAN AND GRANT FINANCED PROJECTS

PROJECT	FUNDING AGENCY	EXECUTING AGENCY	L/G	TOTAL PROJECT COST (BZD)	BALANCE (BZD)	PROJECTED DISBURSEMENTS (BZD)			
						2009/10	2010/11	2011/12	2012/13
Belize City Rejuvenation Project	CARICOM Petroleum Fund	MOW	G	5,000,000	5,000,000	4,000,000	0	0	0
	GOB		C	1,000,000	1,000,000	0	1,000,000	0	0
Diagnostic Study of Belize's Domestic Airstrips	IADB	MOTCA (BAA)	G	105,652	86,472	86,411	0	0	0
Marion Jones Stadium	GOV	MOW	G	2,000,000	2,000,000	0	1,267,090	732,910	0
	ROC (Taiwan)		L	10,000,000	10,000,000	0	7,500,000	2,500,000	0
	GOB		C	3,032,910	3,032,910	2,400,000	632,910	0	0
Venezuela Housing Programme	BDESV	MOHU	G	20,000,000	10,500,000	3,813,000	6,687,000	0	0
Construction of Fire Stations - Pomona	GOB	NEMO	C	81,850	81,850	0	81,850		
Police Barracks and Fire Station – Placencia	GOB	MPU, MNS	C	100,000	70,000	48,889	8,500	0	0
<b>TRADE AND SERVICES</b>									
Mentoring Model to Develop Young Entrepreneurs	IDB	YBTB	TC	800,000	354,384	0	209,472	151,352	0
	GOB		C	340,000	202,700	0	46,900	114,590	0
Sustainable Tourism Project	IDB	MOTCA, BTB	L	26,644,000	25,644,000	2,400,000	8,600,280	8,832,720	5,811,000
	GOB		C	2,720,000	2,720,000	400,000	928,000	696,000	696,000
Computerization of Drivers' Licensing System	DOT, UNDESA	DOT		300,000	300,000	0	150,000	150,000	0
<b>FINANCE, DEBT MANAGEMENT &amp; GOVERNANCE</b>									
Strengthening Belize's Fiscal Transparency and Responsibility	IDB	MOF	TC	450,000	440,000	140,000	300,000	0	0
	MOF		C	50,000	60,000	20,000	40,000	0	0

TABLE A1: ONGOING LOAN AND GRANT FINANCED PROJECTS

PROJECT	FUNDING AGENCY	EXECUTING AGENCY	L/G	TOTAL PROJECT COST (BZD)	BALANCE (BZD)	PROJECTED DISBURSEMENTS (BZD)			
						2009/10	2010/11	2011/12	2012/13
Institutional Strengthening of the Credit Union Sector	IDB	BCUL, CBB	TC	1,154,000	1,154,000	228,000	577,000	349,000	0
	BCUL		C	462,000	462,000	51,954	230,000	179,046	0
	CBB		C	30,000	30,000	0	30,000	0	0
Village Boundary Delineation	MOL			860,000	860,000	0	400,000	240,000	220,000
Building Institutional Capacity of the Auditor General and Improving Quality of Public Procurement	WB	AD, CG	TC	700,000	700,000	0	350,000	350,000	0
DFC Line of Credit	CDB	DFC	L	20,000,000	20,000,000	3,000,000	3,675,000	9,000,000	4,250,000
Strengthening Results-Based Management in the Public Sector	IDB	MED	TC	900,000	740,500	400,000	340,500	0	0
	GOB		C	100,000	91,490	44,000	47,490	0	0
Rural Finance Programme	IFAD	MED, BCUL	L	6,000,200	6,000,200	545,600	1,229,600	1,338,400	1,137,400
	GOB		C	1,463,600	1,463,600	668,000	265,200	268,000	260,400
	CABEI		L	3,811,600	3,811,600	449,000	941,200	1,071,000	982,600
	CUs		C	807,800	807,800	0	0	36,800	87,400
AGRICULTURE & AGRO-PROCESSING									
EU Projects									
Support to the Banana Industry (SFA 2002)	EU/BSP	MED	G,C	9,450,000	2,246,372	1,284,862	961,510	0	0
Support to the Banana Industry (SFA 2004)	EU/BSP	MED		7,911,000	5,124,143	0	5,124,143	0	0
Support to the Banana Industry (SFA 2005)	EU/BSP	MED		6,723,000	142,358	0	142,358	0	0
EU Banana Support Programme (SFA 2006)	EU/BSP	MED	G,C	5,697,000	1,019,199	0	1,019,199	0	0

