GSDS Prioritization Framework
Planning Process

Long-term Framework

Medium Term Strategies

Development Pillars:
Governance; Education; Economic; and Health & Environment
Belize mid-term planning

Consultations and Stakeholder Workshops → Growth and Poverty Reduction Strategy

2014: MFED with support from UNDP

Consultations and National Workshop → National Sustainable Development Strategy

2014: MFFSD with support from UNDESA and UNDP

Merging the GPRS and the NSDS into a unified, coherent approach
Critical Success Factor 1
Optimal national income and investment

Critical Success Factor 2
Social cohesion and resilience

Critical Success Factor 3
Natural, environmental, historical, and cultural assets

Critical Success Factor 4
Citizen Security

Critical Success Factor 5
Governance

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

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

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
- Adequate skills and capacity to support economic growth, development, and resilience

Necessary Conditions:
- Good Technical Governance
- Good Political Governance
- Effective Implementation of the GSDS and Horizon 2030

Necessary Conditions:
- Amelioration of social issues that fuel crime
- Effective policing
- Better administration of justice
- Maintaining the integrity of national borders

Necessary Conditions:
- Wise stewardship of natural resource assets
  Ecosystems Management
  Water Resource Management
  Disaster Risk Management
- Marine resources, agriculture, and food security
- Rural and urban planning
- Waste management and pollution control

Adapted from the Sustainable Development Framework of the United Nations Task Team 2012
Institutional Arrangements – Implementation

OFFICE OF THE PRIME MINISTER AND CABINET

CEO CAUCUS

MED

Optimal National Income & Investment Committee
Chair: MITC
Vice: MED

Social Cohesion and Resilience Committee
Chair: MOE
Vice: MHD

Natural, Environmental, Historical & Cultural Assets Committee
Chair: MFFESD
Vice: MYSC

Citizen Security Committee
Chair: MHA
Vice: MoD

Governance Committee
Chair: MED
Vice: MoF

ECONOMIC DEVELOPMENT COUNCIL

Authorization of the GSDS

Review the GSDS; resolve prioritization issues and policy conflicts

MED: Overall coordination

TECHNICAL COMMITTEES:
Policy review, prioritization, M&E oversight; report to CEO Caucus

ADVISORY BODY: Provide input on implementation and future priorities
Institutional Arrangements – Monitoring & Evaluation

CEO CAUCUS
- Review overall progress via M&E reports, adjust GSDS as necessary
- Overall coordination of M&E process; monitors policy coordination
- Chairs each Working Table, central data repository

MED

STATISTICAL INSTITUTE OF BELIZE

Optimal National Income & Investment Committee

Social Cohesion and Resilience Committee

Natural, Environmental Historical & Cultural Assets Committee

Citizen Security Committee

Governance Committee

Working Table 1

Working Table 2

Working Table 3

Working Table 4

Working Table 5

Technical Committee: Oversee Working Tables, review data, report to CEO Caucus

Assemble and interpret data; report to TCs
Technical Committees

- **Coordination** of related strategies, plans, programs and actions
- **Identify and recommend** ways of clarifying issues, priority, goal conflict, resource allocation at budget and planning stages
- **Provide oversight and input** for M&E activities
- **Report on progress and recommend** matters for consideration by the CEO Caucus
- **Facilitate** the development of an organic working relationship among stakeholders
- **Guard** against duplication of efforts
Prioritization Framework

1. **Level of Urgency**
   - Action is required in order to avoid near-term, system-critical disruption or missed opportunities. Higher priority.

2. **Level of Impact**
   - Action leads to visible and measurable improvements in quality of life for Belizeans in the medium term. High-impact actions receive higher priority.

3. **Availability of Resources**
   - The extent to which resources have already been or can be easily committed to the action. Actions linked to existing or easily mobilized resources receive higher priority.

