

Draft Framework



The objective of the Horizon 2030 Framework is to clearly establish a set of long-term development goals, targets, and indicators that will guide concerted action by all stakeholders involved in the development, implementation, and monitoring and evaluation of both long term and intermediate sector programs and Government's long- and medium-term development strategies.

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Part II - Thematic Areas and Proposed strategies

Thematic Area 1 : Crime, Citizen Security and Access to Justice

Situation in 2010:	Goals for 2030
<p>Stakeholders (urban and rural, across sectors, across districts) report:</p> <ul style="list-style-type: none"> • corruption at all levels of society • home invasions, • daily robberies of business offices, • a spate of gang shootings and murders among young men, • allegations of police officers’ involvement in criminal activities, • sex crimes against children, • domestic violence <p>As a result citizens experience:</p> <ul style="list-style-type: none"> • high levels of fear and helplessness among the population • lack of security, bordering on paranoia among the citizens (at home, on the streets and at work) • post-traumatic stress among those who witness crimes • lack of patriotism for Belize • the wish for escape through migration 	<p>A society that:</p> <ul style="list-style-type: none"> • is free from violent crimes • punishes corruption • has credible, capable law enforcement and justice systems • promotes citizen security and is accountable to all its citizens • has a strong legal and judicial system that it is equitable and fair to all, especially victims of crime.
Strategy : Strengthen Law Enforcement and Access to Justice	
<p>Raise the qualifications for police officers, engage in a more rigorous recruitment process and increase their salaries and benefits to restore the integrity of the police department. Provide proper training of the officers. Hold frequent police workshops with the community. Improve pay and benefits for police officers. Put a mechanism in place to hold police accountable is needed.</p> <p>Strengthen the independent judiciary and invest in building the institutional capacity of the justice system: expand and upgrade the Magistrate Courts across the country; develop more training opportunities for magistrates and police officers so they can better exercise their roles and responsibilities.</p> <p>Develop a strategy to address the social and economic needs of men and women deported from the United States so as to integrate them into the Belizean society and monitor any impact on criminal activity in Belize.</p> <p>Develop strategies that address the links between the drug trade and substance abuse and dependency on Belize’s increase crime rate as key components of a citizen security action plan.</p> <p>Implement programmes that provide support services for families and communities.</p>	

Develop and implement an effective witness protection programme that will protect witnesses before, during and after a criminal trial.

Link with Education

Provide free education to the secondary level.

More programmes to re-integrate boys into the formal school system.

Re-design the education system to be more responsive to the particular needs of boys

Integrate civic education and character education within the school system (at all levels).

Create a public education campaign on the laws of Belize so that people will know their rights. Do so in a way that makes the information accessible in people's own language and make sure that it responds to the literacy levels of the Belizean populace.

Thematic Area 2 : Education for Development - Education for Life and Lifelong Education

Major Issues in 2010	Goals for 2030
<ul style="list-style-type: none"> • An uneducated population that is unable to solve its own problems - 11000 primary school children not attending school, less than 50% of primary school leavers go to secondary school. • The current education system is creating youth without confidence • The cost of education, especially secondary education, makes education inaccessible to many families • The education system is not relevant to Belize’s development needs and is not responsive to the needs of children and their families. • There are gross inequities in the quality of education and in the financial cost of education across education institutions and across urban/rural locations 	<p>Education that:</p> <ul style="list-style-type: none"> • is free and compulsory to the secondary level, or higher • integrates the expressive arts, sports and physical education, science and technology, environmental education and “green” practices, civic/political education and character development • is inclusive • promotes differentiated learning, • accepts and caters to Belize’s multi-ethnic, multi-cultural, multi-lingual reality • creates an entrepreneurship mindset • responds to the needs of the private sector • values and promotes local talent • creates proud and patriotic citizens

Suggested Strategies: Strengthen Education Management, Monitoring and Accountability
<p>Review the structure and philosophy of the education system and reorient the education system towards education that liberates so as change the mindset of dependency and helplessness.</p> <p>Dissolve the church-state partnership for education. Use existing resources to open schools that are not affiliated with any religious group. This strategy might provide greater cost-benefits in the delivery of education in Belize. Implement a rigorous education monitoring system. Invest adequate human and financial resources to ensure that monitoring personnel are trained professionals whose aim is to improve the quality of education across the country.</p> <p>Expand teacher education opportunities countrywide and create incentives for trained teachers to remain within the education system with a view to decreasing the student teacher ratio to an acceptable maximum.</p> <p>Work towards obtaining regional and/or international accreditation for schools in Belize to raise the standard of education and ensure that Belize achieves and retains regional and international competitiveness.</p>

Suggested Strategies : Improve Access to Education

Recognize and promote education as a basic human right for all children regardless of social status, ethnic background and cultural affiliation, place of residence (urban/rural) or religious faith.