TABLE A1: ONGOING LOAN AND GRANT FINANCED PROJECTS

PROJECT	FUNDING AGENCY	EXECUTING AGENCY	L/G	TOTAL PROJECT COST (BZD)	BALANCE (BZD)	PROJECTED DISBURSEMENTS (BZD)			
						2009/10	2010/11	2011/12	2012/13
EU Banana Support Programme (SFA 2007)	EU/BSP	MED	G, C	4,860,000	6,581,258	0	599,504	1,243,151	4,738,603
EU Banana Support Programme (SFA 2008)	EU/BSP	MED	G, C	5,505,300	5,505,300	0	1,650,678	3,309,656	881,809
Strengthening the National Extension Services	FAO	MAF	G	887,540	887,540	0	0	0	0
Agricultural Services Program	IDB	MAF, BAHA	L	10,000,000	10,000,000	0	1,500,000	3,000,000	3,000,000
	GOB		C	1,000,000	1,000,000	0	200,000	200,000	200,000
Design of Public Investments Supporting Agricultural Competitiveness	IDB	MAF	TC	266,000	266,000	151,504	114,496	0	0
<b>POVERTY REDUCTION &amp; THE SOCIAL SECTOR</b>									
Belize Influenza Detection and Response	WB	MOH	G	1,003,488	1,003,488	0	753,488	250,000	0
Social Policy Support Program	IDB	MED	L	30,000,000	30,000,000	15,000,000	15,000,000	0	0
Health Sector Reform Program	IDB	MOH	L	19,600,000	1,216,816	0	441,752	0	0
	EC		L	3,200,000	214,866	0	0	0	0
	CDB		L	9,432,000	807,050	0	200,000	0	0
	GOB		C	14,203,000	4,380,068	0	4,380,068	0	0
New Loan - Social Investment Fund	CDB	SIF	L	30,000,000	30,000,000	0	3,000,000	3,000,000	3,000,000
	GOB		C	3,000,000	3,000,000	0	300,000	300,000	300,000
Implementing the Social Agenda of the NPESAP	IDB	MED	TC	3,450,000	3,450,000	130,000	2,500,000	820,000	0
	GOB		C	99,000	99,000	33,980	50,000		0
School Construction and Infrastructure Projects	GOB	MOE	C	2,032,418	2,032,418	0	2,032,418	0	0

TABLE A1: ONGOING LOAN AND GRANT FINANCED PROJECTS

PROJECT	FUNDING AGENCY	EXECUTING AGENCY	L/G	TOTAL PROJECT COST (BZD)	BALANCE (BZD)	PROJECTED DISBURSEMENTS (BZD)			
						2009/10	2010/11	2011/12	2012/13
Enhancement of Technical and Vocational Education and Training	CDB	MOE	L	32,124,000	0	0	0	0	0
	GOB		C	10,160,000	2,745,790	2,239,565	506,225	0	0
Golden Haven Rest Home Building Construction (Ph. III)	GOB	MHD	C	175,000	175,000	0	175,000	0	0
Belize City Southside Poverty Alleviation Project (Ph. I)	OFID	MOW	L	12,000,000	7,088,612	2,452,302	2,800,000	0	0
	GOB		C	5,000,000	5,000,000	1,700,000	1,000,000	0	0
<b>Belize Rural Development Programme</b>	<b>EU (9th EDF)</b>	<b>BRDP PMU</b>	<b>G</b>	<b>7,999,811</b>					
	<b>GOB/Beneficiaries</b>		<b>C</b>	<b>1,563,552</b>					
(i) Micro Enterprise for Poor Families Programme	EU	BEST	G	530,708	226,137	185,029	41,108	0	0
	GOB/Beneficiaries		C	176,901	143,896	117,738	26,158	0	0
(ii) Rural Information Technology	EU	UB	G	693,400	164,911	4,361	0	0	0
	GOB/Beneficiaries		C	207,100	130,009	36,039	0	0	0
(iii) An Enterprise Engine for Rural Communities in the Toledo District	EU	TTCU	G	560,080	418,278	340,196	78,082	0	0
	GOB/Beneficiaries		C	191,230	32,754	26,640	6,114	0	0
(iv) Water Supply System - Crooked Tree	EU	SIF	G	842,800	557,714	408,996	105,475	0	0
	GOB/Beneficiaries		C	510,109	510,109	410,080		0	0
(v) Hurricane Dean	EU	SIF	G	1,734,000	990,850	626,062	364,788	0	0
(vi) Rural Development for the Stann Creek District	EU	CGA	G	690,000	485,122	474,943	10,179	0	0
	GOB/Beneficiaries		C	234,760	100,059	97,959	2,100	0	0
(vii) The YWCA Gender-Based Rural Sustainable Livelihoods	EU	YWCA	G	830,972	326,916	282,534	44,382	0	0
	GOB/Beneficiaries		C	550,243	190,690	161,102	29,588	0	0



