

BWSFA STRATEGY 2025-2028

Prepared By:

**Dionne Chamberlain
and Ajay Hotchandani**



This strategic plan was completed with financial support from the Blue Social Challenge Fund via the UK Foreign, Commonwealth & Development Office, British High Commission Belmopan.

Table of Contents

| | |
|---|-------------------------------------|
| Message from the President..... | 2 |
| Executive Summary..... | 3 |
| Introduction | 5 |
| SWOT Analysis..... | 6 |
| PESTLE Analysis | 6 |
| Strategic Plan November 2025 – October 2028 | 8 |
| Strategic Objectives | 10 |
| Core Strategic Pillars & Objectives..... | 13 |
| BWSFA Strategic Action Plan | 13 |
| Implementation Timeline (2025–2028) | 32 |
| Monitoring & Evaluation..... | 34 |
| Proposed Organogram..... | 35 |
| Conclusion..... | 36 |
| ANNEXES | 37 |
| How to Use the Strategic Objective Sheet in Action Planning..... | 37 |
| Results Of Review Of 2019-2022 Strategic Plan | 38 |
| Organisational Development/Operational Capacity | 38 |
| Develop Seaweed Farms And Value-Added Products With An Aim To Enhance The Seaweed Industry So That It Can Be A Viable Economic Vehicle | Error! Bookmark not defined. |
| Advocacy..... | 40 |
| Promote Environmentally Sustainable Practices Through Outreach In Coastal Communities | 40 |
| TOOLKIT..... | 43 |
| KPI Tracking Template | 43 |
| Funding Proposal Template | 44 |
| Stakeholder Engagement Framework | 45 |
| Survey Results | 46 |
| Strategic Plan Attendees | 56 |

This strategic plan was completed with financial support from the Blue Social Challenge Fund via the UK Foreign, Commonwealth & Development Office, British High Commission Belmopan.

Message from the President



Foreword

With pride and determination, I present the Belize Women's Seaweed Farmers Association (BWSFA) Strategic Plan for 2025–2028. This plan charts a clear path to build a sustainable, inclusive, and profitable seaweed industry in Belize—one that uplifts women and youth, strengthens our coastal communities, and safeguards our Caribbean Sea.

In just a few short years, seaweed has proven its value as both a driver of Belize's blue economy and a lifeline for our members. For women in particular, it has created livelihoods, leadership opportunities, and independence. The BWSFA was founded to ensure that women are not only included in this industry but are at the forefront—innovating, leading, and safeguarding its future.

This Strategic Plan lays out our roadmap: strengthening governance, building financial sustainability, investing in training and infrastructure, and positioning BWSFA as a leader in sustainable aquaculture. It reflects our members' voices, the lessons of our journey so far, and our shared belief that seaweed can nourish both people and planet while creating opportunities for generations to come.

On behalf of BWSFA, I thank our members, stakeholders, and supporters for their contributions to this plan, and I call on government agencies, development partners, and the private sector to walk with us. Together, we can grow not just seaweed, but opportunity, equity, and national pride.

Sincerely,

A handwritten signature in black ink that reads "Jalima Gold".

President
Belize Women's Seaweed Farmers Association (BWSFA)
October 2025

Executive Summary

The Belize Women’s Seaweed Farmers Association (BWSFA) Strategic Plan 2025–2028 is a roadmap for building a bold, sustainable, and empowered seaweed industry in Belize. Grounded in the vision of women-led mariculture/aquaculture, the plan balances sustainability with profitability, and community empowerment with national economic growth.

This strategy is structured around five interconnected pillars:

- Governance & Institutional Strengthening – strengthening systems, leadership, and accountability.
- Financial Sustainability – diversifying revenue streams, building reserves, and reducing dependency on donors.
- Infrastructure & Facilities – securing land, developing processing hubs, and investing in renewable energy.
- Policy & Advocacy – securing government recognition, promoting inclusive policies, and advancing women’s leadership in aquaculture.
- Farming, Research & Innovation – standardizing practices, expanding production, and meeting international quality standards.

The plan responds to both opportunities and challenges identified through member consultations, SWOT and PESTLE analysis, and partner input. These include growing global demand for sustainable marine products, Belize’s potential for blue economy leadership, climate vulnerabilities, and the urgent need for policy support and infrastructure investment.

By 2028, BWSFA aims to be a financially sustainable, professionalized, and nationally recognized leader in seaweed aquaculture. Key milestones include: finalizing governance systems, scaling revenue models, building a multipurpose facility powered by renewable energy, securing international market access, and achieving national policy recognition for seaweed farming.

The Strategic Plan serves as both a guide for decision-making and a tool for accountability. It outlines clear objectives, annual milestones, and evaluation mechanisms to ensure progress is measurable and transparent. With strong member commitment and support from partners, this plan positions BWSFA as a model for climate-resilient, community-driven aquaculture in Belize and the wider Caribbean.

Avoiding the Tactics Trap is important by focusing on the big picture and not getting bogged down in the details of how to achieve the goals and objectives. The topics being highlighted in the document are:

- Strategic Intent: The purpose of the organization and why it will continue to exist, provided it maintains a competitive advantage.
- A review and recommendation of the Mission Statement: The statement of how an organization intends to serve its stakeholders.
- A review and recommendation of the Vision: A statement of what the organization wants to achieve.
- Goals and Objectives: The specific, measurable, achievable, relevant, and time-bound targets the organization aims to achieve.
- Tough Choices: The organization's decisions to achieve its goals and objectives.
- Clear and Compelling Structure: The organization of the strategy document makes it easy to understand and follow.
- An Action Plan for implementation as well as toolkits for evaluation.

Introduction

The Belize Women’s Seaweed Farmers Association (BWSFA) proudly presents its Strategic Plan for 2025–2028—a framework designed to strengthen livelihoods, empower women, and build a resilient and sustainable seaweed industry in Belize.

This plan reflects the collective aspirations of our members and partners, and it emerges from extensive consultation, reflection, and analysis. It sets a clear direction for BWSFA to transition from a young association into a professionalized, financially sustainable, and nationally recognized leader in Belize’s blue economy.

At its heart, this plan is about balance: between tradition and innovation, community and industry, livelihoods and sustainability. It acknowledges that women and youth are vital to shaping an aquaculture sector that is environmentally responsible, socially inclusive, and economically viable.

Guided by five strategic pillars—governance, financial sustainability, infrastructure, policy advocacy, and innovation, this plan provides a roadmap to strengthen organizational systems, diversify income, secure key facilities, influence national policy, and enhance farming and processing practices. It includes clear objectives, annual milestones, and monitoring tools to ensure accountability and measurable progress.

The 2025–2028 Strategic Plan is more than a document—it is a commitment. A commitment to our members, to Belize, and to the Caribbean Sea that sustains us. Through collective effort, partnerships, and persistence, BWSFA will continue to lead with purpose, advancing both community empowerment and national prosperity.

SWOT Analysis

| Strengths | Weaknesses |
|--|--|
| <ul style="list-style-type: none"> - Strong network of passionate women farmers - Support from local and international NGOs - Unique product with increasing demand | <ul style="list-style-type: none"> - Limited processing and storage infrastructure - Gaps in technical and business skills - Low brand visibility and market presence - Dependency on grants |
| Opportunities | Threats |
| <ul style="list-style-type: none"> - Rising global demand for sustainable marine products - Emerging niche markets for wellness and vegan products - Availability of climate and blue economy funding | <ul style="list-style-type: none"> - Belize price vs global price - Climate change and natural disasters - Funding dries up before the organization is financially sustainable. - focused on Marine pollution and habitat loss - Market competition from established producers (e.g., Asia) |

PESTLE Analysis

| Factor | Key Considerations |
|-----------|--|
| Political | <ol style="list-style-type: none"> 1. Government policies supporting sustainable aquaculture and marine conservation. 2. Potential access to government grants and subsidies for women-led cooperatives. 3. Regulatory requirements for seaweed farming and export certification. 4. Political stability in Belize and its impact on the agricultural and marine industries. 5. Potential restrictions or protections related to marine biodiversity and coastal management. |
| Economic | <ol style="list-style-type: none"> 1. Growing demand for sustainable and organic seaweed products in local and international markets. 2. Seaweed as a climate-smart export commodity 3. Job creation in rural coastal areas 4. Need for investment in value-added processing 5. Economic benefits of women's empowerment initiatives in rural areas. 6. Potential fluctuations in market prices of seaweed and related products. 7. Access to funding and investment opportunities for scaling up production. 8. The impact of inflation on operational costs. |
| Social | <ol style="list-style-type: none"> 1. Increasing awareness and support for women-led economic initiatives. 2. Community engagement and knowledge-sharing practices within the BWSFA. |

| Factor | Key Considerations |
|---------------|---|
| | <ol style="list-style-type: none"> 3. Public perception of seaweed as a sustainable food and health product. 4. Cultural significance of marine resources to local communities. 5. Potential challenges related to generational shifts in workforce participation. 6. Local acceptance and traditional knowledge |
| Technological | <ol style="list-style-type: none"> 1. Advancements in seaweed drying, processing, and packaging techniques. 2. Adoption of digital tools for marketing and sales, including e-commerce. 3. Potential for automation in seaweed harvesting to increase efficiency. 4. Investment in research and development for value-added seaweed products. 5. Training and capacity building needs new farming and processing technologies. 6. Potentials for innovation in drying/processing 7. Need for digital marketing platforms 8. Limited access to modern farming tools |
| Legal | <ol style="list-style-type: none"> 1. Compliance with Belize's environmental and marine protection laws. 2. Export regulations and international trade agreements affecting seaweed sales. 3. Intellectual property considerations for branding and product development. 4. Worker rights and labor laws in the agricultural and fisheries sectors. 5. Potential for new policy developments that could impact licensing and operations. 6. Lack of aquaculture-specific legal framework 7. Need for support in IP, certifications, and trade regulations |
| Environmental | <ol style="list-style-type: none"> 3. The impact of climate change on seaweed farming (e.g., rising sea temperatures, extreme weather). 4. Sustainable harvesting practices and their long-term viability. 5. Marine ecosystem health and the need for responsible farming techniques. 6. Pollution and its effects on seaweed quality and yield. 7. Opportunities for participation in eco-certification and sustainable farming initiatives. 8. Importance of marine conservation 9. Impact of climate change on seaweed growth 10. Opportunities for carbon offset initiatives |

Strategic Plan November 2025 – October 2028

Belize Women's Seaweed Farmers Association (BWSFA)

Theme: *Belizean Seaweed. Bold. Sustainable. Empowered.*

Vision

A sustainable seaweed industry that empowers people, strengthens Belize's economy, and protects our Caribbean Sea .

