

# National Agriculture and Food Policy of Belize 2015 to 2030 (abridged)

**DRAFT**

**"Agriculture – Bedrock of the Economy"**

Ministry of Agriculture

Belmopan, Belize / November 2015

## TABLE OF CONTENTS

1. Introduction .....	2
2. Background .....	2
3. National Policy formulation and Framework .....	4
4. The overall Policy and its Guiding Principles .....	6
5. National Targets of the Policy .....	8
6. Pillars, Strategic Objectives, Policy Measures and Actions .....	8
Pillar 1: Sustainable production, productivity and competitiveness .....	9
Pillar 2: Market development, access and penetration .....	12
Pillar 3: National Food and Nutrition Security and enhance Rural Livelihoods .....	15
Pillar 4: Sustainable agriculture and risk management .....	18
Pillar 5: Governance - Accountability, Transparency and Coordination .....	21
7. Organizational Strategy and Institutional Governance Mechanism .....	24

## 1. INTRODUCTION

At the request of the Government of Belize to the United Nations Food and Agriculture Organization (FAO), this document was prepared in collaboration with the Inter-American Institute for Cooperation on Agriculture (IICA) and the task force established by the Ministry to guide and oversee the process. It presents the elements of a Policy Incentive Framework and related Good Governance System for the Agriculture and Food Sector of Belize over a 15 year period (2015-2030). The main objective is to provide an environment that is conducive to increasing production and productivity, promoting investment, and encouraging private sector involvement in agribusiness enterprises in a manner that ensures competitiveness, quality production, trade, and sustainability.

The framework, therefore, provides a platform to guide the development of actionable proposals to transform the Agriculture and Food Sector into a modern pillar of economic growth and development in the country.

## 2. BACKGROUND

The Agriculture and Food Sector is one of the main pillars of the Belizean economy, contributing significantly to Gross Domestic Product (GDP) (13.06%)<sup>1</sup>, employment (17.9%)<sup>1</sup>, income generation, and food and nutrition security. This sector is also important to macroeconomic growth and development as it is a major earner/saver of foreign exchange<sup>2</sup>. It is said to be a key contributor to solutions of the major national challenges of low economic growth, high debt to GDP ratio, and the high level of unemployment.

Notwithstanding, the country still continues to experience a number of challenges, including many in the Agriculture and Food Sector. These include:

- A high level of poverty, estimated at 41.3% in 2009, compared to 33.5% in 2002<sup>3</sup>;
- Increased threats of food insecurity and malnutrition manifested by the levels of:
  - Infant mortality (The rate of infant mortality in Belize was 16 deaths per 1,000 live births in 2012, with an under-five mortality rate of 18 deaths per 1,000 live births.)<sup>4</sup>;
  - Prevalence of undernourishment (% of population) in Belize was last measured at 6.80 in 2011<sup>5</sup>;

---

<sup>1</sup> World Bank 2011

<sup>2</sup> Statistical Institute of Belize LFS 2014

<sup>3</sup> 2009 Country Poverty Assessment, Halcrow Group Ltd in association with Decision Economics and Penny Hope Ross working with The Belize National Assessment Team

<sup>4</sup> Commonwealth Health Link: [http://www.commonwealthhealth.org/americas/belize/child\\_and\\_maternal\\_health\\_in\\_belize/](http://www.commonwealthhealth.org/americas/belize/child_and_maternal_health_in_belize/)

- Obesity/overweight rate for those older than 30 years (11% male; 24% females), which is related to high food costs and a high food import bill;<sup>6</sup>and
  - A rapid dietary/nutritional and epidemiological shift, resulting from changing food consumption patterns that contribute to increased levels of obesity and related non-communicable diseases such as: diabetes, hypertension, stroke, heart diseases, and cancer.
- Underdeveloped agriculture and food value chain systems;
  - Inadequate rural area and territorial development;
  - High exposure to risks and limited resilience capacity; and
  - Limited public policy and governance systems and mechanisms.

The current and operational National Food and Agricultural Policy (2002-2020) of 2003 with its key theme “NO FARMER=NO FOOD”, a major effort was proposed, “To position the producers as the fundamental base of agricultural development, considering them capable of producing, transforming, and commercializing in an environment with clear rules that are predictable and stable, and guaranteed by the state in its role as facilitator”. This Policy focuses on three main objectives (i) Satisfying the food and nutritional needs of the population; (ii) Creating employment; and (iii) Providing foreign exchange earnings. While it provides a long term perspective and endeavors to ensure continuity in the overall thrust of agricultural policies and strategies, it does not address emerging issues such as dwindling preferential markets, climate change, risk management among others. In addition, the policy and strategies have not been systematically implemented, nor has its performance been systematically monitored and evaluated. As a result of this deficiency and the vast potential of the agriculture and food sector, the need for the development of a new policy was established.

A series of participatory consultations were held throughout the country which included farmers, farming associations, consumers, marketers, financial institutions, partners in development, international agencies. NGOs and community based organizations among others. Participants were very forthcoming and presented on a wide range of issues that focused on:

- Trade facilitation and negotiation
- Marketing and market information
- Over-regulation and taxation
- High production cost

---

<sup>5</sup> WHO 2012

<sup>6</sup> WHO 2012

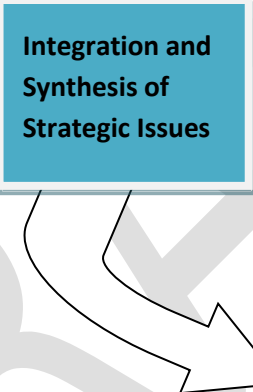
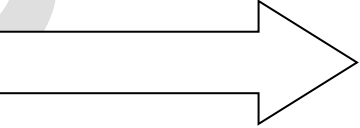
- Credit and financing
- Land availability and security
- Labor and labor issues
- Drainage and irrigation
- Infrastructure
- Technology and Extension Services
- Food Security and the High Food Import Bill
- Climate Change and risk management
- Bio-safety, sanitary and phyto-sanitary, and
- Governance

### 3. NATIONAL POLICY FORMULATION AND FRAMEWORK

The policy goal, objectives, and issues among others were placed within the context of the dynamic changes in the external environment, as well as in the internal environment of the sector (SWOT Analysis). The assessment of the external environment focused on potential opportunities to be exploited and the threats to be avoided and/or addressed in a global, regional, and national macroeconomic context. Likewise, the assessment of the internal environment of the Agriculture and Food Sector focused on the strengths of the sector that could be utilized to capitalize on the opportunities and mitigate the threats and the weaknesses that must be strengthened. These assessments also looked at the gaps that exist in the current policy and the issues and recommendations emanating from the national consultation platforms. All these considerations resulted in the formulation of the broad policy elements shown in Table 1 and was further encapsulated into the following five pillars of the Agriculture and Food Policy:

1. Production, Productivity and Competitiveness
2. Market Development, Access and Penetration;
3. National Food and Nutrition Security and Rural Livelihoods;
4. Sustainable Agriculture and Risk Management;
- and the cross-cutting pillar of*
5. Governance – Accountability, Transparency and Coordination

**Table 1: Broad Policy Elements Derived from Integrated SWOT Framework**

<p><b>Internal Factors</b></p> <p><b>External Factors</b></p>	<p><b>Major Strengths (S)</b></p> <p>S1: Agriculture and food sector is the foundation of the Belizean economy.  S2: Ample supply of unused land well-suited to agriculture.  S3: Process of strengthening extension, research and education has started.  S4: Significant room for investment and growth in non-traditional areas.  S5: Strong support from international partners, private sector, and civil society  S6: Great enterprise management success story</p>	<p><b>Major Weaknesses (W)</b></p> <p>W1: Inadequate and incoherent policy incentive frameworks.  W2: Weak governance systems and mechanisms.  W3: Limited local market opportunities.  W4: Inadequate inter-sectoral linkages and value additions.  W5: Limited affordable and accessible credit and financing.  W6: Poor infrastructure, including SPS.  W7: Low levels of productivity and high production costs.  W8: Poor research and deficient extension services.  W9: Limited technologies and usage.  W10: Limited resilience capacity to risks and natural disasters</p>
	<p><b>Opportunities (O)</b></p> <p>O1: Strategically located in close proximity to the markets of the Americas.  O2: Favorable trading agreements and relationships.  O3: Favorable Macroeconomic policies.  O4: Investment incentives are available under various government programs.  O5: Scope for strengthening inter-sectoral linkages (tourism, agriculture, health, etc.)</p>	
<p><b>Threats (T)</b></p> <p>T1: Eroded Belize preferences in some markets.  T2: High levels of competition in all markets.  T3: High demands for quality and safe foods.  T4: Non-tariff barriers.  T5: Push for the use of GMOs and agro-chemicals without adequately analyzing the social and environmental risks.  T6: High levels of poverty and food and nutrition insecurity.  T7: Limited financial and human resources to support relevant programs.  T8: Slow growth in real per capita income.  T9: Poor quality and high cost of regional and international transportation.  T10: Youth's lack of interest in agriculture.</p>		<p><b>Broad Policy Elements</b></p> <p>PE1: Increase production and improve productivity and competitiveness by: Improving investment incentive framework, Developing and implementing competitive industry plans, Promoting innovation and technologies, Enhancing education and training, Enhancing research and extension services, Developing infrastructure, and Improving credit and finance system.  PE2: Improve marketing platform and promote market development, access and penetration.  PE3: Improve the food and nutrition security situation and rural livelihoods  PE4: Promote sustainable management systems and risk management.  PE5: Promote good governance systems and mechanisms.</p>

## 4. THE OVERALL POLICY AND ITS GUIDING PRINCIPLES

The overall goal of the policy is to engender a conducive environment for the development of an Agriculture and Food Sector that is competitive, diversified and sustainable, enhances food security and nutrition, and contributes to the achievement of the socio-economic development goals of Belize.

### **Vision of the Agricultural Sector:**

An agriculture and Food Sector that is innovative, competitive, diversified and sustainable

### **Mission of the Agricultural Sector:**

To grow and continue as a key economic pillar, ensuring food and nutrition security, diversifying business opportunities, reducing poverty and enhancing human resources capacity in a sustainable and competitive environment.

It is guided by the following principles:

#### **Consistency:**

The National Agriculture and Food Policy (NAFP) is consistent with the national legal framework underpinning the establishment of MOA and associated Declarations and UN Conventions, to which Belize is a signatory.

#### **Complementarity:**

National policies and priorities are integral to the formulation of the NAFP.

#### **Partnership and Solidarity:**

The public and private sectors and civil society are critical to the formulation and implementation of the policy.

#### **Sustainability:**

The Policy incorporates the five areas of sustainable development: economic, social, environmental, technical and political/institutional.

#### **Entrepreneurship:**

The policy recognizes agriculture as a business, providing not only employment for rural people, but generating profits that increase rural incomes and enhance rural prosperity.

#### **Accountability and Transparency:**

The policy and affiliated programs and projects will be subject to a monitoring, evaluation, and accountability process which will allow the participation and access by all stakeholders through transparent reporting mechanisms.

**Equity and Inclusiveness:**

All persons should have equitable and broad access to productive resources and social services regardless of race, creed, and gender groups.

**Social responsibility:**

The Policy will encourage stakeholders to be socially responsible by ensuring the production and processing of food that is safe for consumption.



## 5. NATIONAL TARGETS OF THE POLICY

With the development and implementation of the Agriculture and Food Policy, the expected impacts of the following macro-economic and sectoral variables are as follows:

- Sector Growth Rate – The average annual sector growth rate increased from the current average of 2.8 % to 4.0 %;
- GDP – The Agriculture and Food Sector’s contribution to GDP increased in real terms from approximately 13.0 % of GDP to 20 % of GDP;
- Exports – The average annual growth rate in agricultural exports increased from 4.2 % to 5.5 %;
- Imports – The average rate of growth in imports of food commodities decreased from 5.8 % to 3.5 % with a heavy focus on import replacement commodities;
- Direct Employment – The direct employment in the Agriculture and Food Sector increased to 25 % of total employed labor force;
- Real Income – The real income of producers increased by 2.5 % per year;
- Poverty – Poverty reduced through agriculture’s contribution to improved livelihoods;
- Food and Nutrition – Food and nutrition increased, resulting in a decrease in malnutrition;
- Agriculture workforce – The productivity of the agricultural workforce increased; and
- Governance – The management and governance capacity within the agriculture sector increased.

## 6. PILLARS, STRATEGIC OBJECTIVES, POLICY MEASURES AND ACTIONS

As previously stated, the National Agriculture and Food Policy is based on five pillars, one of which is a crosscutting theme. Each pillar has specific strategic objectives for which priority policy measures and actions have been designed and outlined in the matrix hereinafter.