TABLE A1: ONGOING LOAN AND GRANT FINANCED PROJECTS

PROJECT	FUNDING AGENCY	EXECUTING AGENCY	L/G	TOTAL PROJECT COST (BZD)	BALANCE (BZD)	PROJECTED DISBURSEMENTS (BZD)			
						2009/10	2010/11	2011/12	2012/13
(viii) Agriculture Enterprise Development for Rural Belize	EU	UNDP, MAF	G	3,119,942	1,975,839	1,564,624	411,215	0	0
	GOB/Beneficiaries		C	1,046,270	792,522	663,846	128,676	0	0
BRDP Road Rehabilitation Project - Valley of Peace Road Upgrade	EU	MOW	G, C	1,269,708	397,059	352,859	44,200	0	0
BRDP Road Rehabilitation Project - Middlesex Bridge Rehabilitation	EU	MOW	G, C	2,184,890	1,878,001	692,628	1,185,373	0	0
BRDP Small Grants	EU	BRDP PMU	G	1,081,578	138,179	138,179	0	0	0
Assessing the effect of the Financial and Economic Crisis on Urban Poverty and Vulnerability in key communities in Belize City and Dangriga Town	UNDP	UNDP, MED	G	166,072	166,072	69,200	96,872	0	0
MDG Needs Assessment and Cost Prognosis	UNDP	UNDP	G	642,550	604,550	252,000	202,000	150,550	0
	GOB		C	76,466	74,205	29,990	24,000	20,305	0
SIF PROJECTS									
School Building Construction and Expansion	CDI 2008	SIF	G	2,595,997	1,771,400	1,324,037	447,363	0	0
Education (School Building Construction, Rehabilitation and Expansion)	CDB/BNTF V	SIF	G	4,273,011	1,567,530	1288580	278950	0	0
Skills Training	CDB/BNTF V	SIF	G	1,285,833	943,038	197,186	745,852	0	0
Water & Sanitation	CDB/BNTF V	SIF	G	8,935,999	4,400,891	1,629,519	2,771,372	0	0
Education	CDB	SIF	L	3,093,139	2,203,482	1,055,858	1,147,624	0	0
Social Services	CDB	SIF	L	2,500,165	2,082,346	685,935	1,396,411	0	0

TABLE A1: ONGOING LOAN AND GRANT FINANCED PROJECTS

PROJECT	FUNDING AGENCY	EXECUTING AGENCY	L/G	TOTAL PROJECT COST (BZD)	BALANCE (BZD)	PROJECTED DISBURSEMENTS (BZD)			
						2009/10	2010/11	2011/12	2012/13
Organizational Strengthening	CDB	SIF	L	710,902	546,654	232,090	0	0	0
Health	CDB	SIF	L	1,744,858	497,843	291,926	205,917	0	0
Economic Infrastructure	CDB	SIF	L	821,136	595,645	326,800	105,834	0	0
Water & Sanitation	CDB	SIF	L	2,442,366	824,409	810,555	13,854	0	0
Water & Sanitation	CDB/BNTF VI	SIF	G	2,043,418	2,043,418	0	1,690,000	0	0
Education	CDB/BNTF VI	SIF	G	2,480,710	2,480,710	0	579,000	0	0
Skills Training	CDB/BNTF VI	SIF	G	535,000	535,000	0	529,000	0	0
Health	CDB/BNTF VI	SIF	G	973,499	973,499	0	534,000	0	0
Market Facilities	CDB/BNTF VI	SIF	G	386,000	386,000	0	800,000	0	0
<b>ENVIRONMENT AND NATURAL RESOURCE AND DISASTER RISK MANAGEMENT</b>									
Integrating Protected Areas and Landscape Management in the Golden Stream Watershed	FFI		G	1,596,245	621,850	230,540	391,310	0	0
	UNDP/GEF			1,950,000	668,812	402,510	266,302	0	0
	YCT			1,901,984	1,459,808	366,973	1,092,835	0	0
Land Management Programme III	IADB	MNRE	L	5,000,000	5,000,000	0	1,500,000	2,400,000	1,100,000
	GOB		C	458,000	458,000	0	400,000	58,000	0
Strengthening of Disaster Preparedness and Emergency Response Capacity in Belize	UNDP	NEMO	G	1,964,950	1,964,950	616,900	830,650	517,400	0
Mainstreaming into Development Plans Sound Management of Chemicals (SMC) Priorities for Key Development Sectors in Belize and Associated Governance	DOE	UNDP	G	462,962	462,962	249,962	213,000	0	0

