



BELIZE'S GROWTH AND SUSTAINABLE DEVELOPMENT STRATEGY 2016-2019

*Caribbean Symposium on Mainstreaming the Sustainable Development Goals in
National Development Planning – Kingston, Jamaica*

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Presentation Outline

Growth and Sustainable Development Strategy (GSDS) 2016-2019

- ❖ Background
- ❖ Planning Process
 - Approach
 - Challenges
 - Parallel
- ❖ Content
 - Framework for Sustainable Development
 - Implementation Plan and Institutional Arrangements
 - Prioritization Strategy and Human Resource Dev. Capacity Strategy
 - Monitoring & Evaluation

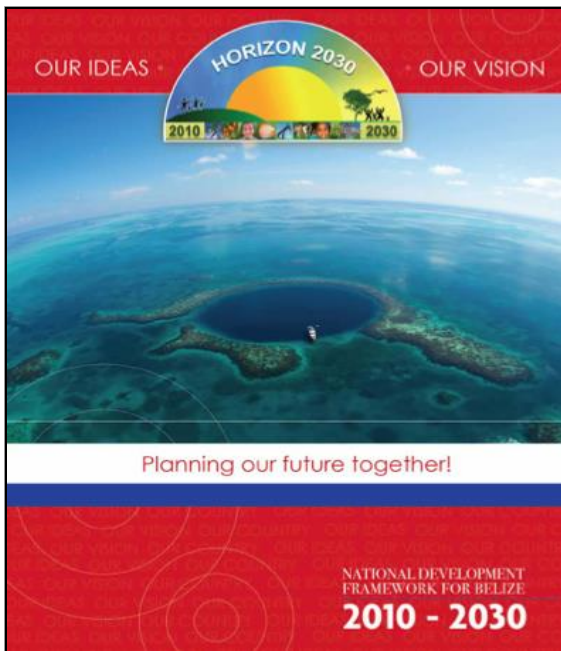


Background

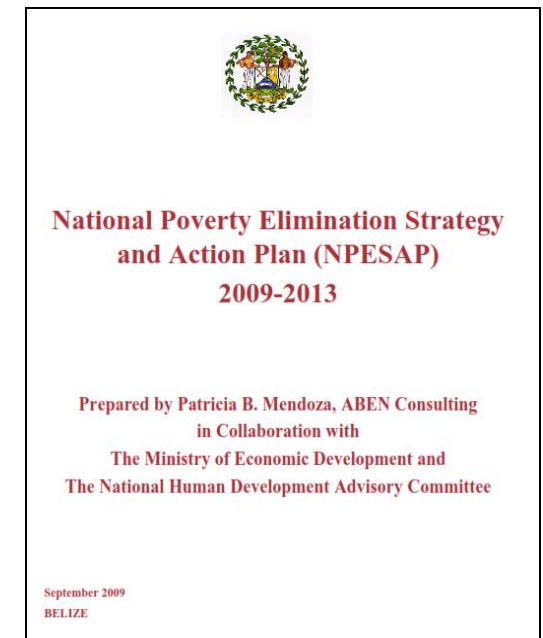
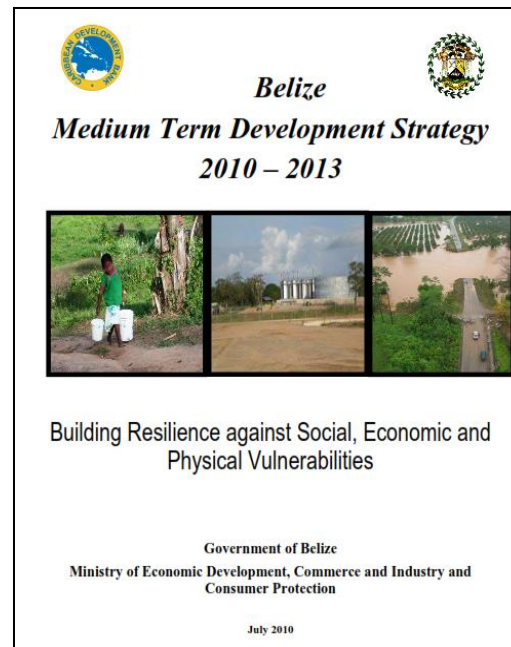
- Pre-2007 - medium-term (3 year) macro-economic development plans and a poverty reduction strategy
- 2007 - Agreement to develop one coherent long-term vision to guide the development of future medium-term plans
- 2008 - Resources are mobilized
- 2009 - The long-term visioning process begins
- 2010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

