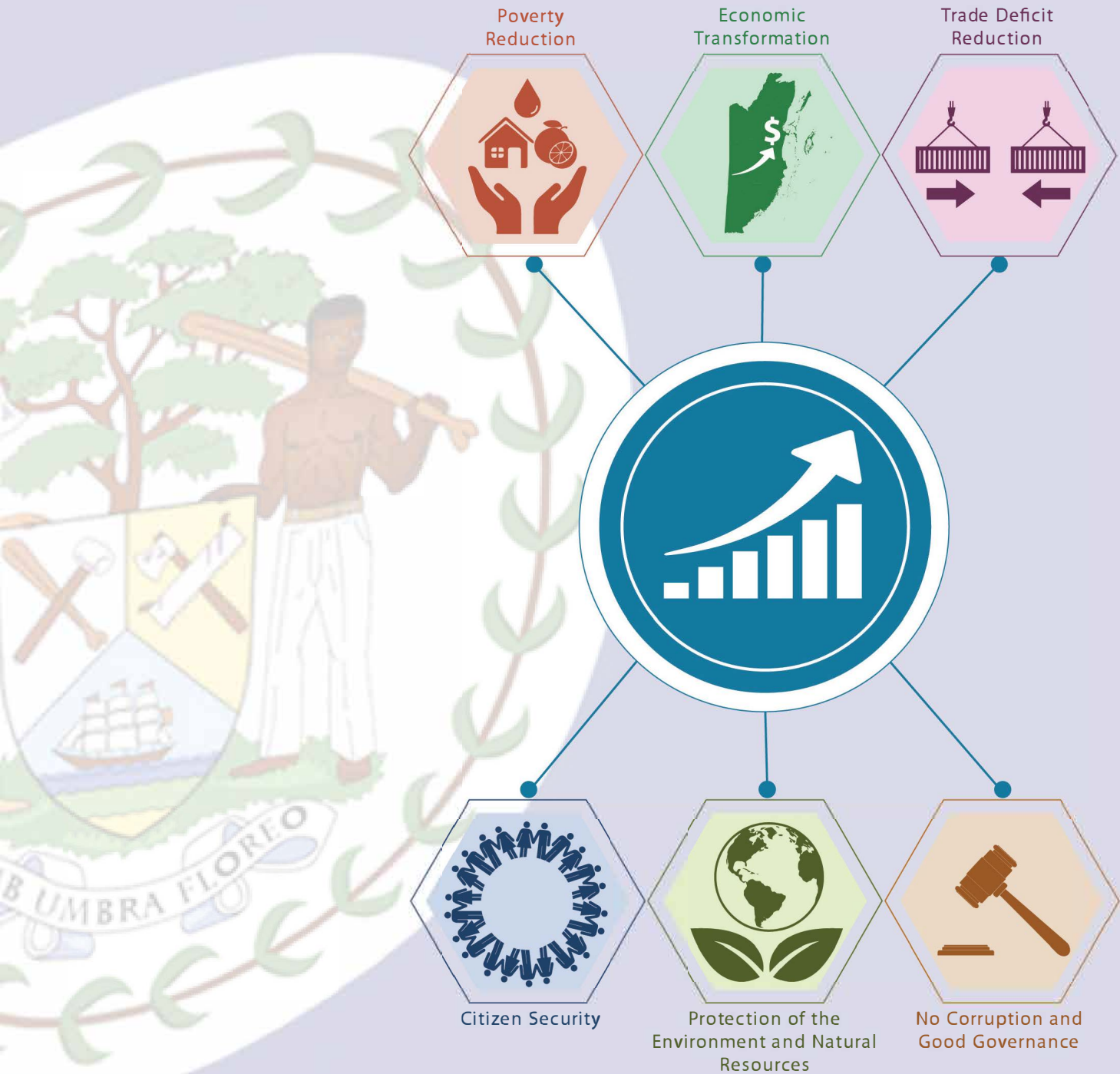


# #PLANBELIZE

## MEDIUM-TERM DEVELOPMENT STRATEGY

### 2022 - 2026



January 2023

Transforming Belize to a more Inclusive and Sustainable country through Education, Innovation, Investment and Good Governance.



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# Message from the Prime Minister

I am honoured to introduce everyone to #planBelize's Medium-Term Development Strategy 2022-2026, which will set the tone for our government's policy objectives for the next five years. Taking the initiative to read this indicates that you have made a conscious effort to involve yourself in Belize's goals and direction in the near future. I thank you for your engagement. Along with the stakeholders who contributed to this strategy, I commit to holding ourselves accountable to the vision captured in this document.

The guiding light of our government is encapsulated in #planBelize, designed after a long process of grass-roots consultations across the country. The mission of #planBelize is based on the fundamental rights of all Belizeans to have access to relevant education, primary healthcare, employment, land, and housing. Our plan will transform Belize toward a more democratic, inclusive, sustainable, and resilient society in which all Belizeans must benefit.

Through the work of our 18 Ministries, this medium-term strategy presents the programs and projects that will contribute to the efficient and effective delivery of #planBelize. Every ministry has a vital, essential role to play: Public Service - stop corruption and foster good governance; Finance - follow the money for fiscal health and debt sustainability; Education - develop good leaders and a productive workforce for nation-building; Health - keep our communities and children healthy; Economic Development - focus on sustainable economic growth through projects and donor coordination in line with national development objectives; Agriculture - produce nutritious food at lowest cost for our people and export; Sustainable Development - mainstream our climate change adaptation, mitigation, and resiliency goals; E-Governance - deliver GOB services at minimum time and cost; Ministry of Investment - enabling a friendly environment for investors, champion the development of MSME's, and the Office of the Prime Minister-- lead and deliver on #planBelize.

Having spent two years in office rescuing the Belizean Government from near economic collapse, our focus is now mobility toward multi-dimensional socio-economic transformation, which requires an 'all-government' approach. This will be possible through the MTDS' six strategic objectives. We will build our education, health, and social services to create upward opportunities for the poor and the marginalized rather than increasing the reliance on handouts, promoting human development, and drastically reducing

poverty. We will develop enterprises and employment, incentivizing the private sector to invest and diversify and expanding production and export to transform our economy and narrow our trade deficit. And while we are relaxing regulations and promoting investment in agriculture, infrastructure, industry, and tourism, we refuse to compromise our environment. We will simultaneously work to protect our natural resources, manage climate change, and mitigate our vulnerabilities to external shocks. In addition, we will render timely and better public services embracing inclusivity, transparency, and accountability measures to institutionalize good governance. Most importantly, we will put the Belizean people and their security at the forefront of our endeavors, prioritizing their well-being and safety in this country.

Yes, #planBelize is already yielding excellent results. The minimum wage has increased to \$5; the debt to GDP has significantly decreased, and we have handed over 200 houses to deserving Belizean families. After making difficult decisions, but with the dedication and sacrifices of all, our successful rescue plan resulted in the Belizean economy experiencing an increase of 15.2 percent in 2021, thus performing as one of the fastest-growing economies in the Americas.

We have completed the economic recovery, and the economic transformation has begun. To this end, we are pleased with the pipeline of new projects. The envelope of grant financing is more generous and diverse than ever before. Our international partners can see that our government is driven and committed to high governance standards because this is a "government of the people, by the people, for the people," as quoted by the great US President Abraham Lincoln.

I invite, urge, and thank in advance all Belizeans and partners for working with our government on this medium-term development strategy to realize our vision and overall objectives and to produce the desired outcomes of #planBelize.

With the Medium-Term Development strategy as our basis, I am hopeful for Belize's growth, development, and transformation for the next five years.

**Hon. John Briceño**  
Prime Minister and Minister of Finance,  
Economic Development, and Investment





# Message from the **Minister of State**

It is an honor to present the #planBelize Medium-Term Development Strategy 2022-2026. This comprehensive document is a testament to the transformative vision and the industrious drive that the Briceño administration has led since taking office in November 2020.

The government of Prime Minister Briceño has worked with urgency to rescue the government's fiscal position and create the necessary enabling environment for overall economic recovery. Through hard work, diligence, dedication, responsible fiscal discipline, and conservative debt management, the Briceño government reversed the economic decline it met when it took office and led a robust economic recovery in 2021 and 2022.

In 2020, the Statistical Institute of Belize (SIB), using the 2018 Household Budget Survey, reported that the poverty rate was at 52 percent; government revenues had fallen by over **\$300 million**, and we had a crippling "super bond" whose burden was stifling the livelihoods of our citizens. Immediately, our administration began strategizing a restructuring of our national objectives and hit the ground running to enact real change.

Under the leadership of our Prime Minister, we responded with urgency to deliver targeted relief and crafted a national strategy to shift Belize toward debt sustainability, multi-dimensional social protection, improved productivity, and sustainable economic growth. A crucial part of our goal to reduce poverty and achieve full employment has been to create jobs.

The Medium-Term Development Strategy outlines six strategic objectives that guide this endeavor:

- Poverty Reduction
- Economic Transformation and Growth
- Trade deficit reduction
- Citizen Security
- Protection of the Environment and Natural Resources
- Good Governance

Two years into our administration's first term, we have seen a 65-percentage point reduction in our debt-to-GDP ratio, down from 133% to 68% (December 2022). Likewise, unemployment declined from 29.6% in September 2020 to 5% in November 2022. Additionally, the Briceño administration successfully negotiated a historic debt-for-nature swap by restructuring the USD 553 million "super bond" for a "blue bond" that provided fiscal space and boosted confidence in our economy while facilitating critical and necessary investments in marine conservation.

Against this backdrop, we present this #planBelize Medium-Term Development Strategy which has already proven to be an integral tool in the growth and prosperity of our nation and its citizens.

With continued support and collaboration across all 18 ministries; our development partners, private sector entities; civil society organizations; academia; and the Belizean people, we will achieve the goals outlined in #planBelize.

**Hon. Christopher Coyo**

Minister of State, Ministry of Finance,  
Economic Development, and Investment





## Message from the CEO

On behalf of the Ministry of Economic Development, I am proud to share this #planBelize Medium-Term Development Strategy 2022-2026. Representatives across ministries dedicated countless hours to ensure that this document was meticulously representative of our present-day reality while weaving in a clear vision for the future of our country.

To the Core Committee Working Group, the Technical Committee; the Senior Policy Advisor to the PM; my colleagues; and all esteemed public officers involved in this effort, I express my sincerest appreciation and gratitude for a job well done.

The success of #planBelize Medium Term Development Strategy, like all national strategies, is contingent upon cross-ministerial collaboration and buy-in from all stakeholders. Each ministry plays a unique role in implementing the targets outlined in this strategic plan.

Per our mandate, the Ministry of Economic Development assumes a leadership role in formulating and recommending national development policies, including the Medium-Term Development Strategy.

As the ministry responsible for planning and coordinating, we work to ensure that all strategies and programmes promote macroeconomic stability, enhance sustainable socioeconomic development, create employment, and reduce poverty. We guarantee this by completing the preparation and management of the capital budget; mobilizing grants and climate finance; updating and publishing the Public Sector Investment Programme (PSIP) quarterly; and continuously engaging with Multilateral Development Banks and International Finance Institutions.

During the last two years, the ministry reinforced our relationship with our development partners, improved stakeholder coordination, and secured additional grant financing for pipeline projects. As a result, our average annual expenditure increased by 21.17% from 2021. This increase reflects our strides in boosting the implementation rate of projects within our Public Sector Investment Programme.

In closing, the eighteen ministries have done much to advance the targets outlined in #planBelize, but this is just the beginning. We have strategically designed the Medium-term strategy to impact and serve all Belizeans. We intend to provide the vulnerable population with increased human capital to reduce poverty. In addition, we will ensure that all stakeholders are dedicated to effectively implementing, monitoring, learning, and evaluating our national strategies and plans. Furthermore, we intend to be strategic and firm in our fight to access low-cost finance for the Public and Private Sectors, collectively moving Belize toward a prosperous future.

Once again, I acknowledge all those involved in creating the #planBelize Medium-Term Development Strategy 2022-2026. Thank you for your commitment, professionalism, support, and devotion to the development of our country and the movement forward toward a prosperous future.

**Osmond Martinez, PhD.**  
Chief Executive Officer,  
Ministry of Economic Development



## Members of the MTDS Core Working Group

The Core Working Group (CWG) provides support, guidance, and involvement in the development of the strategy. The CWG oversees the process for the preparation of Plan Belize MTDS 2022-2026. The composition includes the following representatives:

- Dr. Osmond Martinez, Chief Executive Officer, Ministry of Economic Development (Chair)
- Dr. Kenrick Williams, Chief Executive Officer, Ministry of Sustainable Development, Climate Change and Disaster Risk Management (Co-Chair)
- Mr. Duane Belisle, Director, Policy and Planning Unit, Ministry of Economic Development
- Mr. Victor Alegria, Director, Sustainable Development Unit, Ministry of Sustainable Development, Climate Change and Disaster Risk Management (MSDCC&DRM)
- Mr. Rene Nuñez, Director of Projects, Ministry of Finance
- Mr. Ishmael Quiroz, Executive Director, Economic Development Council, Office of the Prime Minister
- Ms. Jewel Crawford, Social Planner and Mr. Joseph Hendrikx, Social Policy Consultant, Ministry of Human Development, Families & Indigenous People's Affairs
- Mrs. Diana Castillo-Trejo, Acting Director General, Statistical Institute of Belize
- Dr. Bernard Watler, Chair, Faculty of Management and Social Science, University of Belize
- Mr. Hugo Gonzalez, Chairman, Association of Tertiary Level Institutions of Belize
- Mr. Rumile Arana, Senior Monetary Economist, Central Bank of Belize
- Dr. Leroy Almendarez, Executive Director, BELTRAIDE

## Members of the MTDS Technical Committee

The Technical Team (TT) is comprised of officers from the Policy and Planning Unit (PPU) of the Ministry of Economic Development and officers from the Sustainable Development Unit (SDU) of the Ministry of Sustainable Development, Climate Change & Disaster Risk Management. Below are the names of the officers:

- Mr. Carlos Pol, Director, Climate Finance Unit, MED (Chair of TT)
- Ms. Karlene McSweeney, Senior Economist, Policy and Planning Unit
- Ms. Fayne Nicasio, Economist I, Policy and Planning Unit
- Mrs. Kimberley Westby-Cassasola, Economist II, Policy and Planning Unit
- Mrs. Martha Woodye, Economist III, Policy and Planning Unit
- Ms. Gabrielle Hulse, Economist III, Policy and Planning Unit
- Mr. Abelardo Mai, Project Officer III, Policy and Planning Unit
- Mr. Victor Alegria, Director, Sustainable Development Unit
- Ms. Darlene Padron-Haylock, Senior Sustainable Development Officer, Sustainable Development Unit
- Mr. Denis Maldonado, Sustainable Development Officer, Sustainable Development Unit

Dr. Marcelino Avila, the Senior Policy Advisor, led the Technical Team (TT) and produced the complete first draft report with the assistance of Mr. Carlos Pol and Ms. Darlene Padron-Haylock. MED and MSD technical officers assisted with the consultation and reporting. Mr. Carlos Pol served as the Lead Coordinator for preparing the strategy.

Recommended citation: Ministry of Economic Development, 2022. #Plan Belize Medium Term Development Strategy 2022-2026. Government of Belize, Belmopan City, Belize.

## Abbreviations

AGM	Attorney General's Ministry
APAB	Association of Professional Architects of Belize
APEB	Association of Professional Engineers in Belize
APAMO	Association of Protected Areas Management Organisations
ATLIB	Association of Tertiary Level Institutions of Belize
BAGMPPS	Belize Association of General Managers of Pre and Primary Schools
BAHA	Belize Agricultural Health Authority
BAPSS	Belize Association of Principals of Secondary Schools
BAS	Belize Audubon Society
BBB	Belize Business Bureau
BBS	Belize Bureau Of Standards
BCCI	Belize Chamber of Commerce and Industry
BCO	Belize Crime Observatory
BDF	Belize Defence Force
BEL	Belize Electricity Limited
BELIPO	Belize Intellectual Property Office
BFLA	Belize Family Life Association
BIL	Belize Infrastructure Limited
BNTF	Basic Needs Trust Fund
BNTU	Belize National Trade Union Congress
BPA	Belize Port Authority
BPO	Business Process Outsourcing
BTB	Belize Tourism Board
BWS	Belize Water Services
CABEI	Central American Bank for Economic Integration
CARDI	Caribbean Agricultural Research and Development Institute
CARPHA	Caribbean Public Health Agency
CATIE	Tropical Agricultural Research and Higher Education Center
CBA	Central Building Authority
CBB	Central Bank of Belize
CBO	Community-Based Organizations
CCCCC	Caribbean Community Climate Change Centre
CDB	Caribbean Development Bank
CDC	Centers for Disease Control and Prevention
CDEMA	Caribbean Disaster Emergency Management Agency
CDF	CARICOM Development Fund
CDM	Country Disaster Management
CED	Customs and Excise Department
CPA	Caribbean Parliamentary Association
CDF	Constituency Development Fund
CEO	Chief Executive Officer
CfRN	Coalition for Rainforest Nations
COP	Conference of Parties
CWG	Core Working Group
CZMAI	Coastal Zone Management Authority and Institute
DFC	Development Finance Corporation
DGFT	Directorate General for Foreign Trade Belize
DOE	Department of the Environment
DRM	Disaster Risk Management
EBC	Elections and Boundaries Commission
EDF	European Development Fund
EPA	Economic Partnership Agreement
EU	European Union

EUR	Estimated Ultimate Recovery
FAO	Food and Agriculture Organization of the United Nations
FD	Forest Department
GCF	Green Climate Fund
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GOB	Government of Belize
GSDS	Growth and Sustainable Development Strategy
ICC	International Code Council
ICJ	International Court of Justice
ICT	Information and Communication Technology
IDB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
IFI	International Financial Institution
IICA	Inter-American Institute for Cooperation on Agriculture
IMF	International Monetary Fund
ILO	International Labour Organization
LAC	Latin America and the Caribbean
M&E	Monitoring and Evaluation
MAFSE	Ministry of Agriculture, Food Security, & Enterprise
MBECA	Ministry of the Blue Economy & Civil Aviation
MCC	Millennium Challenge Corporation
MED	Ministry of Economic Development
MEL	Monitoring, Evaluation, and Learning
MFAFTI	Ministry of Foreign Affairs, Foreign Trade & Immigration
MFEDI	Ministry of Finance, Economic Development, and Investment
MHW	Ministry of Health & Wellness
MHANGI	Ministry of Home Affairs & New Growth Industries
MHDFIPA	Ministry of Human Development, Families & Indigenous Peoples' Affairs
MIDH	Ministry of Infrastructure Development & Housing
MIP	Multiannual Indicative Program
MNDBS	Ministry of National Defence & Border Security
MNRPM	Ministry of Natural Resources, Petroleum & Mining
MoECST	Ministry of Education, Culture, Science, and Technology
MOF	Ministry of Finance
MOU	Memorandum of Understanding
MPSCPRRA	Ministry of Public Service, Constitutional & Political Reform, & Religious Affairs
MPSLEG	Ministry of Public Utilities, Energy, Logistics & E-Governance
MRTCDLLG	Ministry of Rural Transformation, Community Development, Labour & Local Government
MSME	Micro, Small, and Medium Enterprises
MTDR	Ministry of Tourism & Diaspora Relations
MTDS	Medium Term Development Strategy
MYST	Ministry of Youth, Sports & Transport
MSDCCDRM	Ministry of Sustainable Development, Climate Change & Disaster Risk Management
NAC	National Aids Commission
NBIO	National Biodiversity Office
NCCO	National Climate Change Office
NHS	National Health Services
NDC	Nationally Determined Contributions
NEMO	National Emergency Management Organization
NGO	Non-governmental Organization
NHI	National Health Insurance
NIRWA	National Integrated Water Resource Authority
NMS	National Meteorological Service
NS	Not Specified
NTNC	National Trade Negotiation Commission

NTUCB	National Trade Union Congress of Belize
NWC	National Women's Council
OPM	Office of the Prime Minister
OSIPP	Office of the Supervisor of Insurance and Private Pension
PACT	Protected Areas Conservation Trust
PAHO	Pan American Health Organization
PETAL	Promoting Empowerment Through Awareness for Lesbian/Bisexual Women
PFM	Public Financial Management
POWA	Productive Organization for Women in Action
PPP	Public-Private Partnership
PSA	Partial Scope Agreement
PSIP	Public Sector Investment Program
ROC	Republic of China (Taiwan)
SCLAN	Spouses of CARICOM Leaders Action Network
SDG	Sustainable Development Goal
SDU	Sustainable Development Unit
SIB	Statistical Institute of Belize
SICA	Sistema de integración Centro Americana
SIF	Social Investment Fund
SWC	Society of Women Coders
SWaMA	Solid Waste Management Authority
TCGA	Toledo Cacao Growers Association
TNC	The Nature Conservancy
TVET	Technical and Vocational Education & Training
UB	University of Belize
UKTP	United Kingdom Trade Partnership
UN	United Nations
UNCAC	United Nations Convention Against Corruption
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Program
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WB	World Bank
WIPO	World Intellectual Property Organisation
WWF	World Wildlife Fund

# Executive Summary

The Government of Belize crafted #planBelize by absorbing inputs from the basic principles of the People’s United Party, Horizon 2030, the UN SDGs, and the results and lessons from our current development strategies.

What is new in the Medium-Term Development Strategy (MTDS) is that it was created in-house and driven by the Ministries’ assessment of how they can deliver on #planBelize. Their proposed program and projects are based on understanding the political commitments and the value of political will, identifying the real priorities and opportunities, designing their programs, and preparing their managers and directors to deliver on their newly crafted visions, missions, specific objectives, and principles.

The programs or projects of the ministries reflect their commitment to a realistic assessment of what they can implement and deliver in the short and medium term. They also acknowledge that efficient and effective implementation will require different coordination, collaboration, and communication within and across ministries, partnerships with civil society, local governments, academia, and external donors. The action agenda of the MTDS includes 271 programs or projects, as follows:

- 31 for poverty reduction
- 102 for economic transformation
- 35 for trade deficit reduction
- 20 for citizen security
- 60 for the protection of the environment and natural resources
- 23 for no corruption and good governance.

Several strategic initiatives, to be highlighted among the above, include:

- Modernizing the public financial management systems to improve efficiency, effectiveness, transparency, and accountability in using the taxpayers’ money.
- Educating the workforce through relevant skills development, innovation, and entrepreneurship.
- Modernizing public services and human resource management by restoring the meritocracy system, eliminating ministerial discretionary powers, and strengthening good governance policies, regulations, and practices.
- Strengthening our democracy through the appointment of the People’s Constitutional Commission for a comprehensive review and reform of the laws of Belize, incl. the Constitution.
- Protecting and providing immediate attention to those neglected, including at-risk youth, dysfunctional families, the Indigenous Peoples, remote communities, and special needs groupings.
- Diversifying agriculture through the Blue Economy, new growth industries, and MSMEs for food security and sovereignty, import replacement and substitution, and export.
- Focusing on Rural transformation through infrastructure development (roads and houses), affordable and accessible financing, access to cheaper electricity via solar energy, and improvement of essential social services.

- Digitalizing to facilitate business investments and operations by providing easy access to public sector services at minimum cost, bureaucracy, and time.
- Implementing climate-smart alternatives and natural resource conservation for different ecosystems of high importance for Belize

The eighteen ministries will collaborate closely with national and district development organizations, the private sector, civil society organizations, academia, and bilateral, regional, and international development partners.

The ministries’ responsibility is to develop the implementation plan and monitor, evaluate, and learn from the programs. The Ministry of Economic Development (MED) will support its policy or planning units with the appropriate methodologies, training, and support systems. Each ministry will produce an annual technical report with the progress achieved, results and outcomes, and lessons learned for each program. The MED will monitor, evaluate, report and deliver on the outcomes and commitments under #planBelize.

The total budget or cost of this MTDS is estimated for five financial years, **from April 2021 to March 2026**, at B\$7,219.8M, of which \$5,555.7M would be for recurrent expenditure, \$960.6M for Cap II (GOB resources), \$703.2M for Cap III. Based on current efforts and success to date with some supportive donors, this budget can successfully mobilize for the MTDS. The external donors are responding positively to GOB’s #planBelize.