Provide free education, at least to the secondary level and expand mandatory education to at least two years of secondary school. Also expand secondary school places, especially in rural communities.

Promote internet access across the country and provide access to online education for both children and adults.

Suggested Strategies : Improve Relevance of the Education Curriculum (primary and secondary levels)

Develop a national human resource development strategy to respond to Belize's development goals and then design the education system (at all levels) to meet the human resource needs.

Educate to Build Character:

Instil the basic principles of hard work, saving money and helping one another.

Develop a strategy for building social consciousness and character development among the children.

Develop and integrate a strong civic education curriculum within the school system to teach children about effective leadership, to foster children's participation and to learn how to disagree with each other respectfully and find their own solutions to problems.

Integrate sexual and reproductive health programmes into the curriculum and ensure that they are effectively implemented across schools regardless of their management authority.

Invest in afterschool programmes that will keep children occupied in positive initiatives, maintain their safety and prevent them from becoming vulnerable to criminal activity either as victims or as perpetrators.

Broaden the curriculum and integrate new methods of teaching :-

Implement a differentiated learning approach within the school system to meet the needs of all types of learners (visual, tactile, kinesthetic, auditory), balancing the intellectual with the experiential to assist children in reaching their development potential.

Integrate the expressive arts, music, sports and physical education in the curriculum so that children can explore all their talents, build their self – esteem and become well-rounded citizens.

Integrate science and technology in the delivery of education and not only as separate courses of study The delivery of the curriculum should also integrate learning methods that appeal to the developmental needs of boys and girls.

Build social cohesiveness :-

Develop and implement strategies that foster acceptance of Belize’s ethnic and cultural diversity and recognize that Belize is a multi-ethnic, multi-lingual society. Use ESL teaching strategies in the schools, at least at the lower levels of the education system.

Integrate Spanish education at all levels of the education system. This will also enhance Belize’s capacity to take advantage of its strategic position as neighbours to Mexico and Central American countries.

Integrate gender awareness and gender issues to ensure that concepts of masculinity and femininity are explored and myths debunked.

Emphasize respect and appreciation for the natural environment:-

Re-introduce organic gardening and agricultural producing as a part of the primary and secondary school curriculum. Invest in the development and expansion of agricultural school and promote the use of appropriate technology to ensure that Belize can become more competitive.

Integrate environmental education within the school system and ensure that children have access to Belize’s natural wonders through field visits and hands-on experiences and become advocates for sustainable development practices that are harmonious with nature.

Suggested Strategies : Develop Education Support Systems and Services

Establish more feeding programmes in the schools. Promote healthy foods to ensure that the children receive proper nutrition to increase their capacity for learning.

Develop a strategy for expanding the cadre of trained school counsellors that can be integrated into the education system. These counsellors must provide counselling support services to children, complemented by mandatory parent psycho-educational and counselling sessions for families.

Develop apprenticeship and mentorship programmes for children who require additional out-of-school support to build their self-esteem and develop a positive attitude towards learning.

Expand programmes and services for children with special needs, including those with learning disabilities. Train teachers to manage children with learning disabilities within the classroom setting.

Develop a salary and incentives package that will attract and retain qualified professionals as managers, teachers and counsellors within the education system.

Recruit teachers who can communicate effectively in English.

Develop community level childcare support services for adolescents and adults who wish to return to primary or secondary school or engage in adults and continuing education courses.

Suggested Strategies : Develop Adult and Continuing Education

Develop and implement a nationwide literacy programme that uses a multi-modal, integrated approach to learning and teaches civic education, parenting education and basic economic and social skills.

Establish more adult and continuing education (ACE) programmes across the country and provide economic incentives for adults to access these programmes.

Promote and support on-line ACE education programmes.

Develop a strong, relevant adult and continuing education programme to train adults who wish to expand their skills base and become more productive citizens.