Mission

"A driving force for national progress, we foster an innovative, resilient, and inclusive seaweed industry in Belize that adapts and grows to meet current and future demands."

BWSFA Core Values

Profitability

We strive to build a sustainable and profitable seaweed industry that generates income for women, youth, and coastal communities, improving livelihoods and creating lasting economic opportunities.

Empowerment

We support women and young adults through training, mentorship, and access to resources—including micro-finance—so they can achieve independence, strengthen their households, and lead in community development.

Inclusiveness

We value that voices are respected and represented, promoting equitable participation and access to opportunities across diverse communities.

Teamwork

We believe in collaboration, mutual respect, and shared goals. Working together strengthens our communities and expands our collective impact.

Credibility & Mutual Accountability

We operate with integrity, transparency, and responsibility—building trust with our members, partners, and the public while honoring shared commitments.

Community

We are rooted in our communities and dedicated to creating opportunities for Belizeans—especially women and youth—to thrive, contribute, and grow together.

Independence

We value the support of partners and donors however we ensure our decisions reflect the needs and goals of our members,

Commitment

We are committed to advancing the long-term success of our members, strengthening the seaweed industry, and fostering Belize's blue economy—driven by persistence, integrity, and passion."

Transparency

We foster trust by being open, honest, and accountable in all aspects of our work, from operations to communications and decision-making.

Ambassadorship

As stewards of Belize's seaweed industry, we proudly represent our values, culture, and products—championing sustainability, innovation, and empowerment.

Strategic Objectives

| Strategic Objectives | Key Activities | Action Plan |
|--|--|---|
| <p>1. Strengthen institutional governance, framework, and build organizational capacity.</p> <p><i>BWSFA will enhance its internal governance, organizational structures, and stakeholder engagement to ensure effective management and accountability.</i></p> | <p>1.1 Strengthen governance and formalize organizational structures.</p> | <p>1.1.1 Formalize organizational policies, procedures, and governance structures.</p> <p>1.1.2 Develop bylaws for Board of Directors governance.</p> <p>1.1.3 Update policy and procedure handbook to guide daily operations.</p> <p>1.1.4 Develop and implement a comprehensive digital management system for member records, project management, and communication.</p> <p>1.1.5 Integrate procedures into policies, job descriptions, and project templates.</p> |
| | <p>1.2 Build leadership capacity and professionalize human resources.</p> | <p>1.2.1 Strengthen leadership, communication, and decision-making mechanisms.</p> <p>1.2.2 Recruit key staff (Executive Director, Business Manager).</p> <p>1.2.3 Provide continuous technical, managerial, and leadership capacity building.</p> <p>1.2.4 Implement annual staff performance evaluations.</p> |
| | <p>1.3 Deepen membership engagement and participation.</p> | <p>1.3.1 Increase membership engagement through electronic updates, workshops, and bi-annual meetings.</p> <p>1.3.2 Enhance member participation in decision-making and networking.</p> |
| | <p>1.4 Establish monitoring, evaluation, and operational planning systems.</p> | <p>1.4.1 Institutionalize monitoring and evaluation systems.</p> <p>1.4.2 Develop annual operational plan and budget with SMART indicators.</p> <p>1.4.3 Develop templates and databases for production, sales, and inventory management.</p> |
| | <p>1.5 Forge and sustain strategic partnerships for growth.</p> | <p>1.5.1 Maintain existing partnerships and establish at least two new ones.</p> <p>1.5.2 Build partnerships for human resource, capacity, business, and research development (e.g., JICA, academia, NGOs).</p> |
| <p>2. Achieve financial sustainability through diversified revenue and sound financial management.</p> <p><i>To ensure long-term viability, BWSFA will implement diverse financial strategies and explore association business models.</i></p> | <p>2.1 Establish strong financial systems and long-term planning.</p> | <p>2.1.1 Hire a Business Manager.</p> <p>2.1.2 Develop and implement a business plan.</p> <p>2.1.3 Develop a financial plan and establish a reserve fund.</p> <p>2.1.4 Prepare an annual operating budget and workplan.</p> <p>2.1.5 Conduct quarterly financial reviews with staff.</p> <p>2.1.6 Conduct annual external audits.</p> |
| | <p>2.2 Diversify and expand revenue streams.</p> | <p>2.2.1 Pilot multiple revenue streams (product sales, tiered membership, farm tours, merchandise, partnerships).</p> <p>2.2.2 Apply a minimum 10% markup on products and services.</p> <p>2.2.3 Apply a minimum 15% administrative fee and cost recovery model.</p> <p>2.2.4 Engage with international agencies for global market access to seaweed products.</p> <p>2.2.5 Set up booths at annual culture festivals and workshops to attract tourism and promote local products.</p> |

| Strategic Objectives | Key Activities | Action Plan |
|---|--|---|
| | 2.3 Secure and manage donor and grant funding. | 2.3.1 Maintain relationships with current donors. 2.3.2 Identify and secure 2–3 medium grants (1–2 years). |
| | 2.4 Drive organizational growth through learning, innovation, and exchanges. | 2.4.1 Explore association/social enterprise business models. 2.4.2 Review case studies and produce recommendations. 2.4.3 Conduct at least one international exchange visit annually. |
| <p>3. Develop sustainable facilities and infrastructure to support seaweed production and processing.</p> <p><i>BWSFA aims to expand its physical infrastructure to support sustainable growth and improve operational efficiency.</i></p> | 3.1 Secure land and developing essential infrastructure. | 3.1.1 Identify and secure land or space for centralized processing, administration, and training. 3.1.2 Explore leasing and phased construction of a drying shed. 3.1.3 Lobby for access and ownership of a minimum of a 3-acre parcel. |
| | 3.2 Equip facilities with modern, efficient tools and transport systems. | 3.2.1 Install reliable power access for processing equipment (e.g., hammer mill). 3.2.2 Expand transport capacity (larger boat, truck with trailer). 3.2.3 Equip facilities with environmentally friendly and efficient tools. |
| | 3.3 Design and implement sustainable, multipurpose facilities. | 3.3.1 Integrate renewable energy systems (solar panels). 3.3.2 Research facility designs, blueprints, and compliance requirements. 3.3.3 Develop multipurpose center concept (processing plant, lab, training, cold storage, packaging, visitor space). |
| <p>4. Advocate for enabling legislation and inclusive policies that support seaweed farming.</p> <p><i>BWSFA will champion policies recognizing and supporting seaweed farming as a key economic and environmental sector.</i></p> | 4.1 Influence national policy and legal frameworks to support seaweed farming. | 4.1.1 Advocate for recognition of seaweed farming as a national strategic industry. 4.1.2 Collaborate with the government to improve access to permits, subsidies, and training opportunities. 4.1.3 Promote gender-inclusive policies that elevate the role of women in mariculture. |
| <p>5. Establish and enforce industry standards to ensure high-quality, market-ready seaweed products.</p> <p><i>BWSFA will develop and implement standards across</i></p> | 5.1 Develop and sustain local production capacity. | 5.1.1 Establish and sustain a nearshore farm plot for value-added possibilities. 5.1.2 Keep abreast of or charter studies with UBERI to provide information to membership. |
| | 5.2 Align processing and market practices with international standards. | 5.2.1 Align production, drying, powdering, packaging, and labeling to meet national and international safety and quality benchmarks. |

| Strategic Objectives | Key Activities | Action Plan |
|--|----------------|-------------|
| <p><i>the value chain to ensure high-quality, market-ready products.</i></p> | | |

Core Strategic Pillars & Objectives



1. STRENGTHENING
INSTITUTIONAL
FRAMEWORK & CAPACITY



2. FINANCIAL
SUSTAINABILITY



3. FACILITY
DEVELOPMENT



4. INDUSTRY STANDARD
DESIGN



5. LEGISLATION & POLICY
ADVOCACY

BWSFA Strategic Action Plan

1. Strengthen institutional governance, framework, and build organizational capacity.

BWSFA will enhance its internal governance, organizational structures, and stakeholder engagement to ensure effective management and accountability.

