



**Benque Viejo del Carmen Town
2017-2021 Child-friendly Municipality
Development Strategic Plan
and
2017-2018 Work Plan**



*Sustainable and Child Friendly
Municipalities of Belize*



Ministry of Local Government

with

Technical and Financial Support from UNICEF and UNDP



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*Empowered lives.
Resilient nations.*

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ABBREVIATIONS and ACRONYMS

BEL – Belize Electricity Limited

BOOST – Building Opportunities for Our Social Transformation

BVSC – Benque Viejo Steering Committee

BVTC – Benque Viejo Town Council

CAB – Child Advisory Board

ICT – Information and Communication Technology

LFS – Labour Force Survey

M&E – Monitoring and Evaluation

MHD – Ministry of Human Development, Social Transformation, Poverty Alleviation

MICS – Multiple Indicator Cluster Survey

MOU – Memorandum of Understanding

NCFC – National Committee for Families and Children

NDACC – National Drug Abuse Control Council

NHI – National Health Insurance

NRFCA – National Results Framework for Children and Adolescents

NPT – National Parenting Task Force

NYC – National Youth Council

PUP – People’s United Party

SCFM – Sustainable and Child Friendly Municipality

UDP – United Democratic Party

UNDP – United Nation Development Programme

UNICEF – United Nation Children’s Fund

CHAPTER I: INTRODUCTION

1.1 BACKGROUND

The Sustainable and Child Friendly Municipalities Initiative is a collaboration between the Ministry of Labour, Local Government & Rural Development, the Mayors Association, UNICEF, and UNDP. In 2014, the Mayors of the ten municipalities in Belize signed an agreement for achieving Sustainable and Child Friendly Municipalities. The ten municipalities are the cities of Belize and Belmopan and towns of Benque, Orange Walk, San Ignacio, Santa Elena, Benque Viejo Del Carmen, Dangriga, Punta Gorda, and San Pedro.

The Child Friendly Municipality Initiative defines a child friendly municipality as “...any local system of governance, committed to fulfilling children’s rights. It is a municipality where the voices, needs, priorities and rights of children are an integral part of public policies, programmes and decisions. It is, as a result, a municipality that is fit for all.” These policies and decisions are better for the municipality, and children are healthier, safer and better protected. The result is a municipality fit for children, and fit for all.

Furthermore, UNICEF has developed a broad range of criteria for a Child Friendly Municipality. A municipality is deemed to be “child friendly” if children and youth are able to:

- ✓ Be included in decisions about their municipality;
- ✓ Express their opinions about the municipality they want in a meaningful way’;
- ✓ Participate in family, community and social life;
- ✓ Receive basic services such as health care and education;
- ✓ Drink safe water and have access to proper sanitation;
- ✓ Be protected from exploitation, violence and abuse;
- ✓ Walk safely in the streets on their own’
- ✓ Meet friends and play;
- ✓ Have green spaces for plants and animals;
- ✓ Live in an unpolluted environment;
- ✓ Participate in cultural and social events’;
- ✓ Be an equal citizen of their municipality with access to every service, regardless of ethnic origin, religion, income, gender or disability.

To this end, with support from UNICEF and UNDP, the Benque Viejo Municipality has commissioned the development of this five-year Strategic Plan and two-year Work Plan as a road map and action plan to guide its interventions as it continues on the path to ensuring that the municipality of Benque is Sustainable and Child-friendly.

1.2 SITUATION OVERVIEW

Benque Viejo Town (as known as Benque Viejo Del Carmen) is one of three municipalities located within the Cayo District. It is located less than two miles from the western border with Guatemala, approximately 13 km from San Ignacio Town and 130 km (81 miles) by road west and south of Belize City.

Population and Demographics: Benque Viejo is predominantly a Mestizo Community first settled by Maya from Flores, El Petén, Guatemala. According to the 2010 Population and Housing Census, the population was estimated to be around 6,100 persons with an average annual population growth of nearly 1.3%. The average household size declined from 4.6 persons per household in 2000 to 4.3 persons per household in 2010. Benque has a young population with majority of its population under the age of 25; however, more than half (50.1%) are eligible for employment. Benque has one of the highest proportions of foreign-born population (21%), with Spanish being the most widely spoken language, with nearly 90% of the population speaking Spanish. However, English is also spoken by nearly 65% of the population indicating that the majority of the population is bilingual, Spanish-English. The male:female ratio increased from 0.96 in 2000 to 0.99 in 2010 and the age-dependency ratio declined from 0.84 in 2000 to 0.67 in 2010 as result of declining births and an outstripping of the adult population relative to the youth population (SIB, 2013).

Education: In 1963, the first Catholic Primary School building was built with reinforced concrete in Benque; there are currently three primary school and two high schools. The Education system is peculiar as children from nearby bordering communities in Guatemala are enrolled in the primary and secondary institutions to be educated in English. The Gross Enrolment rate in primary increased from 121% in 2000 to 125% in 2010. Additionally, the Net Enrolment rate reflected a significant increase for males from 62% in 2000 to 94% in 2010 and from 53% in 2000 to 96% in 2010 for females. The Literacy rate for male youth (15 to 24 years) increased from 81% in 2000 to 94% in 2010 and from 80% in 2000 to 95% in 2010 for female youths, indicating similar levels of literacy disaggregated by sex (SIB, 2013).

Utilities: Fifty per cent of households in Benque use bottle water as the main source of drinking water; pipe water is reported as the second major source of drinking water, with 42% of households consuming pipe water. In 2000, pit latrines and flush toilet piped to septic tanks were the two main types of toilet facility equally used by 49% of households; however, in 2010, the proportion of

households using flush toilets increased to 69% and household using pit latrines declined to 30%. The vast majority of households in Benque Viejo use electricity as the main power source for lighting with 92% of households accessing BEL's main grid.