Thematic Area 3: Healthy Citizens throughout the Life Cycle

Major Issues in 2010	Goals for 2030
<ul style="list-style-type: none"> • costly health care services • low quality of care, especially at the village and district levels • high rate of child malnutrition and children in poor health • high prevalence of chronic illnesses caused by unhealthy lifestyles • inadequate human and financial resources directed at improving the public health system 	<p>The citizens of Belize will have universal access to affordable and high quality healthcare that:</p> <ul style="list-style-type: none"> • promotes healthy lifestyles • takes a life cycle approach • is decentralized • is accountable
Suggested Strategies: Universal Access to Health Care	
<p>Expand the NHI scheme countrywide. Expand the role of the Social Security Board to include the delivery of health services.</p> <p>Establish more clinics in rural communities with Belizean nurses, doctors, medical equipment and supplies.</p>	
Suggested Strategies: Promote Healthy Lifestyles throughout the life cycle	
<p>Re-orient the health system to focus on promoting healthy lifestyles. Invest heavily on primary healthcare and on preventive health strategies. Seek to create linkages across sectors to achieve this goal.</p> <p>Establish school feeding programmes through coordination and collaboration with the agriculture sector.</p> <p>Re-structure the health system to take a life cycle approach to prevention and treatment services.</p> <p>Provide free medical care for older persons.</p>	
Suggested Strategies: Ensure Accountability for delivery of health services	
<p>Develop health related laws, codes and mechanisms that will ensure greater transparency and accountability in the use of human and financial resources.</p>	

Thematic Area 4 - Build a resilient economy

Major Issues in 2010:	Proposed Goals for 2030:
<ul style="list-style-type: none"> • Economy in crisis: few jobs and low wages, high cost of living, imports more than exports • Poverty and rising prices • Reliance on imports - education system makes us importers not producers • Lack of access to technology • Lack of employment for graduates • Lack of support for small businesses • Weak public sector unable to maintain level of investment in building and maintaining economic infrastructure 	<ul style="list-style-type: none"> • Education system that creates entrepreneurs and that nurtures local talents. • Schools with updated technology, computer/internet access for all children creating a strong labour force • Universities providing courses relevant to Belize's economic situation • Use of technology to increase productivity and competitiveness • Government able to make timely investments in building and maintaining economic infrastructure • Belize will be a free market with a level playing field for all businesses - licenses, permits should all disappear

Suggested Strategies : Develop Domestic Market as Springboard for Exports

Promote and facilitate investment in agriculture, local manufacturing, agro-processing and other productive enterprises.

Create and promote the domestic market through better regulation and enforcement of illegal imports and a long term buy Belize campaign

Produce for the Belize market in order to reduce the need to import

Strengthen standards and quality management and enforcement.

Support competition in the marketplace.

Make key public investments in economic infrastructure - especially transportation [road network and transportation system]

Suggested Strategies : Develop a Strong Small Business Sector to Create Jobs

Promote funding by entrepreneurs through equity, joint ventures, venture capital etc as well as small business loans and grants.

Develop a support system for small business that goes beyond financing to include market information, management support, planning advice etc.

Implement policies to support the creation of new industries.

Simplify the tax structure, eliminate multiple taxes (nuisance taxes) and make the system more equitable.

Support cooperatives and credit unions and an overall collective agenda that improves the context for the pooling of resources

Create a national stock exchange that allows for the pooling of resources and investment

Suggested Strategies : Produce Quality Goods and Services and Expand Exports

Promote agro-processing, building on existing agriculture production, to increase value added, strengthen the local produce market and create jobs.

Support reforestation and sustainable local logging done by communities to create jobs and reduce poverty.

Establish free education up to highest possible level such as is available in the countries Belize competes with.

Teach labour relations along with business principles in the school system.

Foster, at all levels in the education process, a spirit and practice of entrepreneurship among young people and invest in science and technology education to promote innovation.

Bring down costs to increase access to technology.

Teach the value of producing and buying domestic products.

Thematic Area 5: Focus on key productive sectors

Major Issues in 2010:	Proposed Goals for 2030:
<ul style="list-style-type: none"> • Need for more support for small businesses • In adequate support for agriculture and fisheries • Tourism sector that focuses more on cruising with less per capita earnings. • Weak services sector not well organised • Need to clearly define what is the “Belize Product”- Belize does not have a brand. 	<ul style="list-style-type: none"> • Industrial development/agro-processing built on existing and new products - value added in agriculture • Increased agriculture production that promotes environmental sustainability • Sustainable, profitable and, therefore, expanded responsible tourism making even greater contributions to the national economy. • Well developed services sector exporting to the rest of the world. • Strong well performing SME financing sector, with strong credit unions playing a key role • A coordinated credit referral system/ credit bureau.