**PILLAR 1: SUSTAINABLE PRODUCTION, PRODUCTIVITY AND COMPETITIVENESS**

*This pillar focuses on production, productivity and competitive issues and how these can be achieved through the following strategic objectives, policy measures & actions:*

<b>Strategic Objective</b>	<b>Policy Measures</b>	<b>Action</b>
<b>SO1.1</b> Rationalize the investment incentives regime for the sector	<b>PM1.1.1:</b> Establish an incentive regime for innovative and Pioneer (new) status agribusiness firms and for existing companies which reinvest in Agriculture.	<ul style="list-style-type: none"> <li>✓ Review and modify existing incentives regimes to promote equitable opportunities for the export and domestic markets.</li> <li>✓ Promote equitable taxation regimes that enhances the competitiveness of the productive sector.</li> <li>✓ Promote incentives schemes for the use of local raw materials.</li> </ul>
	<b>PM1.1.2:</b> Enhance access to Foreign Direct Investments (FDIs), including cross-border investment.	<ul style="list-style-type: none"> <li>✓ Enhance access to transparent institutional framework and risk management mechanisms to facilitate cross-border investments</li> </ul>
	<b>PM1.1.3:</b> Foster public-private partnership to access competitive and innovation funding for Agriculture and Agribusiness	<ul style="list-style-type: none"> <li>✓ Enhance the capacity of the private and public sectors in agriculture through supporting innovative private sector activities or public-private partnerships that promote market-led production, processing and marketing initiatives.</li> <li>✓ Create a competitive and innovation fund that supports agriculture, livestock and agribusiness initiatives at all levels of the value chain.</li> </ul>
<b>SO1.2:</b> Establish mechanisms that ensure quality and SPS compliant production and value chains which meet domestic and export requirements.	<b>PM 1.2.1:</b> Identify and prioritize strategic value chains for development.	<ul style="list-style-type: none"> <li>✓ Support strategic value chains for development within the crops, livestock and aquaculture sub-sectors.</li> <li>✓ Select value chains based on clearly defined criteria such as contribution to food &amp; nutrition security; economic benefits; production potential; access to markets, etc.</li> </ul>
	<b>PM 1.2.2:</b> Promote industry competitive investment plans for prioritized value chains.	<ul style="list-style-type: none"> <li>✓ Support the development of medium and long term industry competitiveness investment plans.</li> </ul>
	<b>PM 1.2.3:</b> Promote the establishment of production clusters for enhancing	<ul style="list-style-type: none"> <li>✓ Promote production clusters among producers and processors, especially in rural communities.</li> <li>✓ Promote viable agro-food chains for non-traditional commodities e.g. small ruminants,</li> </ul>

	competitiveness.	<p>apiculture, fruit trees, vegetables, white corn, beans, etc.</p> <ul style="list-style-type: none"> <li>✓ Strengthen the capacity of smallholder farmer/Micro, small and Medium Enterprises to better organize themselves, network and access domestic and regional markets.</li> <li>✓ Coordinate with relevant development institutions and partners to facilitate access to technical information and sound advice on the development of innovative products and value adding processes, quality certification and geographical indicators, etc.</li> </ul>
	<b>PM 1.2.4:</b> Support a comprehensive labour policy for agriculture.	<ul style="list-style-type: none"> <li>✓ Support the harmonization of labour policies for the agriculture sector.</li> <li>✓ Support a comprehensive review and consideration of the need for migrant labour.</li> </ul>
<b>SO1.3:</b> Reform agricultural education and training to increase productivity	<b>PM 1.3.1:</b> Improve knowledge management	<ul style="list-style-type: none"> <li>✓ Complete a gap analysis and develop capacity building plans to enhance skills in the Agriculture and Food Sector.</li> <li>✓ Enhance existing training programs for producers, employees or management teams of agribusinesses.</li> <li>✓ Collaborate with secondary and tertiary level institutions to address capacity gaps.</li> <li>✓ Enhance opportunities for youth and women to be more involved in the agriculture and food sector.</li> </ul>
	<b>PM 1.3.2:</b> Collaborate with the Ministry of Education to develop specific school-based programs.	<ul style="list-style-type: none"> <li>✓ Review agricultural curriculum at university and training college level to match skill development demands of the public and private sectors.</li> <li>✓ Introduce and/or strengthen school gardening program at primary and secondary schools linked to school feeding (nutrition).</li> <li>✓ Promote agro-processing training at high school level.</li> </ul>
<b>SO1.4:</b> Adopt innovative technologies through R&D to enhance competitiveness	<b>PM 1.4.1:</b> Establish a national agricultural research and development policy and implementation mechanism.	<ul style="list-style-type: none"> <li>✓ Formulate a national agricultural research and development policy that will provide the objectives and principles for agricultural research.</li> <li>✓ Define the institutional arrangements including roles and linkages among key players and the priority areas for research.</li> <li>✓ Address the existing weaknesses in coordination of research and define the roles and responsibilities of the private sector and local authorities in research.</li> <li>✓ Provide a basis for the design of institutional strategic plans to guide the implementation of research.</li> <li>✓ Strengthen the institutional and technical capacity for R&amp;D, ensuring that it is demand driven, responsive to the needs of producers and provides the highest potential for</li> </ul>

		<p>return on investment.</p> <ul style="list-style-type: none"> <li>✓ Develop, adapt, and adopt appropriate technologies and methods to improve productivity.</li> <li>✓ Establish a national coordinating mechanism for research and development.</li> <li>✓ Collaborate with tertiary level institutions that are conducting applied research in the agricultural sector.</li> </ul>
	<b>PM 1.4.2:</b> Transform Central Farm Station to become a centre of innovation.	<ul style="list-style-type: none"> <li>✓ Revise and strengthen Central Farm strategic plans for R&amp;D, including the integration of other relevant outreach stations and institutions.</li> <li>✓ Promote technology innovation, aimed at ensuring that R&amp;D efforts are market led and conducted to generate and apply technologies in areas such as breeding, biotechnology, product development, among others, to production processes along the value chain.</li> <li>✓ Provide access to modern technology.</li> <li>✓ Promote better coordination of R&amp;D activities of public institutions.</li> <li>✓ Foster the incorporation of private sector in research and development agenda for biotechnology products.</li> </ul>
	<b>PM 1.4.3:</b> Promote research on value addition and post-harvest handling.	<ul style="list-style-type: none"> <li>✓ Promote strategic alliances among stakeholders for development of knowledge, products and biotechnological services.</li> <li>✓ Promote and support the establishment of an Agriculture and Food Innovation Fund, with support of the private sector and other strategic partners to support R&amp;D and innovation in agriculture.</li> </ul>
<b>SO1.5:</b> Strengthen mechanisms to support technology transfer	<b>PM 1.5.1:</b> Improve knowledge and linkages among stakeholders.	<ul style="list-style-type: none"> <li>✓ Improve and strengthen linkages and coordination among stakeholders for effective services delivery.</li> <li>✓ Promote Commodity Improvement Groups at the national and zonal levels.</li> <li>✓ Improve knowledge and use of statistical information for service delivery.</li> <li>✓ Strengthen the exchange of knowledge information with key stakeholders.</li> <li>✓ Improve management and communication systems.</li> <li>✓ Increase the use of innovative and efficient technologies for service delivery.</li> <li>✓ Adopt, adapt, develop and promote appropriate innovative technology to increase labour productivity.</li> </ul>
	<b>PM 1.5.2:</b> Improve human and institutional capacities of the Extension Services of the MOA.	<ul style="list-style-type: none"> <li>✓ Review, modify and implement the National Extension Strategy.</li> <li>✓ Identify and address capacity gaps in the Extension Service.</li> <li>✓ Strengthen technology system and pathways.</li> </ul>

