

Ministry of Economic Development

ANNUAL TECHNICAL REPORT

2024 - 2025

Contents

- MESSAGE FROM THE PRIME MINISTER 2
- MESSAGE FROM THE MINISTER OF STATE 4
- MESSAGE FROM THE CHIEF EXECUTIVE OFFICER 6
- ABBREVIATIONS 8
- EXECUTIVE SUMMARY 10
- 1.0 INTRODUCTION 17
- 2.0 MAIN ACHIEVEMENTS..... 18
 - 2.1 Policy and Planning Unit 18
 - 2.2 Climate Finance Unit..... 33
 - 2.3 Project Management Unit 39
 - 2.4 Records Management Unit..... 42
 - 2.5 Statistical Institute of Belize 42
- 3.0 LESSONS LEARNED 48
 - 3.1 Policy and Planning Unit 48
 - 3.2 Climate Finance Unit..... 49
 - 3.3 Project Management Unit 50
 - 3.4 Records Management Unit..... 51
 - 3.5 Statistical Institute of Belize 52
- 4.0 FUTURE PRIORITIES AND PLANS 53
 - 4.1 Policy and Planning Unit 53
 - 4.2 Climate Finance Unit 57
 - 4.3 Project Management Unit 59
 - 4.4 Records Management Unit..... 60
 - 4.5 Statistical Institute of Belize 60
- 5.0 STAFFING AND FINANCIAL CONSIDERATIONS 62
 - 5.1 Staffing 62
 - 5.2 Finance and Accounts 64
- 6.0 CONCLUSIONS AND RECOMMENDATIONS 64
 - 6.1 Policy and Planning Unit 65
 - 6.2 Climate Finance Unit..... 65
 - 6.3 Project Management Unit 66
 - 6.4 Records Management Unit..... 67
 - 6.5 Staffing and Financial Considerations..... 67
- ANNEX 1. Organizational Structure of the Ministry of Economic Development 69
- ANNEX 2. List of Professional and Technical Staff of the Ministry of Economic Development..... 70
- ANNEX 3. Budget and Investments for Programmes of the Ministry of Economic Development 74
- ANNEX 4. List of Publications, Proposals, Reports, Etc. Prepared by MED in Financial Year 2024 to 2025 79

MESSAGE FROM THE PRIME MINISTER

Honourable John Briceño, Prime Minister and
Minister of Finance, Economic Development and Investment



It is with great pride that we present this Annual Technical Report (ATR), which captures the Ministry of Economic Development's milestone accomplishments and lessons learned over the past year. This document is more than just an account of the ministry's efforts; it also serves as a testament to the Government of Belize's unwavering commitment to achieving the goals outlined in the #planBelize Medium-Term Development Strategy (MTDS).

As we approached the general elections in March 2025, this reporting period marked a critical juncture, one of reflection, momentum, and renewed purpose. The six strategic objectives of #planBelize have guided our work, and this year's progress demonstrates our vision of achieving sustainable development and inclusive growth. From investments in economic resilience and innovation, to enhanced efforts in poverty reduction and environmental protection, these accomplishments show what can be achieved with visionary leadership and strong cross-sectoral collaboration.

The Ministry of Economic Development plays many key roles, but one of the most significant mandates it performs is donor coordination. Over the last year, the Ministry of Economic Development played a pivotal role in facilitating transformative dialogue and securing new partnerships. Notably, Belize hosted three significant international conferences this year:

- In collaboration with the NAP Global Network, we welcomed regional peers for knowledge exchange on the critical role of adaptation planning in building climate resilience.

- With the Inter-American Development Bank (IDB), we convened Finance and Economy Ministries across Latin America and the Caribbean to explore how climate investments can be mainstreamed across government portfolios, not just within traditional environmental institutions.
- Finally, the 2nd annual International Partners Conference, co-hosted with the Ministry of Foreign Affairs, reaffirmed Belize's commitment to acquiring investments for Belize's development priorities. This forum convened national and international stakeholders to align efforts and resources toward our shared MTDS goals.

Also, we are proud that Belize will co-lead the Biodiversity and Natural Capital Working Group, advancing innovative financial instruments to align development priorities with climate action.

As we look ahead, this past year serves as a springboard for #planBelize 2.0, a new chapter shaped by the achievements and the invaluable insights captured in this report. The Ministry of Economic Development remains committed to driving this transformation forward, through strengthened partnerships, strategic investments, and inclusive policies that drive multidimensional, socio-economic transformation.

We are proud of how far we have come, and we thank all our partners, stakeholders, and dedicated public officers who have walked alongside us in this journey. It is with great determination and optimism that we look to the future, confident that the best is yet to come, and united in our pursuit of a more resilient, equitable, and prosperous Belize.

Hon. John Briceño
Prime Minister

MESSAGE FROM THE MINISTER OF STATE

Honourable Christopher Coye, Minister of State in the
Ministry of Finance, Economic Development, and Investment



It is once again my honour to introduce the Annual Technical Report of the Ministry of Economic Development. The 2024 to 2025 financial year was marked by purposeful action and continued progress as we work to build a more inclusive, resilient, and sustainable Belize.

Throughout the year, the Ministry remained unwavering in its mission to mobilize development resources and coordinate efforts aligned with our national priorities. We continued to nurture our long-standing partnerships with multilateral financing agencies while also broadening the scope of cooperation to meet the evolving needs of our country.

A significant milestone was Belize's successful access to concessional financing under the International Development Association of the World Bank Group. This achievement opens new avenues for more affordable financing to support critical national development initiatives, particularly in areas that directly impact the lives of Belizeans. It stands as a testament to the diligent work of our Ministry and the commitment to securing the resources needed for transformative change.

This year also ushered in a renewed outlook on private sector development. The Ministry is working proactively to deepen engagement with the private sector and to create an enabling environment that supports investment, entrepreneurship, and sustainable economic growth.

As we approach the conclusion of the current Medium-Term Development Strategy in 2026, the Ministry is actively exploring new and improved entry points to build on the priorities laid out in the existing framework. Using the progress made as our foundation, we expect to chart a path that

accelerates progress over the next five years, ensuring that development efforts remain responsive, inclusive, and future-oriented.

The Ministry of Economic Development continues to serve as a vital link between national stakeholders and international development institutions. The achievements of this past year are the result of collaborative efforts across government, civil society, development partners, and the people of Belize. I extend my deepest appreciation to all those who have contributed to our shared success.

We move ahead into the 2025 to 2026 financial year with renewed commitment to our mandate and a firm belief in the power of strategic partnerships and sound policy to uplift our nation. Together, we will continue to shape a development agenda that delivers real results and better opportunities for all Belizeans.

Hon. Christopher Coye
Minister of State

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Mr. Carlos Pol, Chief Executive Officer in the
Ministry of Finance, Economic Development, and Investment



As we present the Annual Technical Report of the Ministry of Economic Development, I am filled with a sense of gratitude for the collective efforts that have shaped our progress over the past year and a renewed hope for the journey that lies ahead.

This report reflects more than statistics and milestones. It tells the story of a nation committed to building a future rooted in sustainability, inclusivity, and economic transformation. In particular, 2024-2025 marked a decisive chapter in our mission to achieving the goals set forth in our national plans and policies, especially the #planBelize Medium-Term Development Strategy.

Over the past year, the Ministry of Economic Development (MED) has intensified its efforts to foster a more inclusive economy, investing in projects that reduce unemployment, create opportunities for multi-sectoral investments, and enhance livelihoods. As we move forward, we remain guided by a simple but powerful principle: that economic growth must go hand-in-hand with environmental responsibility and social equity.

We have taken great strides this year in strengthening MED's capacity to serve as an accredited entity to the Green Climate Fund, the world's largest climate fund. The Ministry successfully completed the Financial Management Capacity Assessment which has allowed MED to lead implementation and directly access GCF funding. Under this initiative, we are strengthening internal audit and procurement policies, communications mechanisms, and internal capacity building to continue to maximize Belize's access to climate finance.

This milestone achievement will bolster MED's bid for full GCF accreditation and increase its ability to bring funding to the national stakeholders who are at the forefront of the climate crisis. While this is just one of the novel undertakings of the Ministry over this past year, we look to 2025 and 2026 with great optimism, with hope that is grounded in action, and with prosperity that is shared by all.

Together, we will continue building an economy that not only delivers results today — but safeguards the future for generations to come.

Mr. Carlos Pol
Chief Executive Officer

ABBREVIATIONS

| | |
|-----------|---|
| AE | Accredited Entity |
| AF | Adaptation Fund |
| BBFPU | Blue Bonds Finance Permanence Unit |
| BEL | Belize Electricity Limited |
| BELTRAIDE | Belize Trade and Investment Development Service |
| BISP | Belize Integral Security Programme |
| BNTF | Basic Needs Trust Fund |
| BPD | Belize Police Department |
| BSIF | Belize Social Investment Fund |
| BWSL | Belize Water Services Limited |
| BZD | Belize dollar |
| CABEI | Central American Bank for Economic Integration |
| CARICOM | Caribbean Community and Common Market |
| 5Cs | Caribbean Community Climate Change Centre |
| CCI | Consumer Confidence Index |
| CDB | Caribbean Development Bank |
| CDF | CARICOM Development Fund |
| CEO | Chief Executive Officer |
| CES | Country Engagement Strategy |
| CEU | Central Executing Unit |
| CFU | Climate Finance Unit, MED |
| CITO | Central Information Technology |
| CORVI | Climate and Ocean Risk Vulnerability Index |
| COVID | Corona Virus Disease |
| CPF | Country Programme Framework |
| CPI | Consumer Price Index |
| CSA | Climate-Smart Agriculture |
| DFC | Development Finance Corporation |
| DFI | Development Financing Institution |
| DPN | Development Partners Network |
| DRFS | Disaster Risk Financing Strategy |
| EGDD | E-Governance and Digitalization Department |
| EU | European Union |
| EUR | European Union Currency |
| EURECA | European Union Resilient Caribbean Program |
| FPIC | Free, Prior Informed Consent |
| GCF | Green Climate Fund |
| GDP | Gross Domestic Product |
| GEF | Global Environmental Facility |
| GFDRR | Global Facility for Disaster Reduction and Recovery |
| GoB | Government of Belize |
| IBRD | International Bank for Reconstruction and Development |
| ICC | International Cooperation Council |
| ICDF | International Cooperation Development Fund, Taiwan |

| | |
|-------|--|
| IDA | International Development Association |
| IDB | Interamerican Development Bank |
| IFAD | International Fund for Agricultural Development |
| IMF | International Monetary Fund |
| INFF | Integrated National Financing Framework |
| KOICA | Korea International Cooperation Agency |
| IPCSA | International Partners Conference: Strategic Alliances |
| LFS | Labour Force Survey |
| MEL | Monitoring, Evaluation and Learning |
| MAFSE | Ministry of Agriculture, Food Security and Enterprise |
| MCC | Millenium Challenge Corporation |
| MFA | Multilateral Financing Agency |
| MFAFT | Ministry of Foreign Affairs and Foreign Trade |
| MIS | Management Information System |
| MED | Ministry of Economic Development |
| MoF | Ministry of Finance |
| MoU | Memorandum of Understanding |
| MSDCC | Ministry of Sustainable Development and Climate Change |
| MSMEs | Micro, Small and Medium Enterprises |
| MTDS | Medium Term Development Strategy |
| NDA | National Designated Authority |
| NEMO | National Emergency Management Organization |
| NMS | National Meteorological Service |
| NSDS | National Strategy for Development Statistics |
| NSS | National Statistical System |
| OPM | Office of the Prime Minister |
| PACT | Protected Areas Conservation Trust |
| PIMF | Public Investment Management Framework |
| PMU | Project Management Unit, MED |
| PPU | Policy and Planning Unit, MED |
| PSIP | Public Sector Investment Programme |
| RRB | Resilient Rural Belize |
| SDF | Special Development Fund |
| SDGs | Sustainable Development Goals |
| SIB | Statistical Institute of Belize |
| SIF | Social Investment Fund |
| SO | Strategic Objective |
| SRSP | Second Road Safety Project |
| TA | Technical Assistance |
| TSA | Tourism Satellite Account |
| UNDP | United Nations Development Programme |
| USD | United States of America dollar |
| WB | World Bank |

EXECUTIVE SUMMARY

The Annual Technical Report for the Ministry of Finance, **Economic Development**, and Investment for the financial year April 1, 2024, to March 31, 2025, is prepared in fulfilment of the Government of Belize's (GoB's) stated commitment to accountability, transparency and good governance as articulated in the #planBelize Medium-Term Development Strategy 2022 to 2026 (#planBelize).

The portfolio of economic development is assigned to the Ministry of Economic Development (MED) under the general direction and control of the Prime Minister (and the Minister of State) pursuant to provisions of the Belize Constitution Chapter 4 Laws of Belize. This portfolio includes the following responsibilities:

- Capital Budget Preparation and Management
- Economic Development Planning
- Development Finance Institutions (DFIs) and Multilateral Financing Agencies (MFAs) and
- Public Sector Investment Programme (PSIP) Planning

The MED comprises three professional and technical units, a records management unit, and an administrative/finance office. The Chief Executive Officer (CEO) is the head of the MED.

The Development Finance Corporation (DFC) and the Statistical Institute of Belize (SIB) are statutory bodies included in the MED's portfolio.

Main Achievements

Policy and Planning Unit

The Policy and Planning Unit (PPU) completed a rapid update on the status of the projects, programs, and initiatives listed in #planBelize, which will assist the GoB in identifying priority initiatives for programming over the next medium-term period. The PPU supported work that initiated the design and development of a results framework and a monitoring, evaluation and learning (MEL) system for #planBelize.

The PPU has mobilized resources of approximately BZD **1,393,727,000** for new and ongoing projects. Of this, the MED secured approximately BZD **540,867,000** in financing approved during the financial year 2024 to 2025 in support of new projects which are aligned to the following of #planBelize's six (6) strategic objectives (SOs) of (1) poverty reduction, (2) economic transformation, (3) trade deficit reduction, (4) citizen security, (5) protection of the environment and natural resource, and (6) no corruption and good governance:

| Approved Projects, by Strategic Objective (BZD, %) | | |
|--|---------------|-------|
| SO1. Poverty Reduction | \$41,409,000 | (8%) |
| SO2. Economic Transformation | \$395,407,000 | (73%) |
| SO5. Protection of the Environment and Natural Resources | \$104,051,790 | (19%) |

These new projects comprise activities in the public infrastructure, renewable energy, disaster risk management and sustainable development sectors. Financing for these new projects were secured from the following DFIs/MFAs:

| Approved Projects, by DFIs/MFAs (BZD, %) | | |
|--|---------------|-------|
| Central American Bank for Economic Integration (CABEI) | \$51,832,000 | (10%) |
| Caribbean Development Bank (CDB) | \$148,015,350 | (27%) |
| Inter-American Development Bank (IDB) | \$59,720,000 | (11%) |
| World Bank (WB) | \$280,300,000 | (52%) |

The DFIs/MFAs also continued to support the MED and the GoB other ongoing projects during the financial year. The total cost of these projects is BZD **852,862,000** and are financed as follow:

| Ongoing Projects, by DFIs/MFAs (BZD, %) | | |
|---|---------------|-------|
| CABEI | \$60,000,000 | (7%) |
| CDB | \$562,051,510 | (66%) |
| CDF | \$2,980,680 | (1%) |
| IDB | \$136,430,000 | (16%) |
| WB | \$91,400,000 | (10%) |

The ongoing projects are aligned with strategic objectives in #planBelize and include activities in the public infrastructure, energy, water and sanitation, sustainable development, and education sectors.

The PPU actively engaged in donor coordination, a priority program of #planBelize aligned with SO2 Economic Transformation. In collaboration with the Ministry of Foreign Affairs and Foreign Trade (MFAFT), the MED participated in meetings of the International Cooperation Council (ICC) and implemented the International Partners Conference: Strategic Alliances (IPCSA) held in Placencia, October 10 to 11, 2024. The IPCSA's theme was "Unlocking Climate Finance and Disaster Risk Financing for Sustainable Development". In addition, the MED attended meetings of the Development Partners Network (DPN), a group of donors organized with the goal of improving donor coordination and minimizing duplication efforts.