4. **Net Systemic Contribution**
   - Action contributes, over time, to the integrated or systemic achievement of the CSF. This criterion involves assessing whether the action contributes to multiple CSFs, or whether its implementation comes at a cost (trade-off) to other CSFs. Actions that contribute more highly to multiple CSFs, without trade-offs, receive higher priority. Actions and initiatives designed to be cross-cutting should score highly on this criterion, by design.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree to which an action is required in order to avoid near-term, system-critical disruptions or missed opportunities</td>
<td>Degree to which an action leads to visible and measurable improvements in quality of life in the medium term</td>
<td>Extent to which resources (budgetary or external) have already been, or can be committed to the action</td>
<td>Extent to which an action contributes, over time, to the integrated achievement of the Critical Success Factors</td>
</tr>
<tr>
<td>High = The action will lead to quick, visible, and measurable improvements in quality of life for Belizeans</td>
<td>High = Funds and human resources are already allocated, can easily be allocated, or can (with high levels of certainty) be mobilized from extra-governmental sources</td>
<td>High = The action contributes to advancing multiple (or even all) Critical Success Factors in the medium and long term</td>
<td></td>
</tr>
<tr>
<td>Medium = Resources are expected to be available for allocation, with lower levels of certainty</td>
<td>Medium = The action contributes to advancing one or two Critical Success Factors, with little to no trade-off required regarding the other CSFs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low = The positive effects of the action on quality of life will not be felt or be measurable until after the current planning period</td>
<td>Low = Political and economic circumstances make it very difficult to identify and/or allocate resources at this time</td>
<td>Low = The action advances only one Critical Success Factor, at the expense of progress on (or at the cost of damage to) other CSFs</td>
<td></td>
</tr>
</tbody>
</table>

High = Failure to implement the action in the near-term is likely to result in serious damage to the current and future prospects of Belize, as reflected in the Critical Success Factors.

Medium = The action is desirable in the medium term and delay in implementation significantly increases the risk that objectives will not be met in a timely fashion.

Low = The action can be postponed at low risk to the current and future prospects of Belize.
Applying the Framework