Suggested Strategies : Strengthen SME Financing
<p>Promote sustainable training programmes that develop self sufficiency in women.</p> <p>Implement education programmes to improve financial literacy in households.</p> <p>Strengthen transportation system Lack of local transportation to access markets.</p> <p>Pass appropriate Legislation that offers greater protection to micro lenders.</p> <p>Develop legislation to regulate the Micro Finance Services Sector and which recognises its differences from the traditional commercial banking sector.</p>

Suggested Strategies : Build a Vibrant Agriculture and Strong Rural Communities

Teach in schools about the importance of agriculture and promote the growing crops in school and at home. Invest more in agricultural schools.

Increase access to finance for farmers through the creation of a proper bank for farmers to provide access to low interest loans, provision of subsidies and other support for local agricultural producers.

Implement agricultural insurance option to cover crop losses.

Support for communal farming and for support for grass root organizations, including co-operative farming where machines are shared.

Increase government investment in technology, irrigation, development of seeds and green pesticides and provide technical support to farmers through rebuilding of demonstration plots across the country to provide training.

Improve access to land for farmers.

Improve management of domestic market for agricultural produce including control of contraband imports and corruption in Customs, support for establishment of farmers markets, price controls and publication of market information to improve ability of farmers to make informed decisions about planting and reaping.

Implement new tax regime for agriculture including a re-definition of ‘zero rated’ food items to ensure that the tax system does not cause an unfair burden on farmers at the input stage.

Ministry of Health should work with the Ministries of Agriculture and Education to teach about the importance of eating a healthy diet of fresh vegetables and fruits, which would expand the local market for fresh food and improve the health of the population.

Suggested Strategies : Support sustainable fisheries

Help fishers to embrace new and different fishing techniques to their advantage, add value to the final product and make use of fish parts that are currently discarded as waste.

Encourage fishers to assume more of the management of the industry and encourage them to self regulate including standards and quality control. Promote stronger leadership within the communities and organizations, and improved management of the cooperatives and associations.

Improved access to financing and improved financial management of cooperatives through personal financial management training.

Provide training to improve understanding of how marine protected areas and fisheries management works.

Help fishers who want an alternative livelihood for themselves or their children to explore and plan for other viable alternatives. These alternatives should include things other than tourism as the tourism was seen as not being very reliable over the long term.

Provide targeted incentives and concessions for fishers that would reduce fuel and equipment costs

Develop clear policies and standards for joint ventures with foreigners that ensure that Belizeans make the decisions and harvest the fish. Joint ventures should be limited to processing and marketing.

Suggested Strategies : Build sustainable and responsible tourism

Engage the tourism sector in developing real solutions to the crime situation.

Support community driven initiatives that encourage local enterprise development especially Community and Overnight Tourism.

Integrate experiential learning (all senses) within the school curricula and work with environmental organization to execute eg: take children to see the barrier reef, Maya ruins etc. so they can learn to appreciate their country more.

Provide “Go Green” Incentives to businesses, schools and society e.g.: for recycling products.

Engage in “development zoning” with housing, industry, building codes and ensure the enforcement of the occupation safety and health (OSH) Act.

Thematic Area 6 - Strengthen democratic governance as a foundation for development

Major Issues in 2010:	Proposed Goals for 2030:
<ul style="list-style-type: none"> • Politics of talking and promising, but little action • Corruption and lack of accountability of public officials • Lack of ethics in public life • People depend upon politicians' handouts • Lack of women in political leadership • Divisive politics - Political and social culture that stops progress and development • Incomplete political reform, need for revisiting and completing the process • Public resources are being used inefficiently 	<ul style="list-style-type: none"> • People enter politics for country and community benefit, not personal benefit • Policy framework in place that ensures effective process for citizen participation and accountability of political leaders • Strong “watchdog” groups to hold politicians accountable • Improved government departments, especially key ones like Immigration & Customs, without the problem of corruption • Less politics in our daily lives • Ministerial discretion would be removed • Persons in public life demonstrate the highest ethical standards • Political reform process completed with changes which result in the separation of the legislature and the executive, with both branches discharging their roles effectively.