OPM’s emphasis on delivery and accountability to ensure good governance will be crucial to driving action and constant attention to efficient and effective public spending towards the agreed objectives and outcomes of #planBelize.



# Ch 1 | Introduction

How we think about development is changing. This change is a natural result of adapting to the global shifts in objectives, challenges, opportunities, technological and information options, and trends that have dominated worldwide phenomena. However, in a country's quest to keep up with these shifts and overcome the associated challenges, it must also decide when to resist extraneous inclinations and retain ownership of its national agenda. Its main task should always be to marshal the natural, socio-cultural, financial, physical, technological, and political capital to achieve national objectives, which is where the vision begins.

On 11 November 2020, the electorate voted overwhelmingly for the Peoples' United Party based on a campaign manifesto entitled #planBelize. After nominating the ministers and CEOs and establishing the ministries, the planning process began during the first 100 days of the office.

The Office of the Prime Minister (OPM) had meetings with each ministry (the minister and the CEO) to present and explain #planBelize, including its mission, vision, strategic objectives, and political commitments. The fundamental question was whether each ministry had a structure, mission, programs, and staff to deliver on #planBelize. Since, at the time, COVID-19 was raging, with nationwide lockdown and public funds limited, the ministries had the time to conceptualize, study, review and do the restructuring and strategizing exercises.

Between July and September 2021, the Prime Minister and his team, the minister, and the CEO of each ministry participated in meetings to discuss and present their programs and projects that contribute to delivering on #planBelize, and to identify the priorities, opportunities, and gaps for developing new projects and mobilizing resources.

By this time, the process of developing the medium-term development strategy (MTDS) was about to begin. From November 2021 to January 2022, the MTDS team had a third meeting with each ministry to collect information on their programs and projects to be implemented for #planBelize in the coming years. In addition to the ministries, the MTDS team also consulted with key stakeholders (i.e., backbenchers, senators, the Opposition in the House, UB, BCCI, and others) on the directions of #planBelize, and to elicit their suggestions and possible participation to improve the MTDS.

This MTDS was essentially driven by the action agenda of the ministries and organized to deliver on the strategic objectives of #planBelize. The MTDS provides a better understanding of the leading programs to partners of the Government of Belize (GOB), which they will implement during the next four years. Since GOB is committed to #planBelize, it is important to explain how the GOB's programs are aligned with and can deliver on its political commitments. This strategy must also clearly indicate the specific, objective, and measurable outcomes and targets of the programs so that GOB can evaluate them over time and at the end of the first term of this administration.

The MTDS identifies who will be responsible for the implementation plans, the financial challenges, and allocations; who will be responsible for the monitoring, evaluation, and learning during and after execution; and for the overall delivery and accountability for #planBelize.



# Ch 2 | Framing the Context and Challenges for Belize

## 2.1 The External Context

On the international or regional front, Belize faces five existential threats that may significantly impact what it can do and how it will develop in the medium and long term.

**The Belize/Guatemala territorial dispute:** On 8 May 2019, GOB held the referendum in Belize, and 55.4% of voters agreed to allow the International Court of Justice (ICJ) to resolve the dispute. The government and most Belizeans expect that the ICJ will likely rule in Belize's favour, given that the 1859 treaty was ratified by both sides and implemented by Guatemala for 80 years. Since then, Guatemala has never occupied any part of Belize, and virtually all independent states have recognized Belize's boundaries. As of 7 June 2019, the ICJ received requests from both countries to proceed with the legal resolution to the dispute. Because the pandemic hindered preparatory work in both countries, the ICJ extended the due dates for briefs on their arguments about the matter. Guatemala's was due on 8 December 2020, and Belize's counterclaim is due on 8 June 2022. Though the territorial dispute between Belize and Guatemala remains a sensitive topic for Belizeans, dialogue must shift beyond the legal issues of the dispute and more towards how the borders can be optimized and regional integration strengthened with further public sensitization and education on the implications of rulings.

**The global COVID-19 pandemic:** Across the world, the coronavirus has infected over 640 million people with new infections abound every day, and has caused some 6.6 million deaths per official reports, but according to The Economist, more than 18 million deaths thus far. Some of the worst hit in terms of deaths per million are Peru (5,970), Brazil (2844), Argentina (2540), the USA (2340), Mexico (2222), and the UK (2087). Over the years, COVID-19 has proven itself as more than a health crisis. It has drastically affected societies and economies and caused damage and loss in vulnerable countries that will take years and perhaps decades to repair and rebuild. The urgent socio-economic responses have required billions of dollars in emergency assistance to health systems, vulnerable groups, business sectors, and initial recovery efforts.

Latin America and the Caribbean (LAC), particularly, has reported more than 2.1 million deaths due to COVID-19, and the death rate is easily amongst the highest in the world, according to The Economist's excess mortality tracker. The economic toll has also been crushing. Output dropped by 7% in 2020, the steepest decline of any region. Although a surge in commodity prices early in 2021 may have boosted growth this year to a rate of more than 6%, we expect the GDP to remain below its pre-pandemic level by the end of 2022. The IMF forecasts that growth in 2022 will be lower in Latin America than in other parts of the world.

**Global climate change and global warming:** Recent analyses show that nations still emit twice the amount of GHG emissions, which is inconsistent with the Paris Agreement's ambitious temperature target set 5 years ago at COP 21. John Kerry, America's climate envoy, described the UN conference in Glasgow as the "last best hope for the world to get its act together."

Rich countries must do much more to change their consumption habits and means of production to reduce their carbon footprint drastically; otherwise, the Paris Agreement will not meet its set target of 1.5° C above pre-industrial in 2030. For less developed economies, their level of CO<sup>2</sup> emissions is extremely low; their natural ecosystems attract and store enough CO<sup>2</sup>, and all of this is great as they can adapt well to the adverse climate change caused by the rich countries. However, they need compensation for the loss and damage caused by climate change and for doing more as a carbon sink and producer of clean oxygen for this planet. Rich countries pledged to contribute USD 100 billion per annum and have not delivered the total amount, but even that is considered insufficient. The developing countries need at least three times that sum per year heading to 2030.

The negotiations in Glasgow essentially aimed to keep the 1.5°C goals viable. The key points of contention at COP 26 were the need for more immediate action to limit emissions, the future use of fossil fuels, and the amount of financing being offered to developing countries to address climate change. Models and the data pre-

sented at COP 26 demonstrated the world heading for 1.9° to 3.0°C, with a Median estimate of 2.4°C in 2030. Global GHG emissions must start dropping in 2025, down 43% from current levels by 2030 and 84% by 2050.

Achieving this goal requires ambitious actions from large emitters such as the USA, the EU, and China in the next few years. Waiting longer puts the planet on the fast track to climate disaster.

The UN Secretary-General warned, “Major cities underwater, unprecedented heatwaves, terrifying storms, widespread water shortages, and the extinction of a million species of plants and animals.”

**Internationally and regionally organized crime:** This is another severe external threat that could significantly impact the country. Due to its small size and limited public resources to fight crime, countries in Latin America, Asia, and Africa use Belize as a source, transit, and destination country for men, women, and children subjected to sex trafficking and forced labour. In recent years, narco-trafficking is an all-time high, with frequent night landings of drug planes on back roads all over the country. With external assistance, the Belize Defence Force (BDF) and the Belize Coast Guard (BCG) are strengthening their capacity for surveillance and counteractions to discourage and apprehend criminal incursions at border points and into our airspace.

**Global prices of food, energy, and logistics:** Prices are rising rapidly, first due to the COVID-19 which disrupted global supply chains, then the pent-up consumer demand after the lockdowns, and now the Ukraine invasion, which forced the western democracies to impose severe sanctions on Russia and Russian oligarchs. For countries like Belize, the prices of imported goods, raw materials, container shipping, and the cost of fuel (gasoline, diesel, and LPG.) are all rising rapidly already, like never seen before since the 1980s. In 2021, the inflation rate in the USA was 6.4% rising to 8.5% in March 2022. The outlook looks more of the same, especially if there is no end to the war in Ukraine.

2.2 The National Context

During the last five years, especially in 2020, the Belizean people faced several severe, life-changing challenges that any future Government must address.

**Corruption and incompetence at a high level:** The previous Government of Belize (GOB) set a historical record for abusing public funds and public resources to benefit privileged families, cronies, and friends and devising schemes to exact payments from investors as campaign contributions. At the same time, it has deliberately undermined the proper function of oversight offices and institutions by withholding key appointments and resources, and where they made appointments by selecting loyal, unqualified appointees.

Multiple cases involving corruption and mismanagement have been recorded and reported. This includes: the political gifting of public contracts without the review or approval of the Contractor General, overvalued infrastructure contracts to facilitate campaign contributions, the unlawful expropriation of BTL and BEL, the deliberate mismanagement of subsequent litigation and settlement for private gain, the illegal sale and issuance of permanent residence and passports to facilitate the buying of votes and political support, generous land compensation payments to friends and family, the routine spending of public funds without prior legislative approval (but not to meet the lawful debts of Belize as recognised by the courts), and protecting and facilitating real estate development schemes which have landed participants in US courts accused of various federal offences reeking of fraud and racketeering.

**The COVID-19 pandemic:** For the last two years, COVID-19 has devastated Belize, severely straining the health sector to its limits, causing catastrophic loss of livelihoods and lives, disruptions in schooling, and fraying social safety nets. The government struggled to provide access to care, while keeping the local populations safe. Tourism, estimated to account for at least 43% of the economy, largely evaporated, but is rebounding gradually. National economic output in 2020 contracted by at least 12%, with direct implications for unemployment, public revenues, public debt, and poverty. Many children taken out of school for almost two consecutive years with no viable avenues to offset the effects of loss of learning. By November 2021, COVID-19 infections had reached 28,889, recoveries were 6,418, and deaths were at 534. In the face of these dire consequences, the previous GOB lacked a coherent plan to deal with these devastating consequences, being content instead to keep borrowing and spending its way out of the economic crisis, notwithstanding the already dire financial condition of the country.

**A feeble economy threatens the dollar:** The government’s fiscal policy for the past 12 years has been defined by massive spending on infrastructure to stimulate aggregate demand and, by extension, promote growth in GDP. After 12 years of pursuing the same expansionary policy, the national economy was in recession after a paltry 0.3% nominal growth in GDP in 2019 (even before the COVID-19 pandemic), and the government was without access to further resources to continue to finance its infrastructure programs. The previous administration spent some \$2 billion in capital expenditures over the last 12 years, and the GDP grew by approximately 20% or roughly \$1.0 billion in nominal terms. The entirety of that growth may disappear due to mismanagement and COVID-19, leaving behind only the continuing obligation to repay the massive public debt incurred in pursuit of the borrow-and-spend policy. That spending sourced from more loan funds has failed to generate sufficient growth in national income to keep pace with the borrowings. As a result, the debt/GDP ratio increased from 95% in 2019 to 130% in 2021, which is way above the ideal 60%.

The basic structure of the economy has indeed changed. The primary sector as a contributor to GDP (i.e., agriculture, fisheries, forestry, and mining) declined from 12.4% in 2015 to 9.6% in 2020, and continues to shrink. The secondary sector (i.e., manufacturing, construction, and energy production) also declined from 14 to 12.7% in the same years and continues to shrink. And the tertiary sector (i.e., tourism, hospitality, commercial, financial, and other services) increased from 62.6% to 63.6% on the strength of tourism growth. The collapse of tourism because of the COVID-19 lockdown exposed a growing vulnerability of national dependence on a single type of economic activity (see Fig 1). As a result, the economy has grown overly dependent on tourism, an industry promoted over the past decade in complete disregard for the need for diversification to buffer external shocks such as the pandemic.

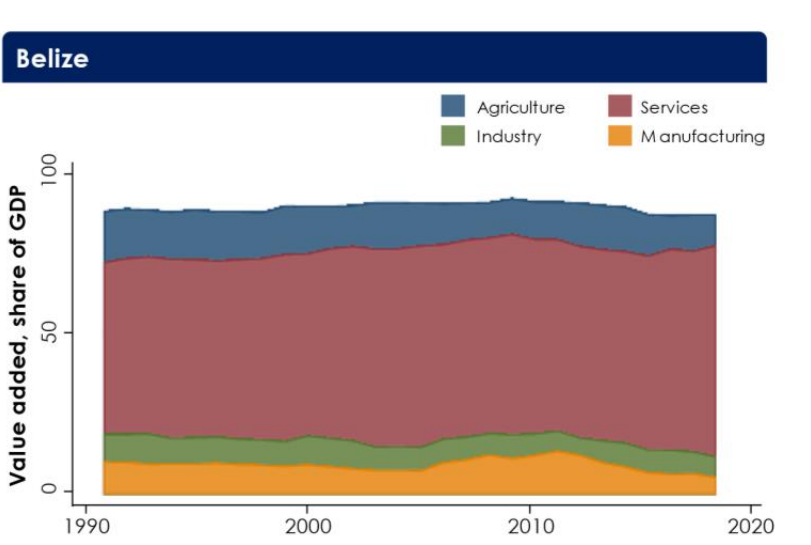


Fig 1. Contribution of the productive sector to GDP: 1990 – 2020

These trends explain the doubling of the merchandise trade deficit since 2011, rising from a \$527M deficit in 2011 to a peak of \$1.2 billion in 2019 as tourism earnings and government borrowing and spending facilitated increased importation of goods and services, while agricultural and manufacturing production and export earnings shrank (see Fig 2).

By the time the government declared a state of emergency due to COVID-19, the national debt/GDP ratio had already exceeded 100%, already unsustainable. Further borrowing would endanger economic recovery, erode the value of the Belize dollar, and erode the purchasing power of Belizeans, putting increased pressure on the poor given our continued reliance on imported goods. Immediate debt restructuring and debt forgiveness seemingly was the best way forward; otherwise, Belize may have to seek IMF assistance as a last recourse. The resulting economic effects will. A devaluation of the Belize dollar will undermine the true value of all Belize dollar savings.



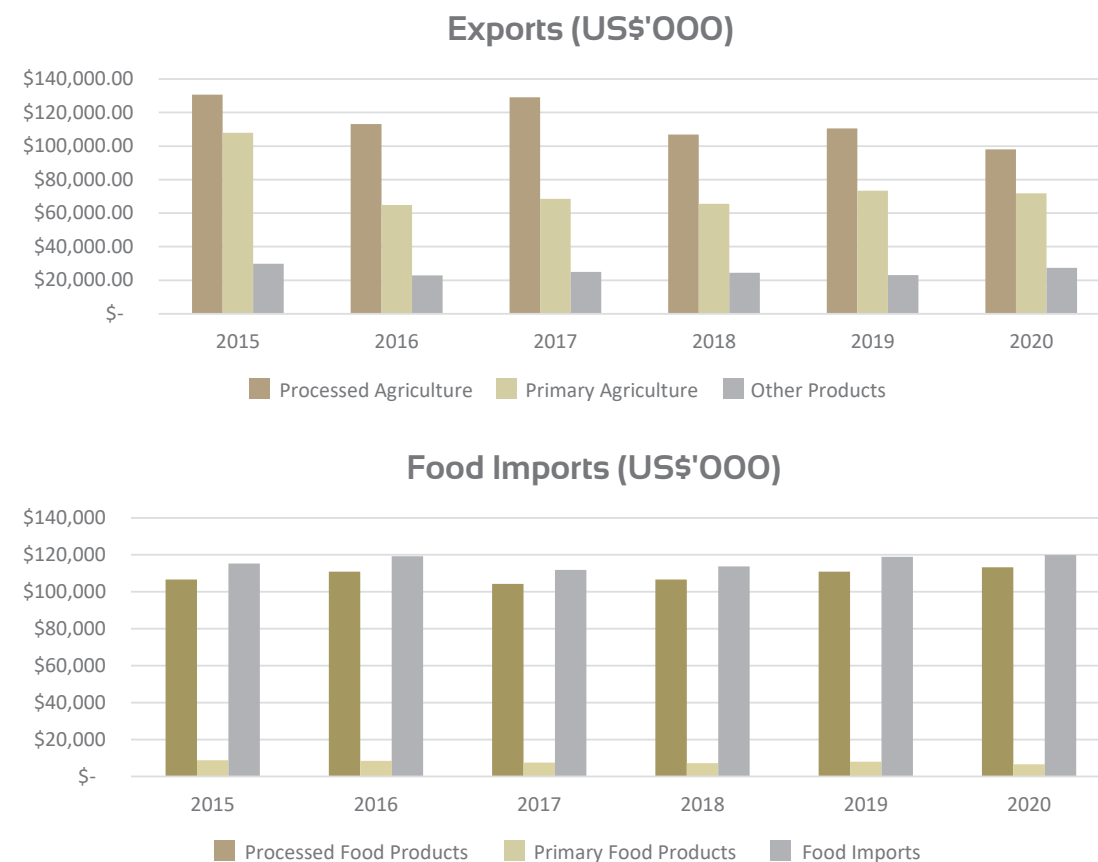


Figure 2. Composition of exports and imports by components: 2015 – 2020 (pers. com, ILO 2022)

**More impoverishment and inequality:** In 2002, studies estimated the poverty rate at 34%. In 2009 a detailed study determined that the poverty rate in Belize was 41.3%, and recent informal studies and estimates of the SIB put the rate closer to 52% in 2018, specifically for children at 60%. We define poverty as when people cannot afford to meet their basic needs (i.e., food, shelter, clothing/shoes, education, health, electricity, and potable water). Poor people cannot find employment, nor have the skills and resources to produce goods or services to generate a monthly income (see Fig. 3). The poor are denied effective participation in the political, economic, and social processes. Poverty in Belize must be addressed promptly and effectively, among other things, through a solid system of social protection facilities to decrease its growth and engulf the second half of the population in further impoverishment.

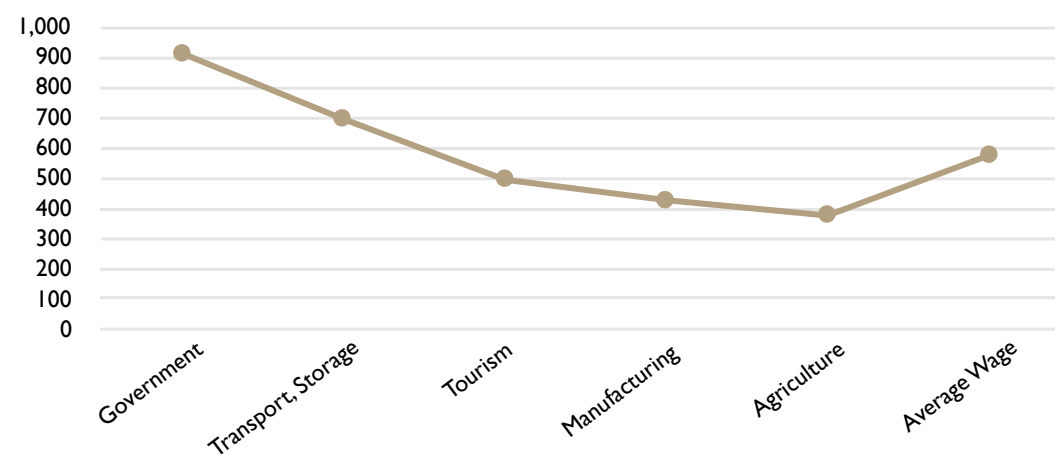


Fig 3. Average monthly wage (US\$) by employment sector, Sept 2020 (pers. Com., ILO 2022)

**Climate change vulnerabilities:** GOB takes this challenge very seriously due to its frequent, recurrent impacts on the economic sectors, communities, and infrastructure and has adopted a holistic and multisectoral approach to addressing climate change. In 2015, the government through the National Climate Change Office developed the first edition of the National Climate Change Policy, Strategy, and Action Plan (NCCPSAP) for 2015-2020. GOB has revised the policy instrument to accommodate new scientific findings and projections, incorporate updated mitigation and adaptation measures, and mainstream updated national/sectoral priorities into the Nationally Determined Contributions (NDC) revision and newly formulated National Climate Change Policy, Strategy, and Master Plan (NCCPSMP) 2021- 2025. The updated NDC counted on the support of the NDC Partnership, several development partners and sector leads from government and civil society, and a finance strategy and an implementation plan strengthen the NDC. Targets included in the updated NDC are estimated to avoid cumulative emissions across all sectors of 5,647 KtCO<sub>2</sub>e between 2021 and 2030. Targets also include several sectoral actions to build resilience and adaptive capacity to the impacts of climate change in key economic sectors.

**Escalating crime and violence:** From 2013 to 2018, the murder rate of Belize averaged about 140 murders per annum, ranking as fifth in the American hemisphere (see Fig 4). Then the escalating incidence of violence, home invasions, and robberies is highly worrisome for the people, especially in the urban areas. Undoubtedly, these criminal activities continue to rise with the worsening state of the economy, poverty, and family conditions of stress across the country. With public funds shrinking, the government must address the challenges of a structurally deficient economy exacerbated by COVID-19, which threaten to ravage our economic system's limited capacities.

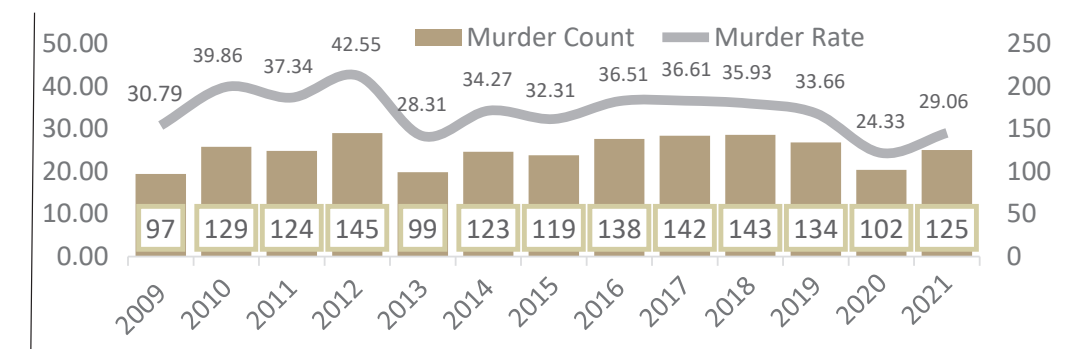


Fig 4. Murder rate trend from 2009 to 2021: murder count / 100,000 population (Source: <https://bco.gov.bz/annual-analysis/>)

**Migration to Belize and to the USA:** Even before its Independence, Belize has experienced relatively significant waves of migrations to the USA, resulting in brain drain. Also, because of its proximity to Central American countries with limited economic opportunities and social upheaval, Belize has received large numbers of migrants searching for employment. Recently, Belize has been receiving rising numbers of a diaspora and forced labor returnees from the USA. Therefore, there is a need to design a comprehensive migration-with-development policy that encompasses critical aspects of migration governance, integrates migration and the diaspora strategically into national development planning, and engages relevant government ministries in implementing programs dealing with migrants and our diaspora.

**Advantages of Belize:** Conventional wisdom is that Belize possesses excellent natural resources and physical attributes, rich diversity, and a blend of cultures. It is the only English-speaking country in the region, with its proximity to two important consumer markets-- USA and Mexico. Belize has a small and low population density; a jurisdiction based on British common law; an established tradition of respect for law and order, and an open economic system, all of which offer great potential opportunities to attract foreign investment and propel the country to high levels of growth, development, and prosperity. This national development strategy aims to put these strengths and advantages to the test by creating a more positive enabling environment, improved management and structure of government, and innovative and transformative programs and projects to propel Belize to the next level of socio-economic-environmental development and to serve as a shining example of nation building in this region.

# Ch 3 | Methodology to Develop the Strategy

**Lessons learnt from the recent past:** In reviewing past experiences with medium-term development strategies, the following lessons have been noted and should be heeded in the future (Catzim-Sanchez 2020). These are:

- A)** The planning and preparation process was led by international consultants, with the support of MED staffers. In addition, external development paradigms and agendas influence consultants that may undermine fundamental local socio-cultural and institutional values, priorities, and capacities that subsequently work in tandem to prevent or weaken the implementation process.
- B)** Line ministries were involved in making inputs but failed to develop that sense of “ownership” and total commitment to its implementation. Non-government stakeholders, academia, and local actors did not engage adequately to explore and ensure their participation and buy-in. The strategy is not theirs; more so, it is for the “consumption” of some external donors.
- C)** The implementation plan of the strategy is conspicuously lacking; hence the budget, investment, and capacity strengthening requirements for the critical components of the strategy were identified, but did not receive adequate attention as an essential component of the plan of action.
- D)** The M&E framework, including data collection/analysis on crucial indicators, was not elaborated *ex-ante* by the key actors to provide support and guidance as part of the programming and implementation processes, and to enable periodic evaluation of the performance and timely adjustments of the action plan in progress.