The PPU collected data on new, ongoing and pipeline/proposed projects and produced the PSIP Reports for every quarter. These quarterly reports are listed in Annex 4 of this report.

Climate Finance Unit

The Climate Finance Unit (CFU) secured millions of dollars to finance disaster risk management and climate change initiatives in Belize and to mobilize the country's international convention commitments like the United Nations Framework Convention on Climate Change (UNFCCC). The CFU has secured BZD 200,000,000 for projects and has built a project pipeline valued at BZD 600,000,000. The CFU also hosted two regional conferences on climate change with the support of the Inter-American Development Bank (IDB) and the National Adaptation Plan Global Network (NAPGN).

Project Management Unit

The MED's Project Management Unit (PMU) also achieved significant milestones in the implementation of projects connected with road safety, disaster risk management and climate change, rural development, education, and institutional/programme support to the MED.

Statistical Institute of Belize

During the financial year 2024 to 2025, the Statistical Institute of Belize (SIB) was engaged in major national activities, in addition to maintaining production of its core statistical products:

- Launch of 2022 Population and Housing Census Results
- Implementation of the Enabling of Belize's Statistical System Project
- Multiple Indicator Cluster Survey (MICS7)
- 2024 Business Establishment Survey (BES)
- Labour Force Survey (LFS)
- Consumer Sentiment Survey (CSS)
- Poverty Statistics
- New SDG Indicators
- Tourism Satellite Account (TSA)
- National Strategy for the Development of Statistics (NSDS)
- Quarterly Press Conferences
- 2024 Series of Meetings of CARICOM National Statistical Offices (NSOs)
- Statistics Week 2024

Lessons Learned

These significant achievements during the financial year 2024 to 2025 in terms of portfolio performance did not come without constraints and challenges and the resulting lessons learned. These include:

- The lack of dedicated MEL officers within the MED to conduct MEL functions for #planBelize.
- Unfamiliarity with donor procedures, protocols, and guidelines, which hinders resource mobilization and donor coordination.

- The absence of a strong governance framework for PSIP planning has caused delays in PSIP reporting and planning.
- Lack of timely, up-to-date project documents, such as project information documents, project agreements and modifications, procurement plans, progress reports and completion reports. This has hindered PSIP reporting, oversight, and planning.
- Successful project implementation required clearly defined roles; strong communications; qualified personnel; strict compliance; proactive environmental, social, cultural and health safeguard measures; robust stakeholder engagement; and effective grievance mechanisms.
- Stakeholder engagement and donor coordination are important for success, from the project concept to development, implementation, monitoring, and evaluation. Early community involvement and ownership during the project cycle design are also crucial.
- Stronger project management would ensure that benefits are maximized, and projects are successful in achieving project objectives as well as #planBelize’s SOs and the United Nations Development Programme (UNDP) Sustainable Development Goals (SDGs).
- Data sharing among government ministries and donors is necessary to optimize resource mobilization, ensure achievement of strategic objectives and maximize the benefits and number of beneficiaries of GoB’s PSIP.
- The SIB’s challenges, constraints and lessons include:
 - Permanent and temporary staffing constraints resulting in delayed implementation of projects.
 - With multiple projects being implemented during the financial year and staffing constraints, the SIB has learned to prioritize projects and to ensure that they align with the SIB’s objectives.
 - Based on the low response rates seen in the self-administered portion of the Business Establishment Survey (BES), the data collection strategy for the future will be adjusted to include increasing the sample size, emphasize in-person interviews, and focusing on securing administrative data to provide financial information.

Future Priorities and Plans

Future priorities for the MED will be:

- **#planBelize 2.0.** A top priority for the MED will be the preparation of the new MTDS for #planBelize 2.0. As the MED prepares for this, a review of #planBelize will be conducted and stakeholder consultations will commence. The MED will lead the process to develop the GoB’s next MTDS.

- **Resource Mobilization for Priorities.** MED will continue to work with central and local government, as well as other public agencies and non-state partners to identify and mobilize resources in support of priority development initiatives as articulated in #planBelize 2.0.
- **MEL Framework.** MED will continue to work with MSDCCDRM and the SIB to finalize the results framework and the monitoring and evaluation framework system and plan for the #planBelize 2.0.

Resource mobilization will be done primarily within the context of the country partnership framework (CPF) or country engagement strategy (CES) (with indicative financing) with the DFIs/MFAs. CPFs or CES cycles have been completed or are nearing completion. The new CPFs or CES will define the programme of activities/framework of support to Belize in alignment with Belize’s strategic objectives.

| New CPFs or CES Cycles, by DFIs/MFAs | |
|--------------------------------------|--------------|
| CABEI | 2026 to 2029 |
| CDB | 2026 to 2030 |
| CDF | 2024 to 2028 |
| EU | 2021 to 2027 |
| IDB | 2026 to 2030 |
| WB | 2026 to 2035 |

The CPFs or CES cycles will include pipeline projects scheduled for approval in the financial year 2025 to 2026. The PPU anticipates mobilizing resources totalling at least **BZD \$533,139,000** for these pipeline projects in support of the SOs in #planBelize and financed by the following DFIs/MFAs:

| Pipeline Projects, by SOs (BZD, %) | | |
|--|---------------|-----|
| SO1. Poverty Reduction | \$366,361,000 | 69% |
| SO2. Economic Transformation | \$164,978,000 | 30% |
| SO4. Citizen Security | TBD | -- |
| SO5. Protection of the Environment and Natural Resources | \$1,800,000 | 1% |

| Pipeline Projects, by DFIs/MFAs (BZD, %) | | |
|--|---------------|-----|
| CABEI | \$1,800,000 | 1% |
| CDB | \$366,608,000 | 69% |
| CDF | \$50,731,000 | 9% |
| IDB | \$27,000,000 | 5% |
| WB | \$87,000,000 | 16% |

As part of resource mobilization for the achievement of #planBelize, donor coordination will continue to be a priority. For this purpose, the MED will continue consultations with donors and actively engage in the ICC as well as the DPN.

The modernization of PSIP Planning will continue to be a priority. The MED will provide training to government ministries on PSIP Reporting. A new Project Information Sheet in Excel will be

circulated. Work will continue to secure funding for the operationalization of the PSIP MIS. The MED will also submit to Cabinet for approval the Public Investment Management Assessment (PIMA) with the objective of establishing a Public Investment Management Framework (PIMF), and strong governance framework.

Also, mobilization of climate finance, capacity building and project implementation will continue to be priorities.

Future SIB priorities and plans include the following:

- Labour Force Surveys
- Household Budget Survey (HBS)
- Launch of the National Strategy for the Development of Statistics
- Continued Implementation of the Korean International Cooperation Agency (KOICA) Project
- Launch of Monetary Poverty Statistics
- Establishment of International Trade in Services (ITS) Statistics Work Program
- Development of Other Price Indices
- LGBTQ+ Survey
- Development of 2026-2030 Strategic Plan
- Launch of Census Thematic Reports
- Support to Development of MEL Framework for #planBelize
- Ocean and Environmental Accounts

Recommendations

Learning from the past and given future priorities and plans, recommendations for MED to better perform its constitutional mandate, in alignment with its vision and mission and #planBelize, include:

- Strengthen the MEL system and results framework for #planBelize, #planBelize 2.0 and, generally, economic development planning, as well as climate finance, in alignment with international best practices.
- Improve stakeholder engagement and donor coordination. To this end, donor coordination should be included in all six strategic objectives of #planBelize and successor MTDSs. Also, stakeholders and donors should be consulted in all phases of economic development and PSIP planning as well as projects cycle.

- Define financial requirements and facilitate resource mobilization and donor coordination by providing indicative amounts (BZD) in #planBelize 2.0 and successor MTDS's.
- Coordinate the DFIs and MFAs CPFs or CES/Funding Cycles with the MTDS and include donor coordination in the design and implementation of projects aligned with all six SOs of the MTDS. Also, promote the portfolio review in preparation for new CPFs or CES's as strategic opportunities for joint accounting of project progress and achievements between GOB and funding agencies.
- Consider the actionable implementation of the recommendations from the IPCSA.
- Formalize commitments to the ICC framework with substantive and procedural matters defined and roles and responsibilities unambiguously assigned.
- Strengthen and improve project preparation, implementation, management, monitoring, evaluation, and reporting.
- Modernize the PSIP by strengthening the governance framework, starting with the PIMF, and by making operational, effective and efficient the PSIP MIS accompanied by the requisite training of MIS Users.
- Review the recently completed MED Strategic Plan for actions that are to be implemented.
- Improve inter-office coordination and collaboration and implement succession planning and knowledge transfer mechanisms.
- Improve and modernize data collection, retention and disposal procedures and protocols as well as strengthen data security access and controls.
- Train and build capacity of the MED staff to better implement the allocated portfolio, equipped with necessary skills, experience, tools and technologies and administrative support.
- Provide additional office space and facilities to MED staff.

1.0 INTRODUCTION

The portfolio of economic development is assigned to the Ministry of Economic Development (MED) under the general direction and control of the Prime Minister (and the Minister of State) for Economic Development pursuant to provisions of the Belize Constitution Chapter 4 Laws of Belize. This portfolio includes the following responsibilities:

- Capital Budget Preparation and Management
- Economic Development Planning
- Development Finance Institutions (DFIs) and Multilateral Financing Agencies (MFAs) and
- Public Sector Investment Programme (PSIP) Planning

MED is currently organized into three professional and technical units, each with its delegated functions and staffing: the Policy and Planning Unit (PPU), the Climate Finance Unit (CFU), and the Project Management Unit (PMU). The MED also has a Records Management Unit (RMU) as well as a Finance Office, which includes the Information Technology (IT) office, and an Administrative Office. The Chief Executive Officer (CEO) is the head of the MED.

The PPU's central purpose is to maximize the development impact of national policies, programs, and projects. The PPU's main functions are to: (i) advise on national and sectoral development policies and plans; (ii) appraise, monitor, evaluate and report on GoB's PSIP and PSIP planning; and (iii) coordinating assistance from DFIs and MFAs.

In January 2022, the GoB established the CFU with the goal of optimizing the country's access to climate finance. The CFU is tasked with a multifaceted mandate that includes: (i) converting climate change adaptation, mitigation, resilience, and preparedness strategies into actionable, finance-ready projects; (ii) serving as Belize's expert hub for climate finance; (iii) continuously reviewing, updating, and overseeing the country's climate finance strategy; (iv) supporting, facilitating, and coordinating the development and submission of climate project proposals from the GoB and other stakeholders, while acting as the clearinghouse for climate-related proposals; and (v) spearheading Belize's international climate finance advocacy and fostering key global partnerships. Since its establishment, the CFU has become the central point of contact for major climate finance funds such as the Green Climate Fund (GCF), the Adaptation Fund (AF), EUROCLIMA, IDB Clima, the NDC Partnership, the IDB Regional Climate Change Platform, the NAP Global Network, the European Union (EU), and the Global Fund.

The RMU is responsible for the efficient management of official records and correspondences. Its core functions include receiving, logging, and dispatching documents; maintaining accurate and secure filing systems; ensuring timely retrieval and archiving of records; and supporting the smooth flow of information within the Ministry in accordance with established protocols and confidentiality standards.

The Accounts Office is a key player in the accessing and disbursement of funds. The objectives of the Accounts are to: (i) follow all the procedures in accordance with our financial orders, Audit Reform Act, Store Orders and Regulations; (ii) ensure that all MED payments to be done on an

adequate time; (iii) ensure inventory of MED’s stores be taken every six months; and administer the MED’s annual budget. Small projects financed from our recurrent expenditures and from capital II.

The DFC and the SIB are statutory bodies included in the MED’s portfolio. The SIB is the country's national statistical office, established as a statutory agency through the Statistical Institute of Belize Act of 2006. Its primary functions are to collect, compile, analyse and disseminate official statistics on Belize’s population, living conditions, economy, environment, and any other thematic areas of national importance. Additionally, the SIB is mandated to serve as coordinator of the National Statistical System (NSS), providing guidance and capacity building with respect to methodologies, classifications, and statistical processes to other producers of statistics in the public sector.

2.0 MAIN ACHIEVEMENTS

2.1 Policy and Planning Unit

Economic Development Planning

Rapid Update on #planBelize. PPU completed a rapid update on the status of the programs and projects in the #planBelize. This will assist government in identifying new initiatives that require programming over the next medium-term period.

Donor Coordination. PPU collaborated with donors/ development partners to mobilize financing and technical resources in support of numerous priority development projects.

Results Framework and MEL System. In partnership with the Ministry of Sustainable Development, Climate Change, and Disaster Risk Management (MSDCCRM) and the SIB, and with technical assistance provided by the United Nations Development Programme (UNDP), the MED supported work that initiated the design and development of a results framework and MEL system for #planBelize. In addition to the general support provided through assistance from the EU, the MED contracted a MEL Officer to provide specialist advice to ensure the development of an effective results and MEL system.

Development Finance Institutions and Multilateral Financing Agencies

The MED has mobilized resources of approximately BZD **1,393,727,000** for new and ongoing projects. Of this, the MED secured BZD **540,867,000** in financing approved during the financial year 2024 to 2025 in support of new projects which are aligned to the following of the six (6) strategic objectives in #planBelize:

| Approved Projects, by Strategic Objectives (BZD, %) | | |
|--|---------------|-----|
| SO1. Poverty Reduction | \$41,409,000 | 8% |
| SO2. Economic Transformation | \$395,407,000 | 73% |
| SO5. Protection of the Environment and Natural Resources | \$104,051,790 | 19% |

The DFIs/MFAs also continued to support the MED and the GoB with ongoing projects during the financial year. The total cost of these projects is approximately BZD **852,862,000**. Financing for these new and ongoing projects are described below.

Central American Bank for Economic Integration

Projects Approved During the Financial Year 2024 to 2025

| Project Name | Cost (BZD '000) | Strategic Objective |
|--|-----------------|--|
| Rural Development Strategy | \$160 | SO1. Poverty Reduction |
| Sustainable Tourism Path in Belize | \$1,600 | SO2. Economic Transformation |
| Belize City, Orange Walk and Punta Gorda Hospitals Studies | \$1,972 | SO1. Poverty Reduction |
| Phillip Goldson Highway Rehabilitation | \$48,000 | SO2. Economic Transformation |
| Renewable Energy in the Fisheries Sector (E-Vessels Study) | \$100 | SO5. Protection of the Environment and Natural Resources |

Rural Development Strategy (\$160,000). As of September 2021, approximately 35.7% of the population was classified as multidimensionally poor. This marked a significant reduction from the 52% recorded in 2018. However, poverty in Belize continues to be disproportionately concentrated in rural areas and among vulnerable groups. In response, this project seeks to establish a clear framework for development and poverty alleviation, targeting the most vulnerable communities within the identified 35.7%.

Refocusing the Sustainable Tourism Path in Belize (\$1,600,000). The project comprises two primary components: (1) a study on visitor flow through the country's land entry points, and (2) a waterfront development study for the town of Dangriga. This initiative aims to enhance the overall visitor experience by improving systems and infrastructure at land borders, while simultaneously promoting the development of new tourist destinations. The project seeks to promote sustainable tourism development and economic growth particularly in rural. Areas.

Hospitals Studies (\$1,972,000). The modernization of Belize's hospitals is a top priority for the GoB. The healthcare system plays a vital role in serving communities and directly impacts public well-being. The project aims to provide concrete recommendations to strengthen the healthcare sector in Belize. Significant progress has been made in Punta Gorda and Orange Walk, with both locations receiving approval from the bank. As a result, the GoB has confirmed funding to proceed with feasibility studies. The Belize City Hospital remains in the developmental stage as the GoB explores a plan for a tertiary health care facility.