1.1. Strengthen governance and formalize organizational structures.

- 1.1.1. Formalize organizational policies, procedures, and governance structures.
- 1.1.2. Develop bylaws for Board of Directors governance.
- 1.1.3. Update policy and procedure handbook to guide daily operations.
- 1.1.4. Develop and implement a comprehensive digital management system for member records, project management and communication.
- 1.1.5. Integrate procedures into policies, job descriptions, and project templates.

1.2. Build leadership capacity and professionalize human resources.

- 1.2.1. Strengthening leadership, communication, and decision-making mechanisms.
- 1.2.2. Recruit key staff (Executive Director, Business Manager).
- 1.2.3. Provide continuous technical, managerial, and leadership capacity building.
- 1.2.4. Implement annual staff performance evaluations.

1.3. Deepen membership engagement and participation.

- 1.3.1. Increase membership engagement through electronic updates, workshops, and bi-annual meetings.
- 1.3.2. Enhance member participation in decision-making and networking.

1.4. Establish monitoring, evaluation, and operational planning systems.

- 1.4.1. Institutionalize monitoring and evaluation systems.
- 1.4.2. Develop annual operational plan and budget with SMART indicators.
- 1.4.3. Develop templates and databases for production, sales, and inventory management.

1.5. Forge and sustain strategic partnerships for growth.

1.5.1. Maintain existing partnerships and establish at least two new ones.

1.5.2. Build partnerships for human resource, capacity, business, and research development (e.g., JICA, academia, NGOs).

| | | | | |
|---|--|---------------------------|---------------------------|-------------------------|
| STRATEGIC OBJECTIVE: Strengthening the Association | KEY ACTIVITIES Institutional Strengthening - 1b Hire an Executive Director to pursue funding opportunities. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR — Not Started — In Progress — Completed | DEPENDENT ACTIVITY | | |
| M&E OFFICER: _____ NOTES: <div style="border: 1px solid black; height: 100px; width: 100%;"></div> | | DATE : _____ | | |

| | | | | |
|--|---|---------------------------|---------------------------|-------------------------|
| STRATEGIC OBJECTIVE: Strengthening the Association | KEY ACTIVITIES Institutional Strengthening - 1c Establish a mentorship program linking new members with experienced seaweed farmers. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR <input type="checkbox"/> Not Started <input type="checkbox"/> In Progress <input type="checkbox"/> Completed | DEPENDENT ACTIVITY | | |
| M&E OFFICER: _____ | | DATE : _____ | | |
| <p>NOTES:</p> <div style="border: 1px solid black; height: 100px; margin-top: 10px;"></div> | | | | |

| | | | | |
|--|--|---------------------------|---------------------------|-------------------------|
| STRATEGIC OBJECTIVE: Strengthening the Association | KEY ACTIVITIES Institutional Strengthening - 1d Identify training needs through surveys to understand gaps in skills and knowledge. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR <input type="checkbox"/> Not Started <input type="checkbox"/> In Progress <input type="checkbox"/> Completed | DEPENDENT ACTIVITY | | |
| M&E OFFICER: _____ | | DATE : _____ | | |
| <p>NOTES:</p> <div style="border: 1px solid black; height: 100px; margin-top: 10px;"></div> | | | | |

| | | | | |
|--|--|---------------------------|---------------------------|-------------------------|
| STRATEGIC OBJECTIVE: Strengthening the Association | KEY ACTIVITIES Institutional Strengthening - 1e Schedule quarterly training workshops covering topics like management, finance, and industry standards. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR ___ Not Started ___ In Progress ___ Completed | DEPENDENT ACTIVITY | | |
| M&E OFFICER: _____ | | DATE : _____ | | |
| <p>NOTES:</p> <div style="border: 1px solid black; height: 100px; margin-top: 10px;"></div> | | | | |

| | | | | |
|--|--|---------------------------|---------------------------|-------------------------|
| STRATEGIC OBJECTIVE: Strengthening the Association | KEY ACTIVITIES Organizational Capacity Building - 1f Increase membership by running community outreach programs in coastal communities. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR ___ Not Started ___ In Progress ___ Completed | DEPENDENT ACTIVITY | | |
| M&E OFFICER: _____ | | DATE : _____ | | |
| <p>NOTES:</p> <div style="border: 1px solid black; height: 100px; margin-top: 10px;"></div> | | | | |

| | | | | |
|--|--|---------------------------|---------------------------|-------------------------|
| STRATEGIC OBJECTIVE: Strengthening the Association | KEY ACTIVITIES Organizational Capacity Building - 1g Develop and implement a comprehensive digital management system for member records, project management, and communication. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR <input type="checkbox"/> Not Started <input type="checkbox"/> In Progress <input type="checkbox"/> Completed | DEPENDENT ACTIVITY | | |
| M&E OFFICER: _____ | | DATE: _____ | | |
| NOTES: | | | | |

| | | | | |
|--|---|---------------------------|---------------------------|-------------------------|
| STRATEGIC OBJECTIVE: Strengthening the Association | KEY ACTIVITIES Organizational Capacity Building - 1h Establish strategic partnerships with local educational institutions for research collaboration and workforce training. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR <input type="checkbox"/> Not Started <input type="checkbox"/> In Progress <input type="checkbox"/> Completed | DEPENDENT ACTIVITY | | |
| M&E OFFICER: _____ | | DATE: _____ | | |
| NOTES: | | | | |

2. Achieve financial sustainability through diversified revenue and sound financial management.

To ensure long-term viability, BWSFA will implement diverse financial strategies and explore association business models.

2.1 Establish strong financial systems and long-term planning.

- 2.1.1 Hire a Business Manager.
- 2.1.2 Develop and implement a business plan.
- 2.1.3 Develop a financial plan and establish a reserve fund.
- 2.1.4 Prepare an annual operating budget and workplan.
- 2.1.5 Conduct quarterly financial reviews with staff.
- 2.1.6 Conduct annual external audits.

2.2 Diversify and expand revenue streams.

- 2.2.1 Pilot multiple revenue streams (product sales, tiered membership, farm tours, merchandise, partnerships).
- 2.2.2 Apply a minimum 10% markup on products and services.
- 2.2.3 Apply a minimum 15% administrative fee and cost recovery model.
- 2.2.4 Engage with international agencies for global market access to seaweed products.
- 2.2.5 Set up booths at annual culture festivals and workshops to attract tourism and promote local products.

2.3 Secure and manage donor and grant funding.

- 2.3.1 Maintain relationships with current donors.
- 2.3.2 Identify and secure 2–3 medium grants (1–2 years).
- 2.3.3 Drive organizational growth through learning, innovation, and exchanges.
- 2.3.4 Explore association/social enterprise business models.
- 2.3.5 Review case studies and produce recommendations.
- 2.3.6 Conduct at least one international exchange visit annually.

Strategic Objective #2

| | | | | |
|--|---|--------------------|--------------------|------------------|
| STRATEGIC OBJECTIVE: Financial Sustainability | KEY ACTIVITIES Develop Diverse Income Streams - 2a Implement a membership fee structure with tiered benefits to increase association revenue. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR ___ Not Started ___ In Progress ___ Completed | DEPENDENT ACTIVITY | | |

M&E OFFICER:

DATE :

NOTES:

STRATEGIC PLAN 2025-2028

| | | | | |
|--|---|--------------------|--------------------|------------------|
| STRATEGIC OBJECTIVE: Financial Sustainability | KEY ACTIVITIES Develop Diverse Income Streams - 2b Develop and market tours and merch to promote membership's branded products to drive the industry and keep it visible. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR ___ Not Started ___ In Progress ___ Completed | DEPENDENT ACTIVITY | | |

M&E OFFICER:

DATE :

NOTES:

STRATEGIC PLAN 2025-2028

| | | | | |
|---|--|---|---------------------------|-------------------------|
| STRATEGIC OBJECTIVE: Financial Sustainability | KEY ACTIVITIES Develop Diverse Income Streams - 2c Set up booths at annual culture festivals and workshops to attract tourism and promote local products. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| | TIMEFRAME | PROGRESS INDICATOR <input type="checkbox"/> Not Started <input type="checkbox"/> In Progress <input type="checkbox"/> Completed | DEPENDENT ACTIVITY | |

M&E OFFICER:

DATE :

NOTES:

STRATEGIC PLAN 2025-2028

| | | | | |
|---|---|---|---------------------------|-------------------------|
| STRATEGIC OBJECTIVE: Financial Sustainability | KEY ACTIVITIES Develop Diverse Income Streams - 2d Create a specialized team to manage and apply for grants. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| | TIMEFRAME | PROGRESS INDICATOR <input type="checkbox"/> Not Started <input type="checkbox"/> In Progress <input type="checkbox"/> Completed | DEPENDENT ACTIVITY | |

M&E OFFICER:

DATE :

NOTES:

STRATEGIC PLAN 2025-2028

| | | | | |
|---|---|---|---------------------------|-------------------------|
| STRATEGIC OBJECTIVE: Financial Sustainability | KEY ACTIVITIES Develop Diverse Income Streams - 2d Create a specialized team to manage and apply for grants. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| | TIMEFRAME | PROGRESS INDICATOR <input type="checkbox"/> Not Started <input type="checkbox"/> In Progress <input type="checkbox"/> Completed | DEPENDENT ACTIVITY | |

| | | | | |
|---|--|---|---------------------------|-------------------------|
| STRATEGIC OBJECTIVE: Financial Sustainability | KEY ACTIVITIES Develop Diverse Income Streams - 2e Develop a business model for the association to ensure sustainability and scalability. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| | TIMEFRAME | PROGRESS INDICATOR <input type="checkbox"/> Not Started <input type="checkbox"/> In Progress <input type="checkbox"/> Completed | DEPENDENT ACTIVITY | |

M&E OFFICER:

DATE :

NOTES:

3. Develop sustainable facilities and infrastructure to support seaweed production and processing.

BWSFA aims to expand its physical infrastructure to support sustainable growth and improve operational efficiency.