We will analyse these lessons and factor them into the methodology in preparing the new 2022-2026 strategy.

**Organization of the process:** The MTDS proposal was presented to the CEO Caucus and subsequently to the Cabinet for approval and comments on the proposed organization, methodology, and expected result, which is summarized as follows.

MEDI will lead in the process and work in close collaboration with the ministry responsible for sustainable development as the ministry responsible for national development planning. The Policy and Planning Unit of MED, the Sustainable Development Unit in the Ministry of Sustainable Development, and the Office of the Prime Minister will be fully engaged in the planning and execution of all activities related to the preparation of the strategy. Of note is that the government will not engage with consultants to prepare this strategy.

To garner higher level support, guidance, and participation in the development of the strategy, the government will establish an Oversight Committee. Representatives will include, at a minimum, the CEOs responsible for Human Development, Education, Sustainable Development, and Economic Development. Other stakeholders will consist of representatives of the private sector, academia, and civil society. In addition, this committee will meet to review proposals and progress at the beginning, during, and the concluding phases of the process.

The PPU/Sustainable Development Unit will work closely with a Core Working Group and Sub-Groups established to conduct consultations, conduct group analysis/synthesis, prepare rough drafts, collect feedback, and produce the final drafts.

**Steps of the analysis:** In preparing the strategy, the CWG will take into consideration the guiding principles of #planBelize and will develop a ground-based, consensus-driven, and viable strategy to achieve the vision, mission, and strategic goals presented in #planBelize, which will also guide and set the primary set of targets in terms of the critical social, economic, and environmental indicators over the next five years.

The first step is the desk review expected to draw heavily on available documents such as #planBelize, Horizon 2030, GSDS 2016-2020, GSDS Gap Assessment, IMF Article IV Reports, the Public Expenditure, and Financial Accountability Assessment, Public Investment Management Assessment, COVID-19 Impact Report, Economic Recovery Plan, poverty studies and statistics, and various existing sector plans and strategies. It is essential to critically examine the recommendations made in these documents to inform the selection of priority actions for inclusion in the new strategy.

The second step is preparing the basic proposal with specific objectives, methodology, and expected results to the CEO Caucus and then to the Cabinet for endorsement (see Annex 1).

The third step is the consultation and collection of information on the ministries’ programs with relevant stakeholders, which include:

- The Economic Services: Agriculture (Food staples, Livestock, traditional exports, non-traditional exports) and forest products: timber and non-timber; Blue Economy (Aquaculture, traditional marine exports, other); Tourism (Public & Private); Natural Resources (Environment, Petroleum, and other extracting services); Other Services (Sports, Financial, BPOs, Gaming & E-Governance); and New Growth Industries.
- The Infrastructure Sector: Housing and Urban Development, Public Works, and Transport (roads, drains, bridges & buildings); Utilities (Water & Sewerage, Energy, Telecommunications, Transport); Immigration, defence, and border management facilities.
- The Social Sector: Health and Wellness; Education, Culture, Science & Technology; Human Development/Family and Indigenous Peoples’ Affairs; Rural Transformation; and basic social services
- Public Administration: E-Governance; National Defence; Home Affairs; Disaster Preparedness and Management; and Local Government.
- Other key stakeholders in government are the backbenchers in the House of Representatives, Senators, tertiary education Institutions, city councils, town boards, village councils, and alcaldes. The government will consult with the latter to discuss questions relevant to their intended participation.
- Consultations will be carried out with the BCCI, BBB, BAPS, NTUCB, NGOs, external partners, and civil society organizations.

The information gathered in the desk review will be supplemented through stakeholder workshops or meetings at the sector or thematic level. These sessions will clarify strategies and identify priorities at the sector level where sector plans and designs are available or are at a sufficiently advanced stage of preparation. Where such plans are unavailable, government ministries and departments will use the workshops and meetings to guide them in arriving at priority actions and programmes where possible. Consultations with other stakeholder groups will take place to fill gaps as may be necessary.

GOB will hold discussions and consultations to seek and promote early buy-in and gain consensus on the strategy’s findings with the Oversight Committee, other government representatives, the private sector, development partners, and other key stakeholders.

Drafts of the strategy will then be presented to stakeholders at a national consultation to review and validate the draft strategy before GOB finalises it. The priorities identified across the sectors will be subject to further review at the Cabinet level for endorsement.

GOB will maintain focus on the principles of sustainable development to ensure that future generations’ ability to meet their own needs is protected. In addition, they will give careful attention to actions leading to a sustainable recovery from the social and economic impacts of the COVID-19 pandemic. In addition, they will identify the initiatives promoted in MTDS 2022-2026 through a prioritisation exercise at national (e.g., #planBelize) and sector levels (e.g., agriculture and food, tourism, BPOs, construction, and industry). All actions will be costed, and a timeline for implementation estimated, allowing for appropriate scheduling and adequate resourcing in the national budget over the strategy period.

The strategy will accompany a rigorous results framework in the annual program budget. In addition, the government will need to establish monitoring, reporting, and evaluation systems early in the strategic planning to allow effective results tracking, which includes strengthening the national statistical system and human capital, infrastructure, and other capacities for M&E across ministries.



# Ch 4 | Vision, Mission, Objectives and Principles

#planBelize summarises the policy adopted after the national elections on November 11, 2020. It was designed after a long process of grassroots consultations across the country and integrated the analysis of main recommendations, and achieved results derived from grassroots studies of working groups, Horizon 2030 (Barnett et al. 2011), recent sector strategies (MED 2016), UN SDGs, and other relevant experiences in Belize or abroad.

The vision and mission expressed in #planBelize, “that everyone must win,” is summarized in these fundamental rights which apply to every Belizean (GOB 2020a) who should:

- Have an opportunity to attend school and be educated and trained with relevant skills. Personal success starts with a good education.
- Have adequate healthcare, including timely access to quality primary healthcare.
- Everyone must be healthy to produce and fend for themselves and their family.
- Have access to a piece of land. With land, one immediately has a valuable base to create empowerment and personal growth opportunities. Every Belizean in rural areas needs land to be productive, feed the family, and generate income.
- Have access to employment. A job is a driving force for personal growth and development and a basis for developing self-esteem and promoting human dignity.
- Have access to decent housing. A home breeds stability, family, and love and is essential for nurturing and developing our children.

The core values and principles of the government, in pursuit of its vision and mission, will be driven and guided in its leadership, management and operations through:

- servant leadership
- democracy
- socio-economic justice
- integrity
- teamwork
- timeliness
- excellence
- innovativeness, and
- transparency and accountability.

Strategic Objectives (#planBelize): The government will need excellent coordination between the health, economy, industry, and finance sectors. GOB must focus on innovation, employment, wages, gender matters, and knowledge dissemination.

1. **Poverty reduction**, i.e., reducing the rate by 50%, from an estimated 52% to 26% of the population<sup>1</sup>; in 10 years, raise the minimum wage from \$3.25 to at least \$5.00 per hour; in 5 years, and contribute to the building of at least 10,000 sturdy, concrete houses designed to be affordable for different target groups.

2. **Economic transformation and growth**: i.e., growing the national economy by at least 5% per annum (COVID-19 brought down the annual growth rate by at least 13% in 2020); creating 50,000 jobs in five years, thereby reducing the unemployment rate of women, the youth, and other marginalized groups to a rate below 5% per annum and increasing the per-capita and family incomes to a level above the poverty baseline.

3. **Trade deficit reduction** in the trade deficit by 50% in 10 years; in 2019, value imports were 50% of the GDP, and the trade deficit was \$1.52 billion. COVID-19 reduced both imports and exports in 2020.

4. **Citizen security** by minimizing robbery rates, home invasion, crime, violence against women, drug trafficking, police brutality, road accidents, border incursions, and illegal exploitation of natural resources. Citizen security will require adding 4,000 police officers in five years, abolishing the GSU, deploying a border protection force, and regularizing citizenship and permanent residency in the country.

5. **Protection of the environment** by managing and using the Meso-American Reef System, the natural reserves, coastal, and marine resources for the sustainable development of Belize sustainably; protecting, restoring, and promoting sustainable use of our natural forest ecosystems by halting land degradation and biodiversity loss, and mitigating climate change impacts (e.g., increasing forest cover by 2% over five years, growing economic options within protected areas, and implementing sustainable agriculture and agroforestry systems).

6. **Stopping corruption and good governance** through political reforms for all three arms of government can work as envisaged by the Constitution. Therefore, it is vital to make governance structures work to ensure compliance with the code of ethics, laws, and regulations of Belize and the UNCAC (e.g., Integrity Commission, DPP, PAC, public procurement, modernizing the public service, and using digitalization). Eliminating structures or programmes that circumvent GOB regulations (e.g., BIL) is necessary; enacting elections and campaign financing reforms; appointing more women in leadership and management positions across the public sector; and advocating in other sectors of society where women are under-represented.

Achieving the strategic objective in the medium term would require repositioning and restructuring the government and adopting a new philosophy and a culture change in terms of leadership, management, implementation, and accountability, which have been conspicuously lacking or continuously deteriorating in the public sector in recent years.

<sup>1</sup> The poverty rate may be approximately 60% due to the economic lockdown and loss of jobs because of COVID-19 in 2020.

# Ch 5 | Organizational Structure & Initiatives of A New Government

Following #planBelize, GOB drafted the first 100 days plan to implement immediately upon taking office; however, the deplorable state of the economy and public finances significantly undermined the plan. Notwithstanding the main achievements were significant and far-reaching.

The first task was to define and establish the ministries of government. The relatively large number reflected in the landslide election victory and the need to prioritize new areas or initiatives (i.e., families, indigenous people, blue economy, new growth industries, climate change, digitalization, new energy alternatives, border security, and others), resulted in the formation and organization of nineteen ministries and other departments including Immigration, the Office of the Attorney General, and the Office of the Prime Minister (Fig. 5).

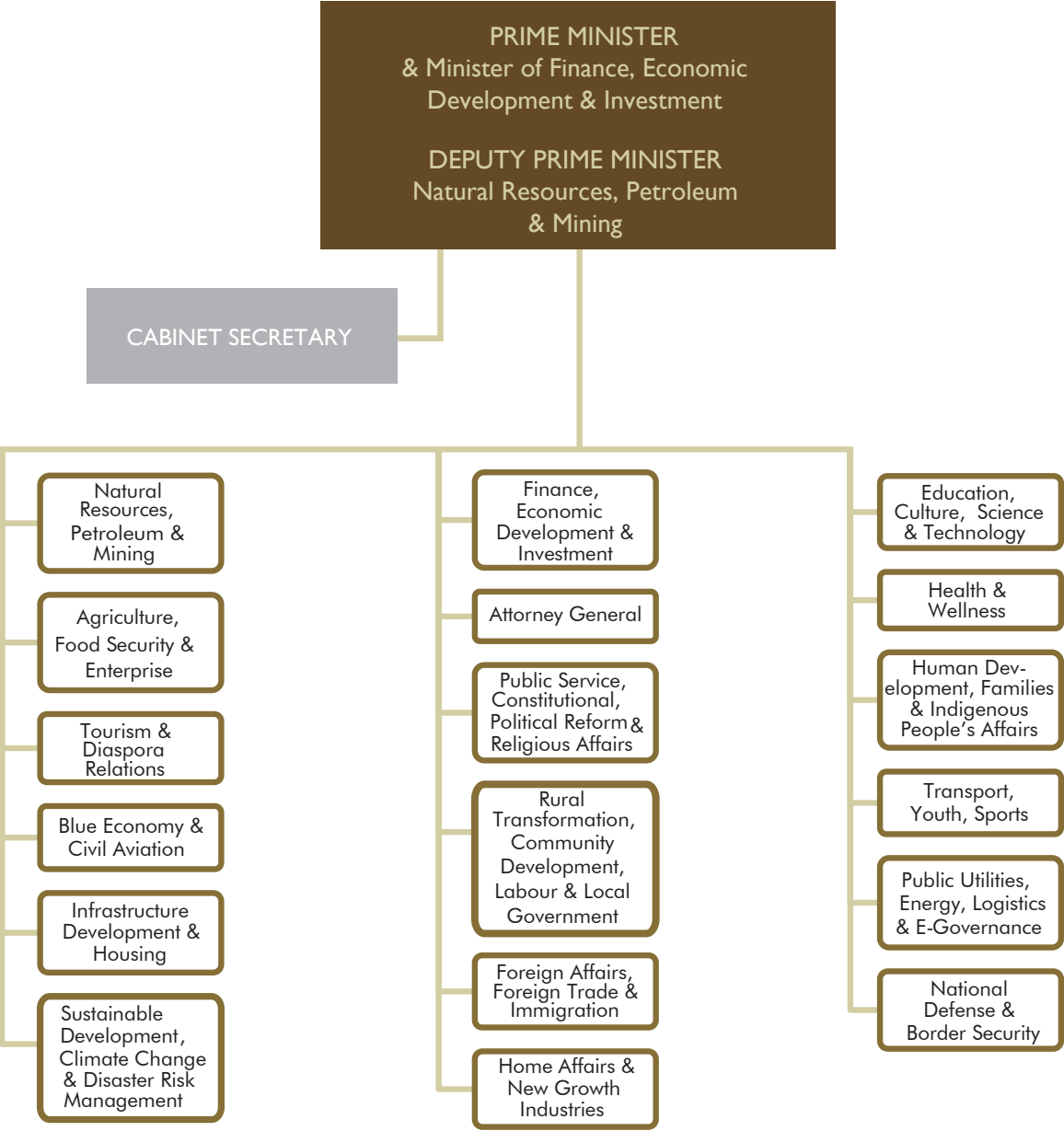


Fig 5. Ministries and Portfolios of the new Government of Belize in January 2022

The following are the investments and future benefits of the programmatic actions from the start to the finish line. This task was more complex and demanding for the new areas of #planBelize, such as the blue economy, digitalization, new growth industries, diaspora relations, and indigenous people. The ministries delivered 196 concrete results in the first 100 days, which positioned the government on the right track to deliver on #planBelize. A series of strategic initiatives followed this. Here are the highlights of the significant accomplishments in the incipient stage.

1. The Cabinet comprises a diversity of professional talents: seven ministers are attorneys, another six are business trained, three specialize in education, two in agriculture, and one in engineering-- all with university degrees. They are assisted by five Ministers of State, one of which holds a doctorate. For a change, 50% of the Cabinet comes from the districts, predominantly rural constituencies. And of the three women elected to the House, two are ministers, and the other is a Minister of State. GOB attracted and assembled the best, the brightest, and the youngest team of chief executives. Amongst the twenty CEOs, all have university degrees, many have a master's degree, one is a medical doctor, and three have doctorate degrees; 40% of the CEOs are females and highly competent in their areas of expertise.
2. GOB has invested a significant portion of effort in transforming, restructuring, and re-programming the 18 ministries, departments, and programs, to align them with the directions and commitments of #planBelize. There were consultations with key stakeholders to determine the best way to proceed and involve them in the discussions and decisions to share knowledge and ownership.
3. The new government knew, even before the national elections, the critical importance of tackling the complex challenges of the public financial management system; hence, it started to work immediately on:
  - preparing a five-year fiscal plan for public sector financing to address the fiscal imbalances including cost savings measures, revenue enhancement measures, debt restructuring, and the creation of fiscal space for #planBelize implementation;
  - creating specialized, centralized units to improve efficiency and cutting costs in debt management, recurrent expenditures, public procurement, and audit support to prevent waste, mismanagement of public finances;
  - strengthening the management and operation of the tax collection to address the entrenched problems of tax arrears, inefficient tax collection, and tax defaulters;
  - developing a plan to manage, negotiate and reduce the public external debt, and
  - developing a coordinated strategy to mobilize external resources for implementing #planBelize given the dire financial constraints. These defined the action agenda for the PM's financial management team.
4. The COVID-19 pandemic was raging and disrupting every sphere of life. A new team was engaged, and emergency measures and protocols were necessary to stem the spread of the pandemic. Backed with an educational program, the campaign was very successful, from a high of 4,561 active cases (208 new cases per day) on 11 December to 74 active cases (10 cases per day) on 10th March in 2021. The MHW has managed to secure vaccines for all, started the national vaccination plan, and has vaccinated about 50% of the population. At the same time, with some help of donors, GOB provided food and financial assistance for those most in need during the very difficult periods of the pandemic. GOB has been primarily focused on mitigating the spread of COVID-19 through vaccines, tests, and treatments, and improving fiscal and financial management policies to set the conditions needed for private investment, job creation, and economic growth.



5. To minimize the socio-economic hardships in the country, GOB pressured for job creation programs such as the emergency highway and road projects, renovations to varying degrees of damaged roads, bridges, and village streets; the re-opening of the Corozal Free Zone with some 250 registered businesses and 3000 employees; promoting the BPO sector; fast-tracking export opportunities for cattle and grains to Mexico and Guatemala; financing for the MSMEs with low-interest loans for recovery and rehabilitation; and addressing the problems of the traditional export industries (i.e., sugar, citrus, banana, and aquaculture); and accelerating the implementation of externally funded projects for agriculture, poverty reduction, climate change resilience, and others.
6. An Economic Recovery Advisory Team comprised of GOB and private sector representatives was established to submit recommendations and strategies to the Prime Minister and Minister of Finance for urgent consideration and action in the following five main sectors of the economy:

- tourism and real estate development
- agriculture, manufacturing, and energy
- BPOs
- retail & distribution
- financial services

Many of the team's recommendations have been adopted or included into the ministries' programs.

7. A Tourism Recovery Plan, a road map to pre-COVID-19 status, was done in consultation with the private sector, which led to some significant developments, for example:



- the formation of the Tourism Recovery Task Force
- evaluation of the operations and finances of the Border Management Agency, the Belize Tourism Board and Capital Projects
- the proposal of a Hospitality Training institute. These led to the development of Site Guide Training for Gold Standards, the BTB Online Platform Training, the COVID-19 Health and Safety Protocols for Belize, vaccination of all tourism frontline workers, and the national roll-out plan to get tourism employees back to work safely. Other initiatives started in earnest were attracting new airline routes from abroad, a plan to open cruise tourism, development of a Long Stay Program in Belize (90 - 180 days)

8. MAFSE conducted an in-depth analysis to determine the production and imports of locally produced commodities, to ensure that local production has complete access to the market and to understand the scope and specific demand met by the food, feed, and beverage imports. A strategic plan was finalized with producers and processors to address key areas such as increased production, capacity and product expansion and development in relation to quality standards, marketing, and advertising. Cabinet approved the increase of the duty (tariffs) on imported dairy products such as UHT and other forms of liquid milk, cheese, yogurt, and sour cream. GOB is pursuing issues of export of sugar and other products to Caricom, partial scope agreements (Mexico, Guatemala, and ROC), and commodity-specific export arrangement..
9. Access to land is a national priority, so the strategy of MNRPM is the timely, efficient, and transparent administration, distribution, and valuation of land to all Belizeans. Hence, the Mobile Land Outreach initiative was designed to bring the services of the Department to the people. Services provided depend on the needs of each location, including applications for a survey, lease, purchase, land certificate or grant fiat, processing applications through land folio, conducting site inspection where applicable, or opening/reviewing/adjusting a land account. The DPM started this initiative in Dangriga Town (serving 306 persons within two days, where the most common service provided, 83%, was the application by first-time landowners, 61% were females), in Cayo Central (serving 330 persons). The initiative got great reviews, and so it continues across the country.

10. Because corruption is a huge concern, the government initiated several investigations, such as:

- audit of the Belize Infrastructure Limited (BIL) and its feasibility assessed as the special-use vehicle
- the misuse/abuse of equipment, human and financial resources of the former Ministry of Work, the Commission of Inquiry on the fire-sale of government assets by the Ministry of Finance during the last 12 months before the change of government in 2020
- other ministries, including Youth and Sports, Tourism, Public Utilities, and the Blue Economy, commissioned forensic and financial audits of the Government operations and those of statutory bodies with findings that revealed frequent misappropriation or abuse of public funds and assets

Finally, but most importantly, all ministries focus on improving customer service and experience. Heretofore, Belizeans frequently experience much frustration with GOB with the essential services, e.g., applying for a birth certificate, a plot of land, a license to establish a business, or even paying taxes for land or property. Trust in our government institutions and services are at an all-time low. These frustrations mainly affect the poor because they cannot afford the extra cost, time, travel, or bribe to get the needed services. Therefore in #planBelzie, improving customer service, and reducing the time and cost of rendering public services, are a high priority for restoring trust in government, fostering social equity, and transforming the national economy.



Ch 6 | Ministerial and Sector Strategies and Plan of Action

Addressing the priority objectives of #planBelize towards securing inclusive, competitive, and sustained growth and prosperity for all Belizeans will require nothing less than a complete transformation of a nation. The shift will start with redefining the role of the government and rationalizing the use of public resources. A complete restructuring of governance systems will be necessary, including overhauling the enabling environment, planning and management by objectives and results, and close cooperation and collaboration across ministries, civil society, and all Belize’s bilateral, regional, and international partners.

Plan Belize Medium-Term Strategy 2022-2026, sector plans, policies, and Public Sector Investment Project (PSIPs) must align with the SDGs. In addition, they should be able to identify how they will contribute to achieving the SDGs and their targets. Furthermore, the MTDS indicator framework should be fully aligned with the SDG indicator framework to ensure greater alignment.