Planning Process

Long-term Framework



Medium Term Strategies



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

Systems Approach

- Driven by Strong Country Ownership – MED; Core Team; Stakeholders
- Embedded in a Strong Results Framework – linked with programme budgeting & appropriate indicator framework
- Informed by the Macro-economic Framework – participation of Central Bank & resource envelope
- Assessed through an appropriate Theoretical (Policy) Framework – good policy, identification of root causes, creative ideas
- Apply Constraints Management Approach to Strategic Planning – 7 steps, logical thinking process, tree building/strategy formulation, brainstorming techniques, past studies/assessments/research
- Training and Sensitization sessions
- Consultations
- Questionnaires
- Communications Strategy

Common Challenges

- ✓ **Resource Constraints** – Limited resource availability to engage in desired activities, construct necessary infrastructure, hire or attract the right kinds of skills, engage in proper planning, undertake necessary research and feasibility studies.
- ✓ **Policies and Strategies** – Plans & strategies are not aligned/consistent with development planning framework.
- ✓ **Prioritization** – Need to prioritize in order to maximize the attainment of the country's vision and goals.
- ✓ **Coordination** – The existing planning model is decentralized and is not strongly coordinated.
- ✓ **Human Resource Capacity** - Inadequate management, a lack of motivation, and a weak accountability framework within the civil service
- ✓ **Governance** - Weak governance hinder the optimal achievement of development results.
- ✓ **Public Awareness and Perception of Government** – Public awareness building is not as effective as it could be in raising public enthusiasm or providing knowledge.
- ✓ **Sustainability** - Agencies are challenged by excessive responsibilities, insufficient number of staff for tasks at hand, lack of appropriate equipment and transportation and operational budgets that are being cut rather than expanded



Growth & Poverty Reduction Strategy (GPRS)

**Pillars: Optimal National
Income; Social Cohesion; and
Healthy Environment**

- Preparatory/Consultative Process – December 2013 with assistance from UNDP
- A system approach
- A Core Team (along w/Consultant) – MED,SDU,MOF, SIB & CBB
- Themed Consultations with stakeholders – different levels
- Reviewed Existing Plans & Documents -
- Sessions held with CEOs, HOD, NTUCB
- Cabinet Papers
- Oversight – Steering Committee (CEOs – OPM, MED, MOF, MOE, MAFFE&SD; Rep. SIB, BCCI, EDC, BEST & UNDP)

RIO+20, Sustainable Development Goals and Post 2015 Decisions



RIO+20

National Sustainable Development Strategy (NSDS)

NSDS Concept Note

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

Merging the two processes

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

Content



BELIZE
2016 - 2019



GOVERNMENT OF BELIZE
MINISTRY OF ECONOMIC DEVELOPMENT

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

Framework for Sustainable Development

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

Necessary Conditions:

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

Critical Success Factor

Natural, environmental, historical, and cultural assets

Necessary Conditions:

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

Critical Success Factor

Optimal national income and investment

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

Critical Success Factor

Governance and citizen security

Necessary Conditions:

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

Critical Success Factor

Social cohesion and resilience

Necessary Conditions:

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

Implementation Plan

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

Institutional Arrangements for Implementation

OFFICE OF THE PRIME MINISTER AND CABINET

Authorization of the GSDS

CEO CAUCUS

Review of the GSDS; resolve prioritization issues and policy conflicts

MED

MED: Overall coordination

Optimal National Income & Investment Committee

Social Cohesion and Resilience Committee

Natural, Environmental, Historical, and Cultural Assets Committee

Governance and Citizen Security Committee

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

(Report to CEO Caucus)

ECONOMIC AND SUSTAINABLE DEVELOPMENT COUNCIL

ADVISORY BODY: Provide input on implementation and future priorities

Prioritization Strategy

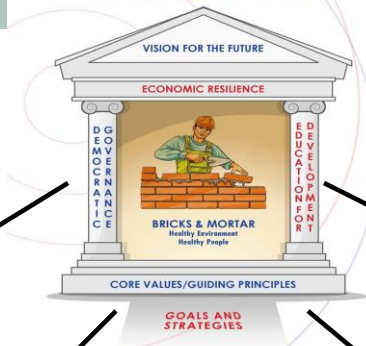
- ✓ Best efforts must be made to mobilize resources: implications for debt; impact on economic efficiency; fairness; and consequences for the protection of the natural environment.
- ✓ Effective planning requires making optimal choices.
- ✓ Linked to program budgeting.
- ✓ A simplified multi-criteria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

Human Resource Capacity Development Strategy

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

Institutional Structure of the M&E Framework

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





Thank you!