Culture: Benque is also known as the last stop for many Belizean crossing to neighbouring Melchor to purchase textiles, visit the Xunantunich Mayan Temple, observe the Dia del Muertos (Day of the Dead) commemoration, to enjoy a day of Football at the Marchalleck Football Stadium, or to simply enjoy the annual Benque Fiesta making Benque a unique destination with its diverse offerings of cultural tourism attractions.

1.3 TECHNICAL APPROACH

The National Results Framework for Children and Adolescents (NRFCA) 2017-2030 is a 14-year outcome focussed national development agenda for Belize. Commissioned by the National Committee for Families and Children in 2016 and endorsed by the Government of Belize in 2017, this national policy framework sets out the Government's agenda and priorities in relation to children and adolescents aged 0 – 19 years. The long-term framework is structured along 6 Transformational Goals and 5 National Outcomes each with 4 associated aims, Figure 1.

Decision of the Sustainable and Child-friendly Municipality Project Steering Committee and the Benque Viejo Steering Committee to align the municipality strategic plans with this national agenda is a strategic move and offers a number of benefits, inter alia:

- ✓ a common strategic framework for social development;
- ✓ an opportunity for improved vertical coordination [Central and Local Government] and horizontal coordination [across government, private and civil society active at the municipal levels];
- ✓ it is embedded within a child-rights framework and places equal emphasis on key results and supporting processes;
- ✓ it has an established monitoring framework;
- ✓ it is grounded in a consultative and inclusive process with children & adolescents and service providers;
- ✓ it is well aligned with the Sustainable and Child-friendly Municipalities Concept/Domains; and importantly,
- ✓ it enjoys bi-partisan (UDP and PUP) political support.

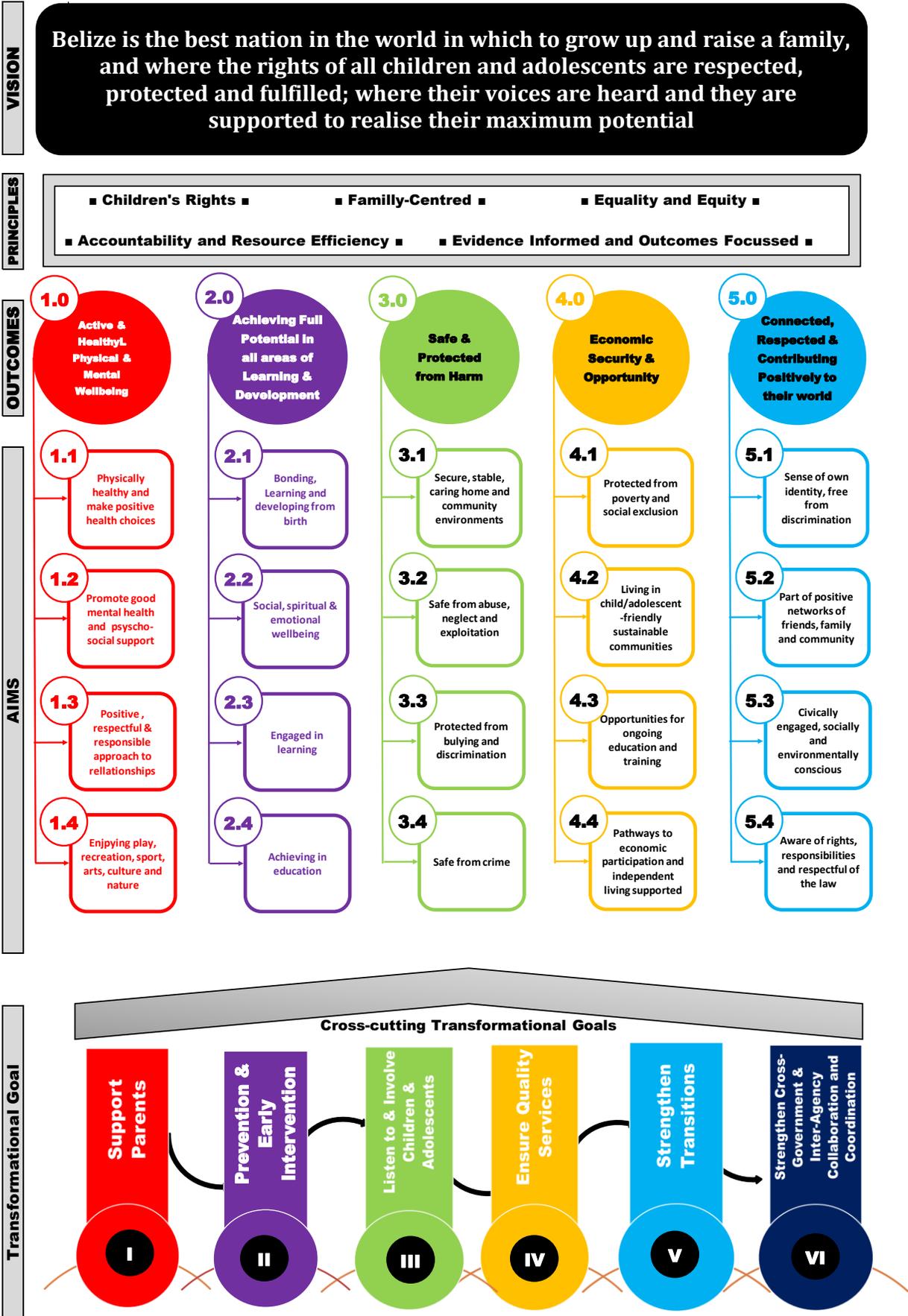


Figure 1: NRFC 2017-2030 Strategic Intent

To this end, a Sensitization session on the NRFCA 2017-2030 with the Benque Project Steering Committee was conducted and subsequently after further review the decision to align with the Strategic Plan taken.

Subsequently, and underpinned by further literature review a Stakeholder Sensitization and Consultation Workshop was conducted with rights holders (CAB members, children and youth representatives from urban schools) and duty bearers (BVTC, Steering Committee, central government service providers present in Bemque, NGOs) to validate and prioritize the goals, outcomes and commitments for Benque for the period 2017-2021 and identify priority actions for the 2027-2018 Work Plan. Table 1 summarizes the number of goals, outcomes, aims and commitments prioritized against the NRFCA.