		<ul style="list-style-type: none"> <li>✓ Improve knowledge and understanding of the needs of the producer groups.</li> </ul>
	<b>PM 1.5.3:</b> Improve the capacities of the extension workers.	<ul style="list-style-type: none"> <li>✓ Support long term key courses at colleges and university, with an emphasis on the use of Information &amp; Communication Technology (ICT) to increase efficiency and effectiveness of the extension service.</li> <li>✓ Support short-term courses for extension workers, both locally and overseas, in crop agronomy, livestock husbandry, pests and diseases, storage, marketing, processing and seed stock development among others.</li> <li>✓ Establish a mechanism that supports a robust hands-on training program for extension staff with exchange opportunities with Latin America and Caribbean institutes.</li> <li>✓ Promote in-house training of extension officers.</li> </ul>
<b>SO1.6:</b> Improve infrastructure to support increased production and productivity.	<b>PM 1.6.1:</b> Increase understanding and implementation of the infrastructural priorities in the agricultural sector.	<ul style="list-style-type: none"> <li>✓ Undertake a gap analysis to identify and prioritize needs.</li> <li>✓ Develop strategic plans to address needs.</li> <li>✓ Develop alliances and improve coordination to ensure implementation of strategic plans.</li> <li>✓ Mobilize resources to implement infrastructural priorities.</li> <li>✓ Improve monitoring and evaluation to ensure long term effectiveness and utility of infrastructure.</li> </ul>
	<b>PM 1.6.2:</b> Improve the financial, institutional and technical capacity of the public sector to support development and implementation of agriculture water management with an emphasis on drainage and irrigation system.	<ul style="list-style-type: none"> <li>✓ Strengthen the technical and institutional capacity of the relevant authority to promote and support the implementation of the drainage and irrigation policy and strategy.</li> <li>✓ Improve the data and information collection system to enhance efficient and reliable water management schemes for agriculture production.</li> <li>✓ Increase access to and use of capital investments at affordable interest rates for drainage and irrigation schemes.</li> <li>✓ Promote investments in water storage systems and water management schemes for agricultural production.</li> <li>✓ Improve the management of the irrigation and drainage systems.</li> <li>✓ Improve the capacity to monitor and evaluate effectiveness and impact of drainage and irrigation schemes.</li> </ul>

**PILLAR 2: MARKET DEVELOPMENT, ACCESS AND PENETRATION**

*This pillar focuses on the market opportunities that are available, and more importantly on the policy and institutional platforms that must be established to exploit those opportunities. It will focus on strengthening the markets for commodities produced, bought, and sold by producers by reducing transaction cost, managing risks, building*

<i>social capital, enabling collective actions and addressing missing markets. The following strategies and policy measures will support this policy objective.</i>		
<b>Strategic Objective</b>	<b>Policy Measures</b>	<b>Actions</b>
<b>SO 2.1:</b> Improve the market information and intelligence systems.	<b>PM 2.1.1:</b> Enhance national market information and intelligence system.	<ul style="list-style-type: none"> <li>✓ Identify and prioritize market information needs on priority commodities.</li> <li>✓ Identify and apply best practices and methodologies for agricultural market data collection and analyses.</li> <li>✓ Undertake gap analysis in the application of best practices and methodologies and provide respective trainings.</li> <li>✓ Enhance the technical platform of the Agricultural Market Information System (AMIS) for better management of priority market information needs.</li> <li>✓ Establish a publicly accessible National (electronic based) Marketing Intelligence System (NAMIS).</li> <li>✓ Mobilize necessary resources to strengthen data collection and dissemination of information on a timely basis.</li> </ul>
<b>SO2.2:</b> Increase access to domestic and external markets by addressing enabling environment constraints.	<b>PM 2.2.1:</b> Improve the marketing infrastructure.	<ul style="list-style-type: none"> <li>✓ Identify priority market infrastructure needs.</li> <li>✓ Develop and enhance physical market infrastructure to allow for improvements in consolidation and distribution systems.</li> <li>✓ Develop and enhance wholesale marketing facilities for handling and selling produce, agro-processed products and livestock.</li> <li>✓ Rehabilitate and maintain farm/feeder road network.</li> <li>✓ Upgrade/improve transportation system for crop and livestock products, port facilities and other infrastructure that connects producers to markets.</li> </ul>
	<b>PM 2.2.2:</b> Improve adherence to quality, food safety and SPS requirements to enable trade in domestic and export markets	<ul style="list-style-type: none"> <li>✓ Enhance and implement National Food Safety Policy and Action Plan;</li> <li>✓ Identify and prioritize the key gaps that constrain adherence to specifications.</li> <li>✓ Enhance and implement food safety legislation, and promulgate new legislation to address existing gaps.</li> <li>✓ Improve monitoring, inspection and certification to improve efficiency and effectiveness.</li> <li>✓ Establish and apply appropriate SPS and ensure compliance with national and international standards.</li> <li>✓ Enhance the institutional capacities of national marketing agencies and cluster groups to meet the required standards and regulations.</li> </ul>

		<ul style="list-style-type: none"> <li>✓ Increase the knowledge and awareness of the producers and general public on food safety, quality control and postharvest requirements and related environmental issues ; and</li> <li>✓ Increase technical capacity and competencies of relevant agencies to meet existing and new requirements.</li> </ul>
	<p><b>PM 2.2.3:</b> Enhance and strengthen the capacity for trade facilitation for domestic and export markets.</p>	<ul style="list-style-type: none"> <li>✓ Develop and/or strengthen systems for public-private sector dialogue on trade negotiation issues.</li> <li>✓ Improve capacity of producer groups and Growers Marketing Associations to access markets, financing and information.</li> <li>✓ Reduce transport costs resulting from synchronizing the demand for transport services.</li> <li>✓ Create collection points, packaging sites and promote other added-value activities with cluster groups.</li> <li>✓ Review and reform existing legal framework to create that enabling environment for MSME.</li> <li>✓ Strengthen cooperatives to ensure that productive activities are treated as business/enterprises and agriculture cooperatives are considered under the MSME Policy as SMEs.</li> <li>✓ Strengthen Producers’ Organizations and build sustained capacity of rural producers to facilitate collaborative production, planning, supply to intermediaries and marketing of foods.</li> <li>✓ Work with the Ministry of Trade to establish a trade negotiation program to support agricultural producers to take advantage of emerging opportunities with the region.</li> <li>✓ Improve existing institutional framework and collaboration between Ministry for Trade and the productive sector in establishing trade policy processes and negotiation positions.</li> <li>✓ Increase market penetration in emerging domestic and international markets.</li> <li>✓ Enhance communication and information sharing between Ministry for Agriculture, Ministry for Trade and Ministry for Foreign Affairs to improve access to agricultural trade opportunities.</li> <li>✓ Support the capacity of the Trade Negotiating Team to engage in effective and results-based negotiations for Agriculture.</li> </ul>