6.1 Poverty Reduction

The government will enable and assist those without resources and opportunities to rise above poverty by ensuring they have access to enough healthy foods, relevant education, timely healthcare, land ownership, decent housing, and social protection when they are unable to provide for themselves. The programs, projects, and actions will include the following:

Description of Programs and Projects	Lead Ministries and Partners	Date of Completion
■ Increased investment and economic activity in rural communities	MOF with MPSLEG, AGM, BCUL	Continuous
■ Reduction of income and productivity gaps between urban and rural communities through investment, youth skills enhancement, & enterprise development	MYST with MRTCDLLG, DFC, Academia	Continuous
■ Restructuring & growing of the national economy to reduce poverty as a matter of urgency	MOF	Continuous
■ Raising of the minimum wage from \$3.25/hour to at least \$5.00/hour and reduction of costs of production & redirecting resources to workers.	MRTCDLLG, MOF, with private sector & NGOs	2023
■ “Big push” approach for micro, small and medium enterprises (MSME), family farming, women and youth and marketing of products to stimulate activity in rural and urban areas.	OPM, with MED, BELTRAIDE, IDB, UN, SDG	Continuous
■ Development of the costed Social Protection Strategy including the Social Protection Floor and Oversight Body	MHDFIPA with MED, MOF, UN-SDG	2024
■ Support for school meals and gardening programs (skills training) for approx. 10,000 children in schools	MECST with MAFSE, FAO	2025
■ Provision of free education to junior college regardless of political affiliation subject only to reasonable academic performance	MECST	Continuous
■ Provision of universal access to primary health care. using an expanded National Health Insurance scheme nationwide.	MHW with MHDFIPA	2023

Description of Programs and Projects	Lead Ministries and Partners	Date of Completion
■ Updates to the National Policy on Older Persons	MHDFIPA (National Council on Aging) wit PAHO, HelpAge, other private donors	2025
■ Rehabilitation of village roads, bridges, health clinics and public utilities in all districts	MRTCDLLG with MIDH, SIF	Continuous
■ Construction and rehabilitation of educational buildings and facilities for teaching, sports, and COVID-19 protocols	MECST, MIDH with SIF and other donors	Continuous
■ Rehabilitation and modernization of sport fields and facilities in rural and urban areas	MYST with local govts & private sector	Continuous
■ Construction of affordable housing, including making house lots available for needy families, starting with those at the bottom of the socio-economic “ladder”	MIDH with MNRPM	Continuous
■ Access to land for first time landowners in all six districts	MNRPM	Continuous
■ Establishment of a National Belize Youth Corps to develop technical, business, and other skills and mentoring for youth at risk throughout the country	MYST with MHANGI	2023
■ Income generating workshops countrywide empowering women to become self-reliant and be better prepared in their communities and homes	MHDFIPA with UN-SDG women groups	Continuous
■ Revision of policy on issuing contracts for the management of Lottery systems to ensure that a fair percentage of the profits go directly to poverty alleviation programs	MOF	2023
■ Transforming teaching and learning outcomes toward building desirable competences and applications to real life activities/solutions	MECST, BAGMPPS, BAPSS, ATLIB, BNTU, UB, IDB, MOF, MED	Dec 2025
■ Prioritizing underserved sectors (i.e., rural communities, adult, and continuing education, and those physically impaired)	MECST with MAFSE, FAO, CDB, MED, MOF	Continuous
■ Maximizing human capital for the needs of the productive and social sectors of the national economy	MECST, MRTCDLLG, ATLIB, UB, BCCI,	Continuous
■ Development and implementation of a Special Education Policy	MECST	2025
■ Fair access to a \$5M higher education loan fund for teaching African and Maya History programs and civics at all levels	MECST	Continuous
■ Access to quality programs and services for all Belizean pre-school-aged children	MECST with support of CDB	Dec 2025
■ Improvement of access, equity, and quality in the improved Education System	MECST with support of IDB and CDB	NS
■ The roll out of a digital device/e-book program for students from Std. IV to Fourth Form	MECST	NS
■ Establishment of a teacher learning institute to achieve 100% trained teachers	MECST with interested donors	NS



Description of Programs and Projects	Lead Ministries and Partners	Date of Completion
■ Spotlight Initiative for ending violence against women and girls	MHDFIPA, EU, UNFPA, UNICEF, UNDP	December 2023
■ Development of a National Behaviour Change Communication Strategy & Campaigns to end family violence	MHDFIPA, NWC, UNFPA (Spotlight Initiative)	December 2023
■ Strengthening of the national GBV response and safe shelters for survivors, including in emergency settings	MHDIPA, NWC, UNFPA	Continuous
■ Development of a Disabilities Policy	MHDFIPA, UNFPA (Spotlight Initiative)	NA

GOB will address growing horizontal and vertical inequalities by emphasizing increased investment and economic activity in rural communities. Increased investments in tourism have been localized so that only select communities have benefitted from skills enhancement, enterprise development, and growth opportunities in the service sector (e.g., tourism, financial and commercial sectors), while other communities have lagged. Such inequalities must be addressed by promoting and expanding those activities to other rural communities that enjoy a comparative advantage in those activities.

GOB will ensure that the Ministry of Education will have a complement of staff with appropriate knowledge and skills to deliver quality and responsive education services within an organizational culture that promotes innovation and accountability. Particular attention will be given to the youth, women, indigenous peoples, and special needs groups across the country.

The Ministry of Education will have a measurable impact on the social and economic development of the nation through a financing system and programs that are based on equity, performance, and merit. This education system will be guided by a comprehensive and effective policy and regulatory framework that facilitates access, inclusion, quality, and accountability.

Students will acquire new values, knowledge, and competencies for personal development that will further transcend the development of the nation. Teachers will have the knowledge and skills to support students in acquiring high levels of literacy, numeracy, critical thinking, and interpersonal skills-- all critical for subsequent personal and professional success.

The children of Belize will have access to quality education services regardless of their physical, social, emotional, or academic needs. Particularly, children with socio-economic and psycho-social needs will be identified and supported. For the country of Belize to maximize its human capital, Belizeans must access quality tertiary programs and evidence-based research provided by institutions with national, regional, and international standards.

Belize will develop a social protection policy and strategy with the overarching objective of comprehensively addressing the needs of the poorest members of the society throughout their lifecycle, addressing social risks and vulnerabilities, and improving cross-sector coordination in the delivery of interlinked protection programs. A first step is establishing and quantifying a country-specific social protection floor, a range of minimum social guarantees, transfers, and services. The country should improve the universal right to social protection benefits, including essential health care, basic income security for children, working-age persons, and the elderly and older persons. These persons with special needs must have access to basic social and medical services. However, to achieve expanded coverage and high-quality social protection, the MHDFIPA and its relevant partners (ministries and the UN system) will play critical roles in designing interconnected, evidence-based, and measurable national strategies and programs. The initiative commences in 2022.

The government will work with NGOs, donors, and the private sector to make commitments and bring solutions to saving lives, and building better health security through vaccination. GOB will prioritize healthcare, especially for highest risk grouping, expanding and protecting the health workforce and minimizing disruption to routine and essential health services; and generating sustainable financing for pandemic preparedness, health security, and future health crises.

### Expected Outcomes and Targets:

- Increase Income/month of poor households from less than \$700 to at least \$1,200 in five years (NB: poverty line defined at about \$663/HH/month (poverty study 2018/19, SIB)
- Build houses for low-income families: 10,000 by 2026
- Commit to new investments in essential social services (road access, schools, health, and water systems) in poor communities-- at least doubled by 2026
- Decrease local unemployment from 15% to less than 7% by 2026
- Decrease the delinquency and crime rates: murder rate from a high of 40 to <25/100K population
- Commit to new investments in economic enterprises to reduce poverty: at least double by 2026
- Decrease the poverty rate: from 52% in 2020 to 26% in 10 years
- Increase the human development index (based on long and healthy life, access to knowledge & a decent standard of living): 0.72 (2022 report)

### Contribution to the SDGs:

Goal 1. End poverty in all its forms everywhere

Goal 2. End hunger, achieve food security & improve nutrition & promote sustainable agriculture

Goal 3. Ensure healthy lives and promote well-being for all at all ages

Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Goal 5. Achieve gender equality and empower all women and girls

Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all

Goal 10. Reduce inequality within and among countries

Goal 11. Make cities and human settlements inclusive, safe, resilient, and sustainable

Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, inclusive institutions at all levels.

### 6.2 Economic Transformation

In 2021, when the government implemented lockdowns, many private sector businesses declined and closed, and workers were laid off or put on furlough. However, agriculture remained strong and has been performing despite the pandemic; tourists are returning to the country, and the business sector is picking up rapidly. The surge in demand is powerful that supply may be struggling to keep up. Inflation in food and petrol prices is threatening the economic recovery. Shortages in the economy are a genuine concern because people focus on food security, job security, and citizen security.

The transformation of the Belizean economy is a monumental and long-term undertaking. It requires a unified effort between the public and private sectors and the social partners, which the government is committed to and prepared to inspire, lead, and facilitate.

To achieve this unified effort, the government must improve access and affordability of financing, energy, capacity

building, science and technology, and markets for the economy’s primary, secondary and tertiary sectors through coordinated interventions across ministries and other key stakeholders. The development and promotion of micro, small and medium enterprises (MSME) will help transform the economy by creating jobs, expanding productivity, and generating income and public revenues. The MSMEs account for 90% of all enterprises.

The basic strategy for growth in the national economy is diversification-- vertically and horizontally, across all productive sectors, which can be achieved by:

- Increasing the use of present products, raw materials, waste by-products, and even waste materials to supply the current demand of the consumer markets.
- Producing new products or services to satisfy the existing and potential demand of consumers and where we may have an advantage.
- Exploring and securing new markets locally, nationally, and regionally for present and new products and services we can provide competitively.

The diversification strategy into new products and services will be led mainly by the ministries responsible for agriculture, tourism, energy generation, the blue economy, new growth industries, natural resources, trade, and investment.

Belize’s policy and strategy with the green and blue industries will encompass measures to enhance productivity and competitiveness via regulatory reforms and incentives, trade policy and market support, and complete and partial government investment in the enterprises. Because of Belize’s resource base, there are opportunities for agro-processing, energy, and manufacturing sectors to grow the economy, increase employment, and supply more products and services to the local and export markets. The policy is to make the industrial sector build strong linkages with the environmental, agricultural, energy, and service support sectors.

The government will also strengthen the essential institutions of education, research, marketing, and financing, to aggressively encourage entrepreneurship, attract foreign investments, promote new product development, and improve marketing skills. In so doing, it will promote the development, delivery, and quality assurance of TVET programmes and institutions; and partner with financing institutions to ensure access to credit and technical support for new entrepreneurs. The development of the Belizean Diaspora Policy and a reinstituted National Tourism Council will contribute to achieving these objectives. It will further:

Description of Programs and Projects	Lead Ministries and Partners	Date of Completion
<b>Enabling environment:</b>		
■ Development of competent leadership and management of the national economy, and restore investor confidence to promote private sector investments.	MOF and MED	Continuous
■ Reformation and update of the national sector policies, laws, and regulations for key sectors enacted as far back as 40 years ago (i.e., sugar, banana, citrus, land, and forests).	MAFSE, MNRPM, MSDCCDRM	2024
■ Tax reforms to reduce costs of production and to provide significant relief to middle income earners while exempting lower income earners to stimulate aggregate demand.	MOF	2023
■ Mobilization of resources through the DFC and other entities to support private sector participation in the primary and secondary sectors.	MFEDI, OPM with DFC & banks	Continuous

Description of Programs and Projects		Lead Ministries and Partners	Date of Completion
■ Engagement strategies with international financial/ development institutions to mobilize resources to enable private sector involvement in the primary and secondary sectors		MFEDI with CDB, IDB, CABEL, CDF, IBRD, UN MSDCF	2022
■ Provision of uniform systems of incentives (for investments under which incentives are granted) without the need for the exercise of any ministerial discretion, i.e., revision and update of Fiscal Incentives & Designated Processing Areas (formerly EPZs) Act.		MOF, MED with BELTRAIDE	2023
■ Implementation of the National Investment Policy and Strategy (NIPS)		MFEDI, BELTRAIDE, EDC, Investment Policy and Compliance Unit, with support of line Ministries and Statutory Bodies, Central Bank, BCCI	2026
■ Modernization of corporate and insolvency laws and creation and registration charges on shares to facilitate raising and redistributing loan capital.		MOF	NS
■ Revision of the Bankruptcy Act		AGM with Bar Assoc, UNDP	2023
■ National Financial Inclusion Strategy - Develop and implement the financial consumer protection regulatory and oversight framework		CBB with MOF, OSIPP, Financial Service Providers	2022
■ Elimination of all barriers to doing business in Belize including the elimination of meaningless and excessive bureaucracy, which provides an opportunity for corruption.		MOF with E-GOV	2023 Continuous
■ Reduction of the cost of doing business in Belize (i.e., new duty exemption, tax recovery and tax incentive for recovery programs, and revision of the tourism incentive program)		MTDR with MFE-DI, MHANGI, MFAFTI	NS
■ Streamline land administrative processes to reduce customers’ waiting time for completion of transactions.		MNRPM	2023
■ Secured Transactions and Collateral Registry System		MOF with EDC, CBB	2026
■ Reorganization and empowerment of the judicial system to improve efficiency and accountability for performance in the delivery of justice with a view to creating a reliable and predictable legal environment.	I. Automation of the Registration (e-filing) and Payment Services	BELIPO with WIPO, E-GOV	2026
	II. Strengthening Case Management System - digitized system for uploading case files to the Attaché System (Court of Appeal & Supreme Court)	AGM with E-GOV	NS
	III. Establish mechanism for online payments and escrow accounts.	AGM with E-GOV	2023
	IV. Expansion and digitization of the Court Recording System	AGM with E-GOV	2023



Description of Programs and Projects	Lead Ministries and Partners	Date of Completion
■ Accession to the Madrid Treaty to simplify the international trade-mark registration process	AGM/BELIPO	NS
■ Finalization of the National Intellectual Property Strategy (NIPS).	AGM/BELIPO with WIPO	2026
■ Establishment of Tax Arrears Recovery Unit, revision of Tax Dispute Resolution System, design basis for developing an e-invoicing system, development of legislation for taxing digital commerce, development of legislation & instruments to strengthen BTS revenue recovery capacity	MOF with IDB	2023
■ Creation of new immigration status for investors investing and/or retiring in Belize, and/or acquiring real estate in Belize of prescribed values;	MFAFTI	NS
■ Development of an Intellectual Property (IP) culture that includes advocacy and the consistency in the treatment of IP in the Public sector	AGM/BELIPO with WIPO	2026
■ Implementation of Constituency Development Fund (CDF) in direct partnership with communities to promote socio-economic development by way of implementation of projects conceived and identified by affected communities as an engine for community-led change.	OPM with National Assembly, MOF, and other ministries	2022
■ Donor coordination to achieve MTDS & improve resilience to global and domestic shocks and crises	MED, MFA with OPM, MSDCCRM, MOF with EU, IFIs and UN system	2023
■ CBB Amendment Act 2021: Provision for emergency programs and facilities in unusual and exigent economic, financial, or systemic circumstances	MOF with CBB	2023
■ Development of an Urban Development Policy	MIDH, MRTCDLLG other partners	2026
■ Tax reform on primary income for the middle class	MED, MOF and OPM	2026
<b>Energy Development</b>		
■ EMPOWER Rural Electrification Project (Design and build a Micro-Grid in Indian Creek to supply electricity to Medina Bank, Golden Stream, Indian Creek)	MPULEG with UAE-CEF	2022
■ The design and building of a 72 KW micro-grid in Corazon Creek Village	MPULEG with CDW Stiftung, BEL	2023
■ Provision of modern energy and support services to rural communities - microgrid development (BEL)	MPULEG with EU (EDF 11), BEL	2024
■ Development of Energy Policy, Energy Act, implementation of standards and labels, energy efficiency in public buildings and renewable energy strategy that promotes inclusion of MSMEs.	MPULEG with EU (EDF 11)	2024

Description of Programs and Projects	Lead Ministries and Partners	Date of Completion
■ Piloting e-mobility within Belize’s Public Transport System	MPULEG with EC (EDF 11), UNDP	2024
■ Development of a hybrid Integrated Utility Services (IUS) Model between the regulated and unregulated versions of the IUS for Belize	MPULEG	NS
■ The training of 20 officers & 20 processors in product development & chimney solar dryer use for the production of dehydrated root crops, fruits & vegetables	MAFSE	2023
■ Development of alternative, renewable energy production options (e.g., solar, biomass, wind & hydro) to reduce dependence on high-cost fossil-fuel sources, reduce energy cost, and contribute positively to climate change mitigation	MPULEG with BEL, MSDCCDRM	NS
<b>Land Accessibility</b>		
■ National land identified and reserved for first-time landowners and vulnerable populations (single mothers, youths, Indigenous, and young families), estimated at 25,000 lots and 25,000 acres for agriculture.	MNRPM with MIDH, GOB	2026
■ Completion of land tenure and potential land use inventory in the 6 districts.	MNRPM with GOB, IFIs	2026
■ Update and Implementation of the National Land Use Policy.	MNRPM with IFIs, MAFSE, FD, MSD, MFEDI, NGOs & producer association	2023 Continuous
<b>Infrastructure Development</b>		
■ Rehabilitation of rural and village roads and bridges to improve access, reduce transport costs and improve the livelihoods of some 196 villages, starting with those whose roads are impassable during rainy season, sugar roads and villages in the extreme southern region with no access roads. This will be done in phases.	MIDH with MRTCDLLG	Continuous
■ Upgrade to paved standards in Bullet Tree, Santa Familia and Spanish Lookout	MIDH with (CDB/ BNTF possibly)	2025
■ Improvement of road access to support the Tourism and Agricultural Sectors and thus facilitate trade and economic growth, incl. improving the resilience of roads & highways to climate change impacts.	MIDH with MTDR	Continuous
■ Rehabilitation of 25 miles of the George Price Highway (between miles 1-49, BMP to Belize City)	MIDH with IFI (possibly CDB)	2025
■ Rehabilitation of Miles 64 – 74 of the George Price Highway: San Ignacio to Benque Viejo	IFI (Poss. CABEL)	2025
■ Adaptation and Implementation of the ICC building, residential and zoning codes	MIDH with APAB, APEB, COC	2022
■ Update of the national building database in Belize	MIDH with CBA	2023

Description of Programs and Projects	Lead Ministries and Partners	Date of Completion
<ul style="list-style-type: none"> <li>Development of a web portal to facilitate receipt and processing of building permit applications</li> </ul>	CBA – MIDH with E-GOV	
<ul style="list-style-type: none"> <li>Creation of job opportunities through road projects and establishment of a Road Maintenance Fund</li> </ul>	MIDH	Continuous
<b>Education and Training</b>		
<ul style="list-style-type: none"> <li>Reformation of the Education System in terms of a revolutionized curriculum to be focused on shared values and attitudes, competency, and application of knowledge in the context of share values, with the main goal of enhancing the ability to contribute positively to our country's development.</li> </ul>	MoECST and BNTU with other ministries, ATLIB, and CDB	Dec 2026
<ul style="list-style-type: none"> <li>Rebuilding of the agriculture sector through teaching agriculture in schools and advocating the importance of agriculture, promoting the growth of crops in school and at home, producing their food snacks, and explaining why as a society, Belize must invest, be productive, and apply more business principles in agriculture.</li> </ul>	MAFSE and MECST	Continuous
<ul style="list-style-type: none"> <li>Establishment of backyard gardens for twelve schools and twelve marginalized households to increase food security, nutrition and encourage diversification in production.</li> </ul>	MAFSE with Private sector, commercial banks, BECOL, BTL, Smart	2023
<ul style="list-style-type: none"> <li>Revision of CET/ITVET to identify issues related to low enrolment and quality of programs and produce a more relevant curriculum</li> </ul>	MoECST	2025
<ul style="list-style-type: none"> <li>Improvement of labor specialization and productivity by investing in human capital to enhance knowledge, skills, entrepreneurship, and discipline, to improve technical and professional competence for primary and secondary sectors:               <ul style="list-style-type: none"> <li>With UB: Increase output productivity by increasing linkages between agriculture and tourism.</li> <li>With UB: the development of entrepreneurial courses to encourage persons to start their own businesses. The faculties of Management &amp; Social Sciences and Science and Technology are heading these courses.</li> <li>With Galen University: a program that includes developing small/teaching organic farms focusing on adding value to our products, creating an Innovation Center which will also service our entrepreneurship program</li> </ul> </li> </ul>	MED, MAFSE with Galen University and UB	Continuous
<ul style="list-style-type: none"> <li>Building technical capacity of 120 producers in increasing productivity, managing farms, and adapting to climate change</li> </ul>	MAFSE	2023
<ul style="list-style-type: none"> <li>Building technical capacity of 120 farmers (40% women and youth) in the production of fruit crops (i.e., coconuts, soursop, pineapple, and lime)</li> </ul>	MAFSE	2023

Description of Programs and Projects	Lead Ministries and Partners	Date of Completion
<ul style="list-style-type: none"> <li>Development of a National Training Agency to serve the person-power needs of the different industry sectors.</li> </ul>	MoECST/TVET with BCCI, BBB & Industry Association. MRTCDLLG, etc.	2025
<ul style="list-style-type: none"> <li>Skill training programs for women and men providing support for the creation of economic opportunities including entrepreneurship and marketing.</li> </ul>	MHDFIPA with BELTRAIDE, UN-SDG	2024
<ul style="list-style-type: none"> <li>Capacity building for staff and processors (including women's and youth groups in product development/ production and value-addition of fruits and vegetables)</li> </ul>	MAFSE	Continuous
<ul style="list-style-type: none"> <li>Development of tourism training institute to develop skilled personnel (i.e., managers, chefs, bartenders, landscapers), as the industry needs.</li> </ul>	MTDR with MECST, BTB, UB, Galen University, MFEDI	2024
<ul style="list-style-type: none"> <li>Capacity building and job creation in ICT for unemployed &amp; underemployed youth &amp; young adults</li> </ul>	MRTCDLLG and MYST	Continuous
<ul style="list-style-type: none"> <li>Improvement of education, awareness, and capacities to prevent and mitigate the effects of Climate Change and natural disasters.</li> </ul>	MSDCCDRM with CCCCC	Continuous
<b>Productive Sectors:</b>		
<ul style="list-style-type: none"> <li>Development of the National Blue Economy Strategy and Action Plan</li> </ul>	MBECA with MAR Fund, TNC, WWF	2024
<ul style="list-style-type: none"> <li>Creation of New Growth Industries Unit</li> </ul>	MHANGI	2023
<ul style="list-style-type: none"> <li>Formulation of a New Growth Industries Strategy</li> </ul>	MHANGI	2023
<ul style="list-style-type: none"> <li>Development of Private Aircraft Sector – demand analysis, cost of private aircraft travel analysis, product development plan for private aviation in Belize</li> </ul>	MTDR	NS
<ul style="list-style-type: none"> <li>Exploration of clean development options in the Exclusive Economic Zone (approx. area of 21,544 miles<sup>2</sup>), i.e., sustainable deep-sea fishing, tourism ventures</li> </ul>	MBECA	NS
<ul style="list-style-type: none"> <li>Legalization of hemp and marijuana as a \$100M dollar industry, for marijuana tourism, the decrease of cartels and criminality, bonanza in public revenues, &amp; diversion of security resources to other priorities.</li> </ul>	MHANGI with MOF, MAFSE and private sector	2023
<ul style="list-style-type: none"> <li>Improvement to access to affordable financing for farmers and micro, small and medium-sized entrepreneurs by working with credit unions and commercial banks to offer better lending and repayment for farmers in terms of low-interest loans and providing incentives and other support for local agricultural producers.</li> </ul>	MAFSE with DFC, BCUL, BAPSG	2025
<ul style="list-style-type: none"> <li>Establishment of a Secured Transactions Systems and Collateral Registry</li> </ul>	MFEDI	NS



Description of Programs and Projects	Lead Ministries and Partners	Date of Completion
■ Implementation of the Strategic Plan of the Department of Civil Aviation.	MBECA	2026
■ Development of the Belize Industrial Strategy with Green and Blue Industrial Policy 2022-2032	MFEDI with other GOB entities, UN agencies and other development partners	2026
■ Support and facilitation of 40 farmers in accessing credit from financial institutions	MAFSE with Financial institutions	2023
■ MoU with La Inmaculada, Toledo Teachers' Association, and St. Francis Xavier Credit Unions to increase the access of farmers to credit for increased production of non-traditional crops such as vegetables, crops, livestock, and fruit trees	MAFSE with Credit Unions	2023
■ Building of resilience to climate change disasters and risks through education, preparation, diversification, and innovative climate-smart systems of land use, for the small producers and farmers in high-risk prone regions of the country.	MBECA with Galen University	2023
■ Implementation of the Climate Resilient and Sustainable Agriculture Project to increase food production capacity and the adoption of climate-smart, green agriculture. Approaches among project beneficiaries and women (i.e., training in climate smart agricultural practices for 7,000 & grants to over 3,700 small farmers, to adopt climate-smart practices).	MAFSE with farmer associations, financial institutions, and World Bank	2026
■ <i>Sowing Life Project's</i> contribution to food security and job creation, conserving natural resources & mitigating vulnerabilities to climate change by providing technology, inputs, & financing to some 2,000 farmers for the establishment of agro/silvo/pastoral systems across Belize.	MAFSE with support of Mexico Ministry of Agriculture & Forestry.	2026
■ Water Management training for livestock farmers in pasture and water management as a means of climate change adaptation	MAFSE	2023
■ Forging partnerships with renowned universities, regional and international institutions to mobilize investment for research and development to adapt technology (e.g., irrigation, germplasm, IPM, "green" pesticides, food processing, & farmer extension via on-site demonstrations & farmer schools).	MAFSE with FAO, IICA, CARDI, CATIE, ROC & others	Continuous