Table 1: Summary Goals, Outcomes, Aims and Commitments

| | Transformational Goals | Commitments | National Outcomes | Aims | Commitments |
|--|---------------------------|-------------|----------------------|------|-------------|
| NRFCA 2017-2030 | 6 | 55 | 5 | 20 | 71 |
| Benque Strategic Plan 2017-2021 | 4 | 14 | 1 | 2 | 3 |

Having prioritized the goals, outcomes and commitments and identified the priority actions, the DRAFT 2017-2021 Strategic Plan was developed and subjected to validation by the Benque rights holders and duty bearers. Subsequently, the DRAFT Strategic Plan 2017-2021 was subjected for further technical review by the Project Coordinator and National Project Steering Committee prior to finalization.

1.3.1 The SCFMI Domains and the NRFCA are Mutually Reinforcing

The NRFCA 2017-2030 is an excellent fit with the Sustainable and Child-friendly Municipality Conceptual Model and Domains; to this end, adoption and effective implementation of the rights-based NRFCA mutually reinforces and underpins achievement of the desired results under SCFMI. Figure 2 provides a visual of the mapping of the NRFCA unto the SCFM domains..

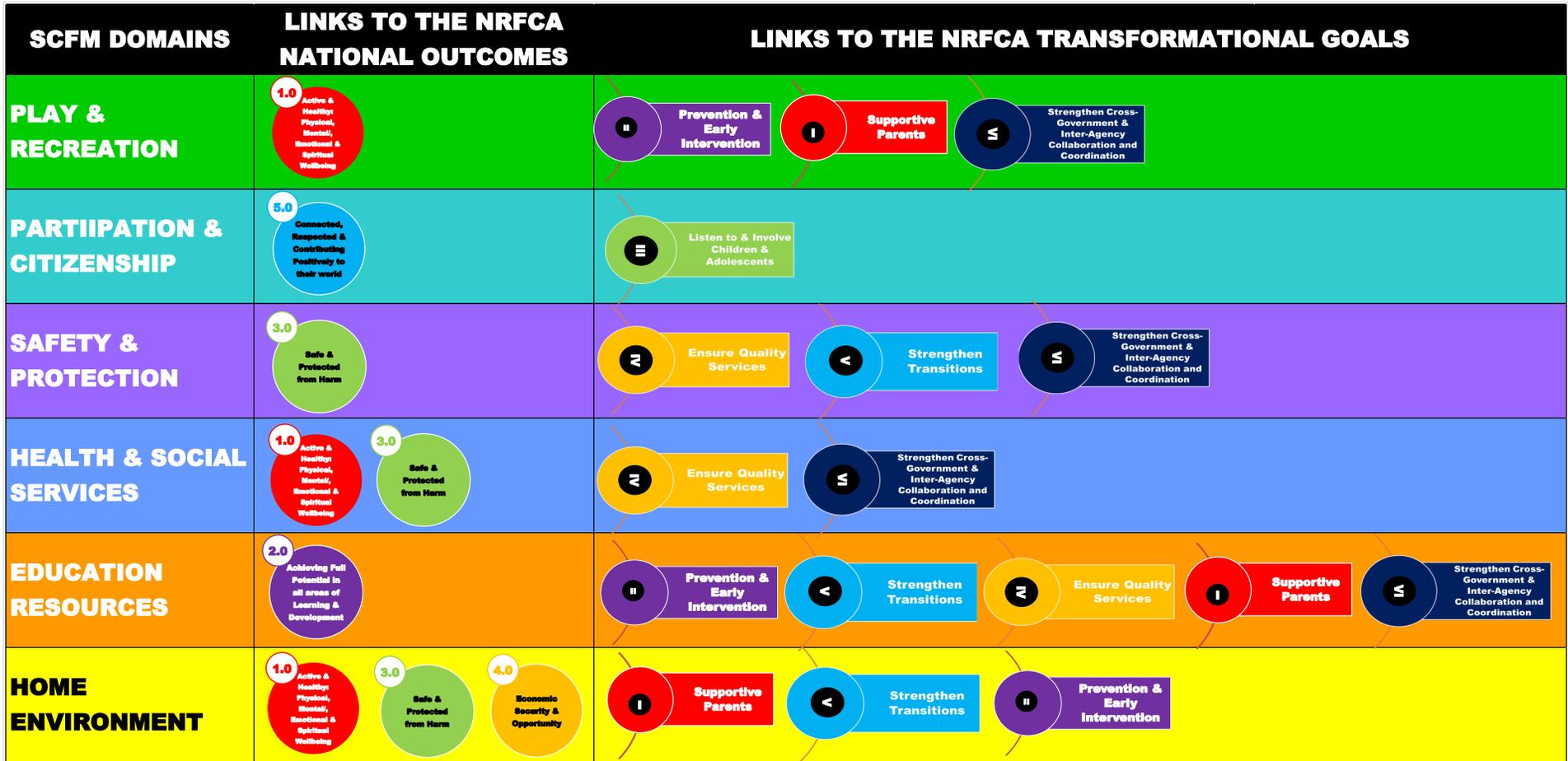


Figure 2: Mapping of the NRFCA 2017-2030 unto the SCFM Domains

CHAPTER 2: THE STRATEGIC FRAMEWORK

2.1 NARRATIVE OVERVIEW

As earlier noted, the 2017-2021 Strategic Plan is adapted from the 2017-2030 National Long Term Results Framework for Children and Adolescents commissioned by the National Committee for Families and Children (NCFC).

