



# Belize 2021: Developing a National Security Strategy for the Future

## *Belize National Security Strategy Formulation Process Workshop #1*

*Professor B.F. Griffard and Colonel Dale C. Eikmeier*

*Security has been defined as protection and preservation of a people's freedom from external military attack and coercion from internal subversion and from the erosion of cherished political, economic, and social values.*

— Right Honorable Said Musa, Prime Minister, Belize, 14 June 2006

*So security strategy is at the heart of government. It involves almost all government departments. And it is something a government ignores at its peril.*

— Ambassador Allan Jones, British High Commissioner to Belize, 13 June 2006

Enhancing hemispheric stability and security in the Central America and Caribbean regions is dependent on the development of cohesive Regional Security Strategies. To achieve this goal the U.S. Southern Command (USSOUTHCOM) is setting a foundation by building regional partnerships one nation at a time.

## THE ROLE OF BELIZE

Belize is uniquely positioned to be the link between Central America and the Caribbean regions. Though located in Central America, its cultural and political heritage ties it to the Caribbean. As a stable democracy with a strong sense of environmental stewardship, and as a member of both the Caribbean Community (CARICOM) and the Central American Integration System (SICA), Belize is in a position to leverage these attributes to promote good governance in both regions. However, its low population density has led to challenges in the financial and human resources sectors that cannot be properly addressed in the absence of a cohesive National Security Strategy (NSS).

The recognition by the Government of Belize of a need for an integrated national security strategy dovetailed with the Commander, USSOUTHCOM's efforts in promoting development of Regional Security Strategies for Central America and the Caribbean. As a prerequisite to



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Regional Security Strategies, it is necessary for the regional nations to develop individual security strategies. Belize is the first in the region to step up to the plate in this effort. To support this initiative a two-man team from the United States Army War College (USAWC) Center for Strategic Leadership (CSL) successfully facilitated the initial Belize NSS Formulation Process Workshop, during the period 13-16 June 2006. Focused on Belize 2021, this first of three workshops identified major security issues and prioritized them as Tier 1, 2 or 3 threats to a prosperous Belize 15 years hence.

## BACKGROUND

In September 2005, the Government of Belize (GOB) recognized the need for a cohesive NSS that integrated the country's major security goals, policies, responsibilities and actions into one overall master plan. To develop this document the Belize National Security Council (NSC) appointed the Commander, Belize Defence Force (BDF), as the Executive Agent of a NSS Formulation Process.



**BG Lloyd Gillett, Commander,  
Belize Defence Force**

The NSC directed the Commander to identify and analyze strategic level threats to Belize's security and define how to best counter these threats. The product would derive from a national vision expressing clearly defined goals Belize wants achieve in the next fifteen years, would identify and address obstacles to achieving these goals, and the appropriate steps to eliminate or mitigate their impact. The formulation process will engage relevant public, private and civil society actors to ensure broad support for the NSS. The final product will be a document that provides strategic guidance to the Cabinet, generates public awareness, and defines the roles of organizations and stakeholders in order for them to synchronize their own strategies and policies to support the NSS. To support his effort the BDF Commander requested assistance from the Commander, USSOUTHCOM and the British High Commissioner.

## SUPPORTING THE FORMULATION PROCESS

In response to this request the USSOUTHCOM, with the concurrence of U.S. Army SOUTH (USARSOUTH), called upon the USAWC-CSL for assistance. The USAWC provided a three-man team to assist the Belize Defence Force in the development of a National Military Strategy (NMS). The CSL team of Professor B.F. Griffard and Colonel Dale Eikmeier worked closely with the USAWC's Department of National Security and Strategy to develop a methodology that provided facilitation and subject matter expertise in support of the Belize formulation process concept. This effort was augmented by a representative from the UK Ministry of Defence's (MOD) Security Sector Development Advisory Team (SSDAT). Mr. Thomas Hamilton-Baillie, a veteran of the SSDAT's NSS development effort in Jamaica, proved to be a valuable contributing member of the process facilitation team.



**Colonel Dale Eikmeier  
CSL, USAWC**

## FORMULATION PROCESS METHODOLOGY

Designed to develop a security strategy for Belize 15 years hence, the NSS Formulation Process is comprised of three workshops:

- Workshop # 1: Process Introduction & Strategic Environmental and Threat Analysis
- Workshop # 2: Determination of National Capabilities and Requirements
- Workshop # 3: National Security Framework

Workshop participants include the policy-development/decision-making level of the participating Ministry, Department, Agency, or Organization. The private sector and civil society will be invited to participate. The process will be overseen by the Joint NSS Management Team (JNSSMT) who will be responsible for both pre- and post-workshop preparation and reporting.