Description of Programs and Projects		Lead Ministries and Partners	Date of Completion
■ Growing more of what we eat and promoting more consumption of what we grow, as food and feed imports amount to an average B\$225 M per annum. Belizean farmers and processors should be able to replace or substitute at least 50% of food imports within 5 years.	1. Implementation of the Covered Structures Project	MAFSE with CDF	2023
	2. Implementation of legislation for a quantitative restriction or import license requirement for products produced locally (e.g., raw meats, dairy products, and tilapia)		NS
	3. Increase local production and farmer productivity through capacity building		NS
■ Establishment of 5 evaporative coolers, 1 per year, throughout the country to increase climate resilience, reduce risk and increase production		MAFSE	2025
■ Improved infrastructure for the Central Farm Agro-Processing Unit		MAFSE	Not Specified
■ Promotion of investment in light industries/ manufacturing, sewing factories; revive the Toledo rice, pineapple, and livestock industries; the papaya industry; develop and process (including abattoir services) livestock for export; establish cultural centers to market and promote artisans’ products.		MFASE and MRTCDLLG, MoF	Continuous
■ Duty exemptions on priority packaging and labelling equipment, climate smart technologies, and basic agro-processing equipment to ensure local producers can produce competitively and adopt new technologies necessary to decrease risk in agriculture production		MAFSE, MoF	2023
Tourism Sector			
■ Implementation of a Tourism Recovery Strategy		MTDR with MFEDI	2026
■ Creation of job opportunities for all Belizeans specifically for women and youth by emphasizing and encouraging investment and prioritizing activities particularly suited to women and youth.		MHDFIPA	Continuous
■ Creation of a new retirement incentive program to encourage investment and retirement in Belize and enhance capacity to raise capital.		MTDR with MOF	NS
■ Development and Sensitization of a Belizean Diaspora Policy		MTDR with MFEDI, MOHW, MFAFTI, MHANGI, MoECST, MHDFIPA	2023
■ Development of a Migration Development Policy to engage relevant ministries of government in the implementation of programs dealing with migrants and the diaspora.		Immigration Dept., IOM, other ministries	2026

Description of Programs and Projects	Lead Ministries and Partners	Date of Completion
<ul style="list-style-type: none"> <li>Establishment of a Tourism Trust to promote investment, growth, and development in the tourism sector, encouraging better management of tourism resources, while supporting The National Sustainable Tourism Master Planning.</li> </ul>	MTDR with MFEDI, MBECA, MSDC-CDRM, MHANGI	2026
<ul style="list-style-type: none"> <li>Concrete measures to realize the full potential of Business Process Outsourcing (BPOs) across the country, with value-added services (e.g., software programming), given our available, trained youth labor force, capabilities in English &amp; Spanish languages, as well as the available ICT infrastructure throughout country.</li> </ul>	MHANGI with BELTRAIDE and other ministries (Recommendation from Backbenchers)	2023
<ul style="list-style-type: none"> <li>Strengthening prevention, control, surveillance of communicable diseases (vector-borne diseases, TB, HIV)</li> </ul>	MHW with PAHO/WHO, Global Fund, NAC, NGOs	2023
<ul style="list-style-type: none"> <li>Strengthening healthcare system to ensure proper expertise, pricing, and quality to eliminate the need to travel abroad for specialist care;</li> </ul>	MHW with PAHO, ROC, US, CDC, South Korea, CARICOM, UNICEF, UNDP, EU, CARPHA, IDB	Continuous
<ul style="list-style-type: none"> <li>Expansion of NHI nationwide, providing primary health care to all districts and all communities.</li> </ul>	MHW with MOF, SSB (NHI Unit)	2024
<ul style="list-style-type: none"> <li>Health Facilities with adequate human resources for health to meet the present and future health sector needs.</li> </ul>	MHW with MPS, MOF	2024
<ul style="list-style-type: none"> <li>Increase of investment in training for key areas in health: scholarships for Registered Nurses, PN, 25 Medical specializations annually</li> </ul>	MHW with Cuba, Taiwan, MFEDI, MFAFTI, UB	Annually
<ul style="list-style-type: none"> <li>Develop adequate medical facilities in key tourist destinations such as Ambergris Caye, Caye Caulker, Placencia, Hopkins, &amp; new destinations like Sarteneja and Consejo.</li> </ul>	MHW with MTDR, PPP	2026
<ul style="list-style-type: none"> <li>Design and construction of a new hospital in San Pedro Town</li> </ul>	MHW with CABEL, ROC, MFEDI	2024
<ul style="list-style-type: none"> <li>Constant update of COVID-19 policies, regulations, and protocols to respond effectively with the evolving threats of the pandemic</li> </ul>	MHW, AGM and MHANGI	Continuous
<ul style="list-style-type: none"> <li>Improvement of health centers with proper facilities, equipment, and drugs (e.g., ICUs, labs, and customer services)</li> </ul>	MHW with EU, ROC and PAHO	Continuous
<ul style="list-style-type: none"> <li>Implementation of the COVID-19 testing and vaccination programs country-wide to effectively cope with the demand in all cities, towns, and villages.</li> </ul>	MHW	Continuous
<ul style="list-style-type: none"> <li>Strengthening of capacities of healthcare frontline workers to deal with the pandemic</li> </ul>	MHW	Continuous
<ul style="list-style-type: none"> <li>Procurement of essential supplies for all COVID-19 actions</li> </ul>	MHW with MOF	Continuous
<ul style="list-style-type: none"> <li>Expansion of water and wastewater treatment infrastructure in tourist areas</li> </ul>	MTDR with BWS, MFEDI,	Continuous

Description of Programs and Projects	Lead Ministries and Partners	Date of Completion
<ul style="list-style-type: none"> <li>Construction of 34 mobile sites providing connectivity to voice and mobile internet to over 37,000 Belizeans within the next 12 – 18 months to communities that currently have little to no access.)</li> </ul>	MPUEEG with BTL	2026
<ul style="list-style-type: none"> <li>Increase of bilateral, regional, and international support to priority sectors in alignment with #planBelize.</li> </ul>	MFA with bilateral, reg. and INTL. bodies; MOF and MEDI	Continuous

GOB will seek to balance the competing interests of health and the economy in a way that realizes optimal benefits for most Belizeans and will place more reliance on the voluntary adoption of safety measures where appropriate. Accordingly, GOB will promptly address the management of the COVID-19 pandemic by putting an end to the existing state of emergency and immediately move to enact legislation introducing and defining levels of alert and lockdowns to be triggered by independently verifiable science-based criteria.

GOB will formalize the participation of the Opposition Party and the social partners in the management structure and the delivery of government assistance during lockdowns regardless of political affiliation.

## Expected Outcomes and Targets

### For agriculture and industry:

- Increase productivity of the agricultural workforce by 20% in 2025.
- Increase management and governance capacity within the agriculture sector.
- Increase the sector Growth Rate from the current average of 2.8 % to at least 10 % per annum.
- Continuing the increase of the contribution of the agriculture and food sector to the GDP, (e.g., increase in real terms from approximately 13.0 % of GDP to 20 % of GDP).
- Increase direct employment in the Agriculture and Food Sector to 25 % of the total employed labour force.
- Continuing the increase of real income of producers' which increased by 15% per year.

### For the Economy:

- Improve ease of doing business index ranking, currently at 135 in the world (2019)
- Improve Start a business index ranking, currently at 166 in the world (2019)
- Increase the Annual growth rate, increase from almost 0% to at least 7.5% in 5 years
- Create 50,000 new jobs by 2026
- Reduce the unemployment rate to less than 7% per annum by 2026
- Reduce lending interest rates to producers and businesses from an average of 12% to 7% by 2026.
- Reduce the government debt/GDP ratio from 127% in 2021 to less than 80% in 2026.

### For healthcare: Date as of 12 April 2022 (no targets can be defined here)

- Confirmed COVID-19 infections: 57,301
- Recovered cases to date: 56,451
- Vaccinated persons % to date: 58.4
- Total deaths from COVID-19: 672



Contribution to the SDGs:

- Goal 1.** End poverty in all its forms everywhere
- Goal 2.** End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
- Goal 3.** Ensure healthy lives and promote well-being for all at all ages
- Goal 4.** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
- Goal 5.** Achieve gender equality and empower all women and girls
- Goal 7.** Ensure access to affordable, reliable, sustainable, and modern energy for all
- Goal 8.** Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all
- Goal 9.** Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation
- Goal 10.** Reduce inequality within and among countries
- Goal 13.** Take urgent action to combat climate change and its impacts
- Goal 14.** Conserve and sustainably use the oceans, seas, and marine resources for sustainable development
- Goal 16.** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.
- Goal 17.** Strengthened the means of implementation and revitalize the Global Partnership for Sustainable Development

6.3 Trade Deficit Reduction

The merchandise trade deficit is a massive leak of precious resources from the national economy. Therefore, as a national priority, we must aim to reduce the trade deficit by at least 50 percent over the next ten years. We can do this by promoting export-led growth in the primary and secondary sectors, expanding value-added production, discouraging consumer spending on imported goods, and undertaking appropriate foreign direct public and private investments which support and enhance export earnings. In addition, the government must target its fiscal policies to reduce unnecessary importation until reserves are adequately restored and sustainable.

Description of Programs or Projects		Lead Ministry and Partners	Date of Completion
■ Import replacement & substitution, export expansion & strengthening linkages of tourism with local productive sectors, using public/private sector partnerships (PPP) models.	1. Analyze sectors/areas with the highest imports and identify where substitution is possible (DFC recommendation)	MAFSE	--
	2. Implement legislation which places a quantitative restriction or import license requirement for local products (raw meats from cattle, sheep, pigs and chicken, eggs, dairy products, tilapia, and its substitutes, to decrease their importation.	MAFSE with AGM	
	3. Increase sugar (30%) and poultry (10%) as exports to CARICOM	MAFSE	--
	4. Establish a plan to promote import substitution in more difficult areas, e.g., beauty products, provide access to technical assistance and finance to improve products, reduce imports & expand exports	DFC Recommendation	--
	5. Remove regulatory and other impediments to export products, including excessive taxes, to promote competitive pricing in external markets	DFC Recommendation	

Description of Programs or Projects		Lead Ministry and Partners	Date of Completion
<ul style="list-style-type: none"> <li>Improved trade policy agreements in our region and expansion of the export of Belizean products, both traditional exports, and development of new products with export potential. Be more of an export-driven economy.</li> </ul>	1.Facilitate increased exports of cattle to Mexico by 20% through negotiations with Mexico on new cattle protocols for export	MAFSE with MFAFTI	--
	2.Facilitate increased exports of grains by 20% to Guatemala and Caribbean by lobbying for the removal of technical barriers to trade and supporting industry in meeting food safety requirements.	MAFSE with MFAFTI	--
	3.Negotiate Preferential Trade Agreements – Belize-Mexico & Central America, engaging key stakeholders of CED, BBS, NTNC, EU IPO, CDB, UK TP, CARIB Export	MFAFTI with AGM, MOF, MAFSE, BAHA	2022
	4.Expansion of the Belize-Guatemala Partial Scope Agreement	MFAFTI As above	2026
	5.Preferential Trade Agreement Belize – El Salvador	MFAFTI As above	2023
	6.Expand Trade to Central America – Establish MOU for land transport of goods and cargo under the Belize-Guatemala PSA	MFAFTI As above	2022
	7.Establish monitoring mechanism and produce market intelligence reports to safeguard and expand existing trade to CARICOM/CSME	MFAFTI As above	2022
	8.Design trade negotiating policies, plans and strategies with the National Trade Negotiating Commission.	MFAFTI with public, private & civil society sectors	
<ul style="list-style-type: none"> <li>Work with the associations of the 4 traditional exports (i.e., sugar, citrus, banana, and shrimp production), to address their constraints and mobilize investment and technical resources for expanding production and exports.</li> </ul>		MAFSE, MFAFTI with DFC, BCUL	
<ul style="list-style-type: none"> <li>Implementation of the Trade Facilitation Roadmap through the National Committee for Trade Facilitation</li> </ul>		DGFT, MFEDI, EDC, CED, BAHA, BBS, MSDC-CDRM, MTDR, SIB, BPA, Police Dept.	2026
<ul style="list-style-type: none"> <li>Enhancement of trade capacity with Belize’s diplomatic missions</li> </ul>		MFAFTI with UK, EU, ROC, CARISEC, CARICOM Competition Commission	2026
<ul style="list-style-type: none"> <li>Establishment of a National Competition Authority to facilitate and encourage investment and trading on international trading platforms</li> </ul>		MFAFTI with ROC INTL. Trade Center, Carib Export, CDB, UNCTAD, SWC; BELTRAIDE	2026

Description of Programs or Projects	Lead Ministry and Partners	Date of Completion
■ Creation of markets to provide access for Belizean goods produced by small and medium-sized Belizean producers	MAFSE, BELTRAIDE	2022
■ Expansion of trade to the EU/UK	MFAFTI	
■ Support to three specific trade related entities (BAHA, Bureau of Standards, Customs and Excise Department)	MFAFTI with BBS, BAHA, CED, CDB	2024
■ Establishment of a legislative and administrative framework for registering Geographical Indications	MFAFTI with AGM	
■ Equipping personnel at Belizean embassies and consulates to identify and promote trade opportunities with Belize and the enhancement of communication and awareness of Economic Partnership Agreement (EPA) related Opportunities	MFAFTI	
■ Establishment of a Protocol for Cultural Services	MFAFTI with CARIFORUM	
■ Promote investment in local production, processing and marketing of agricultural materials, food products, & soybeans for replacement or substitution of imported goods & services	MAFSE with MTDR, MOF and MEDI	
■ Investment into the establishment of solar farms/micro grids to reduce reliance on fossil fuels for energy and save importation costs of fuel	MPSLEG	
■ Restructure import duties on vehicles to encourage the importation of energy efficient modes of transportation including public transportation	MPSLEG with MOF	
■ Promote less consumption of imported foods and beverages, especially ‘junk food’ and low-quality foods, and more consumption of locally produced natural, fresh food, and juices	MAFSE with MHW, MOF, and MEDI	
■ Provide support and incentives to an aggressive export expansion strategy of mobilizing resources toward investments in storage, loading facilities, transportation/shipping and food safety and quality standards	MFATI with MEDI, MOF, and MAFSR	
■ Provide technical assistance to secure access to export markets and negotiate contracts for exporting products	MFATI, MOF, MAFSE, and MEDI	
■ Renew investments in and promote the expansion of the traditional export commodities	MAFSE	
■ Review, revise, and improve all legislation regulating agricultural production and exportation including those in place for Sugar, Citrus, and Banana production and exportation with a view to eliminating archaic licensing and bureaucratic requirements.	MFATI with AGM	
Sugar		
■ Cooperation among the cane farmer associations, ASR/BSI, Ministries, and other key actors, to make the industry more competitive and sustainable.	MAFSE with MFATI, MOF and MED	



Description of Programs or Projects	Lead Ministry and Partners	Date of Completion
<ul style="list-style-type: none"> <li>Assistance in mobilizing financial and technical resources for research and development, training and adoption, the use of technology to improve yields and the quality of products, and to reduce costs and risks in the entire value chain from production to the export of direct consumption products.</li> </ul>	AGM, with MECST, and MPSLEG	
<b>Banana</b>		
<ul style="list-style-type: none"> <li>Cooperation with the banana growers to prepare and mitigate the impact of natural disasters on the industry, and most importantly, to enhance production and exports while maintaining the high quality of the fruit and adequately remunerating workers.</li> </ul>	MAFSE with MSDCCDRM	
<ul style="list-style-type: none"> <li>Assistance to industry to mobilize resources for research and education to deal with the persisting problems of disease (Sigatoka) management, soil fertility, and the local production of quality planting (merry stem) materials.</li> </ul>	MAFSE	
<ul style="list-style-type: none"> <li>Facilitate and advocate for an expansion of the EU market share for our Belizean banana, and explore other foreign markets.</li> </ul>	MFATI, with MOF and MED	
<b>Citrus</b>		
<ul style="list-style-type: none"> <li>Work with the main actors of the industry to improve the leadership and management of the industry, and encourage the forging of a consensual plan to address the major problems of falling production, exports, and income</li> </ul>	MAFSE with MOF and MEDI	
<ul style="list-style-type: none"> <li>Assistance to mobilize the technical and financial resources to address the citrus greening constraint by increasing the cultivation of more citrus by promoting investments in new plantations of citrus and other fruits, and accelerating the processing of juices and citrus-based exports.</li> </ul>	MAFSE with MFEDI (DFC)	
<b>Fish and Aquaculture</b>		
<ul style="list-style-type: none"> <li>Promotion and support for the fishing industry and fisherman cooperatives to manage the lobster, conch, and fish catches in a sustainable manner.</li> </ul>	MBECA	
<ul style="list-style-type: none"> <li>Work with shrimp farmers to analyze Belize's position in the shrimp industry, and identify strategies for improving its competitiveness and restoring its position as an important generator of revenue and foreign exchange.</li> </ul>	MFASE with MBECA	
<ul style="list-style-type: none"> <li>Assist the shrimp farmers in controlling the effect of diseases that have decimated production and threatened the survival of the industry and multiple smaller and medium-sized businesses.</li> </ul>	MFASE with MBECA, MOF and MEDI	
<ul style="list-style-type: none"> <li>Development of new industries in the marine and coastal areas (i.e., seaweed, fish processing, and others)</li> </ul>	MBECA and fisher folks	

Description of Programs or Projects	Lead Ministry and Partners	Date of Completion
<b>Livestock, Basic Grains, and Pulses</b>		
<ul style="list-style-type: none"> <li>Promotion and support for Mennonite communities to expand production and processing of livestock, grains, soybeans, and pulses for export to Caricom, Guatemala, Mexico, and other countries</li> </ul>	MAFSE with MFATI and MED	
<ul style="list-style-type: none"> <li>Assistance to mobilize complementary investment and incentives for developing industries in production, processing, and packaging of food products and beverages for domestic and export markets</li> </ul>	MFATI with MAFSE, MRTCDLLG	
<ul style="list-style-type: none"> <li>Facilitation in the exportation of livestock to Mexico and Guatemala worth at least \$30 m per annum</li> </ul>	MAFSE with MFATI Continuous	
<ul style="list-style-type: none"> <li>Identification &amp; promotion of other export markets (e.g., hemp, furniture, fruits and vegetable, flowers and orchids and honey)</li> </ul>	MFATI, with MED, MHANGI	

#### Expected outcomes and targets:

- Increase trading across borders: rank of 113 in the world (WB will not continue due to ethical issues).
- Increase opportunities for international trade agreements, commodity pricing information, and opportunities for local producers, farmers, and investors.
- Creating additional jobs from trade deficit reduction: at least 10,000 new jobs by 2026.
- Increasing Exports – the total value of exports would increase by at least \$200 m in 2026.
- Substituting Imports – an annual decrease in the value of food imports from \$230 m to \$150 m in 2026.

NB: The target for growth in non-traditional exports and tourism is 10% annually over the medium term, building towards annual export growth of about 15% per annum.

Contribution to the SDGs:

- Goal 7.** Ensure access to affordable, reliable, sustainable, and modern energy for all
- Goal 8.** Promote sustained, inclusive, and sustainable economic growth, full and productive Employment, and decent work for all
- Goal 9.** Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation
- Goal 12.** Ensure sustainable consumption and production patterns
- Goal 14.** Conserve and sustainably use the oceans, seas, and marine resources for sustainable development
- Goal 17.** Strengthened the means of implementation and revitalize the Global Partnership for Sustainable Development

6.4 Citizen Security

Studies define crime as a socio-economic problem caused by a complex interaction of factors over time. Usually, crime rates will be higher in communities with lower levels of education, more single female-headed families, higher unemployment rates, higher poverty incidence, and less access to government services and assistance. The underlying issues of economic/income disparity and gender disparity often trigger violence and shall be considered. Therefore, the government expects that the above programs will significantly impact creating a positive environment for citizen security.

In the short term, GOB will combat crime by investing in improving and modernizing effective penal systems, which not only serve to deter crime but also meaningfully promote the reform and reintegration into society of offenders. GOB will also create opportunities for effective participation of juvenile offenders and those at risk in training, mentoring, and special programs in response to unpredicted crime spikes or flare-ups, instead of deploying more armed security personnel to citizens. These opportunities are the best long-term approach to reducing crime and promoting citizen security.

Given the rise of mental health cases and incidents with affected persons coming in conflict with the law, GOB will continue to finance the mental health programme under the Ministry of Health and Wellness as well as include mental health response measures in national security personnel training.

Another example of citizen security is the continuous protection of our borders, Belizean communities, and natural resources from illegal incursions, particularly along Belize at the Belize/Guatemala adjacency zone. We anticipate that until the International Court of Justice settles the unfounded claim of Guatemala, GOB needs to be vigilant and be ready on-site to protect its territorial boundaries.

Descriptions of Programs and Projects	Lead Ministry with Partners	Date of Completion
■ Establish separate remand centers for accused persons and detention facilities for youth offenders that recognize and respect that the law has not convicted these persons of any wrongdoing and that do not expose these persons to criminal influences.	MHDFIPA with MHANGI	
■ Provision for the use of more non-custodial sentences and punishment options for non-violent and family related offences;	MHDFIPA with MHANGI	
■ Establishment of community resource centers in vulnerable areas to be run in partnership with religious denominations to assist in mentoring, educating, feeding, and caring for children of those vulnerable neighborhoods;	MHDFIPA with MRTCDLLG	

Descriptions of Programs and Projects	Lead Ministry with Partners	Date of Completion
■ Treatment for drug addiction and drug use as a medical condition and not as a criminal behavior punishable by incarceration	MHW	
■ Ensuring that those areas and groups with high a incidence of poverty benefit from the socio-economic programs	MoCEST, MFAF-TI, MHDFIPA, MYSE, UN-SDG	
■ Introduction of a juvenile court linked with social & economic services with the appointment of a special prosecutor for gang-related crimes supported by the police for evidence gathering, with special attention to eliminating witness intimidation	MHANGI with MHDFIPA	December 2023
■ Implementing the Belize Youth Service Corps (BYSC) to address the unfortunate and alarming crises of at-risk youth, getting them off the streets and creating a new environment	MHDFIPA with MNDBS	2022 and Continuous
■ Developing stronger physical education programs to keep youths actively involved in sport and character-building exercises by employing BDF and police training teams	MHANGI with MHDFIPA, MNDBS	
■ Supporting community-policing efforts and partnering with community-managed watch groups that monitor and report any event that could threaten community peace	MHANGI with MHDFIPA	Continuous
■ Bolstering Police, BDF, and CG presence and patrols to contain hotspots in the short term with response mechanisms based on enhanced trainings	MHANGI with MNDBS	Continuous
■ Improving infrastructure, and ground capacities at border points, particularly in the southern region of Belize	MHANGI with MOF, MIDH	
■ Development of the Multisectoral Crime Control and Crime Prevention Strategic Plan	MHDFIPA	
■ Rapid-response support for citizen security operations upon request of other ministries	MNDBS with MHANGI,	Continuous
■ Bolster the Belize Defense Force and Coast Guard to patrol and contain hotspots	MNDBS with Ministries, NGOs, and CBOs	Continuous
■ Increasing human and physical resources in the National Forensic Science Service to improve quality forensic reports and adding specialized analytical scopes to meet existing/emerging needs of the Crimes Investigation Branch, Anti-Narcotics Unit, Anti-Gang Taskforce, Domestic Violence Unit, Prosecution Branch, and other specialized Police units. The intention is to combat gun violence, narco-trafficking, and other transnational organized crime	MHANGI, MP-SCPRRA and MOF	Continuous



Descriptions of Programs and Projects		Lead Ministry with Partners	Date of Completion
<ul style="list-style-type: none"> <li>Strengthening Crime Info Management through the Belize Crime Observatory (BCO) to support evidence-based intervention and prevention to improve citizen security in Belize.</li> </ul>	a. Development of the Crime Intelligence Architecture through inter-agency coordination and collaboration via the Belize Crime Observatory (BCO) with the Belize Central Prison, Belize Police Department, National Forensic Science Service, Epidemiology Unit in the Ministry of Health & Wellness, the Judiciary, and other critical partners in Belize's justice sector.	MHANGI (BCO) with support from MNDBS, MHW, MHDFI-PA, and other partner agencies.	2023
	b. Implementation of Belize's First National Crime Victimization Survey	MHANGI (BCO) with support from SIB & other partner agencies.	2023
	c. Modernization of the Belize Sex Offenders Registry	MHANGI (BCO) with other justice sector agencies	2023
	d. Capacity building for inter-agency partners to enhance management of crime data and information from point of capture to generation of analysis reports for decision-making and policy formulation.	MHANGI (BCO) with support from partner agencies.	Continuous
	e. Support for inter-agency partners in geo-spatial integration of technology and tools for data management, operational awareness, policies and decisions.	MHANGI (BCO) with support from MNDBS.	Continuous

Expected Outcomes and Targets

1. A decrease in robberies
2. A decrease in the murder rate
3. An investigation and decrease in the number of reported rapes
4. An investigation in the number of illegal plane landings
5. An increase in the number of BDF soldiers posted at border point
6. A decrease in the number of border incursions

Contribution to the SDGs:

- Goal 1.** End poverty in all its forms everywhere
- Goal 3.** Ensure healthy lives and promote well-being for all at all ages
- Goal 4.** Ensure inclusive & equitable quality education & promote lifelong learning opportunities for all
- Goal 8.** Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all
- Goal 10.** Reduce inequality within and among countries
- Goal 11.** Make cities and human settlements inclusive, safe, resilient, and sustainable
- Goal 16.** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels.
- Goal 17.** Strengthened the means of implementation and revitalize the Global Partnership for Sustainable Development

6.5 Protection of the Environment and Natural Resources

The government is committed to ensuring proper planning and synchronization between economic activities and environmental sustainability to help propel the desired economic benefits while preserving the integrity of its natural resources.