The following section outlines the adopted Vision, Transformational Goals and Commitments and National Outcome, Aims and Commitments along with prioritized Municipal Actions for Benque Viejo. *While the 2017-2021 Strategic Plan is based on prioritized goals and outcomes adapted from the NRFCA 2017-2030, it is by no means exhaustive and it is understood that successive iterations of strategic plans for Benque, i.e. SP 2022-2026 and SP 2027-2030 will reflect other priorities drawn from the 2017-2030 Framework and build on the successes of the 2017-2021 Strategic Plan.*

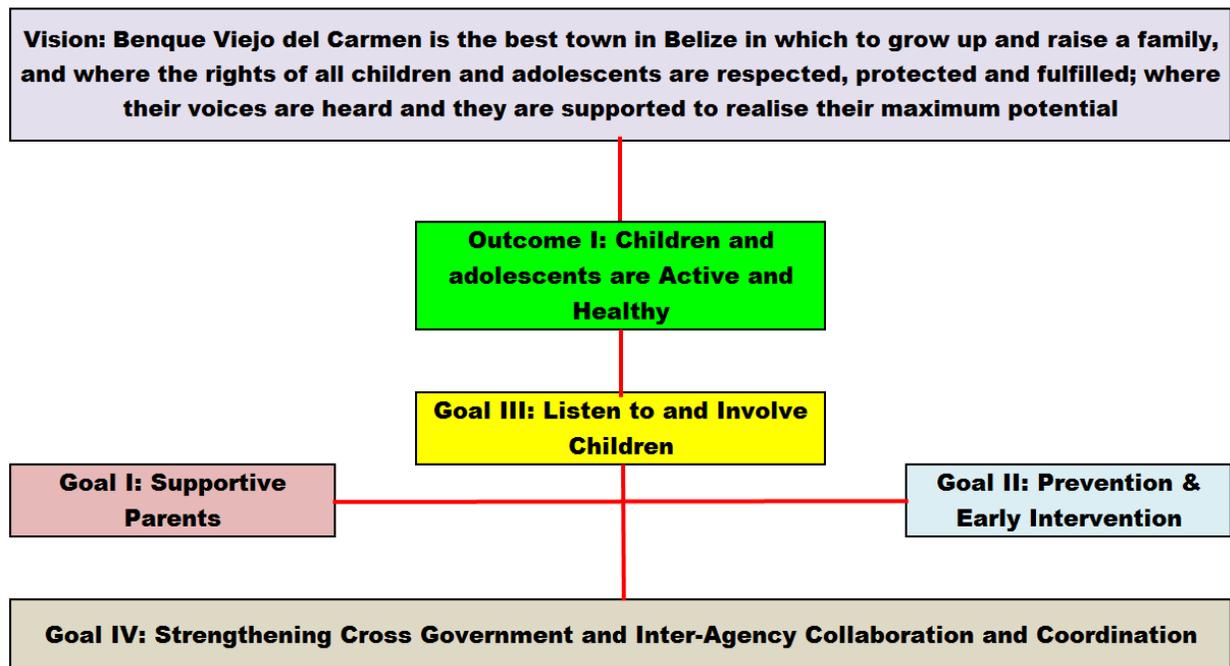


Figure 3: Benque Strategic Plan, Priority goals and Outcomes

2.1.1 Vision and Guiding Principles

The Vision aspired for through the successful implementation of the 2017-2021 Strategic Plan is for Benque Viejo del Carmen to be *the best town in Belize in which to grow up and raise a family,*

and where the rights of its children and adolescents are respected, protected and fulfilled; where their voices are heard and where they are supported to realize their maximum potential.

The effective implementation and monitoring of the Strategic Plan is guided by the following principles:

Child Rights: The rights of children as specified in the UNCRC are recognized and child-centred approaches are adopted, including the development of laws, policies, and services which take into account the needs, rights and best interests of children and adolescents;

Family-Centred: The family is recognized as the fundamental group of society and the natural environment for the growth and wellbeing of children; and while external interventions support and empower families within the community, children are only taken into care as a measure of last resort, to secure the child's safety and welfare;

Evidence Informed and Outcomes-focussed: Policies and services must be evidence-informed and outcomes-focussed to be effective by placing the needs of children and adolescents at the centre of government decision-making;

Accountability and Resource Efficiency: Clear implementation, monitoring and accountability mechanisms and lines of responsibility for delivery are in place to drive timely and effective policy implementation; and

Equality and Equity: As a means of improving outcomes and achieving greater social inclusion, the diversity of children's experiences, abilities and cultures is acknowledged and the Strategic Plan promotes the reduction of inequalities across all sectors, inter alia health, education, justice and social protection.

2.1.2 Transformational Goals

In order to increase the number of children and adolescents who achieve across the prioritized national outcome/s identified, four cross-cutting themes that require strengthening have been identified and prioritized in the Strategic Plan. These are termed 'transformational goals' because they are core to ensuring that policies and services are made more effective in achieving better outcomes. These goals will be a core focus for collective attention and improvement over the lifecycle of the

2017-2021 Strategic Plan. The four transformational goals prioritized are: Goal I: Supportive Parents; Goal II: Prevention and Early Intervention; Goal III: Listen to and Involve Children and Adolescents; and Goal IV: Strengthening Cross-Government and Inter-Agency Collaboration and Coordination (NRFCA Goal V1); these are further elaborated on below.

2.1.2.1 Goal I: Supportive Parents

Parents are the primary carers of children and adolescents. Effective parenting can provide a loving, secure home; encourage learning and healthy living; promote the child's development and social networks; and support young people in taking steps toward greater independence and engagement in the world around them. Ensuring all parents are appropriately supported and resourced to care for their children is central to realising the rights of all children and adolescents, and preventing child abuse and neglect. Supporting parents to parent confidently and positively is one of the primary, universal and most effective supports that can be provided for the parents living in Bemque.

2.1.2.1.1 Central Government Commitments

GC-1: Develop and implement a national policy, strategy and curricula on Parenting and Family Support to guide the provision of universal evidence-informed parenting supports. This should address parental and familial factors impacting on parenting capacity and family functioning (e.g. mental health and substance abuse) and identify responses required for 'at risk' children, families and communities;

GC-2: Ensure planning and coordination of parenting supports at sub-national level;

GC-3: Continue to support parents with the cost of rearing children through the prevention of various means-tested social benefits, inter alia BOOST, Food, Pantry, Education Assistance, Public Assistance and skills training and enhancement;

GC-3: Develop and implement national strategies which promote responsible fatherhood and strengthen family relationships;

GC-4: Evaluate current policy in relation to maternity and parental leave with a view to giving consideration to the introduction of paid paternity leave.