3.1 Secure land and develop essential infrastructure.

- 3.1.1 Identify and secure land or space for centralized processing, administration, and training.
- 3.1.2 Explore leasing and phased construction of a drying shed.
- 3.1.3 Lobby for access and ownership of a minimum of a 3-acre parcel.

3.2 Equip facilities with modern, efficient tools and transport systems.

- 3.2.1 Install reliable power access for processing equipment (e.g., hammer mill).
- 3.2.2 Expand transport capacity (larger boat, truck with trailer).
- 3.2.3 Equip facilities with environmentally friendly and efficient tools.

3.3 Design and implement sustainable, multipurpose facilities.

- 3.3.1 Integrate renewable energy systems (solar panels).
- 3.3.2 Research facility designs, blueprints, and compliance requirements.
- 3.3.3 Develop multipurpose center concept (processing plant, lab, training, cold storage, packaging, visitor space).

Strategic Objective #3

| | | | | |
|--|---|--------------------|--------------------|------------------|
| STRATEGIC OBJECTIVE: Facility Development for HACCP Certification | KEY ACTIVITIES Build and Certify a Processing Facility - 3a Rent a temporary location that can be made into a HACCP-compliant processing facility to enhance product quality and open up international markets. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR ___ Not Started ___ In Progress ___ Completed | DEPENDENT ACTIVITY | | |

M&E OFFICER:

DATE :

NOTES:

STRATEGIC PLAN 2025-2028

| | | | | |
|--|--|--------------------|--------------------|------------------|
| STRATEGIC OBJECTIVE: Facility Development for HACCP Certification | KEY ACTIVITIES Build and Certify a Processing Facility - 3b Train staff on HACCP standards and procedures. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR ___ Not Started ___ In Progress ___ Completed | DEPENDENT ACTIVITY | | |

M&E OFFICER:

DATE :

NOTES:

STRATEGIC PLAN 2025-2028

| | | | | |
|---|--|--|---------------------------|-------------------------|
| STRATEGIC OBJECTIVE: Facility Development for HACCP Certification | KEY ACTIVITIES Build and Certify a Processing Facility - 3c Conduct feasibility study to determine requirements for a new facility. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR ___ Not Started ___ In Progress ___ Completed | DEPENDENT ACTIVITY | | |
| <p>M&E OFFICER: _____</p> <p>DATE: _____</p> | | <p>NOTES:</p> <div style="border: 1px solid black; height: 100px; width: 100%;"></div> | | |

| | | | | |
|---|---|--|---------------------------|-------------------------|
| STRATEGIC OBJECTIVE: Facility Development for HACCP Certification | KEY ACTIVITIES Build and Certify a Processing Facility - 3d Engage with a certifying body to guide the process of certification, including pre-assessment and official evaluation. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR ___ Not Started ___ In Progress ___ Completed | DEPENDENT ACTIVITY | | |
| <p>M&E OFFICER: _____</p> <p>DATE: _____</p> | | <p>NOTES:</p> <div style="border: 1px solid black; height: 100px; width: 100%;"></div> | | |

4. Advocate for enabling legislation and inclusive policies that support seaweed farming.

BWSFA will champion policies recognizing and supporting seaweed farming as a key economic and environmental sector.

4.1 Influence national policy and legal frameworks to support seaweed farming.

- 4.1.1 Advocate for recognition of seaweed farming as a national strategic industry.
- 4.1.2 Collaborate with the government to improve access to permits, subsidies, and training opportunities.
- 4.1.3 Promote gender-inclusive policies that elevate the role of women in mariculture

Strategic Objective #4

| | | | | |
|---------------------------------|--|--------------------|--------------------|------------------|
| STRATEGIC OBJECTIVE: | | | | |
| Legislation and Policy Advocacy | KEY ACTIVITIES Advocate for Seaweed Industry-friendly Legislation - 4a Collaborate with legal experts to draft proposed changes to existing laws that are cumbersome to seaweed farmers. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR ___ Not Started ___ In Progress ___ Completed | DEPENDENT ACTIVITY | | |

M&E OFFICER:

DATE :

NOTES:

STRATEGIC PLAN 2025-2028

| | | | | |
|---------------------------------|--|--------------------|--------------------|------------------|
| STRATEGIC OBJECTIVE: | | | | |
| Legislation and Policy Advocacy | KEY ACTIVITIES Advocate for Seaweed Industry-friendly Legislation - 4b Organize advocacy and education campaigns involving members and local communities to support legislative changes (after legislation has been created) | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR ___ Not Started ___ In Progress ___ Completed | DEPENDENT ACTIVITY | | |

M&E OFFICER:

DATE :

NOTES:

STRATEGIC PLAN 2025-2028

| | | | | |
|--|---|--------------------------|---------------------------|-------------------------|
| STRATEGIC OBJECTIVE: Legislation and Policy Advocacy | KEY ACTIVITIES Advocate for Seaweed Industry-friendly Legislation - 4c Engage with government officials and stakeholders to discuss and push for the adoption of the proposed legal frameworks. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR ___ Not Started ___ In Progress ___ Completed | | DEPENDENT ACTIVITY | |
| M&E OFFICER: _____ | | DATE : _____ | | |
| NOTES: | | | | |

| | | | | |
|--|--|--------------------------|---------------------------|-------------------------|
| STRATEGIC OBJECTIVE: Legislation and Policy Advocacy | KEY ACTIVITIES Advocate for Seaweed Industry-friendly Legislation - 4d Support legislation proposals and collaborate with legal experts. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR ___ Not Started ___ In Progress ___ Completed | | DEPENDENT ACTIVITY | |
| M&E OFFICER: _____ | | DATE : _____ | | |
| NOTES: | | | | |

5. Establish and enforce industry standards to ensure high-quality, market-ready seaweed products.

BWSFA will develop and implement standards across the value chain to ensure high-quality, market-ready products.

5.1 Establish and sustain a nearshore farm plot for value added possibilities.

5.1.1 Keep abreast of and or charter studies as needed with UBERI to provide information to membership

5.2 Align processing and market practices with international standards.

5.2.1 Align production, drying, powdering, packaging, and labeling to meet national and international safety and quality benchmarks.

Strategic Objective #5

| | | | | |
|--|---|--------------------|--------------------|------------------|
| STRATEGIC OBJECTIVE: Establish Industry Standards | KEY ACTIVITIES Create Internationally Recognized Standards - 5a Work with local and international experts to develop and propose industry standards for seaweed cultivation and processing. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR ___ Not Started ___ In Progress ___ Completed | DEPENDENT ACTIVITY | | |

M&E OFFICER:

DATE :

NOTES:

STRATEGIC PLAN 2025-2028

| | | | | |
|--|--|--------------------|--------------------|------------------|
| STRATEGIC OBJECTIVE: Establish Industry Standards | KEY ACTIVITIES Create Internationally Recognized Standards - 5b Form a committee including industry experts to draft industry standards. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| TIMEFRAME | PROGRESS INDICATOR ___ Not Started ___ In Progress ___ Completed | DEPENDENT ACTIVITY | | |

M&E OFFICER:

DATE :

NOTES:

STRATEGIC PLAN 2025-2028

| | | | | |
|--|--|---------------------------|---------------------------|-------------------------|
| STRATEGIC OBJECTIVE: Establish Industry Standards | KEY ACTIVITIES Create Internationally Recognized Standards - 5c Present the established standards to the wider industry through workshops and conferences and encourage adoption by demonstrating their benefits. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| | TIMEFRAME | PROGRESS INDICATOR | DEPENDENT ACTIVITY | |
| <div style="border: 1px solid black; padding: 5px; display: flex; justify-content: space-between;"> M&E OFFICER: DATE : </div> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> NOTES: </div> | | | | |

| | | | | |
|--|---|---------------------------|---------------------------|-------------------------|
| STRATEGIC OBJECTIVE: Establish Industry Standards | KEY ACTIVITIES Launch Pilot Program - 5d Develop a pilot program to demonstrate the benefits of these standards in improving product quality and environmental sustainability. | RESPONSIBLE PARTY | RESOURCES REQUIRED | EXPECTED OUTCOME |
| | TIMEFRAME | PROGRESS INDICATOR | DEPENDENT ACTIVITY | |
| <div style="border: 1px solid black; padding: 5px; display: flex; justify-content: space-between;"> M&E OFFICER: DATE : </div> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> NOTES: </div> | | | | |