Philip Goldson Highway Rehabilitation (\$48,000,000). The Philip Goldson Highway is one of the most important roadways in Belize’s economic, social, and infrastructural development. Stretching from Belize City to the northern border with Mexico, this highway serves as a vital transportation link connecting the old capital and major towns and is especially important for trade and tourism, as it facilitates the movement of goods and people between Belize and Mexico. This project was approved by Central American Bank for Economic Integration (CABEI) with co-financing from the Taiwan International Cooperation Development Fund (ICDF). The blended financing emphasizes GoB’s commitment in accessing sustainable financing for long term planning.

Renewable Energy in the Fisheries Sector (\$100,000). This project (also referred to as the E-Vessels Study) is a priority which aims to evaluate the feasibility of transitioning from traditional fossil fuel dependence to solar power for vessels and communication equipment within the fishing sector. It was agreed that the study would begin as a pre-feasibility assignment submitted to the bank.

Ongoing Projects

Belize Integral Security Programme (BISP) (\$60,000,000). The BISP is a significant, multi-million-dollar initiative aimed at strengthening citizen security within Belize. Financed through a CABEI loan, the programme’s development objectives are to improve the safety and quality of life for Belizeans and contribute to regional efforts in combating crime.

Bi-Centennial Scholarship Programme. The scholarship programme was launched following an agreement signed in January 2022 during a visit by CABEI's Executive President. The programme's primary goal is to enhance social welfare and improve access to secondary education for low-income students in Belize.

Maker Education for Creativity Programme. This programme aims to nurture primary school students in the public-school system in Belize with the knowledge, competencies, and aptitudes to creatively tackle personal and societal issues in the future by providing them with the opportunities to experience Maker Education practices.

Caribbean Development Bank

Projects Approved During the Financial Year 2024 to 2025

| Project Name | Cost (BZD ‘000) | Strategic Objective |
|---|------------------------|------------------------------|
| Eighth Road Project (George Price Highway: Belize City to Hattieville) Upgrade | \$86,608 | SO2: Economic Transformation |
| Ninth Consolidated Line of Credit to the Development Finance Corporation | \$40,000 | SO2: Economic Transformation |
| Seventh Power Project (Caye Caulker Submarine Cable) – Belize: Revision in Scope and Additional Loan | \$12,400 | SO2: Economic Transformation |
| Development of a Gender-Responsive Framework/Model for Establishment of Market Infrastructure and Agrifood Logistics and Distribution Systems | \$499 | SO2: Economic Transformation |
| Design of Infrastructure Works for the Belize Social | \$4,557 | SO5: Protection of the |

| Project Name | Cost | Strategic Objective |
|---|---------|--|
| Investment Fund IV Sub-Projects | | Environment and Natural Resources |
| Implementation of Multi-hazard Impact-based Forecasting and Early Warning System for the Belize River Watershed | \$2,530 | SO5: Protection of the Environment and Natural Resources |

Eighth Road Project (George Price Highway: Belize City to Hattieville) (\$ 86,608,000). The project aims to improve efficiency, safety, accessibility, and resilience of 24 kilometres of the George Price Highway (GPH) from Belize City to Hattieville, protect wildlife, strengthen institutional arrangements, and provide capacity building and psychosocial support to first responders. The Burdon Canal bridge will be replaced, and the geometry of the road will be improved to international standards thereby increasing the road’s climate resilience and improving road safety for all users. The GoB has requested a review of the financing profile to reconfirm the estimated cost and identify financing available at more concessionary terms.

Ninth Consolidated Line of Credit to the DFC (\$40,000,000). The line of credit to the Development Finance Corporation (DFC) aims to assist in the provision of finance for priority sectors such as micro, small, and medium sized enterprises (MSMEs) credit, student loans, low-income housing, and energy efficiency/renewable energy (EE/RE). The project will assist DFC in: satisfying credit needs of MSMEs, by providing resources to enterprises for financing technically and economically viable projects in the productive sectors; (b) improving human capacity by increasing access to student loans for post-secondary and tertiary level training and upgrading skills at the technical, vocational and professional levels in priority areas; (c) providing financing for mortgages to low to lower middle-income groups; and (d) promoting the green economy and funding EE/RE interventions.

Seventh Power Project (Caye Caulker Submarine Cable) Belize: Revision in Scope and Additional Loan (\$12,400,000) The original project involves the installation of a submarine cable from Ambergris Caye to Caye Caulker. BEL requested additional funding from the Bank to cover the cost of additional capital works associated in part with a requisite increase in the capacity of the submarine cable to accommodate increased projected electricity demand; the installation of an additional approximately 5 kilometres of submarine cable given a change in the proposed landing site; and the construction of a new transmission substation to the north of Caye Caulker.

Development of a Gender-Responsive Framework/Model for Establishment of Market Infrastructure and Agrifood Logistics and Distribution Systems (\$498,562). This technical assistance project (TA) will fund consulting services for the development of a gender-responsive framework/model for the establishment and enhancement of market infrastructure and agrifood logistics and distribution systems. Activities will include a national market assessment comprising: a gender analysis, to enhance Belize's agrifood logistics and distribution system; development of a design brief for refurbishing and expanding the Cayo farmers’ market; assessment reports for the San Pedro farmers’ market and the Caye Caulker agriculture market; and evaluating necessary interventions to establish a wholesale food market in San Ignacio/ Santa Elena.

Design of Infrastructure Works for the Belize Social Investment Fund IV Sub-Projects (\$4,557,000). This TA has been approved by the CDB with the objective of enhancing the capacity of the SIF to deliver quality multi-sectorial sub-projects. The TA will finance consultancy services for the preparation of detailed designs, cost estimates, procurement documents, Environmental and Social Management Plans, Climate Risk and Vulnerability Assessments (CRVA), and an estimate of the level of climate financing to be included for four infrastructure sub-projects under a fourth SIF Loan: Belize

City Family Centre (One-Stop Centre Facility); expanded polyclinic in the Orange Walk District to serve up to 40,000 individuals; expansion of the Caye Caulker Heath Centre (Phase 2); and a potable water supply network for the Corozal Free Zone.

Implementation of Multi-hazard Impact-based Forecasting and Early Warning System for the Belize River Watershed (\$2,529,792) The goals of this TA project are to improve the institutional capacity of the National Meteorological Service (NMS) and the National Emergency Management Organization (NEMO) to deliver effective early warning and climate services by: improving the current observation network, modelling and analysis tools; delivering risk analyses, vulnerability assessments, and multi-hazard maps; establishing reliable and operational forecasting and warning systems; and improving NMS and NEMO technical staff capacity.

Enhancing Disaster Resilience of Rural Communities through Targeted Community-Centred Interventions (\$1,422,000). This TA project aims to enhance community preparedness and response to hazards and risks that present long-term threats to people and their property in 12 selected communities. Risks identified include dam failure, tsunamis, floods, and tropical cyclones. Project components include community hazard and vulnerability assessment and mapping, community and school disaster risk management plans, capacity building, and improvement of early warning systems.

Ongoing Projects

Agricultural and Industrial Line of Credit (\$25,000,000). Development financing to provide agricultural and industrial credit to increase the number of viable MSMEs leading to enhanced productive capacity, job creation, and contribution to the economic growth and export potential of Belize.

Basic Needs Trust Fund (BNTF) 10th Project (\$11,486,920). Financing aimed at improving access to quality education, water and sanitation, basic community access and drainage, livelihoods enhancement and human resource development services in low-income, vulnerable communities.

Belize Education Sector Reform Project II (\$88,496,640). The project aims to (i) enhance the learning environment through the provision of physical infrastructure, furniture, and equipment; and (ii) enhance mechanisms and capacity for quality service delivery by addressing institutional management issues that affect low participation and gaps in the current response to strengthening the system.

Belize Social Investment Fund III Loan (an Additional Loan) (\$28,446,800). Financing for small/ medium-sized community projects; design and supervision services; institutional strengthening; technical assistance and project management. Focal areas are education, water and sanitation, health, social services, and organizational strengthening.

Development of a Risk-based Sanitary and Phyto-Sanitary (SPS) Import and Export Control System for Belize (\$514,710). Improvement to Belize's sanitary/ phytosanitary control and inspection and compliance with SPS import requirements through the development of a web-based inspection management system for SPS operations and a risk-based SPS import and export control framework.

DFC Eighth Line of Credit (\$40,000,000). Funds provided to DFC for on lending in priority areas - student loans, SMEs, mortgage finance, agriculture and industrial credit, energy efficiency/renewable energy; and technical assistance for capacity-building. The grant will finance consultancy services for strengthening DFC's due diligence for climate risk assessment of sub-projects and for institutional strengthening and capacity-building.

Enhancing the Capacity of the Government of Belize to Facilitate Trade (\$805,120). Technical assistance to conduct a feasibility study on the technical, legal, and financial requirements for the establishment of an electronic single window (ESW) facility and a performance tool to measure the effectiveness of operational procedures used by stakeholders in the processing of imports, exports, cross border and in transit movements; capacity building workshop in the design and conduct of a time release study (TRS); and sensitization workshop to communicate the objectives and methodology of the TRS.

Philip Goldson Highway and Remate Bypass Upgrading Project (\$114,734,500). Road rehabilitation and upgrade work to approximately 125 kilometres of roadway implemented in four lots. Works include pavement upgrades, road realignments, junction improvements, culvert construction, signage, markings, sidewalks, bus shelters and pedestrian crossing installations, as well as the creation of safe zones at selected schools considered at high risk for road traffic accidents.

Resilient Rural Belize (Be Resilient) (RRB) Programme (\$10,000,000). Programme to address constraints and improve the profitability of the value chain process within the context of developing climate smart agriculture while reducing the financial, economic, and climate-related vulnerabilities small farmers face; provide necessary drainage and irrigation infrastructure and reduce the physical vulnerability of public infrastructure through retrofitting and rehabilitation of existing rural infrastructure.

Second Road Safety Project (SRSP) (\$14,762,000). Replication along the PSW Goldson Highway of the activities undertaken from Belize City into Belmopan through the Road Safety Project. The intervention aims to change behaviours through increased awareness and understanding of risks, improved traffic law enforcement, and improving post-crash response.

Seventh Power (Caye Caulker Submarine) Project (\$17,330,000). Capital works aimed at expanding BEL's electricity supply capability, improving system reliability, and reducing electricity supply costs to residents of Caye Caulker through the installation of a submarine cable from Ambergris Caye to Caye Caulker.

Sixth Power (Electricity System Upgrade and Expansion) Project (\$30,420,000). Upgrade and expansion of sections of the sub-transmission and distribution systems in Belize City, Placencia, Ladyville, San Pedro - Ambergris Caye, Corozal and Orange Walk; and consultancy services to undertake a feasibility study of submarine cable supply to Ambergris Caye, Caye Caulker and Placencia, including environmental and social impact assessments.

Sixth Road (Coastal Highway Upgrading) Project (\$155,416,660). Rehabilitation of approximately 59 kilometres of roadway, including pavement upgrading, safety improvements and climate adaptation works, bridge repairs and replacement, engineering and construction-related services, project management and capacity building.

Student Loan Line of Credit for Tertiary Education (\$12,000,000). Financing approved for on-lending as sub-loans to eligible persons, including the financially disadvantaged, to pursue tertiary level training programmes on the agreed national priorities list.

Third Water (South Ambergris Caye Water and Sewerage Expansion) Project (\$22,255,000). Project includes: (a) acquisition of the privately-owned reverse osmosis plant on Ambergris Caye;

(b) expansion of water and sewerage systems on the island with climate considerations; (c) installation of a solar energy system at the San Pedro water treatment site; (d) development of a Gender Policy and Operational Strategy for Human Resource Management at BWSL; (d) improved communications; and (e) public education and stakeholder education.

Enhancing the Belize National Quality Infrastructure (\$383,163). Enhancement of Belize's standards quality infrastructure through the procurement of OIML Class E1 and F2 mass standards, appropriate storage and handling equipment and safety gear; calibration of existing equipment; and training of BBS' staff and external stakeholders in ISO 9001:2015 and ISO/IEC 17025:2017.

CARICOM Development Fund

Ongoing Projects

Upgrading of Rudimentary Water Supply Systems (\$951,976). Among the notable successes was the Rudimentary Water Systems Project, implemented by the Social Investment Fund (SIF) with this grant. This project was instrumental in enhancing the social and economic well-being of residents in four disadvantaged communities: San Antonio (Toledo), Georgeville (Cayo), Mahogany Heights (Belize), and Chunox (Corozal).

Covered Structure and Capacity Enhancement Project (\$596,817). With this grant, the Covered Structure (CS) project was implemented with the primary objective of increasing local vegetable production under CS by at least 2% above the 2017 baseline by the end of 2021. This initiative also aimed to improve production consistency and elevate the income and quality of life for participating individuals, addressing the socio-economic disparities experienced by women and disadvantaged youth in Belize, particularly in employment, land access, and technical support. The successful establishment of 36 meticulously designed and constructed CS, featuring efficient irrigation, directly benefited these target groups, with eight CS allocated to women and ten to youths. The CS project also boosted local vegetable production.

Honey Production Redevelopment Support Project (\$631,884). Recognizing the decline of Belize's once-thriving honey and beekeeping industry since the early 2000s, the Ministry of Agriculture, Food Security, and Enterprise (MAFSE) implemented this project. The project aims to revive the sector by focusing on three primary goals: expanding rural economic opportunities, especially for women and youth; boosting national honey production and beekeeping productivity; and improving the quality of honey and related products through the adoption of standards and good manufacturing practices.

Belize Enterprise Empowerment Project (BEEP) (\$800,000). Evolving from the Belize Enterprise Revolving Fund (BERF), the Belize Enterprise Empowerment Project (BEEP) is a non-repayable grant facility designed to empower Micro, Small, and Medium-sized Enterprises (MSMEs). BEEP's core mission is to provide crucial financial resources and tailored business development support to these vital economic drivers. By March 2025, BEEP had already disbursed BZ\$246,000 to 44 beneficiaries across the Export, Startup, and Maturing categories. The project is on track to support a total of 95 individuals by completion in June 2026.



Covered Structures Project Site, Toledo District.



Training for Farmers from Cayo, Stann Creek and Toledo Districts.



Introduction Training for Farmers from Corozal, Orange Walk and Belize Districts



Delivery of Bee Boxes

Inter-American Development Bank

Projects Approved during the Financial Year 2024 to 2025

| Project Name | Cost (BZD '000) | Strategic Objective |
|--|-----------------|------------------------------|
| Sustainable & Inclusive Urban Development Program | \$25,000 | SO2. Economic Transformation |
| Improving Efficiency, Quality and Access in Belize's Health System | \$34,720 | SO1. Poverty Reduction |

Sustainable & Inclusive Urban Development Program (\$25,000,000): The program's general objective is to contribute to the sustainable urban development of municipalities in northern Belize. The specific objectives are to: improve access to selected urban services; (ii) to support local economic growth; and facilitate the social and economic integration of vulnerable populations, such as migrant population and women.

Improving Efficiency, Quality, and Access in Belize's Health System (\$34,720,000): The project's general development objective is to improve the health of the population in Belize. The specific objectives are to: improve the efficiency and quality of healthcare delivery; and improve access to key health services.

Ongoing Projects

Water and Sanitation Program for Rural Belize (\$9,280,000). The GoB is committed to improve the quality of water services in Belize's rural areas through the following specific objectives: improving the drinkability of water in rural areas; and strengthening the financial management of Village Water Boards (VWB) and the institutional capacity of Belize's water sector.

Urban Municipal Infrastructure Program (\$30,000,000). The GoB is committed to improve the quality of livelihood of all Belizean and embarked on infrastructural development to improve the livelihood of three municipalities (San Pedro, Corozal, and Orange Walk).

Water Supply and Modernization Program (\$24,000,000). The general objectives of the Program are to contribute to reduce service gaps between urban and peri-urban/rural areas and to strengthen the institutional capacity of the Belize Water Services Limited (BWSL).

Skills for the Future Program (\$40,000,000). The objective of the project is to contribute to the closing of the skills gap to prepare tomorrow's workforce of the fourth Industrial Revolution (4iR).