- In August 2018, **working sessions** were held with each CSF to **develop workplans**
- **Further consultations** were held with **line ministries** to help **inform the priorities**
- In January 2019, **workplans were approved**
- **Quarterly reports** are presented during the TC meetings
<table>
<thead>
<tr>
<th>Action</th>
<th>GSDS Description/ Strategic Activities</th>
<th>Level of Urgency</th>
<th>Level of Impact</th>
<th>Availability of Resources</th>
<th>Net Systemic Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSF3:</td>
<td>Sustained or improved health of environmental, historical, and cultural assets. The state of country's</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>natural environment judged by a number of indicators to include those in relation to the quality of</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>air, coastal water, the extent of land degradation and the quality of assets that support industries</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>that depend on the environment, among others.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NC 3.1:</td>
<td>Sustainable Environmental Management / Wise Stewardship of Natural Resource Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NC 3.1.1:</td>
<td>Ecosystem Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NC 3.1.1a:</td>
<td>Protected Areas</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Continue and strengthen implementation of the National Protected Areas Policy and System Plan</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>NC 3.1.1b:</td>
<td>Other Land Areas</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Complete the new land use policy incorporating consideration of ecosystem benefits and economic</td>
<td>High</td>
<td>High</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>valuation of ecosystems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Implement the new land use policy incorporating consideration of ecosystem benefits and economic</td>
<td>High</td>
<td>High</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>valuation of ecosystems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NC 3.1.3:</td>
<td>Disaster Risk Management and Climate Change Resilience</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Strengthen the technical capacity of the NCCO to implement its mission</td>
<td>High</td>
<td>Medium</td>
<td>High</td>
<td>Medium</td>
</tr>
<tr>
<td>2</td>
<td>Review the utility of developing a comprehensive disaster management plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Continue mainstreaming climate change considerations into national development planning</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>4</td>
<td>Implement the National Climate Resilience Investment Plan (NCRIP)</td>
<td>In Progress</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NC 3.1.5:</td>
<td>Marine and Aquatic Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Action 2: Improve the sustainable management of the aquatic resources</td>
<td>High</td>
<td>Medium</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>GSOS Description</td>
<td>Specific Activities</td>
<td>2010 - 2011</td>
<td>2011 - 2020</td>
<td>Responsible Ministry</td>
<td>Partner Agencies</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>------------------------------------------------------------------------------------</td>
<td>--------------</td>
<td>--------------</td>
<td>---------------------</td>
<td>------------------</td>
</tr>
<tr>
<td><strong>NC 3.1.5: Marine and Aquatic Resources</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Development and implementation of a Fisheries Policy</td>
<td>Fisheries Department</td>
<td>Initiated</td>
<td>Consultant is working on policy document but is behind schedule</td>
<td>Consultant to be reminded of consulting deliverables in a timely manner</td>
<td>120,000</td>
</tr>
<tr>
<td>2.2 Implementation of a Fisheries Communication Strategy</td>
<td>Fisheries Department</td>
<td>Ongoing</td>
<td>No challenges</td>
<td>None</td>
<td>5,000</td>
</tr>
<tr>
<td>2.3 Implementation of the Fisheries Enforcement Strategy</td>
<td>Fisheries Department</td>
<td>Ongoing</td>
<td>Some operational tasks concrete results</td>
<td>An additional review of operations results to improve performance and efficiency</td>
<td>15,000</td>
</tr>
<tr>
<td>2.4 Adoption and implementation of applicable SSF guidelines, including the registration and licensing of SSF or fisheries according to established fishing areas</td>
<td>Fisheries Department</td>
<td>Ongoing</td>
<td>Lack of proper equipment and supply pose challenges</td>
<td>Additional resources from government is strongly desired</td>
<td>25,000</td>
</tr>
<tr>
<td>2.5 Implementation of Queen Conch, Lobster and虾 Management Plan</td>
<td>Fisheries Department</td>
<td>Ongoing</td>
<td>Insufficient monitoring and data collection of shark fishing quota pose a challenge to the management of the stocks</td>
<td>Additional resources from government is strongly desired</td>
<td>5,000</td>
</tr>
<tr>
<td>2.6 Implement a robust biomass harvest strategy for main commercial fisheries based on science</td>
<td>Fisheries Department</td>
<td>Ongoing</td>
<td>Lack of proper equipment and supply pose challenges to conduct a proper Queen conch stock assessment in Belize</td>
<td>Additional resources from government is strongly desired</td>
<td>45,000</td>
</tr>
<tr>
<td>2.7 Passing into law of the Fisheries Resources Bill (2013)</td>
<td>Fisheries Department</td>
<td>Initiated</td>
<td>Political support for the bill is lacking</td>
<td>The government needs to prioritize fisheries management and development</td>
<td>0</td>
</tr>
<tr>
<td>2.8 Maintenance of the integrity and functionality of marine ecosystems</td>
<td>Fisheries Department</td>
<td>Ongoing</td>
<td>None</td>
<td>A National Fisheries Zone Expansion project proposal has been developed and is ready for strategic approval. The Ministry needs to review and consider passing into law through IS</td>
<td>0</td>
</tr>
</tbody>
</table>
Reporting on workplans

The information being requested on agency-specific activities from the work plan are as follows:

- **CURRENT STATUS** agencies are to simply specify whether the activity is:
  - **Fully achieved** – all sub-activities have been implemented
  - **Ongoing** – implementation has begun, and expenditure is being incurred (delayed or on schedule)
  - **Initiated** – discussions have started, and some agreements established but no implementation nor expenditure incurred
  - **Stalled** – activity has stopped due to financial or other implications (Comment required)
  - **Cancelled** – activity is no longer being pursued (Comment required)
Reporting on workplans (cont.)

❖ COMMENTS (Technical Update) – description of any challenges or bottlenecks, if any.

• In an effort to properly utilize the TC as forum for clarifying issues, prioritization, resource allocation and reducing duplication of efforts – agencies are asked to provide **detailed reasons for delays** on ongoing activities, stalled and cancelled activities.

• If the **activity is fully achieved, on schedule or initiated**, more attention may be given to next steps.
RECOMMENDATIONS (Next Steps) – agencies should identify proposals to the best course of action to ensure the activity progresses or is sustained.

- Keeping in line with the TC TOR, these recommendations/next steps are especially important to identify where inter-ministerial coordination is necessary or where the sequencing/timing of activities must be adjusted.

- These recommendations (in the case of stalled or delayed activities) will be discussed in meeting and the committee shall determine which recommendations can be acted upon at the agency-level and which will be compiled and presented to CEO Caucus for review and deliberation.