As the country transitions to Green and Blue Economies, sustaining and improving the health of Belize’s natural resources and biodiversity is paramount as it provides the substrate for such initiatives. We can achieve this improvement while supporting local communities as partners and custodians of the natural capital for future generations.

Under this planning instrument, the primary focus will be on improving systems and mechanisms that will enhance the management of the natural resources, namely: the coastal and marine resources, the natural forest ecosystems, biodiversity, and water resources. Additionally, interconnected environmental issues such as waste management, pollution, land use planning, and mainstreaming climate change actions to minimize and manage the risks associated with climate-related impacts as best we can.

Belize is cognizant that the 2030 Agenda and its 17 SDGs need to be mainstreamed into each stage and component of national planning to achieve a sustainable development path with national plans, sector plans, policies, and projects. Creating a Ministry of Sustainable Development, Climate Change, and Disaster Risk Management, and establishing a Sustainable Development Unit within that ministry is testimony to the government’s commitment to the realization of the 2030 Agenda for Sustainable Development. However, key actions are still required to continue Belize’s successful fulfillment of the SDGs.

As a Small Island Developing State (SIDS), Belize is one of the countries most affected by the adverse effects of Climate Change, notwithstanding its minor contributions to global greenhouse gas emissions. Evident to such negative impacts, Belize has recently experienced an increased number of natural events that have resulted in the loss of life, livelihoods, and damages to our productive sectors and natural assets.

Cognizant of the interlinkages between climate change and sustainable development, there has been a concerted effort to integrate resilience and adaptation into the national planning processes. Under this new plan, reducing the climate change impacts is a high priority and is imperative to achieving the desired sustainable development path, mainly as Belize’s economy is highly dependent on climate-sensitive sectors such as agriculture and tourism.

With financial assistance from the Biodiversity Finance Initiative (BIOFIN) project, MSDCCRDM shall develop a legislative framework for the carbon market in Belize. The financial aid shall facilitate Belize’s ability to secure

funding from the sale of carbon credits, to be redirected to socio-economic and environmental priorities. This policy and legislative framework shall guide the design and execution of projects and information rights and benefit sharing to ensure that environmental and financial returns from our conservation milestones are realized and distributed equitably.

The first “co-management agreement” for protected areas was dated to 1984, when GOB mandated the Belize Audubon Society (BAS) to act as caretaker of the first protected area, which the National Parks System Act of 1981 declared. Globally, the role of local people and civil society in managing protected areas has increased significantly in the past decades.

Today, there is a trend toward decentralizing management responsibilities to communities and non-state partners. Similarly, organizations have been managing protected areas in Belize using various approaches that primarily depend on the site’s management objective. Currently, the GOB approach is widely embraced, as over twenty NGs partner with the government in the management of some thirty protected areas system, via formal agreements stipulating responsibilities and commitments of all parties.

Description of Programs and projects		Lead Ministry and Partners	Date of Completion
■ Institute measures to properly regulate and preserve our water resources, and to offer greater protection to our forest reserves and watershed areas for the conservation of vital natural resources.	1. The Coastal Zone Management Act and Regulations are revised, enacted, and implemented	CZMAI	2026
	2. North Ambergris Caye Expansion (water & wastewater); Caye Caulker South and Placencia Peninsula WWTP and collection System	BWS	2026
	3. An assessment of sewage treatment in coastal and insular areas (Placencia, San Pedro and Caye Caulker to determine investment needs.)	BCCI’s recommendation	2024
	4. Establishment of a national water quality monitoring program for both marine and inland freshwater	DOE & MHW	2025
	5. Establish and fully fund the National Integrated Water Resource Authority	NHS	2026
	6. Design and establish an automated and expanded Hydrological Monitoring Network	NHS, 5Cs, and UNDP	2026
■ Develop sustainable management & use of Meso-American Reef System, coastal and marine resources for the sustainable development of Belize.	1. Develop and implement a National Blue Economy Policy, Strategy and Action Plan	MBECA, MSDC-CDRM	2022

Description of Programs and projects		Lead Ministry and Partners	Date of Completion
	2. Update the Integrated Coastal Zone Management Plan	CZMAI	2026
	3. Revise, enact and implement the Coastal Zone Management Act and Regulations	CZMAI	Continuous
	4. Continue the implementation of the National Fisheries Policy, Strategy and Action Plan 2020-2024 and Emerging Fisheries	Fisheries Department	2023 Continuous
	5. Develop the Marine Spatial Plan with expanded zones for biodiversity protection viable maritime/blue economy sectors	CZMAI with MBECA	2026
	6. Maintain & enhance the management effectiveness within marine reserves through improved communication and compliance.	Fisheries with MBECA, NGOs and Stakeholders	Continuous
	7. Identify new Fisheries Protected Areas/ aquatic reserves	Fisheries with MBECA and National Biodiversity Office (NBIO)	Ongoing/ Continuous
	8. Establish and fully fund the National Integrated Water Resource Authority	NHS	2026
	9. Design and establish an automated and expanded Hydrological Monitoring Network Design	NHS, 5Cs & UNDP	2026
	1. Develop a National Blue Economy Policy, Strategy and Action Plan	MBECA, MSDCCDRM	2022
■ Sustainably manage and use the Meso-American Reef System, coastal and marine resources for the sustainable development of Belize.	2. Update the Integrated Coastal Zone Management Plan CZMAI 2026		
	3. Revise, enact and implement the Coastal Zone Management Act and Regulations CZMAI Continuous		
	4. Continue the implementation of the National Fisheries Policy, Strategy and Action Plan 2020-2024 and Emerging Fisheries		



Description of Programs and projects		Lead Ministry and Partners	Date of Completion
<ul style="list-style-type: none"> <li>Protection, restoration, and promotion of the sustainable use of our natural forest ecosystems, halting land degradation and biodiversity loss, and promotion of practices to mitigate climate change</li> </ul>	1. Update, approve and implement the National Land Use Policy	MNRPM with MSDCCDRM, MOF MEDI	Continuous
	2. Continue implementing the Forest Department Strategic Plan 2019-2023	Forest Dept (FD)	Continuous
	3. Develop and implement a National Landscape Restoration Strategy	FD with MNRPM, MAFSE, MS-DCCDRM, private land-owners, rural communities	Continuous
	4. Identify, map, quantify and designate all current & potential government quarries	Mining Unit with MIDH and MOF	2026
	5. Implement the Agroforestry Policy	FD with MSDC-CDRM, MNRPM, MAFSE, MOF, MEDI, University of Belize (UB), local communities	Continuous
	6. Update the implementation of the National Biodiversity Strategy and Action Plan (NBSAP)	NBIO with MSDCCDRM	2023
	7. Update and implement the National Protected Areas Policy and System Plan (NPAPSP)	NBIO, with MSDCCDRM, (PACT) and MBECA	2026
<ul style="list-style-type: none"> <li>Strengthen environmental governance to support the Belize's socio-economic growth and resilience</li> </ul>	1. Harmonize and enforce all environmental legislation & regulations	MSDCCDRM with MNRPM, AGM	Continuous
	2. Implement the Belize National Environmental Strategy and Action Plan (NEAP) 2022-2026	DOE with MSDC-CDRM, MNRPM, MBECA, MNAFSE and partners	2026
	3. Establish data management systems	MSDCCDRM with GOB, SIB, NGOs	2026
	4. Modernize, establish and implement a fee system for Protected Areas, Fire Services, National Hydrological Services, Mining and Solid Waste Management	MSDCCDRM with MNRPM	2026

Description of Programs and projects		Lead Ministry and Partners	Date of Completion
<ul style="list-style-type: none"> <li>Strengthen national capacities and actions to make Belize a climate resiliency country</li> </ul>	1. Implement the National Climate Change Strategy Policy, Strategy & Master Plan 2022-2026	NCCO	Continuous
	2. Implement the Low Emission development Strategy and Action Plan 2020-2025	NCCO with GOB, NGO & private sector	Continuous
	3. Implement the Belize's Nationally Determined Contributions	NCCO with GOB and partners	Continuous



Description of Programs and projects		Lead Ministry and Partners	Date of Completion
<ul style="list-style-type: none"><li>Continue support for monitoring and training of fishers, reef-users, coastal and rural communities on good fishing practices, marine resource conservation, sustainable reef management, safe garbage disposal.</li></ul>	1. Maintain & enhance the management effectiveness within marine reserves through improved communication and compliance	MBECA with NGOs	Continuous
	2. Identify new Fisheries Protected Areas/ aquatic reserves	MBECA with NBIO	
	3. Continue Phasing out of Single-Use plastics and Styrofoam and the complete phase-out of all plastics in protected areas	DOE	
<ul style="list-style-type: none"><li>Design a coastal and marine Project Finance for Permanence (PFP) initiative, officially signed at the UN Climate Change Conference 26, to secure the long-lasting protection of term economic viability and sustainable livelihoods; and strengthen coastal communities’ resilience to climate change impacts.</li></ul>		OPM, MBECA with WWF and TNC	2022
<ul style="list-style-type: none"><li>Improve education, awareness and capacities at national and local levels to prevent and mitigate effects of climate change and natural disasters, and build resilience in the productive, commercial &amp; residential sectors of the country</li></ul>	1. Update the NEMO Disaster Preparedness Act to make it more relevant to DRM issues.	NEMO	2023
	2. Establish a fully functional national flood early warning network, and drought forecasting system and develop a management policy, strategy and action plan	NHS with National Meteorological Service of Belize (NMS), MNRPM, NEMO	Continuous
	3. Develop drought management policy, strategy and action plan	NHS with NMS, MNRPM, NEMO	Continuous
	4. Complete the Country Disaster Management (CDM) country audit, and develop a new approach to harmonize the country work program & NEMO department work plan	NEMO with CDE-MA/BOB	2026
	5. Develop & implement the DRM Public education and communication strategy	NEMO	2026
<ul style="list-style-type: none"><li>Suppression of forest fires and mitigation of negative effects on wildlife, forest resources &amp; rural communities</li></ul>	1. Implement the Wildlife Fire Management Policy and Strategy	FD	Continuous

Description of Programs and projects		Lead Ministry and Partners	Date of Completion
	2. Continue implement the Fire Service Master Plan 2019-2025	NFS	Ongoing 2026
<ul style="list-style-type: none"> <li>Improve capacities and actions to monitor and secure protected areas from unlawful incursions, terrestrial and aquatic.</li> </ul>	1. Develop and implement a strategic enforcement, engagement strategy with the fishing community to prevent, deter, and eliminate illegal fishing within Belize's national waters	Fisheries Dept	Continuous
	2. Develop and Deploy SMART (enforcement) database for all Protected Areas	NBIO with Fisheries Dept.	2022-Continuous
	3. Develop and implement a Rationalization Action Plan for protected areas to enable sustainable resource use and extraction	NBIO with APAMO, MBECA, Local communities	2023 Continuous
<ul style="list-style-type: none"> <li>Mobilize technical &amp; financial resources from the public/private sectors, NGOs, and from the international community to achieve priority actions identified under protection of the environment strategic objective.</li> </ul>	1. Implement the Climate Finance Strategy 2021-2026	NCCO, MEDI with MOF, Multilateral Dev. Banks	2026
	2. Implement Belize's Country Program for engagement with the Green Climate Fund	MEDI	Continuous
	3. GCF accreditation for MEDI, DFC, SIF & strengthening NDA coordination & communication strategy	MEDI	Continuous
	4. Belize successfully negotiates sale of 5.4 m MT of Ce (Carbon equivalent)	MSDCCDRM with MEDI, MOF, AG, MNRPM, MAFSE CFRN	2026
	5. Implement the BIOFIN Finance Plan (develop Carbon Policy)	NBIO	2022 - Continuous
	6. Approve and implement the Maritime Economy Plan	MBECA	2022 Continuous
<ul style="list-style-type: none"> <li>Support and promote private conservation of natural resources.</li> </ul>	1. Improve the co-management agreements and legislative framework to support PPPs inclusion in conservation and natural resource management	FD with MOA, MNRPM, NGOs	Continuous
	2. Targeted forests are well managed and delivering goods and services – update all management plans	FD with MOA, MNRPM, NGOs	2026
<ul style="list-style-type: none"> <li>Improved solid waste management practices countrywide</li> </ul>	1. Eliminate 80% of illegal dumpsites in rural areas	BSWaMA with DOE	2026



Description of Programs and projects		Lead Ministry and Partners	Date of Completion
<ul style="list-style-type: none"> <li>Explore waste to energy programs (E.g: sargassum to energy)</li> </ul>	1. Implement a national educational campaign on waste separation at the source to include recycling of paper, plastics, metals, compostable materials.	SWaMA, DOE & MOECST & Municipalities	2024
	2. Commission a feasibility study for alternative waste to energy options in Belize, especially sargassum to energy.	Energy Unit and SWAMA	2023
<ul style="list-style-type: none"> <li>2030 Agenda for Sustainable Development &amp; its 17 SDGs are mainstreamed into each stage component of national planning</li> </ul>	1. Plan Belize MTDS 2022-2026 is fully aligned with the SDGs including indicator framework	SDU with MEDI	2022
	2. An inclusive governance structure “whole of society” approach adopted for MTDS 2022-2026	MED with SDU	2022 Continuous
	3. Establish a robust monitoring, evaluating & reporting system	MED & SDU with SIB and GOB	2022 Continuous
	4. Strengthen the advocacy and awareness to ensure no one is left behind.	SDU with SIB	2023
<ul style="list-style-type: none"> <li>Community Outreach</li> </ul>	1. Clean-up campaigns on the sides of main roads and highways.	MIDH with community groups	Continuous
<ul style="list-style-type: none"> <li>Maintain healthy air quality countrywide</li> </ul>	2. Establish a robust air quality monitoring program countrywide with a focus on areas of agriculture, industry and tourism	DOE, MOHW	2026

Expected Outcomes and Targets:

- Maintenance and restoration of Belize’s healthy forest covers and natural terrestrial ecosystems at or above 60% by 2026
- Review the proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type;
  - Consider forest area as a proportion of total land area

Solid waste management:

- Improve the functioning solid waste collection systems for Municipalities and villages
- Review the proportion of municipal/village solid waste collected and managed in controlled facilities
- Implementation of the NIRWA for the degree of integrated water resource management
- Reduce waste along the highways
- Review the proportion of population using safe drinking water)

Integration of climate change measures into national policies, strategies, and planning:

- Reduce the total GHG emissions per year
- Reduce Energy consumption rate: Product/renewable recycling rate, national recycling rate - tons of material recycled

Degree of the implementation of the land use policy and action plan:

- Review the proportion of land that is degraded over total land area

- Review the coverage of protected areas in relation to marine areas
- Review the proportion of fish stocks within biological sustainable levels

Strengthened resilience and adaptive capacity to climate related hazards and natural disasters:

- Decrease the number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population
- Review the value of damages, loss and rehabilitation resulting from natural disasters

Contribution to the SDGs:

- Goal 6.** Ensure availability and sustainable management of water and sanitation for all
- Goal 11.** Make cities and human settlements inclusive, safe, resilient, and sustainable
- Goal 12.** Ensure sustainable consumption and production patterns
- Goal 13.** Take urgent action to combat climate change and its impacts
- Goal 14.** Conserve and sustainably use the oceans, seas, and marine resources for sustainable development
- Goal 15.** Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Goal 17.** Strengthened the means of implementation and revitalize the Global Partnership for Sustainable Development

6.6 No Corruption and Good Governance

GOB will, as a national priority, demonstrate that it is serious about stopping the corruption with significant policy reforms and concrete actions in line with Belize’s treaty obligations. The government recognises that it must eliminate corruption; otherwise, no government policy, program, or action can succeed, no matter how well conceived. Instead, the government aims to operate more sustainably to deliver quality services in the delivery of #planBelize. Henceforth, the government must restore meritocracy and strengthen leadership and management to provide effective and efficient services to the people.

Description of Programs or Projects	Lead Ministry and Partners	Date of Completion
<ul style="list-style-type: none"> <li>Appointment of the People’s Constitutional Commission (PCC) for a comprehensive review of the laws of Belize, including the Constitution and the way we are governed, and propose reforms to strengthen governance of Belize (i.e., new Constitution, Integrity Commission, Ombudsman, Contractor General, Auditor General, Public Accounts Committee, the UNCAC). PCC will conduct participatory consultations at all levels.</li> </ul>	MPSCPRA, MRTCDLLG & Senate with private sector, NGOs, churches, and others	2024
<ul style="list-style-type: none"> <li>Establishment of Constitutional and Political Reform Unit, which will serve as the Secretariat to the PCC.</li> </ul>	MPSCPR	2022

Description of Programs or Projects	Lead Ministry and Partners	Date of Completion
<ul style="list-style-type: none"> <li>Partnership with Transparency International, a global civil society organization leading the fight against all forms of corruption in the public, financial and private sectors.</li> </ul>	OPM	2022
<ul style="list-style-type: none"> <li>Strengthening of Tax Administration with the full roll out of the Integrated Revenue Information Systems</li> </ul>	MOF with IDB	2021 and continuing
<ul style="list-style-type: none"> <li>Reform of the Finance and Audit Reform Act to strengthen the system for budgeting and spending public monies, and to make a breach of its provisions for criminal offences that sets the basis for disqualification from office;</li> </ul>	MOF with AGM	
<ul style="list-style-type: none"> <li>Establish a central procurement system for works, goods, and services; dispose of government assets to improve competition and quality of supplies, products, or services; and enable the government to reduce costs and promote productive domestic sectors.</li> </ul>	MF, OPM with support of IDB	2022 Functioning supported by law
<ul style="list-style-type: none"> <li>Introduce a Campaign Finance Reform to regulate the timing of elections and campaigning, register political parties, provide public resources, include transparency in mobilization of private funds, and prevent vote buying, which will lead to an updated electoral laws and systems.</li> </ul>	MPSCPRRA, AGM, SENATE with Public and Private Sector entities	By 2026
<ul style="list-style-type: none"> <li>Establish an Electoral Re-Districting Program to conform the directive of the Belize Constitutions for equity in voters' representation across all electoral constituencies.</li> </ul>	Appointed Commission, EBC, MPSCPRRA & others.	
<ul style="list-style-type: none"> <li>Enforce accountability from the government by promoting transparent appointments to the judiciary and creating a public fund separate from the Consolidated Revenue Fund to be managed by the judiciary for its own expenses.</li> </ul>	AGM with OPM and MOF.	
<ul style="list-style-type: none"> <li>Restore all registry functions (particularly the lands registries) to a Registrar General in the Judiciary, who is answerable to the Chief Justice and not to a Minister of Government.</li> </ul>	MRTCDLLG with UNICEF/ UN, Belize Mayors' Association.	2026
<ul style="list-style-type: none"> <li>Create a comprehensive reform of all existing legislation to eliminate ministerial discretion for conferral of legislated benefits, and to introduce a merit and right-based system for the distribution of such benefits.</li> <li>Legislative review and reform approved for Registered Lands Act Real Estate Bill, Mines and Mineral Act, NIRWA Act, Land Tax Act, Petroleum Ac - implemented established and functional by 2025.</li> </ul>	MIDH, MNRPM, MPSCPRRA & AGM with Senate, Legal Counsel, NGOs	2026 Constitution and political reform laws updated.
<ul style="list-style-type: none"> <li>Creation a fully functional automated system for the electronic records management system for the Public Service</li> </ul>	MPSCPRRA	NS
<ul style="list-style-type: none"> <li>Appointment of more women in positions of leadership and management across the public sector, and advocate for the same in the other sectors of society where women are underrepresented.</li> </ul>	MFAFTI, MHDFIPA & MRTCDLLG with many women's advocacy orgs., SIF and CDB.	2021 and continuing

Description of Programs or Projects	Lead Ministry and Partners	Date of Completion
<ul style="list-style-type: none"> <li>Creation of strategic alliances with gender advocacy entities - Gender and Trade Development (one women's empowerment project per year to increase women's labour force participation)</li> </ul>	MFAFTI with BELTRAIDE, TCGA, Women's Dept.	2025
<ul style="list-style-type: none"> <li>Gender integration, equality, and equity in national policies and programs related to health and wellness, wealth and employment, and political with the increase of women's access to and ownership of affordable land and housing</li> </ul>	MHDFIPA (NWC) with Spotlight Initiative, SCLAN, Special Envoy, Red Cross Society, MHW, BFLA, Family Court, POWA, RET & PETAL	Continuous
<ul style="list-style-type: none"> <li>Revision and Modernisation of the Standing Orders of the Senate</li> </ul>	Senate with SCPA	NS
<ul style="list-style-type: none"> <li>Strengthening participatory democracy, and democratic governance including value systems, good practices and regulations embedded in our Constitution</li> </ul>	MECST and MPSCPRRA	Continuous
<ul style="list-style-type: none"> <li>Increase of Belize's visibility and advocacy at regional and international levels on debt relief, concessionary financing, and climate change (including presenting these themes in three extra-regional meeting of Heads); Ensure inclusion of these issues in a minimum of five regional, hemispheric resolutions, declaration</li> </ul>	MFATI with Bilateral, reg. and INTL. bodies, MOF, MED and MSDCCDRM	Continuous
<ul style="list-style-type: none"> <li>Enhancement of efficiency and cost-cutting measures in the public sector for staff allowances, transport, utility consumption, and other critical budget items</li> </ul>	MOF, MPSCPRRA	Continuous
<ul style="list-style-type: none"> <li>Restoration of meritocracy and capacity building, and strengthening of leadership and management to enhance effectiveness, efficiency, and trust in the public services (inc. development of respective ministries' training plans and identification of appropriate programmes)</li> </ul>	MPSCPRRA with all Ministries and academia	Continuous
<ul style="list-style-type: none"> <li>Establishment of a Ministry responsible for Digital Transformation and ICT development to enhance efficiency, effectiveness, and impact of the government's services and operations in the social, economic, and other sectors of Belize</li> </ul>	MPSLEG with OPM, AGM, private sector entities, and IDB	2021 and continuing
<ul style="list-style-type: none"> <li>Development of digitalized national identification system, training in digital skills for Public Service officers, provision of government services to the public at minimum cost, time, and bureaucracy to increase government efficiency and performance overall</li> </ul>	MPSLEG with ministries, private sector & other partners like IDB	2022 and continuing
<ul style="list-style-type: none"> <li>Establishment of a Police Board made up of GOB, the Opposition, civil society and other relevant stakeholders to remove political interference and root-out corruption in the Police Department</li> </ul>	MHANGI, BAPSG	December 2023



### Expected Outcomes and Targets

- Develop constitutional reforms for a more modernized constitution
- Create legislation to eliminate ministerial discretion
- Strengthen PAC and Senate's roles
- Timely audit public accounts yearly
- Collect tax revenue
- Review citizen complaints reported
- Complete reports and conviction of government leaders and officials for corrupt behaviour
- Increase the proportion of women in leadership and management in the public sector
- Re-delineate and legislate municipal boundaries
- Review the volume of government services provided by digitalized units

### Contribution to the SDGs:

- Goal 5.** Achieve gender equality and empower all women and girls
- Goal 8.** Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all
- Goal 9.** Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation
- Goal 16.** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels.