Advancing Water Disinfection in Urban and Rural Areas (\$550,000). The objective of the project is to implement innovative on-site water disinfection technologies in urban and rural areas of Belize.

Support to the Integrated Water Resources Management Project (\$500,000). The objective of the project is to assess the conditions of water resources in critical watersheds in Belize and support the development of the institutional and legal framework for water resources management in Belize.

Support Migration Initiative in Belize (\$300,000). The objective of the project is to increase government capacity to produce and analyse data related to migration to support project evaluation and decision making in Belize.

Improving Efficiency, quality, and Access in Belize’s Health System (\$17,600,000). The objective of the project is to improve the health of the population in Belize through increased efficiency, quality, and access to health services.

Promoting Sustainable Growth in the Blue Economy Program (\$14,000,000). The general objectives of the program are to: improve income generation capacity of artisanal fisherfolks; and maintain export levels of fisheries products while contributing to the sustainable use of commercial oceanic resources.

Supporting the Preparation and Execution of the Migration Portfolio in Belize (\$200,000). The objective of this technical cooperation is to support the GoB in the implementation of the migration-related portfolio and the generation of information to better characterize the needs and barriers of migrant population to comply with the eligibility criteria to use GRF resources to expand the scope of the 2024 pipeline operations to benefit migrant population.

World Bank Group

International Development Association (IDA). In December 2023, the World Bank (WB) granted Belize eligibility to IDA financing after an extensive lobbying campaign by the Government. The Small Island Economy Exception Policy allows countries that meet certain vulnerability and debt affordability criteria to access highly concessionary IDA financing, even if their per capita income is above the standard threshold. Belize will receive its first IDA allocation in WB’s Financial Year (FY) 2025. IDA allocations are expected to focus on blue economy development and early childhood education.

Projects Approved during the Financial Year 2024 to 2025

| Project Name | Cost (BZD ‘000) | Strategic Objective |
|--|------------------------|--|
| Belize Reliant and Resilient Energy System Project (BRRES) | \$116,800 | SO2. Economic Transformation |
| Belize Blue Cities Project | \$64,500 | SO2. Economic Transformation |
| Belize Solar Project | \$100,000 to \$160,000 | SO5. Protection of the Environment and Natural Resources |

Belize Reliant and Resilient Energy System Project (BRRES) (\$116,800,000). The project aims to strengthen the country's power supply, improve reliability and resilience of the national electricity system and electricity services, and enable greater renewable energy integration. Improving livelihoods is also a key component of this project as it will help optimize costs for consumers. The project will install 10-megawatt (MW) battery systems in four locations across the country: San Pedro, Dangriga, Orange Walk, and the Belize District. The project will help Belize meet its goal of 75% renewable energy generation by 2030. The project benefits from a blend of a loan, concessionary, and grant financing.

Belize Blue Cities Project (\$64,500,000). The WB approved the Belize Blue Cities and Beyond Project – Belize's first project financed through our IDA envelope. The project will support San Pedro Town, Belize City, and Punta Gorda through capacity-building, strategic policy development, and infrastructure improvements in areas such as water quality, waste management, sanitation, sustainable fisheries, and carbon markets. The main outcomes are to improve citizens' quality of life by reducing public exposure to pollution and to improve the country's capacity to manage and develop sustainable coastal cities and blue economy. The project benefits from a blend of both concessionary IDA financing and grant funding.

Belize Solar Project (\$100,000,000 to \$160,000,000). The International Finance Corporation (IFC), the lead financial advisor for the structuring of a Solar Public-Private Partnership (PPP) transaction, will assist the Government in identifying an Independent Power Producer (IPP) through a competitive tender process who will be responsible for designing, building, financing, operating, and maintaining a utility-scale solar PV plant with a capacity of 50-80 MW. This effort is co-financed with the assistance of the MCC Compact Development Fund, the Global Infrastructure Fund, and the Government of Japan. This is Belize's first PPP and will help Belize sustainably meet its energy demands.

Ongoing Projects

Climate Resilient and Sustainable Agriculture Project (CRESAP) (\$91,400,000). The project aims to increase agricultural productivity and the adoption of climate-smart agricultural (CSA) approaches among project beneficiaries. A large portion of the project is allocated to a matching grants program, paired with private capital funding, to increase the uptake of CSA technology and practices by farmers. This program has received thirteen (13) applications thus far and is on track to collect more. The Sugar Industry Research and Development Institute (SIRDI) was included as a beneficiary of the project's institutional strengthening component.

Donor Coordination

The MED also actively engaged in donor coordination, which is a priority program of #planBelize aligned with the SO2. Economic Transformation. Achievements in donor coordination include:

Active Engagement in ICC. The MED actively engaged in and has designated focal points to the ICC. The ICC aims to coordinate international development cooperation effectively to achieve Belize's national development agenda. The ICC is composed of multiple layers to facilitate effective donor coordination, including: (i) a Council chaired by the MFAFT; (ii) a Technical Committee co-chaired by the CEOs of the MFAFT and MED; and (iii) Thematic Working Groups focusing different sectors of development.



ICC Council Meeting, 2024



ICC Technical Committee Meeting, 2024

International Partners Conference: Strategic Alliances (IPCSA). The MED collaborated with the MFAFT under the auspices of the ICC to organize and implement the IPCSA held in Placencia October 10 to 11, 2024. The conference’s theme was “*Unlocking Climate Finance and Disaster Risk Financing for Sustainable Development.*” The conference provided a forum for Belize’s development partners and donors to present studies, share experiences and insights, and engage in collaborative discussions.



International Partners Conference: Strategic Alliances, Placencia, October 10 to 11, 2024

Development Partners Network. The Belize DPN was launched in 2024 and comprises resident and regional diplomatic missions, DFIs and MFAs supporting Belize’s economic development. The Network provides a forum for enhancing information-sharing and collaboration among the partners, with a view to minimize duplication efforts. The MED was invited to participate in the Social and Economic Thematic Working Group, co-chaired by the British High Commission and the Embassy of the Republic of China – Taiwan. This TWG met twice during the financial year to discuss activities related to Poverty and Social Protection, Education, Healthcare, and Private Sector Development.

Public Sector Investment Programme Planning

The PSIP is a tool that translates a country’s development goals, objectives, and priorities into planned investment projects over a specific period, subject to resource and other constraints. Ideally, priorities identified in the long- and medium-term development plans are broken down into programmes and projects and reflected in the PSIP before being included in the national budget. The PSIP captures projects financed and executed by or on behalf of the Government of Belize, as well as proposed interventions and others being prepared for implementation (pipeline projects).



- The Policy and Planning Unit produced and circulated five (5) reports during this period, which covered the quarters ended September and December 2023; and March, June, and September 2024. (accessible at <https://med.gov.bz/quarterly-psip-reports/> and listed in Annex 4 hereto).
- These reports captured an average of 120 ongoing projects, with the overall value of the Programme per quarter averaging BZ \$1.91 billion.

| | Quarterly Ongoing Project Reports | | | | | Average |
|-----------------------|-----------------------------------|---------------|----------------|----------------|----------------|-----------------------|
| | September 2023 | December 2023 | March 2024 | June 2024 | September 2024 | |
| Total Projects | 113 | 117 | 129 | 112 | 125 | 119 |
| Overall Value | 1.67 billion | \$1.8 billion | \$2.03 billion | \$1.98 billion | \$2.07 billion | \$1.91 billion |

PSIP Report Summary – Quarter ended September 30, 2024

| SECTOR/SUBSECTOR | Number of Projects | Value | Total Expenditure |
|--|---------------------------|----------------------|--------------------------|
| Infrastructure | 28 | 858,942,445 | 733,121,357 |
| Roads, Streets, Drains, Bridges | 14 | 725,810,408 | 630,946,189 |
| Buildings and Facilities | 3 | 7,237,251 | 4,143,855 |
| Water and Sanitation | 9 | 62,102,786 | 34,795,070 |
| Electricity | 2 | 63,792,000 | 63,236,244 |
| Economic Services | 56 | 672,538,316 | 169,619,403 |
| Agriculture | 9 | 183,823,677 | 25,609,200 |
| Tourism | 0 | - | - |
| Business & Market Development | 11 | 117,845,121 | 85,139,288 |
| Trade Facilitation | 4 | 17,619,830 | 855,849 |
| Environment & Natural Resource Management | 20 | 142,225,736 | 32,152,790 |
| Energy | 3 | 186,200,000 | 22,040,840 |
| Climate Resilience, Mitigation, Adaptation | 6 | 17,670,341 | 1,938,852 |
| Disaster Risk Management and Response | 3 | 7,153,610 | 1,882,583 |
| Social Protection | 18 | 402,236,939 | 101,607,765 |
| Education | 6 | 166,696,640 | 55,558,764 |
| Health | 6 | 147,892,579 | 13,818,220 |
| Poverty & Social Protection | 2 | 39,933,720 | 17,532,030 |
| Housing | 4 | 47,714,000 | 14,698,751 |
| Public Administration | 23 | 132,872,246 | 46,232,166 |
| Governance | 19 | 71,417,646 | 31,723,233 |
| Security & Civil Rights | 4 | 61,454,600 | 14,508,934 |
| Total Ongoing PSIP | 125 | 2,066,589,946 | 1,050,580,692 |

2.2 Climate Finance Unit

CFU Programmes

The CFU has significantly increased its institutional and human resource capacity over the past year, leading to the successful achievement of the unit’s mandate to increase Belize’s access to climate finance. The CFU is now comprised of 10 personnel, inclusive of proposal developers, project officers, communications and IT specialists, an acting director, and a project manager for MED’s first GCF project as the delivery partner. From 2017 to date, a total of BZD 202,000,000 has been accessed. CFU is currently collaborating with six Delivery Partners to implement project initiatives totalling BZD 176,740,000. The three major partners include:

Caribbean Community Climate Change Centre (5Cs)– responsible for 51.67% of projects in the portfolio (BZD 81,760,000)

International Fund for Agriculture Development (IFAD) – responsible for 31.6% of projects in the portfolio (BZD 50,000,000)

Protected Areas Conservation Trust (PACT) – responsible for 10.89% of projects in the portfolio (BZD 16,360,000)

CFU has established monthly coordination meetings with these organizations along with other agencies like Belize’s National Climate Change Office (NCCO) who have the responsibility for climate change, to ensure that our efforts are complementing and not duplicating other initiatives. These organizations have committed to working closely with MED and the CFU to foster collaboration, secure additional climate finance, and ensure successful project implementation in alignment with approved plans. This joint effort aims to build a resilient and sustainable Belize.

Ongoing Projects

Green Climate Fund (GCF) MED Readiness Grant “Strengthening the Capacity of the MED for Pre-accreditation to the GCF.” The MED has secured approval for a BZD 636,000 readiness grant from the GCF. This marks a significant milestone, as it is the first time a government ministry will directly receive GCF funding and serve as the Delivery Partner for implementing of a readiness project. With support from the grant, MED has hired a communications officer and a short-term information technology (IT) consultant to address immediate capacity gaps within MED. Their contributions have notably enhanced project coordination, visibility, and reporting—particularly for climate-related initiatives. MED is also in the process of recruiting audit and procurement consultants to align internal processes and procedures with GCF standards, as part of its ongoing efforts toward achieving GCF accreditation.

Building the Adaptive Capacity of Sugarcane Farmers in Northern Belize (BaC-SuF).

The BaC-SuF project officially commenced operations in June 2024 and is set to run for five years. This BZD 77,680,000 climate adaptation initiative is financed through a BZD 50,000,000 million grant from the GCF, complemented by a BZD 23,000,000 loan and BZD 4,600,000 in-kind contributions from stakeholders within the sugar industry. The project is designed to enhance the resilience of the sugarcane industry to climate change. Key interventions include the implementation of a seed cane variety programme, improved water management, strengthened farming practices, and the introduction of a broader range of sugarcane varieties—particularly those resistant to Fusarium. Additionally, the project will support a shift toward more climate-resilient production systems by promoting soil-regenerating practices and reducing input dependency while improving yields. A major component also focuses on expanding the use of mechanical green cane harvesting, aimed at lowering production costs and reducing carbon emissions associated with traditional harvesting methods.

DFC Accreditation to the GCF. The DFC has successfully advanced through all stages of the GCF accreditation process. Its application to become an accredited entity (AE) is scheduled to be presented at the GCF Board meeting in June 2025. DFC is seeking accreditation to manage grants and loans of up to BZD 100,000,000 and is applying under Category B, which covers projects with medium environmental and social risk. Once approved, DFC will be Belize’s second direct access entity, strengthening the country’s national capacity to access climate finance.

Building Community Resilience via Transformative Adaptation. This BZD 10,000,000 grant marks Belize’s first Enhanced Direct Access (EDA) project under the Adaptation Fund (AF). The initiative emphasizes locally led adaptation by engaging communities directly in the development and submission of project proposals. Funding is accessed through the PACT, which is serving as the sub-granting entity for the AF resources. To date, BZD 4,300,000 has been awarded to recipients such as the Belmopan City Council, Sarteneja Village Council, the Belize Forest Department, and the Inter-American Institute for Cooperation on Agriculture (IICA) in collaboration with MAFSE and BELTRAIDE, to implement a range of climate adaptation projects.

Building Climate Resilience into the Water and Wastewater System of North Ambergris Caye (AC-CReWS). The AC-CReWS project concept proposes a BZD 300,000,000 investment to develop a tertiary-level water and wastewater treatment facility in Northern Ambergris Caye. To support project preparation, the GoB has allocated BZD 1,000,000 in project preparation funding to the 5Cs which will lead the feasibility studies to inform the full funding proposal. A work plan has been established between the 5Cs and BWSL, and a steering committee has been formed to oversee and guide project activities.

Caye Caulker Wastewater Treatment Plant (WWTP) & Collection System Project. The MED, in collaboration with BWSL and other key stakeholders, successfully concluded the project identification mission with the IDB CLIMA program for the development of a vacuum sewer system and a wastewater treatment facility utilizing advanced MABR (Membrane Aerated Biofilm Reactor) technology in Caye Caulker. To support the design and planning phase, the MED secured a total of BZD 2,400,000 in technical assistance— BZD 2,000,000 from IDB CLIMA and BZD 400,000 from the Water Sector Adaptation (WSA) program. Additionally, BZD 44,000,000 in program funding has been secured from the IDB, the Global Environment Facility (GEF) through a grant, and other concessional financing sources.

Use of Nature Based Solutions to Increase Resilience to Extreme Climate Events in the Atlantic Region of Central America (REFORES). As part of this tri-national initiative involving Belize, Guatemala, and Honduras, Belize’s initiative under this project is to focus efforts on reforesting degraded or deforested riparian forest areas, enhancing early warning systems, and building capacity among local stakeholders within the Monkey River Watershed. Stakeholder engagement and project socialization activities have been completed, and participatory mapping exercises have identified key areas for restoration, disaster risk reduction, and climate vulnerability. The implementation phase of the project is set to begin shortly.

Development of Belize's Green Bond Framework. In 2024, Belize, with technical support from the IDB, developed a Green Bond Framework that allows the country to issue bonds up to BZD 40,000,000. This framework supports Belize's strategy to enhance climate resilience and attract sustainable investments by financing projects focused on environmental benefits, such as renewable energy, energy efficiency, and climate-resilient infrastructure. The IDB provided crucial expertise to ensure the framework aligns with international standards, boosting investor confidence. By issuing green bonds, Belize can mobilize private capital to reduce emissions and promote sustainable development, aligning with its climate commitments under the Paris Agreement. This initiative represents a significant step toward sustainable financing and economic growth.

The Small Island Developing States Capacity and Resilience (SIDAR) Programme. The MED received technical assistance through the SIDAR Programme, implemented by the 5Cs. This initiative aims to enhance climate adaptation and resilience in SIDS by improving access to climate finance and accelerating climate-resilient projects. As part of this program, the CFU provided technical support to the DFC in developing a program to assist the banana and citrus industries, which are experiencing reduced production due to adverse weather conditions and other capacity challenges. The concept note for the program is well advanced and has been proposed to the GCF for funding. The proposed project has a budget of BZD 81,600,000 and is expected to indirectly benefit 80,000 people in the target areas.