	<b>PM 2.2.4:</b> Improve domestic and export credit policies.	<ul style="list-style-type: none"> <li>✓ Review and reform domestic and export credit policies.</li> <li>✓ Expand export financing schemes, for example, by offering through the Central Bank a rediscount line for this purpose.</li> <li>✓ Improve Legislation and regulations to create the enabling environment to access financing.</li> <li>✓ Improve access to credit in an effective and timely manner.</li> </ul>
<b>SO2.3:</b> Establish/strengthen linkages among agriculture, tourism and manufacturing to expand markets.	<b>PM 2.3.1:</b> Improve linkages between agriculture and tourism.	<ul style="list-style-type: none"> <li>✓ Establish consistent supply of produce and products to meet market demand for quality and quantity;</li> <li>✓ Increase the promotion of food tours and food festivals.</li> </ul>
	<b>PM 2.3.2:</b> Improve linkages between agriculture and manufacturing sector	<ul style="list-style-type: none"> <li>✓ Increase support to micro, small and medium size agro-processing enterprises.</li> <li>✓ Increase opportunities and access to affordable financing.</li> <li>✓ Enhance the skills of MSME owners and managers (including business management skills training including market research);</li> <li>✓ Increase and promote a robust import replacement program.</li> <li>✓ Increase use of local raw materials in agro-production processes.</li> <li>✓ Provide tax incentives and exemptions to agro-processing enterprises, for the purchase and installation of modern processing plants.</li> <li>✓ Improve capacity of agro-processors to meet standards.</li> </ul>
<b>SO2.4:</b> Increase the use of innovative marketing in domestic and export markets.	<b>PM 2.4.1:</b> Increase the use of branding of selected products for differentiation.	<ul style="list-style-type: none"> <li>✓ Implement a program for product differentiation.</li> <li>✓ Increase use and access to financing for branding, certification and marketing of differentiated products and produce.</li> <li>✓ Enhance regulatory environment that supports fair competition.</li> <li>✓ Increase capacity and knowledge of producers.</li> </ul>
	<b>PM 2.4.2:</b> Promote increased use of information communication technology	<ul style="list-style-type: none"> <li>✓ Increase collaboration with telecommunication companies to increase domestic and export market access.</li> <li>✓ Increase use of mobile phone applications for providing market information.</li> <li>✓ Increase communication linkages between buyers and sellers.</li> </ul>

**PILLAR 3: NATIONAL FOOD AND NUTRITION SECURITY AND ENHANCE RURAL LIVELIHOODS**

This is the social pillar that looks at ensuring food security for the country (e.g. raising productivity and addressing food imports) and providing opportunities for rural people including women and youth to generate income from productive activities. The following strategic objectives and policy measures support this pillar:



Strategic Objective	Policy Measure	Action
SO 3.1: Increase Food and Nutrition Security	PM 3.1.1: Promote “Eat local and healthy” campaign.	<ul style="list-style-type: none"> <li>✓ Identify commodities that can be produced on a national scale competitively and in the required quantities.</li> <li>✓ Enhance policy support for selected food commodities/products.</li> <li>✓ Conduct value chain analyses to diagnose and address gaps/constraints in the development of the identified commodities.</li> <li>✓ Promote production, manufacturing and consumption of nutritious and local foods.</li> <li>✓ Increase collaboration and coordination between MOA, MOH, and MOE among others through an appropriate coordinating mechanism.</li> </ul>
	PM 3.1.2: Promote the strengthening of linkages between agriculture and the health sector through nutrition.	<ul style="list-style-type: none"> <li>✓ Promote nutrition-enhancing strategies that address basic causes of malnutrition.</li> <li>✓ Make more nutritious food more accessible to everyone or to specific targeted groups.</li> <li>✓ Support small scale family farmers.</li> <li>✓ Empower women by boosting their incomes, education and employment health care and resilience.</li> <li>✓ Increase awareness of the importance of good nutrition education in schools and communities.</li> <li>✓ Promote and enhance alignment with the National Food-Based Dietary Guidelines (FBDGs) and related actions by policy makers, food manufacturers and consumers.</li> </ul>
SO 3.2: Increase sustainable livelihood options for the food and nutrition deprived.	PM 3.2.1: Expand employment and income generating opportunities for marginalized communities.	<ul style="list-style-type: none"> <li>✓ Conduct labour market demand analysis specific to agriculture to determine the areas for skills training.</li> <li>✓ Increase access to education, vocational training and self-upgrading in key but competitive economic areas based on the labour demand analysis for agriculture.</li> <li>✓ Develop and implement interventions to enable poor individuals and households to formalize farm and farm-related asset ownership.</li> <li>✓ Establish micro-credit facility to provide credit for micro-enterprises and SMEs.</li> <li>✓ Increase the support for small farmers and promote entrepreneurship and home food production.</li> <li>✓ Establish links between small farming agriculture and tourism and promotion of ecotourism.</li> </ul>
	PM 3.2.2: Promote home food production	<ul style="list-style-type: none"> <li>✓ Develop a special program of backyard and school gardening to increase food availability</li> </ul>