Implementation Timeline (2025–2028)

| Year | Milestones |
|------|--|
| 2025 | <p>2025 – Foundations & Systems</p> <p>Update handbook (1.1.3). Begin digital management system design & rollout (1.1.5). Establish clear leadership & decision-making mechanisms (1.2.1). Pilot new decision-making platforms for members (1.3.2). Develop 2026 operating budget & workplan (2.1.4). Start quarterly financial reviews (2.1.5). Conduct first external audit (2.1.6). Maintain existing partners & secure at least one new partnership (1.5.1). Identify and secure temporary lease for land/space for facilities (3.1.1). Initiate dialogue with government on recognition of seaweed farming (4.1.1). Begin research on farming practices & management (5.1.2).</p> |
| 2026 | <p>2026 – Foundations & Systems</p> <p>Finalize bylaws and formalize organizational policies & procedures (1.1.1, 1.1.2). Update handbook and develop SOPs for farming & processing (1.1.3, 1.1.4). Begin digital management system design & rollout (1.1.5). Establish clear leadership & decision-making mechanisms (1.2.1). Recruit Executive Director & Business Manager (1.2.2). Conduct first round of capacity-building workshops (1.2.3). Launch electronic updates and organize 2 workshops/bi-annual meetings (1.3.1). Pilot new decision-making platforms for members (1.3.2). Develop business plan & financial plan (2.1.2, 2.1.3). Establish first reserve fund allocation (2.1.3).</p> <p>Review 2026 and develop 2027 operating budget & workplan (2.1.4). Conduct quarterly financial reviews (2.1.5). Conduct external audit (2.1.6). Pilot multiple revenue streams: product sales, tiered membership, farm tours, merchandise (2.2.1). Identify & secure 2–3 medium grants (2.3.2). Participate in festivals/workshops to promote products (2.2.5). Maintain existing partners & secure at least one new partnership (1.5.1). Identify and secure land/space for facilities (3.1.1). Begin phased construction of drying shed (3.1.2). Research facility design & compliance requirements (3.3.2). Dialogue with government on recognition of seaweed farming (4.1.1). Build on research on farming practices & management (5.1.2). Integrate procedures into policies, job descriptions, and templates (1.1.6). Conduct annual staff performance evaluations (1.2.4).</p> |
| 2027 | 2027 – Growth & Diversification |

| Year | Milestones |
|------|---|
| | <p>Fully implement a digital management system for members/projects (1.1.5). Strengthen member participation in decision-making & networking (1.3.2). Institutionalize M&E systems (1.4.1). Develop annual operational plan & SMART indicators (1.4.2). Launch production/sales/inventory databases (1.4.3). Apply minimum 10% markup & 15% admin fee/cost recovery (2.2.2, 2.2.3). Engage with international agencies for seaweed market access (2.2.4). Secure 3-acre parcel through lobbying or acquisition (3.1.3). Install reliable power for processing equipment (3.2.1). Expand transport capacity (boat & truck) (3.2.2). Collaborate with government on permits, subsidies & training (4.1.2). Promote gender-inclusive aquaculture policies (4.1.3). Standardize farm management practices (5.1.1). Establish nearshore farm plot for quality comparisons (5.1.3). Collect water physicochemical data (5.1.4).</p> |
| 2028 | <p>2028 – Consolidation & Expansion</p> <p>Maintain governance systems & staff professionalization (1.1–1.2). Continue leadership development & training (1.2.3). Deepen member networking, including regional/international exchanges (2.4.3). Refine business & financial plan based on results (2.1.2–2.1.5). Grow revenue streams from pilot to established models (2.2.1). Consolidate cost-recovery model across projects & services (2.2.3). Secure larger grants and diversify funding portfolio (2.3.2). Review case studies & produce recommendations on association/social enterprise model (2.4.2). Complete multipurpose facility design & planning (3.3.3). Equip facilities with environmentally friendly & efficient tools (3.2.3). Install renewable energy systems (solar) (3.3.1). Achieve national recognition of seaweed farming as a strategic industry (4.1.1). Align production, drying, packaging & labeling with international standards (5.2.1). Introduce traceability system across the value chain (5.2.2).</p> |

| Year | Milestones |
|------|--|
| 2025 | Finalize strategic plan; initiate capacity building and facility scoping; conduct baseline assessments; secure funding. |
| 2026 | Launch pilot training and seaweed hubs; develop value-added product prototypes; initiate policy engagement; and set up a temporary processing plant. |
| 2027 | Expand markets and partnerships; introduce certification program; formalize quality assurance protocols. |
| 2028 | Evaluate impact and outcomes; scale up best practices; host national seaweed summit; publish sustainability report. |

Monitoring & Evaluation

These will be conducted via:

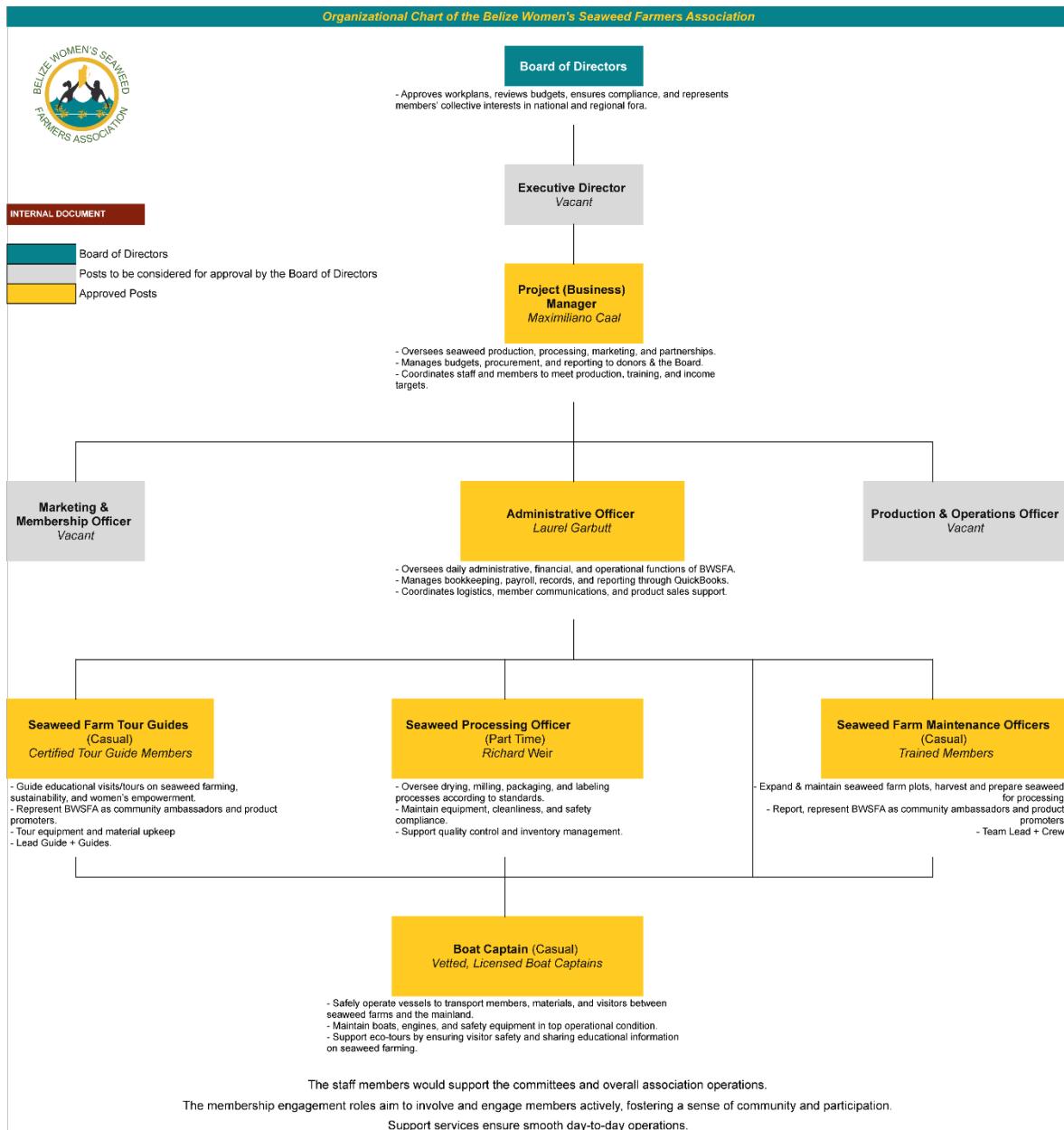
Quarterly performance reviews aligned with KPIs under each pillar.

Annual strategic review retreats for course correction and innovation.

Community impact assessments and stakeholder feedback mechanisms

Proposed Organogram

The following Organogram is being proposed over the three-year period. In year 1, the Executive Director post, with grant writing and fundraising, is of utmost importance. Once sustainability is achieved, the remainder of the posts may be filled closer to the end of year three.



Conclusion

- **Market Trends:** The global seaweed market was valued at approximately \$17 billion in 2022 and is projected to reach \$30 billion by 2028, indicating a robust growth trajectory.
- **Environmental Concerns:** Sustainable practices like seaweed farming are increasingly prioritized. **Regulatory Environment:** Engagement with local authorities is essential to address challenges such as theft and establish supportive mariculture policies.

The BWSFA Strategic Plan 2025–2028 reflects a unified vision and bold commitment to sustainable development, gender empowerment, and organizational resilience. With clear goals, an actionable implementation toolkit, and strong community and stakeholder support, BWSFA is poised to thrive in the years ahead.