# Ch 7 | Implementation, Monitoring, Evaluation, and Learning

The implementation plan is crucial for various reasons. First, this plan ensures that all parties understand their responsibilities beforehand. Some duties include deciphering who will take on particular roles and tasks; the deadlines for specific tasks in each project and policy; the programmatic intervention[1] [2] that ministries need to implement; and the resources required to ensure timely availability. The plan also outlines the milestones in the implementation cycle that function as checkpoints to track progress during execution. Milestones serve as metrics. They are a practical way of measuring how many tasks ministries’ have completed and the time remaining for the completion of the program. The implementation plan also provides the framework to identify and understand the potential risks that may arise during the project cycle. For example, threats can include budget availability, natural disasters, vehicular accidents, and issues/assumptions related to staffing.

Table 1. Sample of the timeline for implementation for each program

Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Problems or risks expected?
1.													
2.				Insert bars, important results, and milestones									
3.													

An integral part of implementation is a system of monitoring, periodic evaluations, and continuous learning (MEL). Experts have written many manuals (Anon updated, DGICD 2020) on how essential MEL is for program management. It identifies problems early on, allowing program management to take pre-emptive action before delays arise. MEL will enable us to learn from our mistakes while encouraging improvement. It facilitates timely, efficient, and adequate decision-making in all operations; promotes innovation and entrepreneurship; forecasts future events and potential risks for operation execution; keeps the project on track for results and outcomes, and encourages transparency and accountability throughout the project cycle. In addition, ministries must use the systems to track anticipated results, including tools based on the logical framework. Table 2 shows a sample framework for monitoring results.

Table 2. Sample framework for monitoring results

Indicator	Frequency of Reporting	Source	Baseline (specify year)	Target Year 1	Target Year 2	Target Year 3	End Result
1.							
2.							
3.							

## 7.1 Implementation by the Ministries

The drive forward to execute and achieve #PlanBelize, first and foremost, each ministry:

- Must exercise top leadership and management skills to implement the programs and projects under its belt and to participate as requested in the programs of other ministries. Top leadership requires some elements of risk-taking, making changes, innovating to solve operational problems, and working with the available capacities.

- Will be responsible for developing the implementation plan to guide the allocation of resources across operations in a timely and efficient manner. Prioritizing among competing projects for scarce resources will be necessary for the short term; however, in the medium term, all ministries will work with the MED in the first instance, and then with the MoF to explore new funding opportunities under Cap II and Cap III. In addition, the Government will continue to strengthen their public investment management framework within the medium term which will provide a more systematic approach to identifying and selecting projects.
- Will have a MEL system in place, enabling the effective achievement of the specific targets and outcomes as planned. This system should work in accordance with the MTDS MEL framework for synchronicity across ministries.
- The implication of the above is that each Ministry will lead the implementation process with agility, efficiency, effectiveness, and resilience, achieving the objective by generating the expected results and outcomes and being accountable for delivering each program’s desired outcomes. To be successful, the Ministry will need to practice the three Cs of leadership and management - coordination, collaboration, and communication, with all its constituents, beneficiaries, and other Government and non-governmental partners.

The CEO, with the support of their directors, plays a pivotal role as the highest-ranking professional officer responsible for the implementation of the MTDS. Duties include:

- Being an effective policy adviser, particularly to the Minister and other Ministers, staying the course and having a respected political voice in Cabinet, House, and the Media.
- Leading the ministry and its departments and providing oversight of parastatal bodies and agencies receiving public sector funding.
- Managing the senior teams and being responsible for human resources - recruitment, development, and succession.
- As accounting officer, managing the ministry budget, including capital resources (external funded).
- Mobilizing resources from external sources (i.e., grants, loans, and technical cooperation) through the communication of identified needs and gaps to Finance (as it relates to fiscal space) and Economic Development, the entity responsible for public sector investment planning and engagements with development finance institutions.
- Communicating within the Ministry and externally with all partners, stakeholders, and the public.
- Collaborating and building synergies with other relevant ministries and local government entities (i.e., city/town councils and village councils) towards the achievement of the strategic objectives of the MTDS.

## 7.2 Capacity Building for the Public Service

The successful implementation of the strategic programs depends to a large extent on the capacities of the staff. There is an urgent need for change in management practices in the Public Service. The ministry needs the enhanced ability to manage change and improve officers’ professional skills. Improving their ethics and value standards would lead to higher levels of problem-solving, the efficient use of public resources (no corruption), and improved performance in terms of quality services to Belizeans.

Each ministry should conduct a SWOT analysis (strengths, weaknesses, opportunities, and threats) to determine the need for capacity building for the staff at all levels. The analysis will strengthen their demand-driven competencies and skills for managing, implementing, and evaluating their strategic programs and projects. In addition,

ministry departments can use this analysis to identify the needs of individual officers’ and performance appraisals can help develop training plans in collaboration with the MPSCPRRA.

The MPSCPRRA is implementing several programs to modernize the Service and to strengthen GOB’s commitment to good governance and anti-corruption, including the UNCAC. The MOF and MED will also support capacity strengthening in internal financial audits, public procurement, project cycle management, and M&E methods and good practices.

Ministry departments may also provide general training across the Public Service in other areas such as time management, emotional intelligence, results-based management, and supervisory management.

Ministry departments may also provide general training across the Public Service in other areas such as time management, emotional intelligence, results-based management, and supervisory management.

Matching the capacity-building needs of each ministry with the ample supply of opportunities is an activity that the government must delegate as a high priority to ensure that trainees apply their learning in the workplace to improve their programs. This work will be a function of the respective ministries in collaboration with the MPSCPRRA.

7.3 Partnerships with Key Stakeholders

The strategic objective of #planBelize helps organize the ministries’ programs and projects to highlight that no ministry alone can achieve the objectives. All ministries must collaborate to reduce poverty, boost the economy, and protect the environment. Furthermore, achieving each goal requires the active participation of important stakeholders and actors across all sectors of society.

Thus, for every strategic objective, there must be good coordination and collaboration across ministries, civil society stakeholders, and the bilateral and international partners providing financing and technical assistance. Involving them in the entire program cycle, i.e., planning, implementation, evaluation, and credit sharing, is necessary to build ownership, commitment, and goodwill. Although the government identifies civil society entities as implementing partners for some programs (e.g., the private sector, academia, NGOs, and other local and international organizations), they must attract more stakeholders and actors to implement the programs successfully. In addition, ministries and departments will pursue partnerships with relevant non-governmental entities to execute activities identified in the strategic programmes. Finally, existing committees will further collaborate with work related to the respective strategic objectives or new committees where none of the core implementing agencies exists (as detailed in Sec. 7.6, Institutional Arrangements for Implementation).

At the local government level, the Constituency Development Fund (\$6.0 m to begin) enacted in October 2021 will provide every constituency with funds (\$10,000 monthly) to support the development of their projects. The local communities, led by the honorable representatives, will identify, prioritize, and develop projects to address their socio-economic needs and take advantage of opportunities. The Fund is an excellent opportunity for the ministries to engage with beneficiary communities, identify similar projects across the country that would enhance their objectives, and agree on win-win partnerships with those communities.

Bilateral, regional, and multilateral cooperation and partnerships are also important. For example, the recent CARICOM and SICA (March 2022) meetings in Belize recognized and confirmed the value of cooperation and collaboration as “a positive accelerator on issues of mutual interest such as climate change, COVID-19 pandemic response and recovery, development financing, health, natural disasters, disaster prevention and comprehensive risk management, sustainable development, migration, regional security, poverty eradication and food and nutrition security, among others.” Belize has maintained enduring and beneficial partnerships with bilateral and multilateral entities they will continue leveraging for executing this Strategy. The Development Partners’ Forum held in May 2022 provided an opportunity for reaffirming these partnerships and identifying areas for further collaboration in support of Belize’s development objectives.

7.4 Monitoring, Evaluation and Learning

As an integral organization of GOB, every ministry must account for its activities and expenditures, accept responsibility for its successes and failures, and be ready to disclose all its resources, operations, and results to all stakeholders. Accountability is an obligation in good governance.

To promote the accountability and participation necessary for the successful implementation and monitoring, evaluation, and learning of the MTDS, six Core Technical Working Groups (CTWG) will be established to focus on achieving their respective strategic objectives. The CWTG will be coordinated and guided by the MTDS Secretariat, which will be a part of each group to ensure the MTDS and its strategic objectives are advancing productively and collectively.

The process begins with each ministry conducting a strategic review and planning session as part of its monitoring, evaluation, and learning systems. They will prepare their objectives for the next budget cycle under the MTDS work plan in these sessions. Following this, the MTDS Secretariat will prepare quarterly reports, which will inform the final annual progress report that will effectively measure the progress of each strategic objective. In addition, ministries must allocate adequate human and other resources to support this MEL function.

Annual Strategic Review and Planning Session:

In September every year, ministries will conduct a strategic review and planning session before their budget preparation exercises begin. They will review the progress of activities undertaken within the first six months of the year and include new programmes and plans for the upcoming budget. The Core Technical Working Groups, assisted by the MTDS Secretariat, will develop an action plan relevant to each strategic objective. This review and planning process should incorporate the progress of the MTDS action plan and identify resources required to continue the work.

Quarterly Progress Report:

Each quarter, the six Core Technical Working Groups (CTWG), made up of relevant ministries, will meet to discuss their progress, identify challenges and limitations, and capitalize on collaborative opportunities concerning their respective strategic objective. The product of this meeting will be a quarterly report developed by the MTDS Secretariat representative assigned to the CTWG.

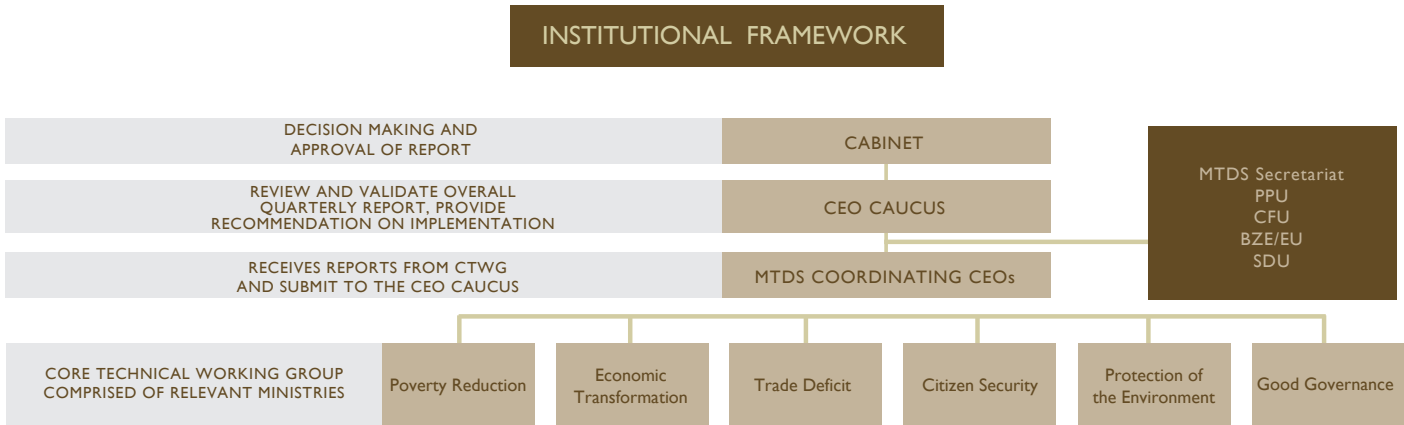
Annual Progress Report:

This report will serve as the culmination of the CTWG’s quarterly reports prepared by the MTDS Secretariat. This report will not only be informed by the quarterly reports but will also benefit from the ministry’s annual technical report submitted by the end of March of the following year. The technical report of each ministry is a powerful instrument for presenting the empirical evidence that the ministry is delivering and is accountable and transparent with the people of Belize and it will function as a fundamental reference point for the progress report of the MTDS.

7.5 Institutional Arrangements for Implementation

MED is responsible for coordination, planning, monitoring, and evaluation at the national level, linking the long-term vision with the MTDS, the national budget, and the public sector investment program. To do this, MED must conduct research, data collection, and empirical analysis for priority setting, policy, and program assessments. To strengthen its capacities in these areas, MED will work with the Ministry of Sustainable Development, Climate Change, and Disaster Risk Management to lead the implementation of the MTDS while building upon the cooperation from relevant ministries, academia, development partners, and non-governmental stakeholders.

Table 3. #planbelize MTDS Institutional Framework



The MED will mobilize its units, Policy and Planning Unit (PPU), Climate Finance Unit (CFU), and Belize/EU Cooperation Office, to serve as the MTDS Secretariat and the SDU. MED will support the Secretariat through their work including, but not limited to:

- facilitating process mining to discover what ministries learn about the implementation, monitoring and learning processes for sharing across ministries, partners, and stakeholders.
- contributing to project development and negotiations, including submission of quality MEL inputs required to ensure successful proposals.
- monitoring projects and programmes through the Public Sector Investment Programme (PSIP) process to ensure the ministry's alignment with MTDS progress.
- mainstreaming MTDS policies and objectives in donor coordination activities.

MED will oversee the monitoring, detailed and consistent progress review, and assessment of interventions and activities. In addition, they will work closely with and support the MEL team to identify areas to provide technical support on knowledge generation and management, capacity building, and best practices building on evidence-based approaches and enhanced quality assurance and control procedures. They will also advise on the program/project's overall direction and support the design, planning, implementation, and reporting of various programs/projects while supporting the development of strategic partnerships and collaborative relationships. In sum, MED will strengthen its capacity to plan, monitor, and learn to evaluate the progress of the MTDS and to support the successful execution of the strategy in partner ministries.

The MED will work closely with the Sustainable Development Unit (SDU) from the Ministry of Sustainable Development, Climate Change, and Risk Disaster Management for necessary inter-institutional arrangements and

make recommendations for changes in structural and functional roles. The changes will help strengthen capacities and the allocation of time and institutionalize the proposed mechanisms that, now and in the future, will enable the government to implement the MTDS in a timely, efficient, and effective manner.

The SDU leads the tracking and reporting on matters related to SDG data collection and coordinates the socialization and public awareness on implementing the SDGs of Agenda 2030. Working closely alongside the Ministry of Economic Development, the SDU will monitor the progress of the SDG implementation through the PBMTDS implementation and monitoring and allow for the creation of a comprehensive progress report that will feed into the Voluntary National Report. The role of the SDU is to:

- Lead the development, along with SIB, of the results-based frameworks or log-frames with clear, practical indicators to measure progress in the MTDS
- Support MED and SIB in establishing a practical management information system, i.e., an organized repository of data and reports accessible to all ministries, stakeholders, and interested professionals.
- Coordinate the dissemination of findings/lessons learned/best practices internally and externally through seminars, international conferences, and other relevant interactions. Provide guidance and support to
- Gather the relevant data on the set indicators and the required systematic methods and tools. Develop and implement a communication strategy for sensitization and awareness of Agenda 2030 and
- Monitor the completion of the PBMTDS

The Statistical Institute of Belize (SIB), as the lead of the M&E committee, will work with the relevant units and organizations to assist in the implementation of these programs by fine-tuning its work, targets, and indicators. In addition, they will work to establish a practical MEL management information system, i.e., an organized repository of data and reports accessible to all ministries, stakeholders, and interested professionals. The goal is to develop results-based frameworks or log-frames with clear, practical indicators to measure progress in the MTDS.

The government foresees that institutionalizing and formalizing such arrangements will entail a combination of management changes, e.g.:

- Assigning new formal roles and responsibilities to existing departments, units, and officers.
- Creating professional posts in key ministries with specific roles and responsibilities
- Developing a work program and allocating resources so those institutional arrangements and mechanisms can deliver on their payments.
- Enhancing the oversight role of MED and the MEL team for the MTDS as a recognized formal GOB program.

It is essential that the modifications of the MTDS are institutionalized and formalized to attribute importance to the investments and contributions ensuring the plan's success.



In the interim, the government proposes the following implementation arrangements:

**MTDS Secretariat**

A Secretariat dedicated to the oversight of the implementation of the Strategy will be established within the MED with direct support from the Sustainable Development Unit. If the need arises, the Secretariat can comprise of empowered and pertinent representatives outside of MED and SDU who will perform Secretariat roles as necessary. Complete Terms of Reference will be prepared for the Secretariat with functions including but not restricted to:

- Back-office support – coordinating meetings, preparing minutes, providing support with technical presentations, and maintaining a repository of technical reports and other documents.
- Follow-up on information as required
- Review ministry reports and support the Committee in preparing a comprehensive progress report for submission to MTDS Coordinating Chairs.
- Compile CTWG’s reports into comprehensive progress reports once individual parts are accepted; submit to MTDS Coordinating Chairs.
- Prepare Cabinet Paper presenting compiled report and Caucus recommendations for submission to Cabinet.
- Prepare releases and visibility/media events on progress as may be required.
- Ensure personnel captures data in the MTDS reporting (MEL) system (Tracking outputs as implementation progresses).
- Identify human and other resources for the Secretariat and terms of engagement with the SDU and MED clearly articulated.

**Ministries, Departments, and Agencies**

Ministries, Departments, and Agencies are responsible for implementing the actions and activities identified and prioritised following the respective mandates. These entities will undertake the specified actions, collaborating with other governmental and non-governmental stakeholders where feasible to secure a broader development impact.

With support as required, the MTDS Secretariat will provide templates for use by the entities to schedule, track, and report progress against the stated actions leading to the delivery of outputs. With the support of the SIB, the MTDS Secretariat will coordinate the development of an indicator framework that will facilitate the tracking of progress against the anticipated outcomes at the national level. Ministries, Departments, and Agencies will likewise support the development of ministry/sector-level indicator frameworks.

**Six Core Technical Working Groups (by Strategic Objective)**

The MTDS will establish working groups focused on achieving the respective strategic objectives to promote collaboration in the plan’s implementation, monitoring, and reporting.

The six Core Technical Working Groups (CTWG) will monitor progress and submit progress reports quarterly to communicate the achievements of the strategic objectives of the MTDS. These groups include directors selected by the CEO of the relevant ministries of that group’s strategic intent. The groups will choose the chair best fit to serve in that capacity.

These groups will function as convening bodies providing space for discussion and coordination of activities, identifying areas for support, addressing bottlenecks, or agreeing to elevate issues to the MTDS Coordinating Chairs or CEO Caucus. With the help of the MTDS Secretariat, the personnel will compile quarterly reports to the Coordinating Chairs, who will bring them to the CEO Caucus. They will also use the templates prepared for these groups, the previous reports, and forms for elevating issues to the Coordinating Chairs for adjudication.

**MTDS Coordinating Chairs – CEO MED, CEO MSDCCDRM**

The Secretariat will present the reports and progress of the Core Technical Working Groups to the Coordinating Chairs, CEOs of MED, and MSDCCDRM for the strategy development and approval by the CEO Caucus/for subsequent submission to the Cabinet.

The Coordinating Chairs will receive CTWG reports, review and approve same, or return them to the Secretariat for additional information, clarification, or further elaboration. The Coordinating Chairs will also adjudicate issues submitted by the CTWG and recommend a way forward. In addition, the Coordinating Chairs may seek guidance from the broader Caucus or Cabinet in deciding on the matter.

Once the CTWG reports are individually accepted, the Coordinating Chairs will authorize the Secretariat to compile the comprehensive annual progress report for submission to the general caucus. In addition, the team will incorporate any caucus feedback and submit the report to the Minister of Finance for tabling at Cabinet.

**The CEO Caucus**

The CEO Caucus will be responsible for reviewing and validating the overall report. The caucus will also discuss and identify ways of addressing bottlenecks and recommend implementation to the MTDS Coordinating Chairs and Cabinet.

**The Cabinet**

The Cabinet will receive the overall annual MTDS Report and review, along with the recommendations from the CEO Caucus. In addition, the Cabinet will issue further directives concerning further action, resource allocation, and change of course to the Caucus and the Secretariat. Furthermore, Cabinet will endorse and authorize the document’s release, including its directives, or subject to the need to integrate proposed changes.

The MTDS reports will serve as inputs into the periodic SDG reports, which the Sustainable Development Unit will prepare in the MSDCCDRM. Once available to the public, the MTDS team will provide forums where non-governmental stakeholders and other interested parties can make sound interventions, including recommendations, comments, and insight to improve practices and achieve development objectives.

# Ch 8 | Budget Allocations, Investment and Resource Mobilization

The government will achieve the objectives of #planBelize only if the required allocation of resources backs up the priorities defined by the ministries to achieve their plans and commitments. In this respect, the distribution of human, financial, and logistic resources is paramount across ministries to ensure that they address the most critical priorities of #planBelize in order of importance. If there are other decision criteria involved in determining the budget allocations, the whole justification of and effort invested in the MTDS becomes a futile exercise.

The 2021-2022 and 2022-2023 budgets, approved by the Legislature, are presented in Table 4 for comparative purposes as 2021-2022 was not a typical year due to the COVID-19 pandemic. For revenues, the taxes collected in 2021 amounted to \$1,048.6 million, of which taxes on goods, transactions, and services accounted for \$611.2 M, on income and profits for \$254.6 M, on international trade and transactions for \$174.3 M on rents and royalties for \$23 M, on licenses for \$14 M, and on property for \$8.4 M. Other revenues generated by the ministries amounted to \$32 M, with the Ministry of Immigration responsible for 53% of this sum.

Last year’s total expenditures amounted to \$1,214.7M, of which the recurrent expenses accounted for \$974.7M. In the recurrent spending, there are some oversized cost items: \$415.1 m for salaries, \$144.1 m for grants, \$87.8 m for public debt servicing, \$69.2 M for pensions, \$55.5 M for materials and supplies, and \$39.1 M for public utilities. In addition, there are some 15,555 public officers and teachers. For education, GOB, with this budget, funds 181 government schools and 381 grant-aided schools, assists with direct scholarship funding for some 4,000 students at the tertiary level, and funds the national education system from kinder to UB for 102,679 students. GOB maintains some 527 miles of paved roads, 2,294 gravel surface roads, and 300 bridges and funds the new infrastructure projects for infrastructure development.

## 8.1 The 2022-2023 Budget

To implement all the programs and projects under the #planBelize, GOB has presented and justified a total budget of \$1,358.7 M for the 2022-2023 fiscal year. The budget is an increase of 12% over last year’s, and 25% of the new budget is capital investment, either derived from GOB’s resources (Cap II - \$155.8 M) or external donors (Cap III - \$115 M) (see Table 2). In presenting the budget, ministries are placed into three groups: enabling and administrative, social, and economical. In each group, one can observe each ministry’s total allocations in descending order. Noteworthy is that the enabling and administrative ministries manage 48% of the total budget, the social sector ministries 32 %, and the ministries in the economic sectors manage the remaining 20%. Four ministries (MF, MECST, MIDH, MHW, and MHANGI) manage \$1,034.2, or 76% of the total budget.

The significant investments of the Government (Cap II) in this budget are infrastructure development (\$59.0 M), health (\$10.6 M), finance (\$12.9 M), and human development (\$84. M). For the external partners (Cap III), the significant investments correspond to infrastructure development (\$68.1 M), education (\$13.6M). economic development (\$13.5 M), finance (\$5.5 M), foreign affairs (\$3.6 M), agriculture (\$2.7 M), and tourism (\$1.5 M).