	utilizing backyard/container gardening technology.	<p>at the household and school levels.</p> <ul style="list-style-type: none"> <li>✓ Provide technical support for increased production,</li> <li>✓ Improve post-harvest handling, storage and value addition.</li> </ul>
<p><b>SO 3.3:</b> Increase the participation of youth and women in the development process through empowerment programs.</p>	<p><b>PM 3.3.1:</b> Develop and implement programs for increased youth participation.</p>	<ul style="list-style-type: none"> <li>✓ Link youths through advances in information and communication technologies and social media to agriculture and agricultural opportunities.</li> <li>✓ Improve agriculture’s image as a career, highlighting opportunities for greater market engagement, innovation and farming as a business.</li> <li>✓ Strengthen higher education in agriculture with a greater focus on agribusiness, entrepreneurship, management, decision-making, communication and leadership.</li> <li>✓ Establish a youth dialogue platform to discuss opportunities in agricultural development, share experiences and advocate for greater youth engagement and representation.</li> <li>✓ Facilitate access to resources - land and credit through innovative land leasing and soft loans.</li> <li>✓ Advocate for greater prominence of agriculture in the primary and high school curricula.</li> </ul>
	<p><b>PM 3.3.2:</b> Develop and implement programs targeted for women.</p>	<ul style="list-style-type: none"> <li>✓ Establish a dialogue platform for women to discuss opportunities in agricultural development, share experiences and advocate for greater women engagement and representation.</li> <li>✓ Support the provision of resources (land and credit), basic infrastructure, and technical support for family agriculture and home grown production.</li> <li>✓ Encourage women to become more entrepreneurial through training and technical assistance.</li> </ul>
<p><b>SO 3.4:</b> Promote linkages of small producers to specialized markets.</p>	<p><b>PM 3.4.1:</b> Strengthen the governance mechanisms.</p>	<ul style="list-style-type: none"> <li>✓ Establish institutional mechanisms for coordination, dialogue and information and knowledge sharing among stakeholders.</li> <li>✓ Develop public purchasing policy for the purchase of locally produced foods from family farmers, farmer’s groups and school gardens.</li> <li>✓ Support the development and implementation of public (schools and government institutions) and private purchasing contracts for the marketing of family farmers and farmer’s groups produce.</li> </ul>
	<p><b>PM 3.4.2:</b> Strengthen the marketing framework for specialized markets.</p>	<ul style="list-style-type: none"> <li>✓ Undertake a market demand analysis.</li> <li>✓ Support the development and implementation of production and marketing schedules.</li> <li>✓ Provide technical support for the strengthening of market oriented value added infrastructure to facilitate the consolidation, grading, packaging and distribution of</li> </ul>

		<p>produce from family farms and farmers' groups.</p> <ul style="list-style-type: none"> <li>✓ Conduct training and introduce basic farm management tools and record keeping for profit calculations.</li> <li>✓ Conduct training workshops for producers in understanding marketing information and good marketing practices.</li> </ul>
	<p><b>PM 3.4.3:</b> Provide technical support for increased production, productivity and competitiveness for small producers targeting specialized markets.</p>	<ul style="list-style-type: none"> <li>✓ Support the implementation of technology packages for targeted crops.</li> <li>✓ Validate appropriate technology packages and avail them to producers.</li> <li>✓ Conduct training workshops for family farmers, farmers' groups, and school gardeners, utilizing technology packages as the base and introducing good agricultural practices.</li> <li>✓ Conduct training workshops in post-harvest handling of produce.</li> </ul>
<p><b>PILLAR 4: SUSTAINABLE AGRICULTURE AND RISK MANAGEMENT</b></p>		
<p>This pillar relates to climate change adaptation and mitigation, environmentally sound production practices, conservation of natural resources and risk management mechanisms such as crop insurance. These contain the following strategic areas: variability and climate change, agro-biodiversity, clean production, and sustainable land management and other natural resources. The following strategic objectives and policy measures are identified under this pillar:</p>		
Strategic Objective	Policy Measure	Action
<p><b>SO 4.1:</b> Promote best practices in Disaster Risk Management (DRM) and Climate Change Adaptation (CCA)</p>	<p><b>PM 4.1.1:</b> Improve the adaptation, mitigation, prevention and preparedness of the agricultural sector (crops, aquaculture and livestock, and value added sub-sectors) to disasters and hazards.</p>	<ul style="list-style-type: none"> <li>✓ Support the revision and implementation of Agriculture and Food Sector Disaster Risk Management (AFDRM) Plan.</li> <li>✓ Support the integration of AFDRM Plan into National DRM Plan.</li> <li>✓ Support the establishment of National Disaster Emergency Fund for the agricultural sector.</li> <li>✓ Support the development of national cropping, livestock and fisheries plans, taking into consideration prevailing weather hazards, crop zones and agro-ecological conditions.</li> <li>✓ Support the identification, definition and development and monitoring of resilience indicators.</li> <li>✓ Support the development of risk profiles for the main economic and food crops, livestock and fisheries.</li> </ul>
	<p><b>PM 4.1.2:</b> Develop comprehensive agricultural income compensation and risk transfer scheme.</p>	<ul style="list-style-type: none"> <li>✓ Support the development and implementation of comprehensive agricultural income compensation and risk transfer schemes, including agricultural insurance.</li> <li>✓ Support the development and operationalization of a Disaster Management Fund.</li> </ul>

	<p><b>PM 4.1.3:</b> Establish a mechanism for an adequate supply of food and other agricultural inputs in times of disasters.</p>	<ul style="list-style-type: none"> <li>✓ Establish an Agricultural DRM incidence Response Sub-Committee, within the framework of the National Emergency Management Organization (NEMO).</li> <li>✓ Develop and operationalize national emergency food plans.</li> <li>✓ Develop action plans to ensure food security for vulnerable groups and locations.</li> <li>✓ Establish information platforms to monitor and evaluate key staple food commodities, product prices and demand and supply situation.</li> </ul>
	<p><b>PM 4.1.4:</b> Improve the resilience of the agriculture and food sector to climate change and variability.</p>	<ul style="list-style-type: none"> <li>✓ Identify and explore livelihood options in the agricultural sector in the face of climate change/variability.</li> <li>✓ Identify and disseminate models/best practices for farm-based climate change adaptation.</li> <li>✓ Disseminate educational materials to increase knowledge on climate change adaptation.</li> <li>✓ Support the identification, definition and development, and monitoring of resilience indicators.</li> <li>✓ Disseminate educational materials to increase knowledge on climate change adaptation and mitigation.</li> <li>✓ Mainstream food and agriculture related climate change issues into the decision-making process at the institutional and producer levels.</li> </ul>
<p><b>SO4.2:</b> Create and strengthen pro-environment policies and institutions and promote integrated management of the environment.</p>	<p><b>PM 4.2.1:</b> Improve land and water governance and management systems.</p>	<ul style="list-style-type: none"> <li>✓ Develop and implement an action plan and related projects aimed at strengthening and enhancing land and water management systems.</li> <li>✓ Develop and implement soil and water conservation measures for agricultural production systems.</li> <li>✓ Develop and implement improved infrastructure for water catchments, storage and distribution.</li> <li>✓ Develop and implement action plans to enhance watershed management and reduce land degradation.</li> <li>✓ Formulate, review and reform Land Use Policy and Legislation.</li> <li>✓ Formulate, review, and reform Water Policy and Legislation.</li> <li>✓ Establish and strengthen national land and water information systems.</li> <li>✓ Strengthen governance mechanisms for land zoning, land use planning and land tenure in the context of national food and nutrition security and to ensure greater transparency and accountability.</li> </ul>