2.1.2.1.2 Prioritized Municipal Actions, 2017-2018

In relation to Goal 1 and the prioritized Central Government Commitments, the following Municipal Actions have been identified and validated by the Benque stakeholders and as such forms in part the basis of the 2017-2018 Work Plan.

MA-1: Request of the National Parenting Taskforce (NPT) to present National Strategy and Curricula to the Steering Committee and wider Benque Viejo Stakeholders

MA-2: Request a copy of the Parenting curricula Implementation Plan

MA-3: Develop an inventory of parenting supports available to the residents of Benque Viejo

MA-4: NPT and BVTC sign MOU agreeing to coordinate any/all parenting training in Benque Viejo Town

MA-5: Request information on the various family support programmes in place

MA-6: Work with MHD to carve out quota for children and families in Benque Viejo Town

MA-7: Promote available social programmes to families at-risk and advocate/lobby for their inclusion

MA-8: Request periodic reports from MHD on the number of children/families/HH benefiting from the social programmes

MA-9: Celebrate mother's, father's and family day

MA-10: Engage in discussion at local and national level with Social Security and Ministry of Labour on current policy in relation to maternity and paternity level

2.1.2.2 Goal II: Prevention and Early Intervention

This requires intervening at a young age, or early in the onset of difficulties, or at points of known increased vulnerability such as school transitions, adolescence and parenthood. To this end, Goal II places emphasis on the commitments to ensure that all children achieve their developmental milestones, especially children and adolescents that are at-risk.

To this end and as required by the UN Convention on the Rights of the Child, emphasis is placed on the prevention of discrimination, child abuse and other forms of exploitation, and to develop preventive healthcare and education services. Early intervention is often a determining factor in the realisation of children's rights. For example, a successful early intervention which keeps a child in school will help fulfil their right to education and may also protect them from drug misuse and entering the justice system.

2.1.2.2.1 Central Government Commitments:

GC-5 Accelerate efforts towards rebalancing of resources to place a greater emphasis on prevention and earlier intervention;

GC-6 Provide and commission both universal and targeted evidence-informed parenting supports and ensure early identification of ‘at risk’ children and families to strengthen families and reduce the incidences of children coming into, and remaining in, care;

GC-7 Continue to increase investment in high-quality early years care and education for all children, prioritising families on low incomes (below the poverty line). Promote and ensure compliance with quality standards for preschool and introduce free pre-school within the lifetime of this Framework

GC-8 Continue to roll out NHI and promote early diagnosis and treatment of ill-health;

GC-9 Ensure and support quality youth work, both as a protective factor contributing to the adolescents’ overall development and in reaching out to young people at risk of crime or engaged in behaviours which do not contribute positively to Belize’s and their own development;

GC-10 Continue training and up-skilling of professionals across formal and non-formal educational settings to be in a position to identify potential child protection and mental health issues and to provide preventative and early intervention support as a key component of the Early Warning System;

GC-11 Implement integrated area-based childhood programmes to address the impact of child poverty and improve child outcomes in areas of disadvantage and mainstream the learning from the programme to services throughout the country.

2.1.2.2 Prioritize Municipal Actions, 2017-2018

In relation to Goal 2 and the prioritized Central Government Commitments, the following Municipal Actions have been identified and validated by the Benque stakeholders and as such forms in part the basis of the 2017-2018 Work Plan.

MA-11 Advocate/lobby for greater investments in early childhood development

MA-12 Develop or expand existing youth programs targeting at-risk youth within municipality

MA-13 In the interim, Advocate/lobby for a pro-poor preschool subsidy (low income families)

MA-14 Promote NHI services as a key component of the available family supports with emphasis on family health

MA-15 Develop an inventory of youth services/gaps for Benque Viejo Town

2.1.2.3 Goal III: Listen to and Involve Children and Adolescents

Listening to and involving children and adolescents is a fundamental social inclusion process through which they are empowered to become actors in the decisions that affect their lives and to be socially included, active citizens in their own right. As a general principle of the UN Convention on the Rights of the Child, the child’s view must be considered and taken into account

in all matters affecting him or her, in accordance with their age and maturity. Better outcomes for children and adolescents require that they are listened to, and involved, in relation to decisions that affect them. To this end, the Benque Viejo Municipality commits to ensuring children and adolescents are empowered to become actors in the decisions that affect their lives and so as to become socially included and active citizens in their own right.

2.1.2.3.1 Central Government Commitments:

GC-12 Consult with children and adolescents on policies and issues that affect their lives;

GC-13 Support mechanisms to provide children and adolescents with the opportunity to be heard in primary and post-primary schools and centres for education through student councils or other age-appropriate mechanisms

2.1.2.3.2 Prioritized Municipal Actions, 2017-2018

In relation to Goal 3 and the prioritized Central Government Commitments, the following Municipal Actions have been identified and validated by the Benque stakeholders and as such forms in part the basis of the 2017-2018 Work Plan.

MA-16 CAB receives requisite technical and financial support

MA-17 NYC (Cayo District) supported as a key children and adolescence participation mechanism

MA-18 Develop using ICT approaches, user friendly interfaces through which children and adolescents can be effectively engaged and consulted

MA-19 Create child and adolescent friendly brochures or videos that provide an overview of the Municipal Governance Structure, roles, responsibilities as well as how community members can become involved in civic issues

MA-20 Engage children and adolescents in media based programming promoting children and family awareness days

2.1.2.4 Goal IV: Strengthening Cross Government and Inter-Agency Collaboration and Coordination

This is a Strategic Plan for the entire Municipal Government and all of its partners, the added value of which will be derived through greater collaboration and coordination across the Municipality and with Central Government. A focus on implementation is a central theme of the next 5 years. The challenge is transferring policy into practice and informing practice with the evidence of what works.