Table 4. Distribution of recurrent and capital budgets for the 2022-2023 financial year: B\$ millions

Ministries	2021-22		Budget 2022-2023				Staffing
	Expenditure	Revenue	Recur- rent	Cap II	Cap III	Total	
ENABLING & ADMINISTRATIVE MINISTRIES							
Office of the Prime Minister	13.2	0	14.1	6.4	0	20.5	52
Finance	350.8	5.5	373.1	17.9	5.5	396.5	740
Home Affairs & New Growth Industries	92.0	0	89.0	4.5	0	93.5	2,416
National Defense & Border Security	66.9	0	60.5	1.4	0	61.9	1,838

Ministries	2021-22		Budget 2022-2023				Staffing
	Expenditure	Revenue	Recur-rent	Cap II	Cap III	Total	
Foreign Affairs, Foreign Trade & Immigration	27.5	17.1	28.5	3.8	3.6	35.9	454
Public Service, Constitutional & Political Reforms & Religious Affairs	15.3	0	17.7	3.0	0	20.7	172
Judiciary	7.8	2.4	8.0	0.4	0	8.4	162
Attorney General	6.1	0	7.1	1.5	0	8.6	84
Office of the Governor General	0.4	0	0.5	0	0	0.5	19
Legislature	2.3	0	3.0	0.1	0	3.1	60
Office of the Auditor General	2.0	0	2.3	0	0	2.3	57
Director of Public Prosecution	1.9	0	2.2	0	0	2.2	47
Sub-total	586.2	25.0	606.0	39.0	9.1	654.1	6,101
SOCIAL MINISTRIES							
Education, Culture, Science & Technology	228.7	0.6	241.7	3.4	13.6	258.7	4,845
Health & Wellness	161.7	3.4	123.5	10.6	3.4	137.5	2,085
Human Development, Families & Indigenous People’s Affairs	18.9	0	15.2	8.4	0.8	24.4	259
Rural Transformation, Community Development, Labor & Local Government	10.1	0	11.1	3.9	0.1	15.1	135
Sub-total	419.4	4.0	391.5	26.3	17.9	435.7	7,324
ECONOMIC MINISTRIES							
Infrastructure Development & Housing	111.1	0	22.5	59.0	68.1	149.6	406
Natural Resources, Petroleum & Mining	37.3	0.6	8.9	18.4	0.1	27.4	261
Economic Development and Investment	9.2	0.4	3.9	5.6	13.5	23.0	83
Sustainable Development, Climate Change & Disaster Risk Management	16.8	0.3	18.4	2.1	1.3	21.8	437
Youth, Sports & Transport	11.2	0	13.0	1.2	0	14.2	176
Agriculture, Food Security, & Enterprise	10.2	0	9.6	0.9	2.7	13.2	253
Public Utilities, Logistics & E-Governance	5.5	1.6	6.7	1.8	1.0	9.5	305
Blue Economy & Civil Aviation	5.5	0.1	5.8	0.9	0	6.7	138
Tourism & Diaspora Relations	2.4	0	1.7	0.5	1.5	3.7	71
Sub-total	209.2	3.0	90.5	90.4	88.2	269.1	2,130
Grand Total	1,214.7	32.0	1,087.9	155.8	115.0	1,358.7	15,555

In terms of the allocations of the recurrent and investment budgets by sectors and ministries within each sector, one can quickly appreciate and understand where GOB’s priorities lie.As the first act of stewardship, the budget enables or stymies organizations in achieving objectives. Secondly, suppose one must cut costs or increase expenditure for whatever reason.

In that case, this table helps decide how to shift resources to programs that can do the most to advance the mission and objectives of the strategic plan. Thirdly, budgeting by tradition, inertia, personal agenda, or political influence has been a common practice. There is now a better practice - to budget by objective, opportunity cost, and best returns to the next tranche to be invested.

In the next three years leading to 2025, the present distribution of the current budget in this table, compared to the achievements from the execution of programs in 2022-2023, should both guide the preparation of future annual budgets. It will become clear how to identify which ministries should have more resources and investment relative to other ministries, optimizing the fundamental, tangible contributions to #planBelize. Accordingly, if GOB attributes a high priority to transforming the economy to create fiscal space for investments across all objectives, it is imperative to give special attention to investing more and mobilizing more resources, particularly for the ministries in the economic sector.

8.2 Challenging Financial Management Issues

There are four challenging issues the Ministry of Finance is to tackle this year (see IMF Report 2022). The first is to rationalize and cut costs of operation.

The salaries, reduced by 10% in 2021, will be restored in July 2022, which means an additional cost of **\$23M** for the remaining six months of this financial year. So, GOB will seek savings elsewhere. A draft centralized public procurement bill, and an Internal Audit Bill is in their final stages of approval. The former Bill will make provisions for public procurement and the retention and disposal of public property following good governance, accountability, transparency, integrity, fair competition, and value for money. It will largely align with the CARICOM model procurement law but go further. It will establish a Central Procurement Unit, a Procurement Board, and a Procurement Review Commission. The Central Procurement Unit is already operating within the Ministry of Finance.

The second issue is tax collection. GOB reports that after reviewing 18,830 accounts, the nominal tax arrears amounted to **\$645 M**, of which only 6 % or **\$38 M** are less than two years in arrears. Furthermore, 20 % or **\$111 M** are less than five years in arrears, and 67% or **\$419 M** are non-collectible by law due to the statute of limitations. In addition, GOB estimates that some **\$334 million** relating to 328,721 land accounts are outstanding. Hence the Tax Recovery Unit has been charged to rectify this arrears problem, applying persuasive legal options available under the Tax Administration and Procedure Act. To be more efficient in the future, Cabinet approved the completion of the unification of tax administration in a phased approach, under one revenue department or authority.

The third issue is pensions for public officers. The non-contributory pension bill amounts to some **\$70M** and is rising rapidly, as public officers can retire at 55 years of age after working 20/25 years with the government. By 2025, the annual pension bill should be approaching **\$100 M**, which is unsustainable. Pension reform is necessary, exploring what options are possible, all within the scope of maintaining fiscal prudence, options in which the officers themselves can contribute and invest in their future. Successive governments have ventilated the problem on the fringes, but never seriously tried to fix the problem.

The fourth issue is the external debt servicing which cost Belize **\$87.8 M** in the 2021-22 financial year. The trail-blazing success of GOB/TNC/Credit Suisse Bank’s partnership with the Blue Bond for Conservation initiative has been praised for its innovativeness and boldness by the sustainable finance universe. Here, GOB completed a debt-for-marine-protection swap, under which a subsidiary of the TNC lent funds to Belize to buy back the super bond (totaling US\$553 million or 30 percent of GDP) at a discounted price of 55 cents per dollar. In exchange, Belize committed to increase expenditure on marine conservation until 2041 and expand its Biodiversity Protection Zones (i.e., coral reefs, mangroves, and fish spawning sites) from 16% to 30% of the ocean area by 2026.

As a result, other governments have started negotiating similar models with their IFI creditors. For example, the Blue Bond has reduced its public indebtedness by over half a billion dollars or 12% of GDP. In addition, it has renewed public commitment to marine conservation, protecting 30% of our ocean space. It has also established a reliable, multi-generational marine conservation funding mechanism valued in Belize’s hundreds of millions of dollars. Nevertheless, the government must continue its debt reduction, debt relief, and debt re-negotiation since

the debt/GDP ratio is far from the 60% benchmark for sustainable financial management.

The Ministry of Finance is already working on the Public Finance Management (PFM) Reform Action Plan with clear objectives for improving the PFM legal framework. Specifically, this plan will focus on strengthening the internal and external audit systems, the Office of the Contractor General, and enhancing PFM oversight and control functions. In addition, the ministry will provide capacity building to public officers in areas such as auditing, financial procedures, and training techniques. They also supply computer equipment to the relevant departments to carry out their mandates effectively. In addition, the EU under the 11th EDF will provide long-term technical assistance to this process.

8.3 Projected Cost of MTDS 2021–2025

For five financial years, from April 2021 to March 2026, the total cost of #planBelize is projected at **B\$7,219.8 M**, of which **\$5,555.7M** would be for recurrent expenditure, **\$960.6 M** for Cap II (See Table 5), **\$703.2M** for Cap III, with a slight increase of 100 staff in the last two years. These projections are based on the 2021-22 expected out-turn, the current budget enacted by the House of Representatives in March 2022, and the forecasts for the next two financial years. Increases for Cap II and Cap III for 2024 to 2026 are based on the ongoing planning activities with a few major, supportive donors (e.g., the EU, MCC, TNC/Blue Bond, GCF, ROC, and others) mainly targeting grant funding.

Table 5. Annual projected expenditures of GOB for #planBelize for the financial period: 2021-2026.

Criteria	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Recurrent Expenditure, \$m	974.7	1,087.9	1,143.1	1,150.0	1,200.0	5,555.7
Capital II Expenditure, \$m	140.0	155.8	166.5	248.3	250.0	960.6
Capital III Expenditure, \$m	100.0	115.0	138.3	175.2	175.0	703.5
Total Expenditure, \$m	1,214.7	1,358.7	1,447.9	1,573.5	1,625.0	7,219.8
Staffing, number	14,910	15,555	15,596	15,695	15,795	--

Source: Budget speech 2022-2023; figures are rounded to the nearest million.

Some ministries with low recurrent and capital budgets, but with programs that are highly relevant for #planBelize, need to improve their efforts to mobilize external resources, especially grants, to implement their new projects. The ministries with very high potential success include, mainly: MFASE, MRTCDLLG, MHDFIPA, MBECA, MTDR, and MPULEG. Other ministries with some potential because of the enabling environment priority should be the MPSCPRRA, AGM, and MHANGI. These ministries would need to work together to coordinate their programs to access resources from international priority initiatives related to the UN SDGs, climate change, social inclusion/gender integration, the indigenous peoples, and the good governance agenda.

8.4 Resource Mobilization

**The Belize Investment Summit:** The first ever for Belize, the Summit under the theme “Belize is Open for Business” was held on November 10-11, 2021 to attract investment for economic development in Belize. This high-profile event, led by PM Briceno and addressed by outstanding investment leaders (e.g., a former PM of Canada and President of IDB), identified a wealth of opportunities and untapped potentials in the areas of agriculture, tourism, blue economy, business process outsourcing, airlines, industry and manufacturing, renewable energy, indigenous and women-driven enterprises. The Summit included industry-specific presentations, investor match-making sessions, networking events, and start-up business ventures. In addition, the doors have been opened for foreign and local investors to establish strategic partnerships for investment and development in Belize. As a follow-on, hundreds of millions of dollars have started to flow in and processed for business investment.



Furthermore, the Office of the Prime Minister has also activated a special desk to coordinate our commitments and capitalize on opportunities related to the Financing for Marine Conservation Program, the Blue Bonds. \$168 million over 20 years will flow to the Conservation Trust under this agreement, at least 40% of which will be directed to financing public sector marine conservation. This special desk will also serve as the focal point for the exciting, high-potential new collaboration with the World Wildlife Fund, the Project Finance Permanence.

GOB has an ambitious climate change mitigation and adaptation agenda, but financing remains elusive so far. Belize's updated Nationally Determined Contribution (NDC) presents the country's ambitious plans for mitigation and adaptation for 2021-30, including protecting and restoring natural habitats, expanding renewable energy, using drought-tolerant crops and climate-smart agriculture alternatives, and enhancing the infrastructure. The updated NDC also presents the estimated costs and financing gaps, which are significant, especially for mitigation.

Bilateral, regional, and international financial and technical cooperation donors have responded very well to the priorities and opportunities created with #planBelize. GOB has communicated its commitment to improve the approach to donors, the implementation and disbursement, and the delivery of all externally funded projects in a timely and coordinated manner, and to follow the highest standards of management, accountability, and transparency with GOB's donor-funded projects.

Here is a synopsis of the primary resource mobilizing initiatives of GOB with some important partners. The response to GOB has been very positive, considering the new programs the governments of Mexico, the United Kingdom, India, and Canada are developing. Also positive are the new collaborative programs planned with IICA, FAO, the IMF (allocations under the Special Drawing Rights), and other multilateral organizations.

**The European Union:** the EU is investing a grant sum of EUR 31.7 (\$70 M) in the energy sector for remote rural communities, health infrastructure and healthcare, Roaring Creek bridge, public finance management, and containment of the COVID-19 pandemic, SPOTLIGHT initiative with the UN system, and a loan to DFC for MSME financing. Under the Multiannual Investment Plan (2022-2028), the EU will grant EUR 30 (\$66.3) M in the southern region on green growth and sustainable socio-economic development, regional integration and border management, and support for civil society and GOB. In addition, there is an option of additional concessionary funding for infrastructure. GOB signed a financing agreement in Feb 2022 for the first four years of the MIP program.

**Millennium Challenge Corporation (MCC) of the USA:** The MCC, a US Government-funded agency, has selected Belize as one of only two countries worldwide for a five-year grant to fund a compact program to stimulate economic growth and reduce poverty. The MCC chose Belize because it offers them the opportunity to engage with a country committed to improving democracy, reducing the rising poverty rate, addressing the significant challenges to economic growth, & mitigating vulnerability to external shocks. In March 2022, GOB and the MCC signed an agreement to start planning the compact development program for investment by the MCC for a period of 5 years.

**The Republic of China in Taiwan (ROC):** has agreed that Belize can proceed to invest USD 48 m in the focal areas for investing in education (expanding the Healthy Start Feeding Program and the Digital Devices Program), housing - expanding our current target for distributing quality, low-cost housing units countrywide; and in financing SME credit, low-interest loans in the agro-productive sector. The ROC provides \$3.5 m for the Institutional Strengthening and Capacity Building in the MFAFTI. And a USD 16.8 M grant will go to the hospital for Ambergris Caye.

**Korean International Cooperation Agency (KOICA):** KOICA has a longstanding bilateral relationship with GOB and, most recently, is considering financing a project proposal of US\$2.136 million that would expand and develop Belize's national data system in support of evidence-based planning and the effective monitoring of national programmes and development indicators.

**Inter-American Development Bank (IDB):** IDB will continue to assist GOB for the fiscal year 2022/23. They have entrusted US\$15M in credit for the productive sectors to create employment, US\$4.3M for COVID-19, US\$ 25.3 M for digital Innovation, trade and investment facilitation, and the blue economy, and US\$0.9M for integrated water resource management.

**Central American Bank for Economic Integration (CABEL):** For 2022, CABEL will continue investing US\$30M for citizen security, US\$ 0.62M for the Bicentennial Scholarship Program, US\$0.97 M for the rehabilitation of the Corozal Free Zone Access Road, US\$1M for modernizing five hospitals and healthcare services. Discussions are also underway for retrofitting and rehabilitating the Philip Goldson Highway, Belize City Swing Bridge, and refocusing the sustainable tourism path for Belize.

**International Fund for Agriculture Development (IFAD):** MED is fast-tracking the implementation of a US\$ 20M six-year project to mitigate the effects of climate change on small, rural farmers (incl. women and youth) and attain sustainable market access for their produce.

**Blue Bond and Debt Restructuring:** In 2021, in partnership with TNC, GOB negotiated the largest Blue Bond globally by restructuring the country's debt of US\$ 553 M, while generating approximately US\$4 M per year for marine protection. In addition, the GOB has tripled the cash flow for national marine conservation programs over the next 20 years. Additionally, the Bond will enable an endowment for future conservation, the development of a tested model for future private sector investment, and a mechanism for new initiatives for finance permanence. The Blue Bond loan agreement and the conservation fund agreement are contingent on eight primary conservation commitments and an agreed payment schedule that GOB realizes by the 8th anniversary of these agreements.

**Green Climate Fund (GCF):** GCF is the world's largest climate fund established to assist developing countries such as Belize to enhance their abilities to adapt to climate change and reduce their GHG emissions. As National Designated Authority (NDA), MED seeks accreditation for DFC, SIF, and MED to build their capacity to access climate finance from the GCF and other IFIs. To date, NDA has managed to access US\$ 16 M from the WB/GCF for the Rural Resilient Belize project. Belize can also access funding from a US\$ 500M Coral Fund, which Belize identifies as a beneficiary.

**CARICOM Development Fund (CDF):** The CDF assistance consists of nine projects (eight grants for US\$ 4.8 M and one loan for US\$ 3 M for public sector financing. The grants include small projects for agriculture, BELTRAIDE, and SIF for rural water systems.

**The United Nations (UN):** Belize and the UN are currently signed onto the UN-Belize Country Implementation Plan for 2022-2023, amounting to US\$51 million, with 14 UN agencies participating under the MSDCF 2022-2026, which includes Belize and totals US\$150 million. The SDG Fund Joint Programme of the UN supports Belize in strengthening the foundations for an integrated social protection system to target economic growth and poverty and to strengthen human rights mechanisms in Belize. MHDIPA, with support from MED and OPM, leads the implementation of the joint program, valued at US\$990,400.

**Caribbean Development Bank (CDB):** Ongoing projects in the Bank's portfolio with Belize value more than US\$ 200 M. These include resources secured through CDB's arrangements with the UK Caribbean Infrastructure Partnership Fund and the European Investment Bank for roads and bridges, water and sewerage expansion, electricity generation and distribution, agriculture, education, health, and other community infrastructure with SIF and BNTF and lines of credit through DFC. CDB with the EU supports enhanced trade facilitation through recent grants to BAHA, Customs & Excise Department, Toledo Cacao Growers Association, and the BBS. For 2022-2025, GOB is discussing with CDB new projects, i.e., US \$20.5 M for poverty reduction, US\$ 20 M for a line of credit for DFC, US\$ 22M for renewable energy systems, and US\$ 78 M for expanding the North Ambergris Caye Water and Wastewater Facilities.

**World Bank (WB):** the WB Country Partnership Framework for Belize aligns with the government's long-term development vision, Horizon 2030. It supports Belize in strengthening its economic and climate resilience. Ongoing projects include grants of US\$8 M on Energy Resilience for Climate Adaptation and US\$ 7.6 M on Reducing Emissions from Deforestation and Forest Degradation (REDD+) (grant of US\$ 7.60 M). New projects include the Climate Resilient and Sustainable Agriculture Project, a US \$25 M loan in March 2022, and another US\$ 6.2M for the COVID-19 Response Project.

In conclusion, the government's astute and pre-designed #planBelize has clear national policy directions which has contributed significantly to a relevant and attractive development agenda. This has offered a menu of options for participation and investment to the private sector, development partners, IFIs, and the UN system.

# Ch 9 | Delivery, Accountability, and Transparency

Delivery is about how the government can run so that the taxpayers are pleased with the results and outcomes achieved, and happy with how they use their resources to do so (Barber, 2016). Accountability is about being held responsible and also being ready to accept responsibility and explain how the results and outcomes were obtained or not after implementing the programs.

The OPM will collaborate with MED in the delivery and accountability of the MTDS, addressing five fundamental questions during the implementation of the strategy:

- Are the expected results and outcomes being delivered to the beneficiaries? If not, why not?
- Are the programs and projects well managed and implemented, with capable managers and staffing?
- Do the stakeholders and beneficiaries perceive the services and results of the programs as beneficial? Based on this, which are the best-performing programs?
- Are the resources (people, funds, and vehicles) used efficiently and effectively to pursue authorized objectives and outcomes?
- What else can your ministry and programs do to contribute more and better for #planBelize?
- Estimating the relative value of each ministerial program and grading them comparatively would improve our strategy in terms of deciding on:
- Where to put the limited resources of government to get the best benefits?
- Which programs can be consolidated or merged with others for better results?
- Which programs are not performing or not making a real difference or impact on #planBelize?

Given the above considerations, the excellent delivery practice requires that the delivery agenda be connected to the fiscal plan to optimize public service productivity. This connection is vital in the government business because taxes cannot increase. Yet, there is a constantly growing demand for more and better services by the citizenry, and government cannot/should not borrow more to meet the increasing demand.

As part of the delivery agenda, the OPM will do the following:

1. Plan Mid-year meetings with the PM and his team along with each Minister and their CEO to review their programs' progress, and discuss the fundamental questions listed above. The PM and his team started meetings in 2021 with ministries to discuss their role in #planBelize and to develop their strategic programs to deliver on the government's priority commitments.
2. Review all annual technical reports of the Ministries to offer constructive feedback on their main achievements, lessons learned, and plans for next year.
3. Identify outstanding achievements across ministries highlighting the quality of leadership, organization, implementation, and outcomes that can serve as exemplary models of government work.
4. Visit selected program field sites unannounced since everything is meticulously planned and staged for planned visits.

5. Prepare briefs on the above that would concretely demonstrate that the government is delivering on #planBelize.

The OPM will be responsible for collating, analysing, and making recommendations regarding the overall delivery and accountability of the strategic commitments under #planBelize.

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Annexes

Annex 1. Timeline of main activities for preparing the #planBelize MTDS from July – Dec. 2021.

Date	Activity	Responsible	Participants
<b>Month 1 - July 2021</b>			
Week 1	Discussion of approach with CEOs, Cabinet, and other major stakeholders.	MTDS	CEO Caucus, Cabinet Academia, Civil Society/NGOs, IFIs
Weeks 2 & 3	Document review, preparation of Inception Report, Horizon 2030, GSDS, Gap Assessment etc.	MTDS Team	
Week 4	Strategy formulation – consultation sessions (state and non-state actors)	MTDS Team	Line Ministries (PPUs), NGOs Civil Society, BCCI, NTUCB, Academia
<b>Month 2 – August 2021</b>			
Weeks 1 to 4	Strategy formulation – consultation sessions (state and non-state actors)	MTDS Team	Line Ministries (PPUs), NGOs, Civil Society, BCCI, NTUCB, Academia
<b>Month 3 – September 2021</b>			
Weeks 1 & 2	Drafting of new Strategy – first round (identification of higher-level objectives)	MTDS Team	MTDS Team
Week 3 & 4	Validation exercise	MTDS Team	Line Ministries (PPUs), NGOs Civil Society, BCCI, NTUCB Academia
<b>Month 4 – October 2021</b>			
Weeks 1 & 2	Validation exercise continues	MTDS Team	MTDS Team
Week 3 & 4	Intensify drafting of Strategy (drilling down to lower-level objectives; implementation and M&E arrangements; meetings of secretariat and committee of chairs if similar approach is taken; communication strategy)	MTDS Team	Steering Committee Members
<b>Month 5 – November 2021</b>			
Week 1	Working on first draft of Strategy to the Steering Committee	MTDS Team	MTDS Team
Weeks 2 & 3	Planning preparation of national consultation Address feedback from the Steering Committee	MTDS Team	MTDS Team
Week 4	Submit Draft Strategy to Cabinet for information ahead of wider dissemination for national consultation.	MTDS Team	Cabinet
<b>Month 6 – December 2021</b>			
Week 1	Dissemination of Draft Final Strategy ahead of national consultation	PPU/SDU	
Week 2	Conduct a National Consultation	MTDS Team	Line Ministries (PPUs), NGOs Civil Society, BCCI, NTUCB, Academia
Week 3	Adjustment based on feedback from the National Consultation	MTDS Team	
Week 4	Submission of Final Strategy	MTDS Team	

Annex 2. National development annual indicators during last 10 years compared to 2025 targets

Criteria	2010	2019	2025 Targets
<b>National economic indicators</b>			
GDP, \$ m. current prices	2,822	3,755	
Per capita income, \$ at current prices	8,650	9,205	
Real growth rate %	2.4	0.3	>7.5
New jobs created			50,000
<b>Public Financial management, B\$ m.</b>			
Government revenue + grants	778	1,218	
Government recurrent expenditure	825	1,074	
Government capital investment	143	217	
Annual deficit, %	1.7	1.96	0.0
Public debt, % (% domestic of total)	77 (17)	95 (30)	<80 (15)
<b>Contribution of economic sectors, %</b>			
Primary	13.9	9.2	15.0
Secondary	17.2	13.5	25.0
Tertiary	60.3	63.0	50.0
<b>Tourism</b>			
Stay-over arrivals, thousands	224.7	447.1	1,000.0
Cruise ship passengers, thousands	688.2	1,053.5	2,000.0
<b>International trade, US\$ M current prices</b>			
Exports	475.7	462.2	600.0
Imports	649.8	957.9	850.0
Deficit	174.1	495.7	250.0
<b>Social indicators</b>			
Poverty rate, %	41.3	52	<26.0
Access to electricity, %	89.9	92.7	
New houses for poor families, no.			10,000
<b>Crime rates</b>			
Murder rate, No./100,000	40.0	33.7	<25.0
Robberies			
Corruption index	High	High	Very low
<b>Environment</b>			
Forest cover, %	61.0	56.0	>56.0
Tree planting, m.			
GHG emissions per annum			
Municipalities with waste collection systems, %	0	50	
Villages with WCS, %	0	??	
Damage value from natural disasters, \$ m	28.8	0	
Clean highways	Low	Low	High



Governance indicators			
Constitutional reforms, no.		0	
Women in positions of authority, %			
Digitalization of public services, %	0		
Taxes collection, %			
Ministries audited, %			
Procurement inquiries, No.			

Source: Annual reports, Ministry of Finance; World Bank (<https://data.worldbank.org/country/belize>); NEMO, #planBelize targets

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