Climate and Ocean Risk Vulnerability Initiative (CORVI). The Climate and Ocean Risk Vulnerability Initiative (CORVI) assessment outlines a comprehensive roadmap to address the major risks and vulnerabilities facing Belize City. The assessment identifies these key areas of concern:

- *Increasing Vulnerability to Flooding:* The first cluster highlights Belize City's growing susceptibility to flooding and extreme weather events. Experts rated the risk of "Total Number of People Affected by Extreme Weather Events" as the highest (score of 9.37), followed by "Percent of People Living Below 5 Meters Above Sea Level" (score of 8.73). These high risks reflect the city's low-lying location on a delta at the mouth of the Belize River.
- *Economic Vulnerability to Climate Shocks:* The second cluster focuses on the economic risks posed by climate change. Experts ranked "Market Losses from Extreme Weather Events" as a high risk (score of 7.93), with all survey respondents predicting an increase in losses over the next decade. These losses primarily affect Belize's tourism sector, with 60 to 70% of assets located along the coast, vulnerable to sea level rise, hurricanes, storm surges, and ocean warming.
- *Rising Impacts of Extreme Heat:* The third cluster addresses the effects of extreme heat on both land and sea. On land, extreme heat poses significant health risks, as evidenced by the high rating for "Total Number of Extreme Heat Events" (score of 7.93). Although "Mortality Attributed to Heat" was rated as a medium risk (score of 4.60), heat stress exacerbates non-communicable diseases like cardiovascular conditions, diabetes, and asthma.
- *Rising Ocean Temperatures:* Additionally, Belize's maritime areas are experiencing rising ocean temperatures, as reflected in the "Change in Sea Surface Temperatures" (high risk, score of 7.69). This warming has destabilizing effects on Belize's marine ecosystems, including an increased incidence of high sargassum abundance (score of 7.81), which contributes to coastal erosion, habitat loss, and hypoxia—resulting in marine life mortality and further ecosystem damage.

Ongoing Concept Notes Development

- **Belize E-Mobility & Logistic Transformation (BELT) (BZD 100,000,0000).** The Concept Note outlines a comprehensive approach to advancing e-mobility in Belize through the implementation of an E-Mobility Strategic Roadmap and Master Plan. Key objectives include strengthening the enabling environment by improving road service permit systems, updating relevant legislation, introducing incentive structures, and

building institutional and technical capacity. The initiative also envisions the integration of 100 electric buses into the national highway public transportation network and the development of a specialized technical curriculum at ITVET to support workforce development and promote sustainable transport and electric vehicle (EV) knowledge nationwide. This initiative is a collaborative effort involving the Ministry of Economic Development; the Ministry of Youth, Sports & Transport; the Ministry of Public Utilities, Energy, Logistics and E-Governance; along with critical private sector partners, including bus operators, Belize Electricity Limited (BEL), the Public Utilities Commission (PUC), Auto Dealers / Importers, municipal governments, and financial institutions.

- **Cattle Livestock for Environmental Advancement, Resiliency and Sustainability (CLEARS) (BZD 100,000,000).** The Concept Note supports a transformational shift in Belize’s cattle farming sector by fostering an enabling environment for private investment through targeted legislative reforms, market development, and enhanced institutional and technical capacity. Core components of the initiative include the promotion of climate-resilient and sustainable practices such as silvopastoral systems, Voisin pasture management, improved water management, the use of high-quality cattle breeds, and the establishment of certified slaughterhouses to facilitate the export of premium “Green

Beef.” The initiative also prioritizes education and research, with the development of a robust curriculum at Central Farm to support ongoing research and capacity building in sustainable livestock production. This effort is led by the MED with the Ministry of Agriculture, Food Security, and Enterprise (MAFSE) in close collaboration with the Belize Livestock Producers Association. Additional key stakeholders include the Belize Agricultural Health Authority (BAHA), the University of Belize Central Farm Campus, IICA, The Nature Conservancy (TNC), the Food and Agriculture Organization (FAO), and various financial institutions.

Conferences and Events

IDB Regional Platform for Climate Change for Ministries of Finance and Economy. Belize hosted the 2nd Regional Dialogue of the IDB Climate Change Platform for Finance and Economy Ministers in San Pedro. The three-day event brought together high-level officials from across Latin American and the Caribbean (LAC) to review progress on the previous year’s work plan and to formally transfer the pro-tempore presidency to Colombia. During the dialogue, it was also announced that Belize will co-lead the efforts under the newly established Group 4: Biodiversity and Natural Capital. Over the past year, Belize and Uruguay have jointly led discussions within this group and are scheduled to present the Group 4 work plan at the next platform dialogue, set to take place in Colombia in May 2025.

National Adaptation Plan Global Network (NAPGN), Peer Learning Forum. Belize also hosted the 2024 Peer Learning Forum of the National Adaptation Plan (NAP) Global Network, focusing on the alignment of NAPs with Nationally Determined Contributions (NDCs). The event brought together technical officers from Small Island Developing States (SIDS) and developing countries across Latin America, the Caribbean, and Africa. Participants engaged in discussions on the critical importance of aligning sectoral goals in national adaptation plans with broader climate change targets outlined in NDCs.

Belize-European Union Cooperation

Country Programmes

The EU has two ongoing bi-lateral programmes in Belize, the European Development Fund XI (EDF XI) and Neighbourhood Development and International Cooperation Instrument (NDICI):

European Development Fund XI. The EDF XI Programme focuses on interventions in both the Health and Energy sectors, aiming to address key challenges and promote sustainable development across these critical areas:

- **Health Sector.** As part of the health sector programme implemented by Pan American Health Organization (PAHO), the installation and operationalization of the Clinical Data Exchange Platform (CDEP) software for the Ministry of Health and Wellness (MOHW) was completed, with a total value of EUR 2,000,000.
- **Energy Sector.** The Energy Sector Project aims to bring energy infrastructure to 5 underserved communities—San Carlos and Indian Church in the North, and Jalacte, San Vicente, and San Benito Poite in the South. BEL has begun grid expansion to electrify the northern villages, while two photovoltaic mini-grids will supply electricity to the three southern communities. The Free, Prior, and Informed Consent (FPIC) process for the southern villages took 18 months to complete, which delayed project implementation. However, BEL is now well advanced in procuring contractors and materials, with the systems expected to be completed by the second quarter of 2026. Separately, the UNDP received a BZD 4,800,000 grant to implement a pilot e-mobility project within Belize’s public transport system. The initiative includes the procurement of five electric buses. Two of these are already in operation within Belize City under the management of the Belize City Council. The remaining three inter-city buses are in the country but have yet to become operational due to delays in the tendering process for a bus operator. The operator contract is expected to be signed by May 2025, after which the buses will begin servicing routes along the northern and western road corridors.

Neighbourhood Development and International Cooperation Instrument (NDICI). The Multi-Annual Indicative Programme for 2021 to 2027, developed by the Government of Belize in collaboration with the EU, outlines two priority areas for Belize–EU cooperation: Green Growth and Trade Facilitation and Integrated Border Management.

- **Green Growth.** The International Labour Organization (ILO) has been allocated EUR 4.2 million to implement this priority area. The project, titled PROSPER (Participation, Ownership, and Sustainable Progress for Economic Resilience), aims to promote local economic development in Southern Belize. Its strategic objective is to support sustainable economic growth and empower rural and indigenous communities. Currently, the project is in its early stages, with the ILO conducting preliminary data collection and stakeholder identification on the ground.

- **Trade Facilitation and Integrated Border Management.** The EU has committed EUR 2,000,000 million to the IDB to support trade facilitation under this priority area. This funding serves as a top-up to the IDB’s existing Trade Facilitation Project with the Government of Belize. Additionally, the International Organization for Migration (IOM) has been awarded a grant of EUR 3,300,000 for a border management initiative under the same priority area. The project, titled “*Effective and Sustainable Management of Belize’s Western and Southern Borders,*” aims to enhance border security, management, and cross-border cooperation through a comprehensive Integrated Border Management (IBM) approach. Key components include the development of a National Strategy for IBM and the updating of Conservation and Protected Areas Management Plans to support the protection of forested areas along the southern and western borders. Currently, the project is in its initial phase, with the IOM conducting preliminary data collection and engaging key stakeholders on the ground.

EUROCLIMA

The Euroclima Programme has become a cornerstone of cooperation between the European Union and Latin America and the Caribbean, promoting a green and just transition across the region. In Belize, Euroclima's intervention focuses on developing a carbon market policy, building institutional capacity, and establishing a pilot pipeline of projects generating carbon credits in the energy, agriculture, and transport sectors. This initiative aligns with Belize's broader climate strategy and the EU-LAC Global Gateway Investment Agenda, which aims to mobilize investments for sustainable development in the region.

Technical Cooperation Facility

The MED has received a grant of EUR 400,000 from the EU to strengthen its capacity in managing the #planBelize MTDS and in coordinating development partnerships. As part of this initiative, the Ministry has recruited a MEL Specialist and a Statistician to support the development of a comprehensive MEL system for the MTDS. Additionally, to enhance coordination with development partners, a Development Partnership Coordination/PSIP Officer has also been engaged. The Ministry has further allocated funds to upgrade and enhance the PSIP MIS.

2.3 Project Management Unit

Global Fund Cycle 7

The Global Fund Cycle 7 has successfully signed Implementation Agreements with four sub-recipients (SRs): the National AIDS Commission (NAC), the Ministry of Health and Wellness (MOHW), Belize Family Life Association (BFLA), and GoJoven Belize. During the first quarter, the programme achieved 88% of its performance targets, reaching a total of 520 individuals across all implementing partners.

Resilient Rural Belize Programme



The Resilient Rural Belize (RRB) Programme has significantly improved market access for farmers through the enhancement of the Agri-Links platform. A total of 150 farmers across the country received training in gender equality and youth inclusion in agriculture. One notable achievement was the upgrade of OIRSA’s biological laboratory, enhancing environmentally safe pest control capabilities. Additionally, meteorological equipment was installed nationwide to strengthen agri-climatic forecasting.

Road improvement works in the communities of Trio and San Carlos have enhanced transportation routes for pineapple, onion, and carrot farmers. A parallel initiative with the Belize Sugar Cane Producers Association has supported the expansion of backyard gardening, benefiting over 750 women and youth. Through a partnership with IICA, a youth management training programme was launched, targeting 30 rural youth to support Producer Organizations (POs).

In Corozal, irrigation systems were delivered to POs, with additional deliveries planned for Trio. Designs have also been developed for large-scale irrigation systems and road infrastructure connecting several communities. A mobile agri-weather application has been commissioned to provide real-time alerts, with completion expected by October 2025. Furthermore, 158 farmers received training in the responsible use of pesticides, along with personal protective equipment (PPE) and safe storage materials. The procurement of a farm bridge in Trio has been finalized, and honey processing equipment has been acquired for 4 cooperatives.

Second Road Safety Project

The Second Road Safety Project (SRSP), in collaboration with PAHO’s technical support, trained nurses and first responders in post-crash care and psychological first aid. A national mental health support framework was established, providing victims and families of road traffic incidents access to psychological services in all districts. Extensive outreach was conducted through billboards, TV, radio, and community engagement to promote road safety and available support services. A comprehensive driving manual was developed for driver education, covering key driving techniques, hazard awareness, and theory exam preparation—ideal for integration into formal driver training programs. Furthermore, a structured Graduated Driver Licensing (GDL) Framework system was developed to improve the process through phased licensing, mandatory training, and progressive penalties. The Department of Transport received patrol vehicles, radar guns, breathalysers, and enforcement gear. Public officers received defensive driving and first aid training.

MCC-Belize Compact: Education Project Summary

The Education Project is actively addressing low secondary school transition rates and workforce skill gaps. A key milestone has been the completion of major consultancies, including the Education Quality Assessment and Project Design Support and the Education Planning and Reform Advisory, which have produced in-depth diagnostics and reform recommendations.

Significant progress has also been made on the Belize National Student Assessment System, with the development of policy frameworks, subject-specific item banks, and the design of the Integrated National Student Assessment Management System (INSAMS). To enhance the quality of teaching and school leadership, a Program Partnership Solicitation was launched, resulting in four institutions currently engaged in co-creating proposals.

Additionally, a TVET Policy Advisor has been appointed, and a draft National TVET Policy and Act have been developed to better align technical and vocational education with labour market demands.

Belize Integral Security Programme (BISP)



Dormitory Facility at Price Barracks

In 2024, BSIP reached key milestones with the completion of significant infrastructure projects valued at over BZD 6,800,000. A standout achievement was the construction of a 7,500 sq. ft. modern kitchen at Price Barracks, worth BZD 3,750,000. This state-of-the-art facility features industrial-grade equipment, dual dining halls for 300 soldiers, climate-resilient elements, and a compliant wastewater system. Additionally, two new 5,400 sq. ft. dormitories (BZD 3,890,000) were built to accommodate 96 soldiers, offering upgraded sanitation, solar waste heaters, laundry facilities, and hurricane-resistant design.

Through consultancy services (BZD 721,000), planning and design were completed for several key infrastructure projects, including police stations, substations, a medical center, a hurricane shelter, and an operations center. Furthermore, advanced wireless communication systems were procured for the Belize Defence Force (BDF) at a cost of BZD 343,000, enhancing their operational capacity. A contract for the implementation of a national CCTV and 911 system in Belize City, incorporating AI-enabled surveillance (BZD 3.89 million), has been signed, with completion scheduled for 2025.

These projects represent the most significant investment in Belize's defense and security infrastructure, directly strengthening military readiness, law enforcement capabilities, and public safety.

2.4 Records Management Unit

Revised records management policies to align with regulatory requirements outlined in the Records and Information Management Procedures Manual.

Enhanced overall operational efficiency through streamlined records handling and optimized workflows. Achieved faster file retrieval times by improving indexing systems and access protocols.

Improved the accuracy and integrity of records through consistent data validation and quality control measures.

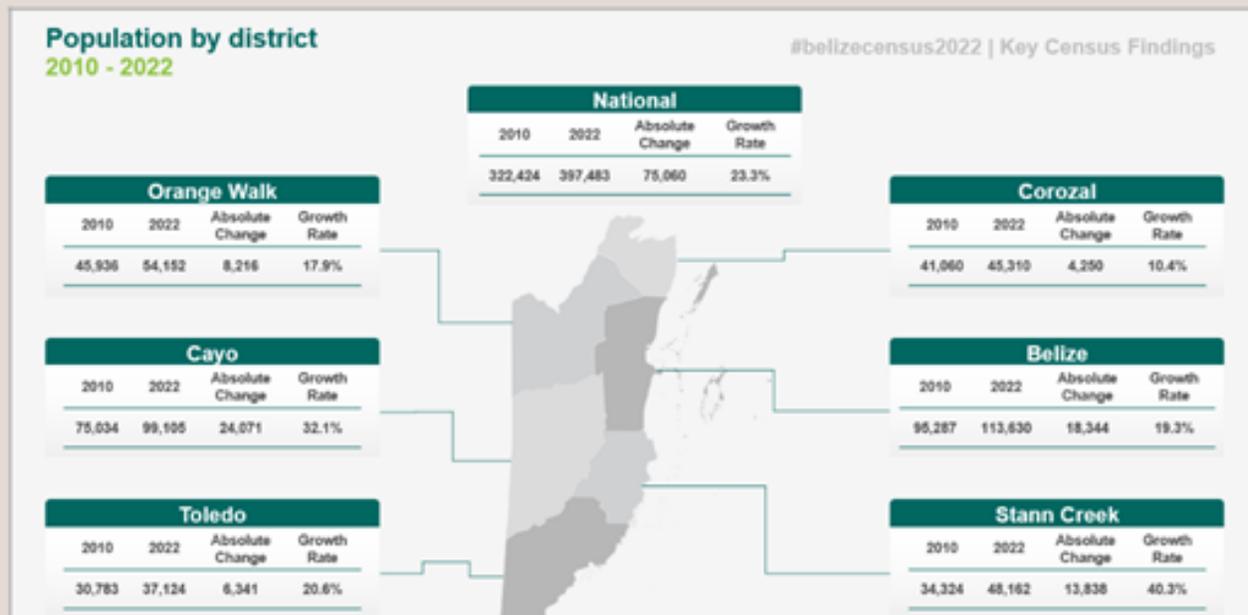
Trained staff across departments to support consistent and compliant records management practices.