Suggested Strategies : Eradicate corruption in government departments
<p>Strengthen oversight mechanisms and put strong penalties for public officials - elected and appointed - who break the law.</p> <p>Ensure transparent hiring of public officers - best qualifications and qualities should get posts and implement proper performance monitoring providing oversight and accountability once people are in their posts.</p> <p>Review the roles and responsibility of our government departments/ministries and modernize them to make them transparent and accountable.</p> <p>Reorganize public administration/civil service for improved efficiency, accountability and delivery of service to the public. Re-introduce permanent public service at the highest level i.e. Permanent Secretaries.</p> <p>Private sector should commit to high standards of ethics in business.</p>

Suggested Strategies : Rebuild accountability in government and politics

Politicians should be required to report back to their constituents every few months. Ministers and area representatives should regularly return to face constituents in town hall meetings not just facing other politicians speaking in the legislature

Information should be published regularly about the work of ministries of government.

Government officials at all levels should declare their assets and make their finances public in keeping with the applicable laws.

Citizens at all ages should be taught about politics, their rights, responsibilities and their power to create a more informed, more politically aware and active citizenry.

Develop provisions for the legal recall of corrupt or non-performing elected officials.

Pass laws to regulate campaign financing, punish vote buying/selling and political campaigning

Suggested Strategies : Complete the political reform process to strengthen democratic governance

Constitutional review to create a social democratic republic with an elected senate with decision making power.

Restructure the political system to allow for direct election of the Prime Minister and the clear division of powers between the executive and legislative branches of government.

Proportional representation 45% of the vote means 45% of seats and 45% of cabinet). Directly elected leader.

Legal requirement for a policies and process that facilitate smooth transition of government

Suggested Strategies : Heed the call for a new political culture

Education is a basic human right for all and politics should not be a factor determining access. Political parties should acknowledge this.

Change will require a consensus among political parties who will need to agree and to adhere to these basic principles:

- Politics should be removed from decisions about who gets what, who benefits from government policy and social programmes.
- Politics should promote self-sufficiency rather than dependence

Leadership training. Better education needed for future leaders Politics, civics and ethics should be taught at every level of education.

Structure governance system to facilitate more women in politics including instituting special temporary measures to increase the numbers of women - there is a need for active policy initiatives to make Belize a more gender equal country at the political level

Increase awareness of women's rights and leadership training for women

Ensure public recognition of important role for women in society.

Suggested Strategies : strengthen accountability of the village administration

Proper training of village councils and establishment of proper office to maintain village records.

Less political interference by removing party politics at the village level. Less intrusiveness from divisive national politics.

Clearly define the roles at various levels of government: village councils, area reps, cabinets, house of representatives, senate.

Legal reforms should give villagers greater say in land distribution and water boards.

Lots committee should be made mandatory in the law and have the final say about disposition of village land.

Thematic Area 7 - Care for the natural environment

Major Issues in 2010:	Proposed Goals for 2030:
<ul style="list-style-type: none"> • Lack of enforcement of environmental laws and regulations, including those developed for conservation and sustainable management of the resources • Lack of recognition of the significant economic value of the natural resources and environmental goods and services • Environmental management and natural resources planning remain sectoral although the results of this type of planning framework remains extremely limited • Lack of incentives for the adoption of “green” policies and practices • Lack of a strategy for the long-term management of solid waste 	<p>Belize is a natural resource based economy in which:</p> <ul style="list-style-type: none"> • The economic value of Belize’s natural resources and environmental goods and services is quantified and recognized • There is proper allocation and utilization of the country’s natural resources guided by the principles of sustainable development. • Planning is integrated and focused on the symbiotic relationship between natural resource management and social and economic development. • “Green” technology is being utilized at the household level, by the business sector, the private sector and across society. • Children and their families have a deep appreciation and love for Belize’s natural resources and work collectively to protect this natural heritage. • Solid waste is effectively managed in a manner that is harmonious with sustainable development
Suggested Strategies : Incorporate environmental sustainability into planning	
<p>Develop, adopt and implement a comprehensive natural resources and environmental policy and strategy.</p> <p>Introduce natural resources accounting into GDP (i.e. introduce “green net national product” as an alternative national accounting framework).</p> <p>Diversify the economy so that fishers can have alternative livelihoods, place limits on tourism development and enforce environmental protection laws in a fair and just manner.</p> <p>Promote the “greening of the productive sector by providing incentives for private companies to adopt superior environmental performance to achieve strong international market positioning and give evidence of the potential of Belizean firms to compete in world markets.</p> <p>Provide incentives for households to more easily adopt “green” technologies and denounce the use of hazardous materials.</p> <p>Increase the number of Belizean professionals qualified as engineers, urban and regional planners, architects, social scientists, environmental</p>	

scientists, environmental lawyers, marine biologists and those trained in integrated coastal zone management.
Adopt and implement the National Protected Areas Systems Plan and strengthen the legal and administrative framework for protected areas.