Better outcomes, more efficient use of resources and improved satisfaction among parents, children, adolescents and professionals are just some of the benefits of working together and putting the needs of the child or adolescent at the centre.

A central enabler for implementation of this Strategic Plan is cross-Government and interagency collaboration and coordination, which runs horizontally across people, infrastructure, evidence and data analysis, and funding and finance, as well as running vertically, from sub-national to national level. Action is required across all these dimensions to meet the implementation challenges.



Figure 4: Central Enablers of the 2017-2021 Strategic Plan

The Benque Viejo Town Council recognises that delivering cross-government and interagency coordination and collaboration require:

- ✓ leadership, investing in people, culture change and workforce development;
- ✓ connecting infrastructure, organisations and systems across traditional boundaries;
- ✓ evidence and data analysis, information-sharing and national tracking of outcomes;

To this end, the formalization and strengthening of the Benque Viejo Steering committee and the establishment of a small, but highly technical secretariat are but two of the immediate actions being pursued in support of effective implementation of this Strategic Plan.

2.1.2.4.1 Central Government Commitment:

GC-14 Support the development of interdisciplinary and inter-professional training programmes which encourage leadership and collaboration for professionals working with children and adolescents across the range of service delivery

2.1.2.4.2 Prioritized Municipal Actions 2017-2018

In relation to Goal 4 and the prioritized Central Government Commitments, the following Municipal Actions have been identified and validated by the Benque stakeholders and as such forms in part the basis of the 2017-2018 Work Plan

MA-21 Establish district-level Child Protection Taskforce under the oversight of the Steering Committee

MA-22 Ensure all cases of child abuse, domestic violence and substance abuse are managed as per established national protocols; and develop and implement a grievance mechanism

2.1.3 National Outcome

This Strategic Plan prioritizes one national outcome and two associated aims within its five-year implementation cycle, i.e. children and adolescents are Active & Healthy with a focus on good mental health for children and adolescents and they are enjoying play, recreation, sports, arts, culture and nature.

2.1.3.1 Outcome I: Children are Active and Healthy

Being active and healthy is a significant contributor to overall wellbeing. For the most part, children and adolescents in Benque enjoy good health; however, we need to build on this through better education, health literacy, building personal resilience and promoting protective factors, as well as empowering children and adolescents to be responsible for their own good health. From the consultations, it is clear that they are concerned about the consumption of alcohol, pressure to smoke and the use of drugs.

Children born with, or who later develop, poor health must be supported to achieve the highest attainable standard of health possible; it is acknowledged that poverty, social exclusion and sub-standard living conditions may significantly impact on a person's health outcomes. In addition, attaining good mental health may be hindered by traumatic life experiences or personal stress.

Increasing the proportion of people who are healthy at all stages of life requires addressing risk factors and promoting protective factors at every stage of life – from pre-natal through childhood, adolescence, adulthood and into old age, to support lifelong health and wellbeing. A key part of achieving this outcome is to recognize the role of children and adolescents themselves as active agents in shaping and protecting their own health and wellbeing, and that they should be supported and encouraged to take action to improve their own health.

Ensuring that children are physically healthy and make positive health choices; exhibit good mental health and enjoy psycho-social support; exhibit positive, respectful and responsible approaches to relationships; and enjoy play, recreation, sports, art, culture and nature are the main focus of Outcome 1..

2.1.3.1.1 Aim 1: Children and Adolescents have Good Mental Health;

Mental health is defined as a state of wellbeing in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community. Children and adolescents' mental health is the most important aspect of their social and cognitive development. Good mental health is a necessity if they are going to reach their full potential and truly live a life that is filled with positive experiences. The recent rise in demand for mental health services and the incidence of self-harm and suicide among children and adolescents is of significant concern.

2.1.3.1.1.1 Central Government Commitment

GC-1 Address the high rate of premature and risky alcohol consumption, use of illicit drugs and the incidence of smoking among young people through a combination of legislative, regulatory and policy mechanisms.

2.1.3.1.2 Aim 1. 2: Children and Adolescents are Enjoying Play, Recreation, Sports, Arts, Culture and Nature

Play, recreation, sport, arts, culture and the natural environment are essential to the health and wellbeing of children and adolescents, and promote the development of creativity, imagination, self-confidence and self-efficacy, as well as physical, social, cognitive and emotional strength and skills.

2.1.3.1.2.1 Central Government Commitment

GC-2 Support the full implementation of a physical education programme in schools in line with the National Sports Policy.

GC-3 Enable greater access to sports, arts and culture for all children and adolescents, including through facilitating collaboration between sports, youth, arts and cultural organizations and schools and preschools to enrich the educational experience of all with emphasis on unattached young persons.

2.1.3.1.3 Prioritized Municipal Actions, 2017-2018

MA-1 Via the NDACC ensure that prevention and rehabilitation services are in place

MA-2 Ensure strict compliance with the liquor licensing act [penalties and fines earmarked to social development]

MA-3 Ear mark 5% of the BVTC Annual budget to sports for development activities (sports, arts, culture, etc.)

MA-4 Support Art in the Park on Saturdays

CHAPTER 3: GOVERNANCE ARRANGEMENTS

3.1 MEASURING PROGRESS

The Municipality of Benque will assess the effectiveness of the implementation of the commitments in this Strategic Plan through tracking of progress over time. In addition to tracking and reporting on the specific commitments set out in this Plan, improvements in the national outcome areas prioritized will also be monitored; to this end, a select number of key indicators have been identified. Some indicators are measured annually; particularly those to be derived from administrative records; however a few are only reported on every 3-4 years as they are derived from more expensive and infrequent surveys. It is recognized that the indicators, Table 1, do not provide an exhaustive picture of the lives of all children and adolescents 0 – 19 years; rather, they allow for measurement of progress in key outcome areas over the 5 years of the Strategic Plan and into successive iterations leading up to 2030.