## WORKSHOP #1: PROCESS INTRODUCTION & STRATEGIC ENVIRONMENTAL AND THREAT ANALYSIS

Conducted in Belize City, Belize June 13-16, 2006 this workshop addressed the major issues that may impact Belize's national security over the next 15 years. These issues include transnational and domestic crimes, border security issues, terrorism, pandemics, territorial differendums, environmental degradation, migration/immigration and globalization. If not adequately addressed these national security concerns could lead to a spiral downturn of the economy, political instability, and social degradation and loss of public confidence.

The workshop was launched by opening remarks from the U.S. Ambassador to Belize, Robert J. Dieter, and the British High Commissioner to Belize, Ambassador Allan Jones, who stressed the importance of Belize developing and proceeding with a single national strategy. For the remainder of the day the speakers laid the groundwork for what was to be accomplished. Interspersed with the USAWC team's information on the NSS process and its components were presentations by GOB cabinet-level spokespersons. Mr. Lindsey Belisle, Deputy Border Commissioner, Belize, discussed territorial integrity, a subject that has been a contentious and unnecessary barrier to economic and social development. He reviewed the territorial differendums currently under



**The Right Honorable Said Musa  
Prime Minister of Belize**

### Belize 2021: Vision

- A safe, secure Belize at peace with itself and its neighbors, where the security environment allows the development of a peaceful and democratic society that utilizes its human and natural resources to ensure prosperity, social justice, ethnic harmony and sustainable livelihood.
  - Capable of contributions to regional and international security
  - Exemplar of regional democratic governance
    - Right Honorable Said Musa, Prime Minister of Belize, 14 June 2006, addressing the NSS Formulation Process Workshop

### Belize 2021: Threats

- **Tier 1**
  - **Transnational & Organized Crime**
  - **Cross-Border Issues**
  - **Natural Disasters**
- **Tier 2**
  - **Terrorism**
  - **Pandemics**
  - **Territorial Disputes**
- **Tier 3**
  - **Environmental Degradation**

discussion with Belize's neighbors – Mexico, Guatemala, and Honduras. Negotiators are working to transform these contentious issues into creative opportunities for mutual benefit. This description of the physical geography of Belize was then given a more personal face by the Honorable Cordel L. Hyde the GOB Minister of Defence, who conducted a frank and open discussion on the nation's security and social environment. On Day Two the participants received threat evaluations from the Commander BDF, BG Lloyd Gillett; a view of the current and future financial environment from Dr. Carla Barnett, Financial Secretary, Ministry of Finance; a look at the internal security threats caused by transnational crime by the Minister of Home Affairs & Public Utilities, the Honorable Ralph Fonseca; a review of the state of education in Belize by Ms. Diane Meaia, Ministry of Education; and the Belize 2021 Vision from the Right Honorable Said Musa, Prime Minister of Belize. Using the Prime Minister's stated vision for Belize 2021 as a start point the USAWC team broke the participants into working groups to begin the threat identification and prioritization process.

## WORKSHOP PRODUCT

At the conclusion of the workshop GOB planners produced the draft opening chapter of the Belize 2021 NSS. This document identified the Belize 2021 Vision, National Goals, and Key Thematic and Overarching Issues for Review. It also described the strategic environment within which Belize must operate to achieve the stated Vision. The final part of the chapter is dedicated to the identification of the major security issues and their prioritization as Tier 1, Tier 2, or Tier 3 threats.

This Draft Chapter will be briefed to the Belize NSC and staffed for comment with all government ministries. During this time necessary amendments will be accepted in order to achieve consensus. The consensus document will form the basis for Workshop #2 which will focus on determination of national capabilities and requirements.

## THE NEXT STEP

The next step in the NSS Formulation Process is to determine the roles of the GOB security-related organizations and institutions; current national capabilities and additional capabilities required to address the identified threats; and then to conduct a risk analysis between required capabilities and current capabilities. To accomplish this, the CSL is working with the U.S. Military Liaison Office Belize, the Belize JNSSMT, and the UK MOD SSDAT to develop the agenda and methodology for the second workshop scheduled for August 22-25, 2006. Upon agreement as to content and objectives the CSL will take the lead in organizing a team to assist in achieving the goals of the second workshop.



**Safety of tourists and security of the Altun Ha Mayan Ruins are a priority for Belize NSS planners**

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