ANNEXES

How to Use the Strategic Objective Sheet in Action Planning

How to use Strategic Objective Sheet

| | | | | |
|---|---|--|---|--|
| STRATEGIC OBJECTIVE: This is the broad, high-level goal you want to achieve. It should align with your organization's overall mission or strategy. The objective should be clear, measurable, and time-bound. | KEY ACTIVITIES List the main tasks or actions that need to be completed to achieve the strategic objective. Each activity should directly contribute to the goal. | RESPONSIBLE PARTY Identify the person or team responsible for carrying out each key activity. Accountability is essential for successful implementation. | RESOURCES REQUIRED List all the materials, budget, personnel, technology, or other resources needed to complete the key activities. | EXPECTED OUTCOME Describe what success will look like once the objective is achieved. This could be a measurable result or a specific improvement. |
| TIMEFRAME Define the start and end dates or the deadline for completing the key activities and achieving the strategic objective. (Year and Quarters) | PROGRESS INDICATOR <ul style="list-style-type: none"><input type="checkbox"/> Not Started<input type="checkbox"/> In Progress<input type="checkbox"/> Completed | DEPENDENT ACTIVITY Mention any other activities that must be completed before the current activity can start or finish. Dependencies help in sequencing tasks logically. | | |

M&E OFFICER:

DATE :

NOTES:

An open space to capture any additional information, clarifications, risks, or comments relevant to the activity or the overall strategic objective.

Results Of Review Of 2019-2022 Strategic Plan

On August 25th, 2020, the Belize Women's Seaweed Farmers Association approved their "Strategic Plan 2019-2022". This was their first-ever strategic plan. The overarching goal of the strategic plan was concentrated on four strategic priorities: enhancing organizational development and capacity to improve accountability and preparedness; developing seaweed farms and value-added products to establish the seaweed industry as a viable economic sector; engaging in advocacy with a presence on the National Seaweed Committee to influence policies and foster collaboration among government and non-government agencies and the private sector; and increasing public awareness and providing training and certification for women and youths in coastal communities to boost their livelihoods.

A review of the four strategic objectives and outputs was assessed and the results analysed.

The four strategic objectives were:

1. Organizational Development/Operational Capacity
2. Develop seaweed farms and value-added products to enhance the seaweed industry so that it can be a viable economic vehicle
3. Advocacy
4. Promote environmentally sustainable practices through outreach in coastal communities

Organizational Development/Operational Capacity

The strategic activities undertaken were designed to empower women by enhancing their operational capabilities and increasing their influence both within and outside their communities. By formalizing the group's structure through registration and legal recognition, the association provides a solid foundation that legitimizes women's efforts and facilitates access to vital resources. Training initiatives aimed at board members and other participants help develop essential skills and leadership qualities, enabling women to assume pivotal roles within the organization.

Further, the setup of a well-equipped home office and an accounting system ensures operational efficiency, supporting professional growth and organizational management. Strategic efforts such as expanding membership, hiring key personnel, and developing comprehensive plans for growth and funding acquisition extend the association's reach and impact. Through community engagement and advocacy, the BWSFA raises awareness of its initiatives and drives policy changes, fostering an environment where women can thrive economically and socially. Collectively, these activities strengthen the organizational capacity of BWSFA, propelling women towards greater economic empowerment and community leadership.

Results

There was a total of 17 activities for this objective. The following are the results:

- Completed: 14 (82%)
- In Progress: 2 (12%)
- Not Started: 1 (6%)

Grow Seaweed Farms and Value-Added Products to Boost Industry Growth

The strategic plan to develop seaweed farms and create value-added products is aimed at enhancing the seaweed industry's economic viability. Key activities start with identifying optimal locations for seaweed cultivation and strategically expanding these farms to increase raw material availability, which is critical for scaling production. The creation of value-added products such as seaweed gel and powder is pivotal, targeting diverse markets including the food, cosmetics, and pharmaceutical sectors. This diversification is designed to maximize revenue streams and enhance profitability, making the most of the cultivated seaweed by adding significant value beyond its raw form.

Supporting activities such as conducting thorough market research and developing efficient farm management procedures are essential to understand market needs and sustain high-quality production. The process from product development to commercialization includes testing, securing patents for innovative production methods, and establishing a robust production facility. This systematic approach ensures that the products not only meet market standards but also stand out in competitive markets. Final steps in the strategic plan involve meticulous procurement of materials, effective branding, and well-planned marketing and distribution strategies, all aimed at firmly establishing seaweed-based products in the market and securing a strong presence for the seaweed industry.

Results

There was a total of 13 activities for this objective. The following are the results:

- Completed: 2 (15%)
- In Progress: 7 (54%)
- Not Started: 4 (31%)

Advocacy

The strategic activities outlined in the plan focus on reinforcing the role of the Belize seaweed industry in the national economy through targeted advocacy efforts. These activities are critical in establishing a strong, regulated, and economically viable seaweed industry.

Firstly, procuring a seat on the Seaweed Steering Committee allows the association to directly influence decision-making processes, ensuring that the interests and needs of seaweed farmers are represented at higher levels of governance. This involvement facilitates direct advocacy and strengthens the industry's voice in regulatory and policy discussions. Secondly, developing strategic alliances is vital for building a market networks and enhancing the industry's capacity to influence both local and international markets. Such alliances not only help in creating market opportunities but also in advocating for favourable trade terms and industry standards that benefit the local economy.

Furthermore, working closely with government departments on legislation ensures that the policies enacted support sustainable practices and economic growth within the industry. This collaboration is essential for shaping a regulatory environment that fosters innovation and investment in seaweed production. Finally, assisting with the regulation of the industry helps maintain high standards, ensuring that the industry remains sustainable, competitive, and compliant with both local and international regulations. Together, these activities not only promote the growth of the seaweed industry but also position it as a significant contributor to Belize's economy.

Results

There was a total of 4 activities for this objective. The following are the results:

- Completed: 1 (25%)
- In Progress: 3 (75%)
- Not Started: 0 (0%)

Promote Environmentally Sustainable Practices Through Outreach In Coastal Communities

The strategic activities outlined under the objective to promote environmentally sustainable practices through outreach in coastal communities are crucial for enhancing environmental awareness and fostering sustainable development in Belize's seaweed industry. Each activity is designed to integrate sustainability into the community's economic activities and improve the local ecosystem's health.

Training women and youths in coastal communities equips them with the knowledge and skills necessary to engage in seaweed farming sustainably, ensuring that these practices minimize environmental impact while boosting economic benefits. The certification of seaweed farmers

serves as a formal mechanism to enforce sustainable practices, as it likely includes criteria that promote environmentally friendly farming techniques. By assisting with deploying farms in communities, the initiative ensures that these setups comply with best practices for sustainability, enhancing the local marine environment.

Purchasing seaweed from these communities not only provides economic incentives to maintain sustainable practices but also encourages other communities to adopt similar methods. These coordinated efforts collectively ensure that the expansion of the seaweed industry in Belize is aligned with ecological preservation and sustainable community development.

Results

There was a total of 5 activities for this objective. The following are the results:

- Completed: 0 (0%)
- In Progress: 1 (20%)
- Not Started: 4 (80%)

Overall Results

| | Completed | In Progress | No Started |
|-------------|-----------|-------------|------------|
| Objective 1 | 14 | 2 | 1 |
| Objective 2 | 2 | 7 | 4 |
| Objective 3 | 1 | 3 | 0 |
| Objective 4 | 0 | 1 | 4 |
| TOTAL | 17 | 13 | 9 |
| Percentage | 44% | 33% | 23% |

Objective 1:

This objective has a high completion rate with 14 activities completed, representing the highest effectiveness among all objectives. There's minimal ongoing work (2 activities) and very few not started (1 activity), indicating that efforts under this objective have been largely successful and well-executed.

Objective 2:

Objective 2 shows a mixed picture: while only 2 activities have been completed, a majority (7) are still in progress, and 4 have not been started. This suggests that while the objective is actively being worked on, there are significant challenges or delays in moving activities to completion, and a sizable portion hasn't yet been initiated.

Objective 3:

With 1 activity completed and 3 in progress, this objective shows a promising degree of engagement with no activities left not started. It suggests efficient planning and execution, though most activities are still ongoing.

This objective appears to be in the earliest stages of implementation with no completed activities, only 1 in progress, and 4 not started. This indicates either a recent launch of these initiatives or possible prioritization issues or challenges that have delayed the start of these activities.

The 17 completed activities represent a completion rate of 44%, which is a strong indicator of progress but also highlights areas for improvement. The 33% of activities in progress suggest ongoing efforts are robust, though converting these to completed status will be crucial for the plan's success. The 23% not started is significant and may require re-evaluation or acceleration of planning processes to ensure these activities are addressed.

This analysis shows that while there are commendable advancements in some areas, there are distinct opportunities for improvement, particularly in ensuring that initiatives start and progress to completion efficiently.