Provide incentives for reforestation and encourage students and families to practice replanting in their own backyards.

Develop a long-term strategy to manage solid waste material taking into consideration population growth and other factors that will impact on sustainable development.

Suggested Strategies : Promote green energy

Encourage energy saving practices such as car pooling (instead of punishing this practice).

Create institutions that will be tasked with the responsibility of addressing all of Belize's energy issues:

- Ensuring that energy is affordable in both the short and long term, as well as, accessible to the general population.
- Ensuring that energy is environmentally sustainable with minimum impact on safety, health and the environment.
- Producing a viable energy policy that will ensure a dynamic, competitive, reliable and effective system with the minimum external cost for the Belizean consumers.

Create regulatory framework to give direction to improve the efficiency and quality of energy services, implement international standards for services and waste and monitor the production and supply of services along with the relevant authorities to ensure the highest quality and best value for money.

Create an energy office that will be responsible for promoting the investment and development of renewable energy in the areas of wind, solar, biomass, geo-thermal and hydro.

Provide incentives for using "green" energy, cost effective sources of energy and environmentally friendly sources such as solar, wind, hydro-electricity and geo-thermal energy. Provide an energy purchase arrangement for those who have excess to sell to the main grid or an exchange for credit on supply to the national grid.

Adopt a national transport policy that will address vehicle, marine or aquatic transport and air transport to ensure safety and efficiency with the lowest environmental impact.

Educate the public on various energy sources, their uses, services, safety, danger, cost and any areas that would be deemed useful including laws, amendments, changes in rates, latest research and development, ownership, sales of bonds via the most effective mass media system.

Part III - Cross-Cutting Issues

The Perspectives of Youth:

- The nationwide consultation process revealed youth in crisis, with crime in their homes, their schools and their communities. Many see no positive future.
- They point out that family and community level dysfunction lies at the heart of Belize's social ills.
- They give account of how their parents, teachers, politicians and other adults model violence and criminal activities and wonder why they are being told to put the guns down, walk away from drugs and alcohol and be truthful when everyone around them are alcoholics, abusers, thieves, liars and corrupt officials. In their view, young people merely mirror the society in which they live.
- In spite their severe hardships, many young men and women struggle to stay in school and stay away from delinquent or criminal activities. They report that this is the case even though society provides them no incentives for doing so.
- They also indicate feeling invisible in a society that does not cater to their natural tendencies for knowledge about their sexual and reproductive health, does not create enough safe, positive recreational opportunities for them, does not nurture and hone their creative talents and does not support them in completing their education.
- Migration is the answer to many who dream of a different life.
- For others, the answer lies in having just one parent, guardian, teacher or mentor who pays attention to their needs and guides them through their growing pains.

Gender Issues:

- Key issues and long-term development solutions offered by stakeholders illustrate the need for a more gender responsive approach to development.
- Young men across the country expressed openness to supporting women's political leadership while older men were most resistant to this notion.
- Within the private sector, women leaders were visible mostly in discussions on tourism and the environment. Both of these industries are indicated as being female-dominated fields that allow women access to leadership positions. In the social sector, women leaders were most visible as teachers and as representatives of health related institutions and social sector NGOs.

- Within the agriculture industry, while both male and female farmers indicate respect and appreciation for the natural environment and state the need for greater incentives for small farmers, women are more oriented to organic farming and struggle more with access to land and access to credit issues.
- Women also tend to organize themselves into women's groups with collective ownership to resources with financial and technical support mainly from non-government organizations. Men operate as individual farmers with individual or family ownership to property. They come together for training and other support services and have contact mainly with the Agriculture Department.
- While men, women, boys and girls all portray alcohol and drug consumption and its relationship to violence, they perceive the impact from different perspectives. The perpetrators are usually male and the victims are both male and female. Violence against women and girls occurs within the home and the family setting while the violence against the men and boys occurs on the streets, in bars and other public spaces.
- Furthermore, the issue of boys' school dropout rate and participation in criminal activity was raised by women, girls and boys but not by men. This was the case regardless of whether the consultation group was comprised of farmers, the private sector, teachers, students, women or youth.