		<ul style="list-style-type: none"> <li>✓ Develop and implement best practices for the management of fires related to agricultural land clearing in order to mitigate adverse effects.</li> <li>✓ Support revision and updating of legislative and regulatory frameworks for the sustainable management of the forestry, fisheries and genetic resources of Belize.</li> </ul>
	<b>PM 4.2.2:</b> Promote the use of renewable energy.	<ul style="list-style-type: none"> <li>✓ Increase the use of renewable energy throughout the value chain.</li> <li>✓ Increase the use of and access to financial incentives that promotes the equitable use of resources.</li> </ul>
	<b>PM 4.2.3:</b> Support development of carbon sequestration and other agro-ecological services through good agricultural practices.	<ul style="list-style-type: none"> <li>✓ Support identification of opportunities and options for Belizean strategy for sequestration.</li> <li>✓ Promote reduced deforestation through intensification and increased productivity in areas under cultivation.</li> <li>✓ Support identification of appropriate mechanisms for development of an Agro-ecological services business program via a portfolio of incentives for implementing environmental protection technologies and optimal use of natural resources for sustainable production.</li> <li>✓ Support Carbon-neutral certification by providing a robust framework and credit certification that aims to reduce its net carbon dioxide emissions to zero.</li> </ul>
<b>SO 4.3:</b> Support adaptation and mitigation strategies	<b>PM 4.3.1:</b> Improved national capacities for and conducting vulnerability mapping.	<ul style="list-style-type: none"> <li>✓ Review existing national vulnerability and social protection policies and associated relevant legislative provisions, analyzing the institutional framework for their implementation and make the necessary recommendations for implementation.</li> <li>✓ Analyze on-going social welfare and food access programs and their inter-linkages within the framework of the “Right to Food” Assessment Guidelines and making recommendations for implementation.</li> <li>✓ Compile a basic dataset of vulnerability/food and nutrition security indicators.</li> <li>✓ Collaborate in training programs to build capacity in the use of the Food Insecurity and Vulnerability Information Mapping Systems (FIVIMS) to identify food insecurity, under-nutrition and malnutrition at the household level.</li> <li>✓ Collaborate with FIVIMS to identify the vulnerable population in the country.</li> </ul>
	<b>PM 4.3.2:</b> Establish a National Information Early Warning System.	<ul style="list-style-type: none"> <li>✓ Establish an integrated system that harmonizes and coordinates the collection of key food and nutrition indicators.</li> <li>✓ Develop and utilize methodologies, tools and techniques for the effective monitoring and evaluation of activities and assessment of the food insecurity, agro-meteorological conditions, plant and animal disease, food product price and marketing situation at a</li> </ul>

		<p>national level.</p> <ul style="list-style-type: none"> <li>✓ Train relevant professionals in areas related to the analysis, interpretation and use of data/information for production planning and the development of intervention strategies.</li> <li>✓ Develop and implement a communication plan to disseminate accurate and timely climate, weather and economic data/information related to agriculture.</li> </ul>
	<p><b>PM 4.3:3:</b> Support mechanisms to reduce poverty levels and provide increased opportunities for women and youth to become more involved in the food and agricultural sectors.</p>	<ul style="list-style-type: none"> <li>✓ Increase access to financing for targeted women and youth.</li> <li>✓ Increase access to land resources required by women and youth.</li> <li>✓ Institute programs to empower women and youth with required skills along the value chains in the Agriculture and Food Sector.</li> <li>✓ Review and modify support programmes in agriculture and food to allow for improved access by women and youth.</li> <li>✓ Establish and strengthen a comprehensive database system of vulnerable groups and households.</li> <li>✓ Establish Food Crisis Fund to cater to the needs of the most vulnerable during economic and natural shocks.</li> <li>✓ Establish trigger mechanisms and protocols for management of food crisis.</li> </ul>
<p><b>SO 4.4:</b> Increase use of strategies to combat praedial larceny and contraband.</p>	<p><b>PM 4.4.1:</b> Improve the legislative and institutional framework.</p>	<ul style="list-style-type: none"> <li>✓ Prepare National Action Plans to combat praedial larceny and contraband to be accomplished through a participatory approach involving all relevant stakeholders.</li> <li>✓ Review and strengthen legislative frameworks for enforcement and stiffer penalties.</li> <li>✓ Improve enforcement of contraband and praedial larceny rules and regulations.</li> <li>✓ Develop and implement public awareness through education and communication strategies.</li> <li>✓ Improve and implement more effective traceability systems including a farm registry and agricultural district mappings of production areas.</li> </ul>
	<p><b>PM 4.4.2:</b> Improve the technology platform for prevention and detection.</p>	<ul style="list-style-type: none"> <li>✓ Evaluate and introduce innovative traceability methods and technologies, if deemed appropriate to include GPS, DNA, and drones among others.</li> <li>✓ Develop and implement targeted programs for alternative livelihoods.</li> </ul>

**PILLAR 5: GOVERNANCE - ACCOUNTABILITY, TRANSPARENCY AND COORDINATION**

The issue of governance is a major challenge to the Agriculture and Food Sector in Belize. Existing governance systems at the district, zonal and national levels are deficient in the level of participation, transparency, accountability, evidence-based processes, and the institutional and legislative frameworks. In this context, the following strategic

objectives and policy measures have been identified:		
Strategic Objective	Policy Measure	Action
SO5.1: Improved planning, budgeting and program delivery.	PM 5.1.1: Increase the annual budgetary allocation to the Ministry responsible for Agriculture and Food Sector.	<ul style="list-style-type: none"> <li>✓ Increase in a phased, progressive and targeted manner its budgetary allocation to represent 5% of its overall public sector budget by 2030 to the Ministry responsible for Agriculture and Food Sector.</li> </ul>
	PM 5.1.2: Strengthen institutional mechanisms and integration process of public sector.	<ul style="list-style-type: none"> <li>✓ Improve the Ministry's capacity in strategic planning, programme budgeting and results-based implementation through an inclusive, participatory and sustained approach.</li> <li>✓ Strengthen the coordination, communication and integration processes within the Ministry and across the various relevant institutions.</li> <li>✓ Conduct management audit of the Ministry responsible for Agriculture and government-related agriculture and food institutions to evaluate efficiency and effectiveness of their governance systems and accountability mechanisms.</li> <li>✓ Establish a mechanism for the oversight of the goals and outcomes of the National Agriculture and Food Policy.</li> <li>✓ Establish broad-based National Commodity Development Committees, with zonal Working Groups, to drive the development of prioritized value chains.</li> <li>✓ Establish five thematic working groups (TWGs) related to the five pillars of NAFFP.</li> <li>✓ Strengthen the mechanisms to ensure adherence to public procurement procedures.</li> </ul>
SO5.2: Strengthen cooperation partnerships.	PM 5.2.1: Establish national platform for dialogue, partnerships and decision making.	<ul style="list-style-type: none"> <li>✓ Promote the formation of strategic public-private partnerships and strengthening existing ones for improved planning, decision making and formulation of regulatory policies in the Agriculture and Food Sector.</li> <li>✓ Conduct an annual accountability forum between Ministry for Agriculture and Food Sector and stakeholders for the review of annual sector results, constraints, priorities for implementation and develop a revised blue print of the way forward.</li> <li>✓ Support policy and strategic development initiatives that facilitate stakeholder's participation and advocacy such as: NPESAP, Horizon 2030, GPRS/GSDS, BRADS, Forestry and Fisheries' Policies.</li> </ul>
	PM 5.2.2: Strengthen capacities for national,	<ul style="list-style-type: none"> <li>✓ Establish a Donors' Forum to support resource mobilization process.</li> <li>✓ Establish an entity to serve as a "Think-Tank" to generate concepts, projects and</li> </ul>