BUDGETARY FRAMEWORK – agencies may specify whether or not a budget has been assigned to the specific activity. If so, state the estimated total available and required funds for successful completion of the activity.
Policy Coherence

- GSDS and its institutional framework serve as some sort of catalyst for:
  - **More collaboration** between agencies; the silo culture is slowly being phased out
  - **Better communication** exist between ministries/agencies
  - TC meeting have set the stage for **knowledge sharing** but their roles and functions have not been fully achieved.
Example 1

- Making our Social Protection System More Comprehensive & Inclusive’ Conference Series
  - Built on an **integrated approach**, which included **labour, multidimensional poverty and SP in emergencies** which resulted in high-level officials (CEO/vice-ministers’ Caucus) agreeing to the development of a national Social Protection Floor.
Example 2

- National Trade Policy (2019-2030)
  - Reflect the outcomes of the extensive nationwide stakeholder consultative process which can be summarized in three major themes i.e.
    1. need to enhance competitiveness
    2. reducing the cost of doing business
    3. political drive
  - Priority in GSDS - CSF (Optimal National Income and Investment) NC 1.3.7 Strategically Prioritize Sectors for Development.
❖ **BCRIP**
  • A project from the national climate resilience investment plan
  • A major component on climate resilience by focusing on infrastructure (roads)

❖ **National Land Use Policy (NLUP)**
  • A component focuses on updating the 2011 National Land Use Policy (NLUP). An action plan for its implementation is also being developed

❖ **Vision**
  • "A National land Use Policy that guides Belize towards a productive, environmentally sound and socially responsible use of land resources that fully enables national development and resilience to Climate Change"
Objectives

• Provide guidance and direction in institutional, economic and legal reforms that will lead to improved land governance at national, and local levels while ensuring its most suitable use

• Facilitate economic growth and social progress by ensuring the development of land is founded upon feasible and sustainable grounds

• Provide complementary and added value to national development policies and strategies

• Ensure land distribution and use are guided by the consideration necessary to mitigate the impacts and strengthen the country's resilience to the effects of climate change
NLUP Reform

- The policy will guide decision-making in how land is distributed, to ensure better access to land and resources; sustainable land use and planning
- The action plan will guide the economic and legal reforms for effective land use governance
Key actions proposed under NLUP Reform

• It lays out a process for land valuation using present market values, land taxation, land administration and land management
• It identifies lands which are in a critical state of degradation, which may be under management plans for protection and restoration
• Each land use decision must be based on a scenario model which factors in the risks and threats of Climate Change Impacts
• A major consideration is how any human development will store and use water efficiently, and planned procedures for decontamination before and after use
• The plan calls for the establishment of a Department of National Spatial Data, with a system to collect and share information, which the government is now trying to consolidate into one Belize National Spatial Data Infrastructure (BNSDI) – portal.bnsdi.gov.bz
NLUP Reform (cont.)

- Land use plans to be integrated into the NSDI, to ensure compliance with all existing laws and regulations
- Public education to ensure that the public understands how the decisions are made
- National Lands Advisory Committee, which will have an executive secretariat to handle the technical coordination of the decision-making
- Hiring of new staff and strengthening their capacities
• Increase Belize’s climate resilience capabilities
  • It integrates climate change, climate variability and disaster risk reduction considerations into national development planning by identifying and progressing strategic interventions

• A step forward in achieving the GSDS and SDGs

• The draft updated NLUP
  • Has been completed by the consultants and was handed over to the Ministry in March. It is currently awaiting submission to Cabinet for approval.
Addressing the Challenges

❖ Gap Assessment

- Review sector level strategic plans for consistency with the GSDS/SDG’s, with each other, and with the long-term targets of GSDS/Horizon 2030 and its M&E matrix
- Assess the relevant SDG indicators included in the GSDS monitoring and evaluation indicator matrix
- Make recommendations for sector-level strategic plans and monitoring and evaluation frameworks to fill identified gaps that create non-conformity with the GSDS-SDGs

❖ Communication Strategy

- GSDS/SDGs
- “whole of government” approach
Thank you