Human Resource Capacity

- Across the country, stakeholders recognized that a vision for Belize cannot be realized without heavy investments in education. Education at all levels, including continuing education opportunities, became one of two main pillars for development.

One Belize for all - Un Belize para todos

- Stakeholders from all ethnic groups, geographic locations, social economic categories and age groups spoke of the need to create "One Belize or Un Belice". It was their perception that divisions along party line, ethnicity, religious faiths, income levels and sex have created a fragmented national identity and a lack of patriotism.
- They see no cohesiveness at the community, district or national levels and understand that this leads to the inefficient and ineffective use of limited resources.
- Stakeholders from the private sector and from villages were especially aware of the destructive effects of fragmentation.
- Across the country, people envisioned a national identity that promotes inclusion, unity and acceptance of social, economic and ethnic differences. Those from the tourism sector proposed the development of a national motto like "I am Belize" which allows for anyone to feel as sense of pride and belonging to a country that can flourish from its natural and cultural diversity.

A Reorientation of the Planning Process

- Stakeholders across the country recognize the limitations of the current approach to development planning and implementation and demand that different approaches be utilized if Belize is to achieve its goals and objectives for 2030.
- They report high levels of consultation fatigue, disillusionment and cynicism emanating from previous planning processes that have had no positive outcome with many citizens having completely lost credibility in planning initiatives.
- Stakeholders feel that development is currently centralized in Belize City and Belmopan. Citizens residing in other urban and rural locations indicate feeling marginalized and isolated as they do not benefit from most development initiatives
- Stakeholders articulate disappointment with the current sectoral approach to development which compartmentalizes social and economic issues into artificial segments.
- Stakeholders expressed the need for increased monitoring and evaluation of programme outcomes within the public and private sectors.
- Taking stakeholders' views into account, the Horizon 2030 process must:
 1. **Focus on action: implementation processes are key.**
 2. **Focus on the community: development planning must be community based if the process is to be sustainable.**
 3. **Collaborate within and across sectors: to increase programme efficiency and effectiveness**
 4. **Include meaningful regular monitoring and evaluation to keep the development process on track.**

Appendix 1 - Draft Vision Statement and Core Values

Draft Vision

By the year 2030, Belize will be:

- an informed, highly educated, healthy and multi-cultural society
- a place where citizens have a collective identity and are patriotic and proud to be Belizean
- a place where children and adults value their multi-ethnic, multi-cultural identity and can showcase multiple cultural and sporting talents
- technologically advanced with its people capable of using state of the art technology which will be incorporated into production
- a competitive, debt free, full employment economy supportive of entrepreneurs, small farmers and private sector growth
- a place where citizens and visitors feel safe and secure and have respect for the rule of law
- respectful of people's human rights
- highly democratic and people will fully participate in the development process

Belize will have:

- a well-balanced distribution of wealth and resources
- modern infrastructure supportive of economic growth
- a clean, sustainably developed environment
- strong rural communities with a vibrant agriculture base
- women performing at the highest levels of political leadership
- a fair, transparent and accountable governance system operating at all levels of development
- strong public sector and civil society organizations that collaborate, are effective and efficient and tailored their programmes to meet Belize's development goals and objectives
- the capacity to strategically engage regional and international partners in development

Guiding Principles/Core Values

- Respect for the rule of law and for human rights
- Learning society/High value on education
- Transparency and accountability
- Strong communities
- Multi-culturalism
- Resourcefulness
- People participation in economic, social and political development
- Patriotism and collective identity
- Gender equality and non-discrimination in access to jobs opportunities
- Fairness and equity
- Excellence

Appendix 2 - the next steps in preparing Horizon 2030

1. Circulate Draft Framework widely
2. Engage in dialogue with key sectors on the Draft Framework
3. Create the Results Framework which will set out the following:
 - a. Goals and objective of the Horizon 2030 Development Framework
 - b. Strategies to be pursued
 - c. Specific outcomes/results to be achieved - as far as possible set out as measurable targets
 - d. Time frame for achievement of results in the short term, medium term and long term.
4. Set out the framework for monitoring and evaluation
 - a. Process for continuous monitoring and reporting
 - b. Process for independent evaluation at specified intervals