	regional and international cooperation.	<p>programs that support the implementation of the NAFFP.</p> <ul style="list-style-type: none"> <li>✓ Strengthen the capacity of the Ministry and other relevant national institutions to participate in international negotiations and in the application of international instruments.</li> </ul>
<p><b>SO 5.3:</b> Develop and implement an effective and efficient information and communication system</p>	<p><b>PM 5.3.1:</b> Improved statistical data collection, dissemination and management.</p>	<ul style="list-style-type: none"> <li>✓ Identify and prioritize the statistical data requirements and develop relevant strategy.</li> <li>✓ Implement a strategy with a focus of harmonizing data collection for agriculture, climate and market information.</li> <li>✓ Mobilize resources for data and information collection, dissemination and management.</li> </ul>
	<p><b>PM 5.3.2:</b> Develop and implement an effective information and communication strategy.</p>	<ul style="list-style-type: none"> <li>✓ Identify and prioritize communication needs and develop relevant strategy.</li> <li>✓ Establish an implementable, rigorous monitoring and evaluation system that ensures a continual review of benchmarks/indicators, accountability, transparency and reporting on performance.</li> <li>✓ Publish periodic reports on issues of importance to Agriculture and Food Sector arising out of the needs and lessons from the policy implementation.</li> <li>✓ Develop communication products for targeted audiences and facilitate national stakeholder participation in relevant regional fora</li> <li>✓ Strengthen and establish national platforms and mechanisms for dialogue, information exchange, and consensus building on national and regional policies and programs.</li> </ul>



## 7. ORGANIZATIONAL STRATEGY AND INSTITUTIONAL GOVERNANCE MECHANISM

The Agriculture and Food Policy will be implemented through a multi-sectoral, multi-institutional approach, in which several ministries (public sector), the private sector, civil society and development partners will each have distinct roles to play. Notwithstanding, the Ministry for the Agriculture and Food Sector and its relevant departments will have the overall responsibility for the integration and coordination of these roles. In this context, the Ministry is committed to take the following interventions:

- Restructure/retool the Ministry and its statutory bodies (institutions - BMDC, PCB and BAHA and Central Farm, NCCARD, etc) for improved coordination in the implementation of NAFP.
- Continue the process of administrative decentralization to the Zonal and District levels, so as to increase the efficiency of decision making and goods and service delivery processes.
- Increase the use of information communication technologies in an integrated knowledge management platform that informs program planning and management to achieve greater efficiency, effectiveness, transparency and accountability in the technical and administrative processes.
- Improve the data collection systems especially agricultural statistics.
- Strengthen public-private partnerships as the norm by maintaining a constant and structured dialogue.
- Train and engender positive organizational and service oriented integrity through well-trained human resources.
- Mainstream gender, youth, other social factors (culture etc.) and other cross-cutting emerging issues in agriculture and food development programs.
- Improve the communication products for awareness and advocacy related to policy action and delivery of results, with the media and Ministry and other websites as targets.

Key committees or groups will be formed and their functions will be as follows:

Committee or Group	Function or Role
Agriculture Sector Coordination Group (ASCC)	<ul style="list-style-type: none"> <li>▪ Drive development in the agriculture sector and fast-track implementation of the NAFP in a coordinated manner across ministries and other partners.</li> <li>▪ Be the referral centre for restructuring of the relevant ministries and related departments and organizations, and for the collection, analysis and dissemination of information on agricultural reform processes.</li> <li>▪ Strengthen the local multi-stakeholder forums to enable them to better serve farmers and other stakeholders.</li> <li>▪ Influence sector resource allocation to areas of highest impact.</li> <li>▪ Initiate major studies and policy developments within the agricultural sector.</li> <li>▪ Be a centre for capacity building for all stakeholders involved or affected by the agricultural restructuring process.</li> <li>▪ Monitor implementation of NAFP activities.</li> </ul>

Thematic Working Groups	<p>These groups will include representatives from public and private sector, NGOs and Academia. The TWGs will facilitate in-depth analysis of particular priority areas of the NAFP and prepare will-structured, coherent plans of actions and appropriate investment programs. The thematic areas are:</p> <ul style="list-style-type: none"> <li>▪ Governance - Legal, regulatory and statutory bodies reforms.</li> <li>▪ Production, productivity and competitiveness enhancement.</li> <li>▪ Market Development, Access and Penetration.</li> <li>▪ Food and Nutrition Security and rural livelihood.</li> <li>▪ Sustainable management of agro-ecological systems and risk management.</li> </ul>
District Agricultural Development Committees	<ul style="list-style-type: none"> <li>▪ Develop strategic plans for agricultural development at the district or zonal level.</li> <li>▪ Committee will be inclusive, comprising of public and private sector, NGOs, CBOs, etc.</li> <li>▪ Provide the link between the ASCG and the Ministry's project implementation unit.</li> </ul>

The implementation management process will comprise of the following components:

- **Targets and Phasing** – This will consist of three cycles of five-year medium-term plans that are in harmony and synchronized with the strategic plans of other ministries;
- **Inclusiveness of Actions** – This will ensure the active participation of large, medium size, and small producers, processors and trader/exporters, including women and youth in the process of agricultural development;
- **Strategic Partnership Building and Collaboration** –Effective alliances and partnerships at the national, regional, and international level will be pursued vigorously;
- **Resource Mobilization** – Every innovative way will be explored in order to have adequate resources available for the implementation of the policy, including an increase in budgetary allocation from 1.6 % to 5 % of total public budget during the roll out of the policy;
- **Information and Communication** – Agriculture data and information collection and systematization will be strengthened in order to enhance evidence-based decision making.
- **Monitoring and Evaluation** - An effective results-based monitoring and evaluation system will be implemented to ensure results are achieved and that progress is measured along the implementation path.

Through implementation, all stakeholders in the Agriculture and Food Sector will benefit and thus, the aim to stimulate an environment conducive to the development of an Agriculture and Food sector that is competitive, diversified, and sustainable will be achieved.