TOOLKIT

KPI Tracking Template

Objective: To monitor progress on strategic objectives.

| KPI | Target | Measurement Method | Responsible Person | Reporting Frequency |
|---|---------------------------------|---|---------------------------|---------------------|
| Number of women trained in seaweed farming | 50 per year | Attendance records, certificates issued | Training Coordinator | Quarterly |
| Volume of seaweed harvested | 10 metric tons annually | Harvest reports, sales records | Operations Manager | Monthly |
| Revenue growth from seaweed products | 15% increase annually | Financial reports, sales analysis | Finance Officer | Annually |
| Market expansion (new contracts/partnerships) | 3 new partnerships per year | Signed agreements, MOUs | Business Development Lead | Biannually |
| Adoption of sustainable farming practices | 100% compliance with guidelines | Environmental audits, farm inspections | Sustainability Officer | Annually |

Funding Proposal Template

[Insert Grant or Donor Organization Name]

Date: [Insert Date]

Proposal for Funding: Enhancing Sustainable Seaweed Farming & Women's Empowerment

1. Executive Summary

- Briefly describe BWSFA's mission, goals, and project objectives.
- Overview of funding request and expected impact.

2. Organizational Background

- History, achievements, and key activities.
- Relevant experience and expertise in seaweed farming and women's economic empowerment.

3. Project Description

- Objectives and expected outcomes.
- Activities and timeline for implementation.
- Beneficiaries and community impact.

4. Budget & Resource Allocation

- Detailed breakdown of required funds (e.g., training, equipment, marketing, research).
- Matching funds or in-kind contributions, if applicable.

5. Monitoring & Evaluation Plan

- How the project's success will be measured (e.g., KPIs, reporting mechanisms).

6. Sustainability Plan

- Long-term strategy for maintaining project impact beyond funding period.

7. Conclusion

- Summary of the proposal and call to action for funders.

Stakeholder Engagement Framework

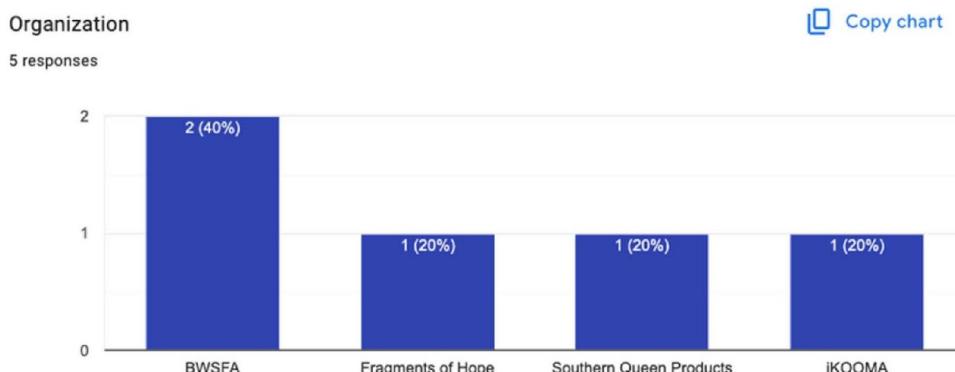
Objective: Strengthen collaboration and communication with key stakeholders.

| Stakeholder Group | Engagement Strategies | Frequency | Responsible Person |
|-------------------------|---|------------|---------------------------|
| BWSFA Members (Farmers) | Monthly meetings, capacity-building workshops | Monthly | Membership Coordinator |
| Government Agencies | Policy advocacy, joint initiatives, compliance reporting | Quarterly | Executive Director |
| Industry Partners | Business development discussions, product innovation collaborations | Biannually | Business Development Lead |
| Donors & Funders | Progress reports, site visits, impact assessment presentations | Annually | Finance & Grants Officer |
| Local Communities | Awareness campaigns, educational outreach | Ongoing | Community Liaison Officer |

This toolkit provides practical tools for monitoring BWSFA's progress, securing funding, and engaging stakeholders effectively.

Members Survey

The survey conducted by the Belize Women's Seaweed Farmers Association (BWSFA) was created by consultants and subsequently approved by the BWSFA before being distributed among its members. It was sent out to a total of 36 members, which included both those in good standing and those not in good standing with the association. The survey was designed to gather member feedback on various aspects of the association's operations and support services. A total of five members responded to the survey, providing insights into their satisfaction levels and perceptions of the value derived from their membership. The survey window was open for one week, allowing members ample time to participate and share their views. (Response Rate (14%)



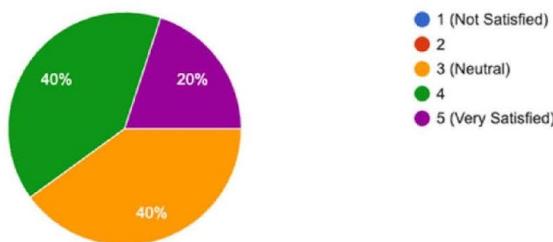
Organization Representation:

- BWSFA: 40%
- Fragments of Hope: 20%
- Southern Queen Products: 20%
- iKOOMA: 20%

1. **Overall Satisfaction:** - How satisfied are you with your membership in the BWSFA?

5 responses

 Copy chart



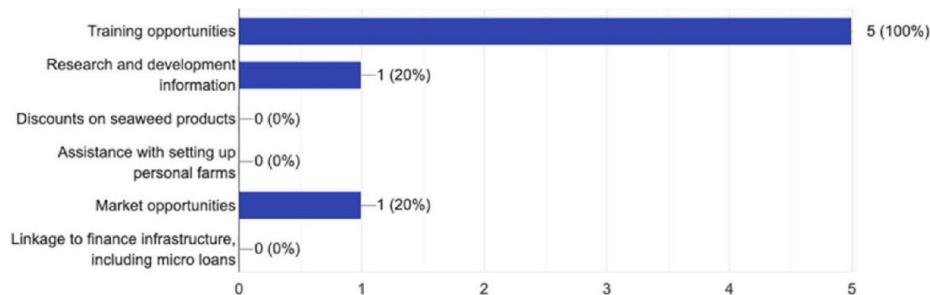
Overall Satisfaction:

- Very Satisfied: 40%
- Somewhat Satisfied: 40%
- Neutral: 20%

2. **Value of Membership Benefits:** - Which of the following membership benefits have you utilized? (Select all that apply)

5 responses

 Copy chart

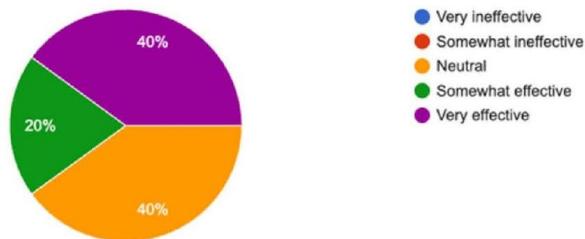


Value of Membership Benefits:

- Training opportunities: 100% utilization
- Research and development information: 20% utilization
- Discounts on seaweed products: 0% utilization
- Assistance with setting up personal farms: 0% utilization
- Market opportunities: 20% utilization
- Linkage to finance infrastructure, including micro loans: 0% utilization

3. **Effectiveness of Support:** - How effective do you find the BWSFA in supporting your seaweed farming activities and/or business development? [Copy chart](#)

5 responses

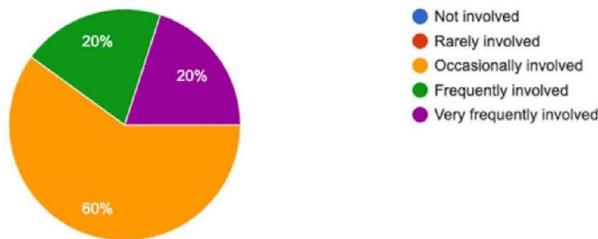


Effectiveness of Support:

- Very effective: 40%
- Somewhat effective: 40%
- Neutral: 20%

4. **Engagement and Participation:** - How involved are you in BWSFA activities (meetings, trainings, volunteering)? [Copy chart](#)

5 responses



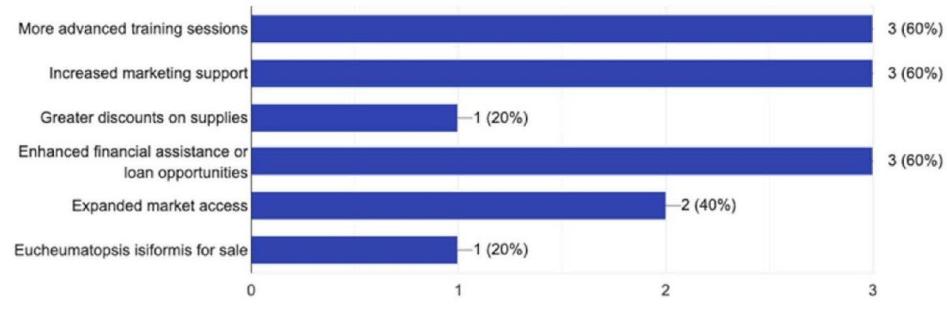
Engagement and Participation:

- Very frequently involved: 60%
- Frequently involved: 20%
- Occasionally involved: 20%
- Rarely involved: 0%
- Not involved: 0%

5. Future Expectations: - What additional services or benefits would you like the BWSFA to offer in the future to enhance your experience and success in seaweed farming or related business activities? (Select all that apply)

[Copy chart](#)

5 responses



Future Expectations:

- More advanced training sessions: 60%
- Increased marketing support: 60%
- Greater discounts on supplies: 20%
- Enhanced financial assistance or loan opportunities: 60%
- Expanded market access: 60%
- Eucheumatopsis isiformis for sale: 40%

Please share any further comments with us on how we can further serve your organization and the community in developing the seaweed industry in Belize.

5 responses

Provided training and be able to apply what is being used.