TABLE A1: ONGOING LOAN AND GRANT FINANCED PROJECTS

PROJECT	FUNDING AGENCY	EXECUTING AGENCY	L/G	TOTAL PROJECT COST (BZD)	BALANCE (BZD)	PROJECTED DISBURSEMENTS (BZD)			
						2009/10	2010/11	2011/12	2012/13
Solid Waste Management Project	IDB	SWMA	L	22,300,000	22,300,000	2,457,648	13,695,028	6,147,324	0
	OFID		L	6,520,000	6,520,000	0	4,403,346	904,474	1,212,180
	GOB		C	758,000	758,000	91,000	420,922	246,078	0
Strengthening National Capacities for the Operationalization, Consolidation, and Sustainability of Belize's Protected Areas System	GEF	MNRE	G	1,950,000	1,950,000	0	441,000	818,500	690,500
	PACT		G	1,170,000	1,170,000	0	200,000	570,000	400,000
	OAK		G	400,000	400,000	0	200,000	200,000	0
	GOB		C	265,000	265,000	0	110,000	88,000	66,000
	APAMO		G	224,942	224,942	0	224,942	0	0
	UNDP		G	100,000	100,000	0	40,000	40,000	20,000
Strengthening Institutional Capacities for Coordinating Multi-sectoral Environmental Policies and Programmes	UNDP/GEF	MNRE	G	945,000	945,000	298,600	347,200	299,200	0
	GOB		C	304,800	304,800	103,200	121,800	79,800	0
Towards Sustainability of the Marine Reserves Network (MRN) in Belize	PACT	MAF	G	304,800	433,811	193,224	240,587	0	0
Global Climate Change Alliance	EU	MNRE, MED	G	8,022,560	8,022,560	0	2,000,000	2,000,000	2,000,000
Mainstreaming and Capacity Building for Sustainable Land Management in Belize	UNDP, GEF	MNRE	G	2,305,456	2,251,456	567,780	913,996	769,680	0
Strengthening Policy and Legal Framework for Belize Pier Construction Management	PACT	MNRE	G	66,036	49,661	49,660	0	0	0
	GOB		C	68,720	46,042	46,042	0	0	0
Total Balances and Projected Disbursements				730,886,319	566,233,980	97,509,269	174,286,121	107,694,359	62,756,792

TABLE A2-PROPOSED LOAN AND GRANT FINANCED PROJECTS

PROJECT	EXECUTING AGENCY	PROJECTED COST (BZD)	PROJECTED DISBURSEMENTS (BZD)			
			2009/10	2010/11	2011/12	2012/13
INFRASTRUCTURE						
Rural Electrification	BEL	8,500,000	0	2,125,000	4,246,000	2,129,000
Belmopan Sewerage Expansion	BWSL	72,000,000	0	0	14,400,000	28,800,000
Rehabilitation and Upgrade (Expansion) of Belize City Sewers and Treatment Lagoons	BWSL	120,000,000	0	0	12,000,000	48,000,000
*Corozal Free Zone Water & Sewerage Development	BWSL	18,000,000	0	18,000,000	0	0
*Caye Caulker Sewerage System	BWSL	6,000,000	0	0	3,500,000	2,500,000
Placencia Peninsula Water & Sewer System	BWSL	10,000,000	0	7,500,000	2,500,000	0
		40,000,000	0	0	10,000,000	20,000,000
Hopkins Water and Sewerage System	BWSL	2,000,000	0	2,000,000	0	0
		5,000,000	0	1,000,000	3,000,000	1,000,000
Upgrade of Belmopan Water System	BWSL, BMPCC	20,000,000	0	10,000,000	10,000,000	0
Sandhill to Gardenia and Biscayne Water Expansion	BWSL	4,400,000	0	3,000,000	1,400,000	0
Belize Guatemala Border Road (Pkg. B - Dump to Jalacte)	KFAED	10,093,750	0	0	2,500,000	5,000,000
	OPEC	25,233,578	0	0	6,300,000	12,600,000
	GOB/CABEI	9,000,000	0	0	2,250,000	4,500,000
Water Treatment Systems	BWSL	108,000,000	0	0	9,000,000	36,000,000
San Pedro Water and Sewerage Expansion	BWSL	50 ,000,000	0	0	5,200,000	2,090,000
Dangriga Water Treatment Plant	BWSL	8,200,000	0	2,000,000	4,000,000	2,200,000