The outcome-level indicators identified are drawn from the MICS and LFS and existing administrative data sources. In a few instances, arrangements will be required to ensure that data for a few of the select measures be in place, as they are not currently being captured by the national statistical system.

To this end, the NCFC Monitoring and Evaluation Sub-Committee will work closely with the Municipality of Benque and Steering Committee and the Children’s Advisory Body to ensure effective monitoring of the result areas defined in this Strategic Plan. As noted, the indicators will be tracked annually, or as appropriate, and the results will form the basis of an annual State of the Municipality Children’s Report to be prepared by the Municipality of Benque and Steering Committee and the Children’s Advisory Body with technical support from the NCFC.

Table 2: Indicator Framework

| Outcome | Core Indicator | Baseline (year) | Source | 2030 Target | National Benchmark |
|---|--|--|---|---|----------------------------|
| Active & Healthy, Physical & Mental Wellbeing | 1.1 | Early antenatal visitation rate | MOH |  | 34.8 (2012) |
| | 1.2 | Low birth weight | MOH MICS_SIB |  | 11.1 (2012) 12.1 (2015) |
| | 1.3 | Breastfeeding initiation rate (within 1 hour of birth) | MICS_SIB |  | 68.5 (2015) |
| | 1.4 | Overweight or obese children (< 5 yrs; 11 yr olds) | MICS_SIB |  | 7.3 (2015) |
| | 1.5 | Suicide and intentional self-harm death rate per 100,000 15-19 year olds | MOH |  | |
| | 1.6 | Reported incidents of STIs for 15-19 year olds | MOH |  | |
| | 1.7 | Alcohol volume consumed last drinking day among alcohol consumers aged 15-19 | NDACC |  | |
| | | Alcohol use in past 30 days among adolescents aged 15-19 | NDACC/MICS |  | |
| | 1.8 | Cigarette use in past 30 days among adolescents aged 15-19 | NDACC/MICS |  | |
| 1.9 | % of 15-19 year olds who have ever used cannabis | NDACC |  | | |

| Outcome | Core Indicator | Baseline (year) | Source | 2030 Target | National Benchmark |
|---|----------------|--|-----------------|---|--------------------|
| Achieving Full Potential in all areas of Learning & Development | 2.1 | ECD Index | MICS_SIB |  | 82.5(2015) |
| | 2.2 | Participation in early childhood education | MICS_SIB MOE |  | 54.8(2015) |
| | 2.3 | Early school leaving rate: Primary-level(school dropout rate) Secondary-level(school dropout rate) | MOE MICS_SIB |  | |
| | 2.4 | Academic Performance: Math: BJAT, PSE, CSEC English: BJAT, PSE, CSEC Science: PSE, CSEC | MOE |  | |

| Outcome | Core Indicator | Baseline (year) | Source | 2030 Target | National Benchmark |
|----------------------------|------------------------|--|---|---|--------------------------|
| Safe & Protected from Harm | 3.1 | Adolescents who report being bullied at school | MOE |  | TBD |
| | 3.2 | Adolescents involved in a physical fight at least once in the last academic year | MOE |  | TBD |
| | 3.3 | Children in care in full-time education | MHD |  | TBD |
| | 3.4 | Children's living arrangements | MICS_SIB |  | 7.3(2015) |
| | 3.5a | Violent Discipline | MICS_SIB |  | 65.1(2015) |
| | 3.5b | Severe Physical Punishment | MICS_SIB |  | 6(2015) |
| | 3.6 | Sex before age 15 among adolescents aged 15-19 | MICS_SIB |  | F: 5.8; M: 14.9(2015) |
| 3.7 | Marriage before age 18 | MICS_SIB |  | | |

| Outcome | | Core Indicator | Baseline (year) | Source | 2030 Target | National Benchmark |
|---------------------------------|-----|--|-----------------|----------------------|---|--------------------|
| Economic Security & Opportunity | 4.1 | Child Poverty: Headcount(Money Metrics) Child Poverty: Headcount(MDI) | | LSMS_SIB MICS_MHD |  | |
| | 4.2 | Children living in jobless households | | LFS_SIB |  | |
| | 4.3 | Adolescents aged 15-19 not in education, employment or training | | LFS_SIB |  | |

| Outcome | | Core Indicator | Baseline (year) | Source | 2030 Target | National Benchmark |
|--|-----|---|-----------------|---------|---|--------------------|
| Connected, Respected & Contributing to their world | 5.1 | % of adolescents involved in youth groups/clubs/community projects | | DYS |  | |
| | 5.2 | Number of adolescents in prison/detention | | MOP-MHD |  | |
| | 5.3 | % of adolescents reporting an interest in political issues within their local community | | DYS |  | |

3.2 THE DRIVE FOR RESULTS AND ACCOUNTABILITY

The most significant challenge over the 5 year period [2017-2021] lies in the effective implementation of the Strategic Plan to realize the ambition behind our vision for children and adolescents. There is considerable consensus on the systemic barriers, the problems facing children and families and an improved understanding of more effective solutions to bring about better outcomes. Bridging implementation gaps requires ensuring that policy, research and strategy are meaningfully implemented in practice. The challenge lies in re-orienting the system and implementing changes to the services and how we work to deliver improved outcomes and services for children and adolescents. This requires cross-Government and inter-agency collaboration and coordination at national and local level. It also requires, inter alia: leadership; people working in different ways; changing the way resources are allocated and services funded; and reconfiguration of services, decommissioning some and commissioning more of others or completely new ones.

Succeeding in the implementation of this Framework is going to be challenging. The approach to implementation, in particular the whole Government approach, has been drawn from international experience and evidence of what works. The Plan contains a number of commitments, both current and new, of varying levels of complexity, action and intent. Driving implementation and ensuring monitoring and accountability are two separate, yet connected functions. There is also a third function – that of stakeholder engagement, which supports both implementation and accountability functions. In designing the supporting mechanisms and structures of the Plan, all three functions are addressed.

3.3 IMPLEMENTATION ARRANGEMENTS

Implementation of the Strategic Plan necessitates the establishment and/or activation of clear and efficient structures to ensure accountability, drive implementation and provide a forum for stakeholders continued engagement.