Provide more support to the value added businesses

Want to see BWSFA with proper processing operations to guarantee consistent and high quality seaweed, so I can become a confident customer :)

For the sea weed industry to strive i believe we need to promote the empowerment of more women

I would love the opportunity to captain more often for yhe BWSFA so i can enhance my skills and keep inspiring women and girls to pursue this career

Analysis

Organization and Membership Satisfaction:

- Satisfaction levels are varied, with a balanced distribution across very satisfied, somewhat satisfied, and neutral. This suggests that while a portion of members appreciate the association, there are areas where improvements could be sought to increase overall satisfaction.

Value of Membership Benefits:

- Members have strongly utilized training opportunities, which seem to be the most prominent benefit offered. However, other potential benefits like market opportunities and research information have lower usage rates. This highlights a possible demand for more diversified or targeted benefits that address specific member needs or interests.

Effectiveness of Support:

- Responses were split between finding the support very effective, somewhat effective, and neutral. This indicates a divergence in how members perceive the effectiveness of the support provided by BWSFA, suggesting that while some members find the support adequate, others may need more tailored or increased support mechanisms.

Engagement and Participation:

- The majority of members indicated frequent or very frequent involvement in BWSFA activities. High levels of engagement suggest a strong community connection and interest in the association's activities, which is a positive indicator of member commitment and active participation.

Future Expectations:

- Members expressed clear desires for more advanced training sessions, increased marketing support, and expanded market access. These expectations signal a need for enhanced skill development and broader support in navigating market complexities, which could help members increase their business success and sustainability.

Comments for Improvement:

- Comments from members highlighted desires for more impactful training, support for value-added business activities, and improvements in product processing standards. These insights suggest that members are looking for more than just basic engagement; they are interested in deepening their capabilities and expanding their operational efficiencies.

The survey responses indicate a community that is engaged and has specific expectations and needs. Members value training highly and wish for more advanced and diversified options. There's a clear call for increased support in business development areas such as marketing and market access. Addressing these needs could potentially increase satisfaction and engagement levels across the board.

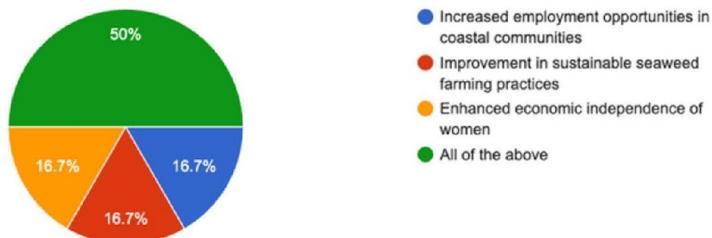
Stakeholder Survey

The survey conducted for the stakeholders of the Belize Women's Seaweed Farmers Association (BWSFA) was crafted by consultants and approved by the BWSFA before being distributed. It was aimed at garnering insights from the stakeholders on various strategic and operational aspects of the organization. The survey was sent out to a total of 16 stakeholders, capturing a broad spectrum of perspectives directly related to the seaweed industry in Belize. Out of those solicited, six stakeholders responded, providing valuable feedback. The survey was available for one week, giving stakeholders a sufficient window to contribute their thoughts and assessments. (Response Rate 38%)

Understanding BWSFA's Impact: - What do you believe has been the most significant impact of BWSFA on the local community and seaweed industry?

 Copy chart

6 responses



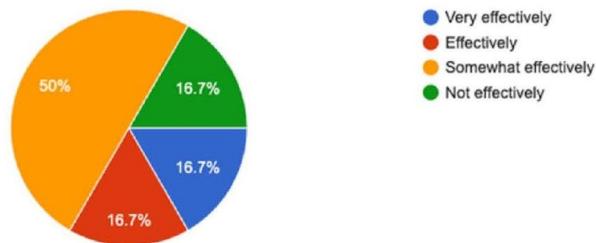
Understanding BWSFA's Impact:

- 50% of respondents see "All of the above" (including increased employment opportunities in coastal communities, improvement in sustainable seaweed farming practices, and enhanced economic independence of women) as the most significant impact of BWSFA on the local community and seaweed industry.
- Each of the other categories (increased employment opportunities, improvement in sustainable seaweed farming practices, and enhanced economic independence of women) was seen as the most significant impact by 16.7% of respondents.

Assessment of Strategic Goals: - How well do you think BWSFA is achieving its strategic goal of promoting sustainable seaweed farming?

 Copy chart

6 responses



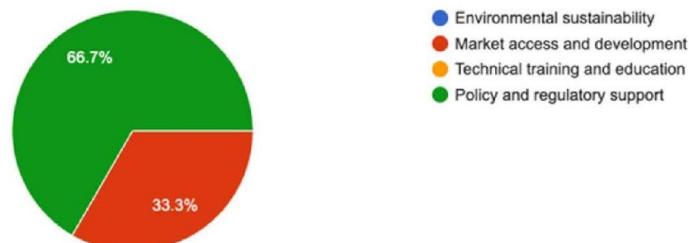
Assessment of Strategic Goals:

- 50% of respondents feel BWSFA is achieving its strategic goal of promoting sustainable seaweed farming very effectively.
- 16.7% feel it is being achieved effectively.
- 16.7% feel it is somewhat effectively being achieved.
- 16.7% feel it is not being effectively achieved.

Challenges in the Seaweed Industry: - Which challenge do you think is most critical to address for the future development of the seaweed industry in Belize?

 Copy chart

6 responses



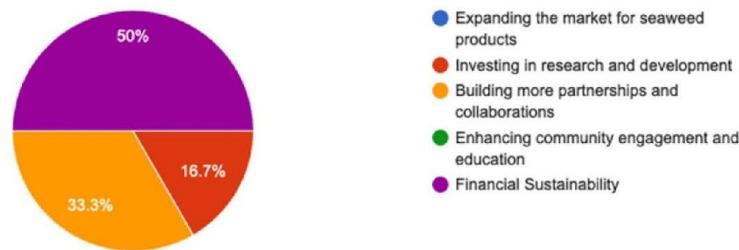
Challenges in the Seaweed Industry:

- 66.7% of respondents identified environmental sustainability as the most critical challenge to address for the future development of the seaweed industry in Belize.
- 33.3% of respondents felt that technical training and education were crucial areas to focus on.

Future Priorities: - In your opinion, what should be the primary focus for BWSFA over the next five years to foster the growth of the seaweed industry?

[Copy chart](#)

6 responses



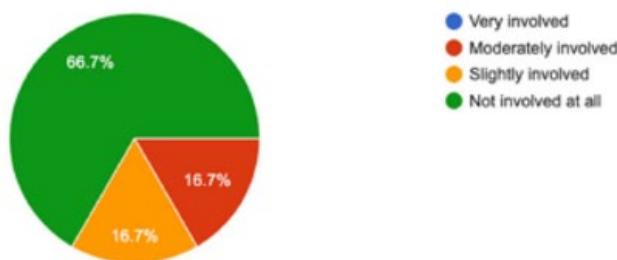
Future Priorities:

- 50% of the respondents believe expanding the market for seaweed products should be the primary focus for BWSFA over the next five years.
- 33.3% suggested investing in research and development.
- 16.7% felt building more partnerships and collaborations was important.

Stakeholder Engagement: - How involved do you feel in the planning and decision-making processes of BWSFA?

[Copy chart](#)

6 responses



Stakeholder Engagement:

- 66.7% of respondents are not involved in the planning and decision-making processes of BWSFA.
- 16.7% feel moderately involved.
- 16.7% feel slightly involved.

Analysis

The survey responses from stakeholders of the BWSFA highlight key aspects that align closely with the organization's strategic plan and the broader outlook for Belize's seaweed industry. Environmental sustainability emerged as a critical challenge, resonating with the BWSFA's strategic emphasis on sustainable seaweed farming. This focus is crucial for maintaining ecological balance and complying with global sustainability standards.

Technical training and education were also noted as significant needs, underscoring the strategic plan's objective to enhance community engagement and education. This directly supports the BWSFA's aim to equip members with innovative skills and knowledge, essential for advancing farming techniques and industry sustainability.

Stakeholders expressed a strong desire for the BWSFA to expand the market for seaweed products, which aligns with the strategic goals of market expansion and financial sustainability. Investing in research and development to create value-added products could help tap into international markets, increasing profitability.

Feedback about BWSFA's impact reveals substantial progress in increasing employment opportunities, improving sustainable practices, and enhancing economic independence among women. These achievements reflect the organization's strategic intentions to build a robust and equitable industry.

Moreover, stakeholders feel very involved in BWSFA's decision-making processes, highlighting the organization's commitment to inclusivity. This high level of engagement ensures that strategic directions are grounded in the practical realities and needs of its community.

Overall, the feedback underscores the importance of aligning BWSFA's operations with its strategic objectives to foster growth and ensure the long-term success of Belize's seaweed industry.

Strategic Plan Attendees



With funding support from:



Belize Women's Seaweed Farmers Association

Phone: 671-2212 | Website: BWSFA.COM | Email: bwsfa2019@gmail.com | Rekado Street, Placencia Village, Stann Creek, Belize

| | |
|-----------------------|--|
| Name of Event: | BWSFA 2025-2028 STRATEGIC PLANNING SESSION |
| Date: | Saturday 26 April 2025 |
| Location: | ChillPoint Cafe, Placencia Village, Belize |