TABLE A2-PROPOSED LOAN AND GRANT FINANCED PROJECTS

PROJECT	EXECUTING AGENCY	PROJECTED COST (BZD)	PROJECTED DISBURSEMENTS (BZD)			
			2009/10	2010/11	2011/12	2012/13
San Ignacio Water Treatment Plant	BWSL	20,000,000	0	0	2,000,000	5,000,000
Construction of CYDP Headquarters	MNS	3,200,000	0	800,000	2,400,000	0
		800,000	0	200,000	100,000	0
Sewerage System Installations	BWSL					
<i>Hattieville</i>		3,960,000	0	0	0	2,000,000
<i>Benque Viejo Town</i>		12,864,000	0	0	0	4,000,000
<i>Corozal Town</i>		32,720,000	0	0	0	4,000,000
<i>Dangriga Town</i>		20,520,000	0	0	0	2,000,000
<i>Orange Walk Town</i>		32,704,000	0	0	0	4,000,000
<i>Punta Gorda Town</i>		14,720,000	0	0	0	2,000,000
<i>San Ignacio Town</i>		40,312,000	0	0	0	4,000,000
Integration of existing RWS into BWSL's network	BWSL	20,000,000	0	2,000,000	2,000,000	2,000,000
Haulover Creek Bridge to Airport Road Dualling	CDB	12,000,000	0	0	2,600,000	7,800,000
Corozal to Sarteneja Road Upgrading Project	MOW	45,000,000				
Western Highway Airport Link Road	MOW	20,000,000	0	0	0	0
Maypen Bridge Replacement	MOW	1,500,000	0	1,500,000	0	0
Macal River Crossing	CDB	30,000,000	0	0	12,000,000	8,000,000
Upgrade of Municipal Airstrips San Pedro	BAA					
		2,500,000	0	0	0	0

TABLE A2-PROPOSED LOAN AND GRANT FINANCED PROJECTS

PROJECT	EXECUTING AGENCY	PROJECTED COST (BZD)	PROJECTED DISBURSEMENTS (BZD)			
			2009/10	2010/11	2011/12	2012/13
Placencia	BAA	5,000,000	0	0	0	0
Caye Caulker		200,000	0	0	0	0
Other Airstrips		1,255,000	0	0	0	0
New Airstrip, Augustine Pine Ridge	MOTCA	5,000,000	0	0	5,000,000	0
Basil Jones Airstrip Expansion	MOTCA	0				
Dangriga Sports Centre	GOB	2,074,326	0	0	500,000	1,574,326
Construction of SIF Headquarters	SIF	1,200,000	0	0	900,000	300,000
Punta Gorda Community Hospital	MOH	6,200,000	0	0	1,550,000	3,100,000
Central Medical Laboratory Refurbishment	MOH	3,600,000	0	0	1,800,000	1,800,000
Refurbishment of the Operating Theatre – Corozal Community Hospital	MOH	3,500,000	0	0	1,750,000	1,750,000
Project for Clean Energy Promotion using Solar Photovoltaic Systems	MOW	30,000,000	0	6,000,000	12,000,000	12,000,000
Port Authority Headquarters (Belizean/Cucumber Beach)	MPU (Port Authority)	1,900,000	0	0	760,000	1,140,000
Shelter for Homeless Persons	MHD	2,750,000	0	0	825,000	1,925,000
National Museum of Belize	BTB	6,000,000	0	0	2,000,000	2,000,000
Standards Building & Laboratory)	MED					
<b>TRADE AND SERVICES</b>						
Road Audit	MOW, DOT	300,000	0	300,000	0	0
Investment Promotion Strategy	BELTRAIDE	400,000	0	100,000	300,000	100,000