The structures outlined will have a clear function and specific terms of reference¹ in relation to the Strategic Plan. In addition, these structures/groups will interact in a systematic and structured manner via an established Planning Cycle designed and maintained by the Municipality of Benque and Steering Committee with possible technical support from the NCFC as required to ensure that the broad range of stakeholders are working on a shared outcomes-focussed agenda for children and

¹ TORs to be developed by the Technical Secretariat for approval by the Steering Committee and Town Council

adolescents living in Benque. The key components of the structure to effect implementation include, but are not limited to:

Table 3: Structures to Effect Implementation

| | Structure/Sub-Structure | Chairperson/Leadership | Membership | Core Function |
|---|--|--------------------------------------|---|---|
| 1 | Ministry of Local Government | Minister & CEO | | Political Accountability, National-level |
| 2 | Benque Viejo Town Council | Mayor & Councillors | Elected Mayor and Councillors | Political Accountability, Municipal-level Drive Whole Council & cross-government and inter-agency approach |
| 3 | Benque Viejo Steering Committee | Rapporteur CAB President | Town Council; CAB President; MOE Rep; Labour Rep; NDACC Rep; MOH Rep; MHD Rep; Private Sector Rep; etc. | Technical Oversight and drive cross-Government and inter-agency collaboration and coordination |
| 4 | Technical Secretariat | Technical Coordinator Chairperson | Technical Coordinator & Programme Assistant | Technical Coordination & Implementation support |
| 5 | NCFC Monitoring and Evaluation Sub-Committee | Chairperson | Statisticians/data analyst/M&E/quality assurance officers from MOH, MOE, MHD, MOP, SIB, ... | Technical support for the design, implementation and maintenance of the M&E plan Technical support in M&E to the Benque Steering Committee & Technical Secretariat |
| 6 | Social Planning Sub-Committee | Chairperson | Director of planning units/Social planners: MOEYS, MOH, MHD; MED, | Technical support for the design and maintenance of the annual planning cycle Identification and analysis of policy gaps |

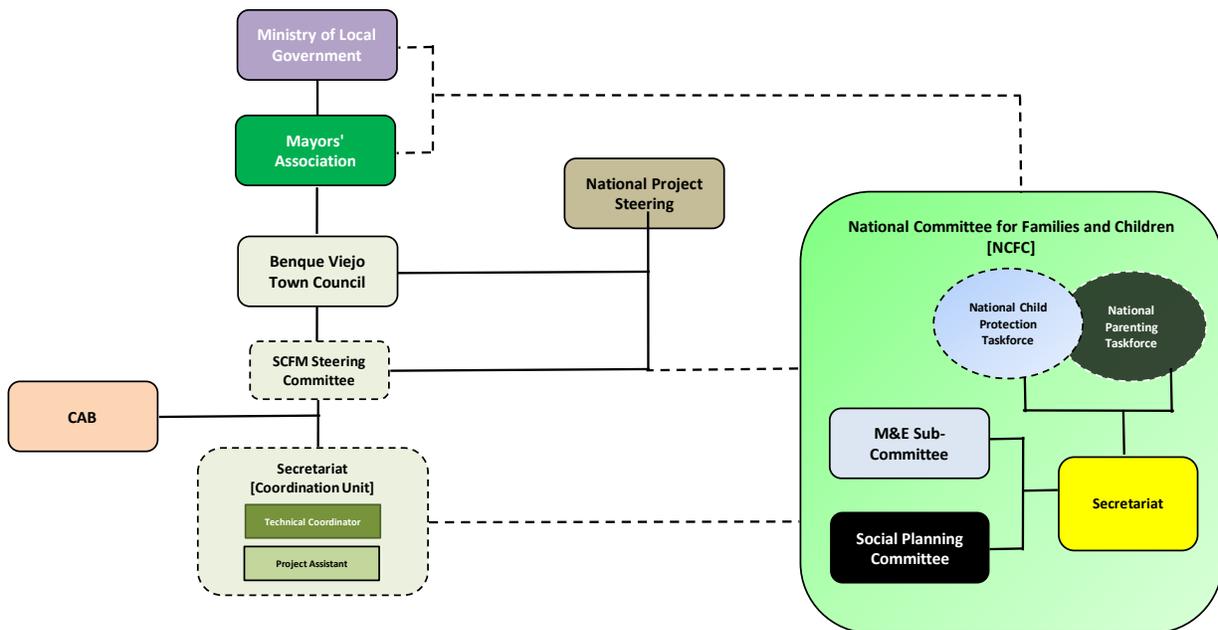


Figure 5: Technical Support, Oversight and Implementation Structures

3.3.1 Central Government Commitment

Cross-government and Inter-agency Coordination: Implementation of the Strategic Plan necessitates the establishment and/or activation of clear and efficient structures to ensure accountability, drive implementation and provide a forum for stakeholders continued engagement. [NRFCA Outcome VI GC 6.1]

3.3.1.1 Prioritized Municipal Action, 2017-2018

MA-1 Formalize the SCFM Steering Committee (BVSC)

MA-2 Validate TOR and expand membership of the Steering Committee to include private sector and core central government agencies in addition to existing community leaders.

MA-3 Design and implement an annual planning cycle [Plan-Implement-Review] for the SCFM Initiative [conduct annual work planning and quarterly/annual implementation review]

MA-4 Establish a technical secretariat within the Benque Viejo Town Council to support the work of the Steering Committee, to include a minimum of Technical Coordinator and a Project Assistant

MA-5 Develop and implement a resource mobilization strategy to support resourcing of the 5-year Strategic Plan, inter alia BVTC budgetary support, leveraging of Central Government allocations to line ministries, Private Sector Contribution and grant funding (proposals)

MA-6 Coordinate with the NCFC for effective monitoring and reporting on the Strategic Plan

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ANNEX A: Benque Strategic Framework and Work Plan

Kindly refer to separate Excel File