Upgraded physical records storage by replacing dilapidated cabinets, enhancing the security and preservation of records.

2.5 Statistical Institute of Belize

During the financial year 2024 to 2025, the SIB completed major activities in addition to maintaining production of its core statistical products. These activities are highlighted below.

Launch of 2022 Population and Housing Census Results. In April 2024, the SIB officially launched the main findings of the 2022 Census along with a revised series of population projection figures for the years 2011-2021. The presentation focused on main changes in population and household characteristics as well as housing and living conditions. Major findings from the Census highlighted the continued deceleration in the rate of population increase in Belize, due to falling fertility rates. They also showed an overall improvement in living conditions, access to basic services, and educational attainment between 2010 and 2022.



Implementation of the Enabling of Belize’s Statistical System Project (Approximately BZD 6,000,000). Funded by the Korea International Cooperation Agency (KOICA), this project represents the single largest grant ever received for strengthening of the SIB and the wider NSS. Implementation of project activities commenced in the fourth quarter of 2024, with the following completed by the end of the year under review: (i) purchase of computer and communication equipment; (ii) purchase of two motor vehicles; (iii) assessment of statistical capacities of the SIB and NSS agencies using the Tool for Assessing Statistical Capacity; (iv) hosting of the second annual Data Users Conference; (v) enrolment of six SIB staff in degree programs; and (vi) participation of eight staff members in international short training courses. Additionally, an official handing over of the equipment and motor vehicles purchased through the project were held in March 2025. Project coordination is being led by the UNDP, supported by other UN agencies.

Multiple Indicator Cluster Survey (MICS7). After considerable delays during the previous year, training, and data collection for the MICS7 was completed during the year in review. The MICS is a large household survey developed by UNICEF and conducted in over 120 countries worldwide. Data from the survey is used to produce critical indicators on the health and well-being of children and women, including at least 40 Sustainable Development Goal (SDG) indicators.



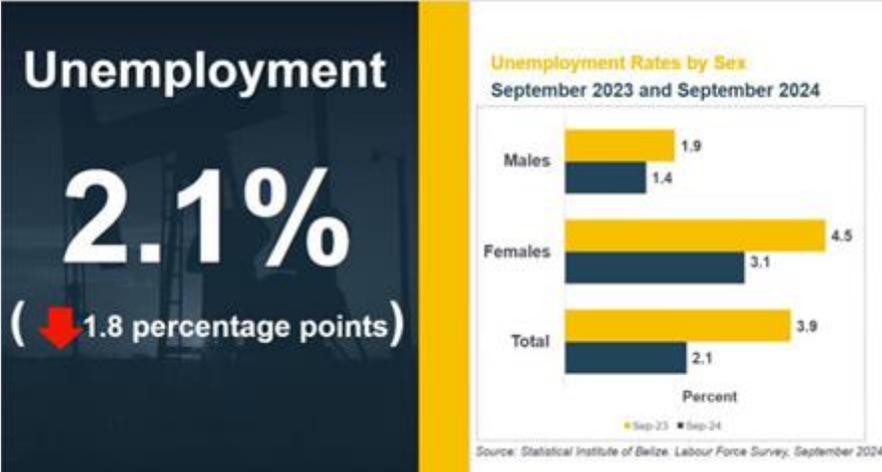
Data collection from 4,267 households was completed in December 2024, after which data processing commenced in preparation for the launch of the key findings and report in the third quarter of 2025.



2024 Business Establishment Survey (BES). During the months of November and December 2024, the SIB conducted its second Business Establishment Survey. A total of 3,000 business across all districts and major industry groups were included in the sample. Data collection was done using a hybrid modality, with one part administered through in-person interviews and another self-administered by respondents. The BES sought to collect data on businesses demographics, economic activity, employment, labour demand, and detailed financials. This data is a major input into the updating of the country’s Supply and Use Tables, used for rebasing of the Gross Domestic Product (GDP).

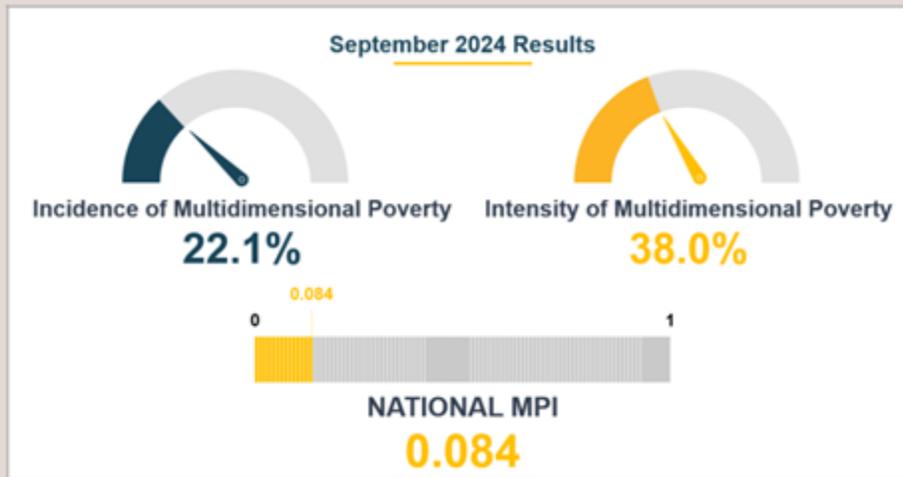


Labour Force Survey (LFS). Two rounds of the LFS, one in April and one in September, were conducted during the year under review. Several modules were attached to the survey in both rounds, including a Financial Inclusion module, an expanded income module, and the Multidimensional Poverty Index (MPI) module. A module on discrimination was also included in the April round, as the SIB participated in a global pilot of this questionnaire. The LFS results were published at the Institute’s press conferences in June and December 2024.



Consumer Sentiment Survey (CSS). In October 2024, the CSS transitioned to a fully telephone-based mode of data collection. This methodological change was made to address inconsistencies between data collected by telephone and data collected by in-person interviews. The survey sample size was also doubled, from 600 to 1,200 households monthly. The CSS collects data on households’ perceptions related to their own finances and general macroeconomic conditions, expectations for the future, and whether the present is a good time to make major purchases of durable goods. This information is used to produce the Consumer Confidence Index (CCI), which is an early indicator of future economic growth.

Poverty Statistics. During the year, the SIB continued to produce its annual MPI estimates, which provide a measure of the extent and degree to which Belizean households experience multidimensional poverty. Additionally, the Institute completed development of a new monetary poverty measure, with technical and financial support provided by the UNDP. This new measure is intended to be a complement to the MPI and provide a more comprehensive picture of poverty in the country, as there is not necessarily an overlap between households that are multidimensionally poor and those that are poor in monetary terms. The MPI estimates for the year were published in December 2024.



New SDG Indicators. In addition to the new monetary poverty measure, the SIB also piloted two short modules to collect data to produce additional SDG indicators not elsewhere produced. These included indicators on discrimination (SDG 10.3.1 and 16.b.1) and on ICT access and use (SDG 4.4.1, 17.8.1, 5.b.1, 17.6.1 and 9.c.1), which will be added to the 105 SDG indicators already being published on the Institute’s Belize National Statistical System (BNSS) indicators portal.

Tourism Satellite Account (TSA). The results of the 2019 TSA exercise were published in June 2024. The TSA was produced with the support of various partners, including the Belize Tourism Board, Ministry of Tourism, Central Bank of Belize, and Ministry of Economic Transformation. They provide an estimate of the direct value-added contribution of tourism to the country’s economy, using a framework that is compatible with the System of National Accounts used to compile GDP statistics.



National Strategy for the Development of Statistics (NSDS). The SIB, with support provided by the Partnership in Statistics for Development in the 21st Century (PARIS21), completed the final draft of the 2025-2029 NSDS. This five-year strategy for advancing the country’s National Statistical System also includes a costed action plan, to support resource mobilization for implementation. The NSDS will be submitted to Cabinet for its endorsement in the second quarter of 2025, after which it will be officially launched.

Quarterly Press Conferences. During the year in review, the SIB maintained its schedule of quarterly press conferences to present its most updated economic, labour, and poverty statistics to the public.

2024 Series of Meetings of CARICOM National Statistical Offices (NSOs). The Government of Belize, through the SIB, hosted the 2024 round of meetings of CARICOM NSOs from October 31-November 8, 2024. These meetings were held in Placencia, Stann Creek district and were attended by Chief Statisticians and NSO Directors from across the Caribbean, representatives of the CARICOM Secretariat, as well as various United Nations agencies and other development partners. They included the thirty-third meeting of the Advisory Group for Statistics, the forty-ninth meeting of the Standing Committee of Caribbean Statisticians, and the fourteenth CARICOM Regional Research Seminar. This round of meetings also included a one-day High Level Advocacy Forum on Statistics and a CARICOM Population and Housing Census Symposium.



Statistics Week 2024. During the week of October 15-18, a series of activities were held in observance of Caribbean Statistics Day 2024. These included a public exhibition held at the University of Belize (UB) gymnasium highlighting the work of the SIB and other NSS agencies, a half-day Introduction to R Training for UB students, and a half-day live webinar on the BES and MICS7. The week culminated with the second annual Data Users Conference, which brought together data users and producers from diverse sectors to showcase innovative uses of statistical data and provide a forum for user-producer dialog.



3.0 LESSONS LEARNED

3.1 Policy and Planning Unit

- *Monitoring, Evaluation and Learning.* The lack of dedicated MEL officers within the MED has impaired the ministry's effectiveness in conducting MEL functions for #planBelize. The lack of a MEL plan and results indicators framework also weakens project management and effectiveness. The current #planBelize does not have an accompanying results framework and MEL plan that was developed in advance, or at least congruently, with the MTDS.
- *Knowledge of donor procedures and protocols.* Lack of knowledge of donor procedures, protocols and guidelines also hinders donor coordination and resource mobilization.
- *PSIP Governance Framework.* The absence of a stronger PSIP Planning legislative framework, including standard SOPs, protocols, guides/manuals, has caused delays in PSIP reporting and planning. The absence of a functional MIS, with more detailed forms, has resulted in information that is sometimes erroneous or less than complete, and sometimes difficult to correct, especially if a lengthy period of time has lapse.
- *Project Investment Management Framework.* Further consideration should be given to strengthening GoB's PIMF, including clearly defined stakeholder roles, standard operating procedures, regulations, and legislation as deemed necessary. Recommendations made in the 2019 PIM Assessment undertaken by the International Monetary Fund (IMF) will be a useful basis for designing a framework for Belize.

- *Reporting.* Implementing or executing agencies do not often provide or do not provide in a timely manner updated project documents to the MED such as project information documents, project agreements and modifications, procurement plans, progress reports and completion reports. This has hindered PSIP reporting, oversight, and planning.
- *Project Implementation.* Strengthened project implementation, including clearly defined roles, strong communications, qualified personnel, strict compliance, proactive environmental, social, cultural and health safeguard measures, robust stakeholder engagement, and effective grievance mechanisms.
- *Stakeholder Engagement and Donor Coordination.* Stakeholder engagement and donor coordination are important, from the project concept to project development, approval, implementation, monitoring, and evaluation. Early community involvement and ownership during the project cycle design are crucial to achieving outcomes.
- *Project Management.* Strong project management would also ensure that benefits are maximized as the projects are successful in achieving their objectives as well as the #planBelize strategic objectives as well as the UN SDGs.
- *Data and Information.* Data and information sharing among government ministries and donors is also important to optimize resource mobilization, ensure achievement of objectives and maximize the number of beneficiaries and the benefits of the PSIP and the achievement of the strategic objectives of #planBelize.

3.2 Climate Finance Unit

- *Clearly Defined Project Objectives and Expected Outcomes.* Establishing clear, well-articulated objectives is essential for ensuring that the concept note remains focused, coherent, and strategically aligned with the priorities of the GCF. Clearly defined objectives provide direction for project design, help identify appropriate interventions and guide the development of measurable outcomes and impact indicators. This clarity also strengthens the overall case for funding by demonstrating how the project contributes to GCF investment criteria, including climate impact, paradigm shift potential, and sustainable development co-benefits. Furthermore, well-defined objectives ensure that all stakeholders share a common understanding of the project's goals, facilitating coordination, accountability, and more effective implementation.
- *Robust Theory of Change.* A strong Theory of Change is essential for clearly articulating how the project's activities will lead to its intended goals and long-term impact. It provides a structured framework that connects inputs to outcomes, demonstrating the logic behind the project's design and its potential for meaningful change.
- *Risk Management.* Proactively identifying potential risks—whether financial, environmental, social, or operational—and outlining clear mitigation strategies enhances the quality and credibility of the concept note. A well-developed risk management plan demonstrates foresight, preparedness, and a commitment to ensuring the project's

resilience and long-term success. It also reassures funding partners, such as the GCF, that appropriate safeguards are in place to address challenges that may arise during implementation.

- *Timely procurement and staffing are critical.* Delays in acquiring equipment or recruiting personnel can significantly slow project implementation. To minimize setbacks, preparatory work such as drafting Terms of Reference (TORs), developing templates, and scheduling postings should be completed in advance.
- *Clearly defined and communicate roles and responsibilities.* To ensure efficient and timely implementation of project activities, it is essential that all project officers, managers, and focal points have a clear understanding of their specific roles and responsibilities. This clarity helps to reduce overlaps, prevent miscommunication, and foster accountability at every level. Regular team briefings, detailed role descriptions, and clear lines of reporting should be established from the outset and reinforced throughout the project cycle to support coordinated execution and effective decision-making.
- *Early Stakeholder Engagement.* Engaging stakeholders from the earliest stages of project development is essential for building ownership, fostering collaboration, and ensuring that the project is aligned with local needs and priorities. The Project Steering Committee (PSC) meeting and the official launch event clearly demonstrated the importance of broad-based support from the outset. Early engagement allows for diverse perspectives to be incorporated into project design, helps identify potential challenges, and strengthens trust and transparency among partners. It also lays the foundation for smoother implementation, more effective communication, and long-term sustainability of the project outcomes.
- *Monitoring, Evaluation and Learning (MEL) Framework.* MEL must be an ongoing process, fully integrated into every stage of project implementation. It is essential that all project team members understand the critical role MEL plays in ensuring project success—by tracking progress, informing decision-making, and identifying areas for improvement. However, MEL is often undervalued due to limited understanding and poor adaptation of the framework. To address this, it is crucial to strengthen the MEL protocol, ensuring it is robust, well-communicated, and tailored to the specific needs of the project. Building team capacity around MEL practices will enhance accountability, improve results, and contribute to the long-term impact and sustainability of the initiative.

3.3 Project Management Unit

Global Fund Cycle 7. In the Global Fund Cycle 7, lessons learned emerged from the importance of a strong collaboration among stakeholders for success. The MED's leadership and support enhances the implementation of projects. Also, clear and consistent communication with (SRs) strengthens coordination. The technical and financial support from the Principal Recipient (PR) through the Global Fund Implementation Unit (GFIU) was critical in facilitating smooth execution.

Resilient Rural Belize Programme (RRB). The RRB Programme's essential lessons were the effectiveness of collaborating with local organizations, such as the Belize Sugar Cane Farmers Association (BSCA) and the IICA, which accelerated community-based implementation. In addition, market access tools and digital platforms require ongoing user engagement and capacity

building to be fully utilized. The procurement timelines and infrastructure works are vulnerable to seasonal factors requiring planning and foresight.

Second Road Safety Project. The SRSP's key lesson learned is the necessity to be centralized and establish a permanent statutory body rather than time-bound projects to ensure long-term progress and funding. The judicial alignment improved the coordination needed between law enforcement and the judiciary. Inconsistent rulings and a lack of traffic law awareness among magistrates hinder enforcement. The Driving Licensing Reform learning process leads to poor driving habits. A structured training and testing system is essential. The lack of standardized, comprehensive crash data collection limits evidence-based decision-making. A national protocol is urgently needed for consistent data gathering at crash scenes.