TABLE A2-PROPOSED LOAN AND GRANT FINANCED PROJECTS

PROJECT	EXECUTING AGENCY	PROJECTED COST (BZD)	PROJECTED DISBURSEMENTS (BZD)			
			2009/10	2010/11	2011/12	2012/13
National Export Strategy	BELTRAIDE	400,000	0	100,000	300,000	100,000
<b>FINANCE, DEBT MANAGEMENT, AND GOVERNANCE</b>						
Rural Development Strategy Formulation	MOL	127,000	0	0	0	0
<b>POVERTY REDUCTION AND THE SOCIAL SECTOR</b>						
Youth and Community Transformation Project	MHD	30,000 ,000	0	0	3,000,000	5,000,000
Belize City Southside Poverty Alleviation Project (Ph. II)	MOW	22,000,000	0	0	5,500,000	5,500,000
		4,500,000	0	0	1,125,000	1,125,000
Community Action for Public Safety	MNS	10,000,000			2,000,000	2,000,000
<b>ENVIRONMENT AND NATURAL RESOURCE AND DISASTER RISK MANAGEMENT</b>						
Regional Hurricane Shelters	NEMO	25,000,000	0	0	0	0
<b>Total Projected Costs and Disbursements</b>		<b>880,633,654</b>	<b>-</b>	<b>56,625,000</b>	<b>150,706,000</b>	<b>249,033,326</b>

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## ***Annex 3: Select Vision and Mission Statements***

### ***Cross Cutting Areas***

#### **Ministry of Economic Development, Commerce and Industry and Consumer Protection**

**Vision:** The vision of the Ministry of Economic Development is 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:** Our mission is to 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- inclusive of guidance and support to programmes which facilitate investment and which develop the portfolios for standards and consumer protection.

#### **Ministry of Finance**

**Vision:** The vision of the Ministry of Finance is to improve the quality of life for all citizens and residents of Belize through the efficient and effective allocation of financial resources and the promotion of sound economic and financial policies and programmes.

**Mission:** Our mission is to advise on, coordinate and implement the Government's economic and fiscal policies and programmes including the generation and allocation of financial resources to provide appropriate public services and to contribute to the overall development of Belize.

#### **Office of the Auditor General**

**Vision:** An independent, respected and expert institution serving the National Assembly by providing a variety of assurance services aimed at improving the accountability of the Belize Public Sector.

**Mission:** The Office of the Auditor General of Belize is mandated by the Constitution to foster, through independent assurance, parliamentary control over the public funds and all other public property for the benefits of Belizeans.

#### **Local Governance**

**Vision:** To be an efficient and effective organisation, empowering local authorities and communities to make them efficient, accountable, responsible, autonomous and self-sustaining.

**Mission:** The Department of Local Government and Rural Development is committed to strengthening local authorities to empower communities to address their development needs through policy development, guidance and support, with a view to reducing social and economic inequities.



## **Village Councils**

**Vision:** A sustainable human development of all rural communities in Belize.

**Mission:** The National Association of Village Councils is a collaborative umbrella organization representing the Village Councils of Belize, committed to ensuring the rights and responsibilities of Village Councils through relevant advocacy and services that will enable them to fulfil their mandate.

## **Sectors**

### **Agriculture**

**Vision:** A transformed/ modern sector that is fully competitive, diversified, and sustainable.

**Mission:** To continue as the economic pillar of Belize, ensuring food security, developing the capacity to manage risks associated with hydro-meteorological hazards, generating income and foreign exchange, creating employment and conserving natural resources, in order to grow the economy, reduce poverty and empower the local population for sustainable development.

### **Tourism**

**Vision:** To develop a vibrant and progressive tourism industry through a responsible approach which embraces a strong "eco-ethic" and effective destination management that seeks to improve the quality of life for all Belizeans.

### **Customs and Excise Department**

**Vision:** To be a recognised nationally and internationally, for excellence in Customs Administration and service.

**Mission:** To contribute to the economic performance, public finances and security of Belize by enforcing the Customs and Excise laws, facilitating trade, collecting and safeguarding the revenue, combating smuggling, promoting and upholding fair trade practices, fostering cordial relations with stakeholders and valuing and respecting our human resources.

### **Port Authority**

**Vision Statement:** To be an effective and versatile Regulatory Body that is staffed by professionals with proper resources to meet our mandate.

**Mission Statement:** To strengthen the competitiveness of Belize's maritime ports by creating an operating environment and regulatory framework conducive to increased transshipment services, cruise and yachting tourism, maritime security, hinterland development, intermodalism and private sector investments while enhancing the Authority's capacity to execute its regulatory and navigational functions and mandate.

### **National Emergency Management Organization**

**Mission Statement:** NEMO in cooperation with the respective Emergency Management

Committees, and all public and private agencies, is established to preserve life and property throughout the country of Belize in the event of an emergency, threatened or real, and to mitigate the impact on the country and its people.