MCC-Belize Compact: Education Project Summary. The MCC-Belize Compact Education Project Summary highlights the importance of strong stakeholder engagement with the Ministry of Education, which has been critical for the project's progress and early engagement, ensuring alignment with national education needs. However, the Ministry of Education staffing gaps are a significant risk to practical implementation. Therefore, recruitment efforts are underway, guided by the Compact condition precedent, to ensure the necessary human resources are in place for successful execution.

Belize Integral Security Programme (BISP). The BISP has identified the importance of stable stakeholder committees to maintain clear communication, as frequent changes in personnel and leadership can disrupt progress. Regular consultations with decision-makers have proven to result in faster issue resolution and maintain project momentum. In addition, it is critical to have a clearly defined and understanding scope definition to prevent scope creep and cost overruns. Therefore, ongoing documentation is essential to maintain alignment and ensure the project stays on track.

3.4 Records Management Unit

- *Importance of Early Stakeholder Engagement.* Engaging departments at the outset of records management initiatives significantly improved compliance, facilitated smoother policy implementation, and encouraged greater ownership of processes.
- *Need for Continuous Training.* Single-session training proved insufficient; ongoing refresher courses are essential to maintain staff awareness and adherence to records management best practices.
- *Efficiency Through Standardization.* The absence of consistent filing and naming conventions caused delays in file retrieval. Standardizing these practices across departments has been critical for improving efficiency.
- *Storage Conditions Affect Record Longevity.* Deteriorating storage infrastructure negatively impacted the preservation of physical records. Upgrading storage environments is necessary to ensure long-term integrity.
- *Limited Awareness of Retention Policies.* A lack of staff awareness regarding retention schedules highlighted the need for clearer communication and integration of retention policies into routine operations.

- *Data Quality Relies on Entry Practices.* Inconsistent data entry contributed to inaccuracies. Addressing this through training and validation mechanisms is essential for maintaining data integrity.
- *Collaboration Strengthens Implementation.* Effective records governance was enhanced through close collaboration with departments such as IT, legal, and administration.

3.5 Statistical Institute of Belize

- *Permanent Staffing Constraints.* While the year under review saw the successful completion of various new projects, it also became evident that maintaining a workload of this magnitude would not be sustainable given the SIB's present staff complement. In the short term, it is necessary to ensure that projects are scheduled in a way that they can be realistically accomplished with existing workforce, and major surveys had to be rescheduled for later in the year or for the coming year. Additionally, temporary staff had to be recruited for projects such as the MICS7 to perform higher level supervisory functions that would otherwise have been done by permanent staff of the SIB. In the longer term, this is indicative of a need to expand the Institute's staff and revisit its structure, so that the organization is able to comfortably take on and implement the increasing number of new activities required by its major stakeholders.
- *Temporary Staffing Challenges.* Recruitment of temporary survey staff continued to be a challenge, further exacerbated by the number of major surveys which were undertaken during the year. This required that the Institute try to minimize overlaps in the timing of surveys, to ensure that the pool of available candidates was sufficient to meet staffing needs. Additionally, the payment structure for surveys had to be revised, to avoid high attrition rates among temporary survey staff.
- *Projects Alignment with SIB's Objectives.* With multiple projects being implemented simultaneously during the year, it was vital that the Institute ensure that, as much as possible, activities are aligned with the larger strategic objectives of the SIB and for the NSS. One major success in this regard was the KOICA-funded project, the activities for which were specifically designed to support the new NSDS and the SIB's strategic goals.
- *Data Collection Strategy Modification.* Based on the low response rates seen in the self-administered portion of the BES, there is a need to reconsider the data collection strategy for future rounds of the survey. Going forward, adjustments will include increasing the sample size, maximizing the data that can be collected through in-person interviews, and focusing on securing administrative data to provide the detailed financial information needed to complete the Supply and Use Tables.

4.0 FUTURE PRIORITIES AND PLANS

4.1 Policy and Planning Unit

Economic Development Planning

#planBelize 2.0. A top priority for the MED will be the preparation of the new MTDS, #planBelize 2.0. As the MED prepares for this, a review of #planBelize will be conducted and stakeholder consultations will commence. The MED will lead the process to develop the GoB’s next MTDS.

Resource Mobilization for Priorities. MED will continue to work with central and local government, as well as other public agencies and non-state partners to identify and mobilize resources in support of priority development initiatives as articulated in #planBelize 2.0.

Monitoring, Evaluation and Learning (MEL) Framework. MED will continue to work with MSDCCDRM and the SIB to finalize the results framework and the monitoring and evaluation framework system and plan for the #planBelize 2.0.

Development Financing Institutions and Multilateral Financing Agencies

Resources for #planBelize and for pipeline projects will be a priority and will be mobilized in coordination with the DFIs and MFAs, especially within the context of Belize’s CPF or CES/Funding Cycle and Indicative Financing Programmes. CPFs or CES/funding cycles have been completed or are nearing completion. The new CPFs or CES will define the programme of activities/framework of support to Belize in alignment with Belize’s strategic objectives.

The CPFs or CES/funding cycles will include pipeline projects which are scheduled for approval for the financial year 2025 to 2026. The MED anticipates mobilizing resources totalling at least **BZD \$533,139,000** for these pipeline projects, which will support the following strategic objectives in #planBelize:

| Pipeline Projects, by Strategic Objectives | | |
|--|---------------|-----|
| SO1. Poverty Reduction | \$366,361,000 | 69% |
| SO2. Economic Transformation | \$164,978,000 | 30% |
| SO4. Citizen Security | TBD | -- |
| SO5. Protection of the Environment and Natural Resources | \$1,800,000 | 1% |

These pipeline projects and CPFs/CES will be financed with assistance from the DFIs and MFAs, as described below.

CABEI

Pipeline Projects for the Financial Year 2025 to 2026

| Project Name | Cost (BZD '000) | Strategic Objective |
|--|-----------------|--|
| Municipal Climate Resilience in Belize | \$1,800 | SO5. Protection of the Environment and Natural Resources |

Municipal Climate Resiliency in Belize (\$1,800,000). This project aims to support municipalities in anticipating, preparing for, responding to, and recovering from the impacts of climate change—such as flooding, hurricanes, heatwaves, and rising sea levels—while ensuring the continuity of essential services and protecting the well-being of residents. The project objective is to increase the resilience on the impacts of climate change to at risk municipalities in Belize. This will be a part of the country engagement strategy for the period 2026 to 2029.

CDB

CES and Indicative Support Programme (\$122,500,000). The Caribbean Development Bank’s CES 2022 to 2026 is still in implementation. Coordination and collaboration with GoB should commence within the next few months towards the articulation of a new country engagement strategy and indicative programme financing for the period 2026 to 2030. In the interim, priorities discussed with the Bank for the coming financial year, in the first instance, are the finalisation of the financing agreement for the Eight Road project, further development of the North Ambergris Caye Water and Sanitation Project, a new citizen security intervention targeting at-risk youth, and a fourth loan to the Social Investment Fund. Disbursements will proceed as usual for ongoing projects in accordance with the financing agreements.

Pipeline Projects for the Financial Year 2025 to 2026

| Project Name | Cost (BZD'000) | Strategic Objective |
|--|----------------|------------------------------|
| Social Investment Fund IV | TBD | SO1: Poverty Reduction |
| North Ambergris Caye (Water and Sewerage Expansion Project) <i>(with co-financing from European Investment Bank and the Green Climate Fund (GCF)).</i> | \$280,000 | SO1: Poverty Reduction, |
| Eighth Road Project (GPH) | \$86,608 | SO2: Economic Transformation |
| Citizen Security (Youth at Risk) Intervention | TBD | SO4: Citizen Security |

CDF

Third Fund Cycle. The commencement of the CARICOM Development Fund’s Third Contribution and Subvention Cycle for the period 2024 to 2028 presents financing opportunities focusing on priority sectors like infrastructure, agriculture, and education and climate resilience. To maximize impact, future projects will prioritize enhanced design, stronger partnerships, and a greater emphasis on sustainability. The programme also aligns with the sectoral objectives of #planBelize. The following are the pipeline projects that are intended to be included in the Third Fund Cycle.

Pipeline Projects for the Financial Year 2025 to 2026 and beyond

| Project Name | Cost (BZD ‘000) | Strategic Objective |
|--|-----------------|------------------------------|
| Strengthening the Capacity of Extension Service and Improving Productivity, Competitiveness and Sustainability of the Honey and Cattle Sub- Sector in Belize | \$8,117 | SO2. Economic Transformation |
| Youth Entrepreneurship Strategy (YES) | \$253 | SO2. Economic Transformation |
| CDF/DFC Line of Credit | \$30,000 | SO2. Economic Transformation |
| Proposed Infrastructure Substitution for the San Antonio Primary School, St. Francis Xavier Primary and Pre-Primary School and Our Lady of Guadalupe R.C. Primary School | \$5,000 | SO1. Poverty Reduction |
| Rehabilitation and Upgrading of Rural Water Systems | \$3,800 | SO1. Poverty Reduction |
| Establishment of a sustainable market building to enhance vendor organization, and provide climate shielding for a brighter future | \$362 | SO1. Poverty Reduction |
| Dolores 108kW Solar PV Mini-Grid System in Rural Belize | \$3,199 | SO1. Poverty Reduction |

IDB

Pipeline Projects for the Financial Year 2025 to 2026

| Project Name | Cost (BZD ‘000) | Strategic Objective |
|---|-----------------|------------------------|
| Program to Improve Labour Participation and Employability in Belize | \$27,000 | SO1. Poverty Reduction |

Program to Improve Labour Participation and Employability in Belize (\$27,000,000). The program’s general objective is to increase the supply of skilled labour in Belize, especially among women, youth, and migrants. The specific objectives are: (i) improving services that promote access to the labour force of the general population, while providing specialized support to women, youth and migrants; and (ii) increasing skills supply through relevant and quality focused training in priority sectors.

WBG



WBG Director for Caribbean



Belize Country Programme Review Meeting

Country Partnership Framework (\$500,000,000 to 600,000,000). The World Bank is engaging with the GoB to develop the new CPF for the period 2026 to 2035. This new CPF will support the government through two broad country-level outcomes: building resilience to exogenous shocks and fostering inclusive and sustainable growth. These outcomes are operationalized through country-level targets aligned with national priority areas, such as the blue economy, education, agriculture, energy, and transportation. The new CPF is expected to strengthen the partnership and increase financial commitments, to an estimated BZD \$500 to 600 million through IDA and IBRD. The CPF will incorporate the following pipeline projects expected to be approved during the financial year 2025 to 2026.

Pipeline Projects for the Financial Year 2025 to 2026

| Project Name | Cost (BZD '000) | Strategic Objective |
|---|-----------------|------------------------------|
| Development Policy Credit: Catastrophe Deferred Drawdown Option | \$40,000 | SO2. Economic Transformation |
| Early Childhood Education Project | \$47,000 | SO1. Poverty Reduction |

Early Childhood Education Project (\$47,000,000). This project is in the pipeline to be Belize's second IDA-financed project. The project currently has an objective to improve access to quality preschool and early development services to promote female employability and employment in targeted areas.

Development Policy Credit with Catastrophe Deferred Drawdown Option (Cat-DDO) (\$40,000,000). The Cat-DDO enhances countries' crisis preparedness and prevention by providing a contingent financing line that offers immediate liquidity to address shocks related to natural disasters and public health emergencies caused by a biological event. Once approved, Belize will have access to this credit facility to respond to emergencies, with a percentage of financing drawn from Belize's IDA allocation. This work is complementary to other disaster preparedness and response initiatives, including the joint IDB and WB initiative to draft a national Disaster Risk Financing Strategy (DRFS). This aligns with the #planBelize's strategic objectives.

Country Climate and Development Report. For the first time, the World Bank will also be completing a Country Climate and Development Report (CCDR) for Belize; it is a core diagnostic that integrates climate change and development to help countries prioritize actions that will build climate resiliency and adaptation while also working to achieve broader development goals. Belize's CCDR will assess country-specific climate threats, map out how Belize could benefit

from low-carbon development, and identify potential short-, medium-, and long-term measures for ensuring the sustainability of development outcomes.

Donor Coordination

As part of resource mobilization for the achievement of strategic objectives, donor coordination will continue to be a priority. For this purpose, the MED's priorities and plans include:

- **Strengthening ICC Framework.** The MED will continue to actively engage in donor coordination through robust participation in the ICC as well as the DPN. The MED will also seek ways to improve donor coordination as the ICC is made operational.
- **Implementation of IPCSA Recommendations.** The MED will consider, prioritize and implement important recommendations from the IPCSA.

Public Sector Investment Programming Planning

Modernization of PSIP Planning. Work will continue to secure funding for the operationalization of the PSIP MIS. TORs have already been prepared for relevant services with support from the European Commission. Stakeholders – the Central Information Technology Office (CITO), E-Governance and Digitalisation Department (EGDD), Ministry of Finance (MoF), and MED will deliberate and agree on the way forward with the MIS, with the objective of fully deploying the system. As part of change management and while the MIS undergoes necessary reviews, efforts to socialise it among stakeholders will be undertaken to promote interest and system acceptance

PIMA/PIMF. The MED will also submit to Cabinet for approval the PIMA with the objective of establishing a PIMF/governance framework. A paper prepared previously for submission to Cabinet regarding the strengthening of the PIMF for public investment management is to be updated before presenting to Cabinet for consideration.

Training on PSIP and Reporting. The MED will continue to provide training to government ministries on PSIP Reporting. Expand engagements with executing agencies to update new and existing personnel on the PSIP and the reporting requirements. A new Project Information Sheet in excel will be circulated.

Information sharing with Bilateral Partners. Continue discussions with one bilateral partner towards data sharing for PSIP projects.

Timely PSIP Reporting and Dissemination. Enhance momentum and identify means of accelerating the preparation of the reports in the current environment to minimise delays once entities have submitted updates. A specific action will be bringing the reporting up to date such that reports are circulated at most two months after the close of a quarter.

4.2 Climate Finance Unit

A pipeline of BZD 600,000,000 worth of projects is being developed for 2025.

- CFU is expecting the approval of its second readiness project from the GCF, this time valued at BZD 2,000,000. Through the implementation of this current readiness project, it

is expected that MED will have stronger institutional capacity to manage a project of that size successfully.

- CFU has developed a concept note to build the resilience of the banana and citrus industries, which will be submitted to the GCF through the DFC. This will be a BZD 100,000,000 project.
- CFU is expecting approval of BZD 2,000,000 technical assistance from CABI to conduct feasibility studies for the Municipal Climate Resilience Project, targeting flooding, coastal erosion, drainage, and other issues that our municipalities are facing because of climate change.
- CFU will prepare and submit a Cabinet Paper on the Green Bond initiative. The paper will outline the total funding available—BZD 40,000,000—as well as the associated terms and conditions.
- Through the recently approved Readiness project, the CFU will undertake a comprehensive assessment to explore the feasibility of transitioning into a fully-fledged department. This transition aims to enhance the unit's operational autonomy, technical capacity, and leadership in coordinating national climate finance efforts.
- As part of this initiative, the CFU will also assess the potential for establishing a National Climate Finance Fund. Dedicated financial mechanism to mobilize, manage, and disburse climate-related resources more efficiently. The fund would serve as a central platform for attracting public and private sector investments, coordinating international climate finance flows, and supporting high-impact, country-driven adaptation and mitigation projects. These institutional developments are aligned with Belize's long-term vision to scale up access to climate finance and build national resilience to climate change.
- Develop the Procurement and Internal Audit Manuals to Strengthen Fiduciary Systems. CFU will complete the development of its Procurement and Internal Audit Manuals as a critical step in enhancing its internal fiduciary processes. These manuals are core requirements for accreditation with the GCF, as they demonstrate MED's ability to manage funds transparently, efficiently, and in compliance with international standards. Once finalized, these documents will serve as key institutional tools to guide procurement procedures and internal auditing practices, ensuring accountability, reducing risks, and supporting the effective implementation of climate finance projects.
- Deploy the Digital Repository Platform. CFU will initiate the development of a Digital Repository Platform designed to strengthen project monitoring, transparency, and stakeholder engagement. This platform will serve as a centralized hub for storing and accessing project-related data, reports, and documentation. A key feature will include a real-time direct response mechanism, allowing the public and project stakeholders to submit feedback, track project progress, and access up-to-date information. By enhancing accessibility and communication, the platform will improve accountability, promote informed decision-making, and foster greater public trust and participation in climate finance and development initiatives.

- The two GCF Concept Notes—BELT and CLEARs—are prioritized as national initiatives for transformational change. These concept notes will be submitted to the Green Climate Fund to request funding and will be refined to align with GCF funding criteria. The plan is to implement a Project Preparation Facility in 2025–2026 and begin full project execution by late 2026.
- CFU will continue its efforts toward institutional strengthening as part of its pathway to achieving accreditation with the GCF. This includes enhancing internal systems, policies, and procedures to meet GCF fiduciary, environmental, social, and gender standards. Strengthening institutional capacity will not only support MED’s accreditation goals but also improve its ability to directly access and manage climate finance, thereby positioning Belize to more effectively implement and scale climate-resilient development initiatives.

4.3 Project Management Unit

Global Fund Cycle 7. The Global Fund Cycle 7's plans and priorities will be to build SRs capacity in areas such as MEL, data management, and reporting in order to enhance the effectiveness of the program's accuracy and implementation. Strengthening data utilization for better-informed decision-making will also be prioritized, ensuring that strategies are evidence-based.

RRB Programme. The RRB Programme's plan by mid-2025 is to complete a major road and bridge infrastructure to improve community access and connectivity. Also, a priority includes finalising the delivery and implementation of agricultural tools, including irrigation systems and honey processing equipment, to increase sustainability. In addition, the rollout of a mobile agri-weather app for national use is planned to provide farmers with real-time and future weather information to improve crop yields. There will be a continuation of training initiatives with a focus on fostering youth leadership in agriculture to encourage the next generation to engage in innovative farming practices. This programme will also launch additional climate-resilient infrastructure projects, which will be funded by the CDB to improve the region's capacity to adapt to climate change.

Second Road Safety Project. The SRSP plans to advocate for the formal adoption and national rollout of the GDL system, which will improve driver preparedness and assist with reducing road traffic incidents in Belize. Also, this initiative aims to institutionalize the Safe Driving Manual as a core resource for driving training and theory testing. Strengthening collaboration with the judiciary is also a priority, along with the plan to explore establishing municipal traffic courts to enforce road safety laws. In addition, this project aims to design and implement a national traffic incident data collection framework in collaboration with the Police Department and the MoHW.

MCC-Belize Compact: Education Project Summary. The MCC- Belize Compact Education Project plans and priorities for the financial year 2025 to 2026 reflects a shift in focus due to adjusted timelines caused by external delays. The focus will be on piloting and launching national student assessments to improve learning measurement and outcomes. There are plans to prioritize an upgrade to the digital infrastructure to support online testing and ensure that the education system is well equipped to deliver and evaluate student learning. This Education Project aims to finalize the National Technical and Vocational Education and Training (TVET) Policy and secure Cabinet approval, alongside the enactment of the National TVET Act, to strengthen the delivery of vocational education. In addition, this initiative aims to concentrate on completing the co-creation and awarding the Equipping Secondary Educators Partnership to improve teaching

capacity. A revision of the Education and Training Act is also planned to align the legislative framework with the emerging educational needs. Furthermore, to ensure proper implementation of the readiness, key roles within the Ministry of Education and MCA-Belize will be filled for the successful execution of the project deliverables.

BISP. The PEU will finalize and issue tender documents 2025 for the next phase of infrastructure works, with construction expected from 2025 to 2026. Key priorities include maintaining strong coordination with CABEL, delivering quality infrastructure across Belize, and maximizing socio-economic impact for citizens.

4.4 Records Management Unit

Digitize Records Management Unit Drive the full digitization of the Records Management Unit prioritizing high-priority and sensitive documents to improve accessibility, efficiency, and long-term preservation.

Implement and Optimize the Electronic Document and Records Management System (EDRMS) Fully deploy the EDRMS to centralize digital records, streamline retrieval processes, and ensure compliance with retention policies and security protocols.

Increase Staff Training and Awareness Develop and roll out a structured training program, including refresher courses and onboarding modules, to promote consistent records handling practices.

Improve Access Controls and Security Measures Implement stricter access protocols for both physical and electronic records to ensure confidentiality and integrity.

Enhance Physical Storage Conditions Improve or expand physical storage infrastructure, including secure cabinets, environmental controls, and optimized space management.

Develop Disaster Recovery and Backup Plans Formalize and test disaster recovery strategies for both physical and digital records to mitigate the risk of data loss.

4.5 Statistical Institute of Belize

Labour Force Surveys. Two rounds of the LFS are scheduled for April and September of 2025. These rounds will include the modules on multidimensional and monetary poverty, financial inclusion, as well as an Endline Survey Module on behalf of the RRB Programme. During the April round, the SIB will also be piloting its newly developed automated coding application, to be run parallel to the traditional manual coding method.

Household Budget Survey (HBS). Final preparations for the HBS, a major household survey to collect detailed data on household spending on all categories of goods and services, will be completed during the coming year. This data will be used to update the Consumer Price Index basket of goods and services, as an input into the Supply and Use Tables, and to support monetary poverty measurement. The survey will be conducted in four quarterly rounds, starting in November of 2025.

Launch of National Strategy for the Development of Statistics. The 2025 to 2029 NSDS will be submitted to Cabinet for its endorsement in the second quarter of 2025, after which it will be officially launched.

Continued Implementation of KOICA Project. Implementation of the scheduled activities under the Enabling of Belize's Statistical System project will continue, in partnership with KOICA, the UNDP and other UN agencies. Activities will include: (i) review and recommendations for strengthening statistical legislation related to the National Statistical System; (ii) development of a quality assurance framework for the NSS; (iii) launch of a rebranding campaign for the SIB; (iv) upgrading of the BNSS indicators portal, including the integration of an SDG portal; (v) purchase of additional computer and communications equipment; (vi) establishment of a quarterly training program for NSS agencies; (vii) hiring of additional staff for the SIB's NSS Unit; (viii) establishment of national monitoring tables to support reporting of national indicators; and (ix) enrolment of additional SIB staff in master's degree programs and short training courses.

Launch of Monetary Poverty Statistics. Monetary poverty estimates for 2024 are scheduled to be published in the second quarter of 2025, following sensitization of government and other key stakeholders.

Establishment of International Trade in Services (ITS) Statistics Work Program. Over the coming year, work will commence on the development of an International Trade in Services statistics work program within the Institute's Economic Statistics department. A TWG comprised of key stakeholders will be established to support the SIB with the sourcing of technical support, development of a Foreign Affiliate Trade in Services survey, and review of the first set of ITS tables.

Development of Other Price Indices. With technical support from the Caribbean Regional Technical Assistance Centre, two new programs will be established within the SIB's Price Statistics work program. These will include a Producer Price Index, which measures inflation from the perspective of producers, and an Export/Import Price Index, which measures price changes in imported and exported goods.

LGBTQ+ Survey. A survey to collect data on the size and socioeconomic status of the country's LGBTQ+ population will be piloted in October 2025, with technical support provided by the World Bank. This pilot will be in preparation for the conduct of a full standalone survey in March 2026.

Development of 2026-2030 Strategic Plan. A new five-year Strategic Plan for the SIB will be developed during the coming year, with the assistance of an expert to be provided by the Canada CARICOM Expert Deployment Mechanism. The new plan is expected to be completed by the end of 2025 and launched at the start of 2026. Additionally, a five-year expansion plan for the Institute will be developed, including recommendations for restructuring and staffing increases, informed by the objectives of the new strategic plan.

Launch of Census Thematic Reports. A minimum of six thematic reports, based on the 2022 Population and Housing Census will be launched during the coming year. These will include: a Key Findings Report as well as reports on Multidimensional Poverty, Migration, Food Insecurity, Fertility and Mortality, and Health and Disability.

Support to Development of MEL Framework for #planBelize. The SIB will continue to work along with the MED to finalize an MEL framework for monitoring progress towards the goals of the MTDS.

Ocean and Environmental Accounts. Over the coming year, the SIB’s National Accounts team will be working along with other government partners to produce an Ocean Satellite Account specific to the San Pedro area, with technical and financial support to be provided by the Global Ocean Accounts Partnership. Ocean and environmental accounts provide a framework, compatible with the System of National Accounts, for the valuation of stocks and flows of environmental assets.

5.0 STAFFING AND FINANCIAL CONSIDERATIONS

5.1 Staffing

Staffing Composition for the period April 1st, 2024, to March 31st, 2025 consisted of **104 employees**:

| | | |
|---|----------|-----------------|
| MED– 35 (Permanent Establishment (PE) – 23 Open Vote (OV) - 5 Contract Officers– 7) | | |
| BSIP – 6 | RRB – 19 | SRSP - 4 |
| BCDT – 10 | CEU – 26 | Global Fund – 4 |

Staffing Changes

During the reporting period, the Ministry experienced **staffing changes**:

New Hires. 3 new staff members were recruited to support key functions such as [Project Officer III, Communications Officer, and Secretary).

Departures. 10 staff members left the due to: resignations, retirement, /contract completion and Approved Study Leave.

Role Changes. 1 staff was reassigned and 2 promoted internally to better align with operational needs and skill sets. One staff member successfully **returned from study leave** during the reporting period and resumed their duties within the Integrated Climate Finance Development and Coordinating Unit.

Outgoing Transfers. 4 Finance Officers were transferred out of the Ministry to other Ministries during the reporting period. These transfers resulted in temporary staffing gaps, need for knowledge transfer, and workload redistribution.

Incoming Transfers. 4 Finance Officers were transferred into the Ministry during the reported period.

Staffing Levels. The current staffing levels were reviewed in relation to the Ministry’s key functions, including capital budget preparation and management, coordination with development finance institutions and multilateral financing agencies, economic development planning, and

oversight of the Public Sector Investment Programme (PSIP). While the Ministry maintained progress across core areas, staffing constraints at times affected the timely execution of certain technical and strategic initiatives.

Identified Skill and Capacity Gaps. The Ministry continues to face gaps in specialized expertise, particularly in areas such as project management, risk management, diplomacy, data analysis (Excel and power B), monitoring and evaluation, and electronic data management systems. Addressing these gaps is essential to enhancing the quality and effectiveness of development planning and investment programming.

Turnover and Its Impact. Ministry experienced multiple transfers of finance officers both into and out of the organization. These staff movements presented challenges to operational continuity and institutional knowledge. As a result, targeted efforts in onboarding and knowledge transfer were required, which temporarily impacted the pace of policy implementation, project evaluations, and financial planning activities.

Skills Development and Capacity Building. Staff participated in various professional development activities, including workshops, technical training sessions, and on-the-job learning to enhance their effectiveness in supporting the Ministry's core responsibilities and broader economic development planning efforts. Continued investment in skills development remains a priority, particularly as the Ministry adopts more advanced systems and methodologies to improve planning, budgeting, and coordination with external partners.

Events

March 2024– MED celebrated Women's Month under the theme "Inspire Inclusion – Count Her In." To mark the occasion, the Ministry recognized and appreciated the contributions of its female staff by presenting care packages, hosting a special luncheon, and distributing customized shirts in their honour.

May 2024– MED celebrated Mother's Day by honouring the mothers within the organization. Each was presented with a personalized gift basket as a token of appreciation, and a special luncheon was held in the Ministry's Conference Room to commemorate the occasion.

June 2024– for Father's Day the fathers in the MED were recognized and celebrated with a dedicated luncheon and the presentation of gift bags as tokens of appreciation.

– MED participated in activities organized in observance of Public Service Month, coordinated by the Ministry of the Public Service. Key highlights included Information Day, during which the MED set up booths to educate the public about its roles and functions. An Award Ceremony was also held in San Pedro to recognize long-serving public officers for their dedication and contributions. Additionally, management organized a Staff Appreciation Day Retreat, which, although initially scheduled for June, was held in August 2024 due to scheduling conflicts and the team's heavy workload during the earlier part of the year.

August 2024 – The MED Ministry held a successful Staff Appreciation Retreat on Maya King. The event saw strong participation, with approximately 80% of staff in attendance. The retreat featured a variety of engaging outdoor activities including hiking, ziplining, horseback riding,

swimming, and all-terrain vehicles (ATV) rides. Staff also enjoyed a day filled with delicious food, refreshments, games, raffles, and prizes, promoting team bonding, relaxation, and morale-building.

September 2024– In celebration of Belize’s 43rd Independence Anniversary, a cookout was held on September 13, 2024, in front of the Sir Edney Cain Building. - The event brought together staff from all ministries and departments under the Office of the Prime Minister and the Ministry of the Public Service, fostering unity and national pride.

December 2024–The year concluded with a joyful Christmas Luncheon held on December 20, 2024, at Alas’ Place. The venue was beautifully decorated, and staff enjoyed a festive buffet, exciting raffles, games, and a generous distribution of gifts, making it a memorable end to the year

5.2 Finance and Accounts

The accounts section consists of four officers: 2 Finance Officers and 2 First Class Clerks. The CEO is the MED’s Accounting Officer.

For the financial year 2024 to 2025, MED’s approved budget consisted of the following recurrent and capital expenditures.

| Recurrent Expenditures (BZD) | | Capital Expenditures (BZD) | |
|------------------------------|------------------|----------------------------|-------------------|
| Cost Centre 32017 | 4,410,115 | Capital II | 5,828,753 |
| Cost Centre 32048 | 450,161 | Capital III | 17,702,444 |
| Total: | 4,860,276 | Total: | 23,531,197 |

Acquisitions and activities financed included: desks, chairs; printers; office painting; all new lights replacements along with tile ceiling for every office; remodelling and refurbishing of office desk for new officers; replacing air conditioners for few offices; and payment of rental for a container storage.

These items were paid from recurrent expenditures and through Capital II “Capital Improvement of Buildings.” These purchases became necessary for the betterment of the MED.

6.0 CONCLUSIONS AND RECOMMENDATIONS

The MED is responsible for performing its constitutional mandate and ensuring that the GoB delivers on the strategic objectives, programs, and plans in #Belize. During the financial year 2024 to 2025, the MED successfully performed the constitutional responsibilities and achieved substantial resources for the benefit of Belize. Given the challenges, constraints and lessons learned as well as future priorities and plans, the following recommendations are being made to improve performance and service delivery.

6.1 Policy and Planning Unit

Strengthen the MEL framework for #planBelize and Economic Development Planning. In relation to this responsibility, the MED should hire or capacitate dedicated MEL officers to enhance its capability for timely and effective monitoring and reporting on the implementation of #planBelize. Also, the GoB should align with best practices and develop results frameworks and MEL plans in preparation of or simultaneously with their strategies. This will help to ensure a more effective programming process where initiatives are directly aligned with stated outcomes, goals, targets, and indicators.

Improve Stakeholder Engagement and Donor Coordination. To this end:

- Ensure that donor coordination includes all six strategic objectives of the MTDS.
- Consider the actionable implementation of the recommendations made at the IPCSA.
- Formalize commitments to the ICC framework with substantive and procedural matters defined and roles and responsibilities unambiguously assigned.
- Promote the portfolio review as a key forum for joint accounting of project progress and achievements between GOB and funding agencies.

DFIs/MFAs. TO guide DFIs and MFAs engagement, it would be imperative to define financial requirements, facilitate resource mobilization and donor coordination, and provide indicative amounts (in the next MTDS or #planBelize 2.0). Coordination of the DFIs and MFAs CPFs or CES/Funding Cycles with the MTDS and inclusion of donor coordination in the development of concept notes would also be important actions.

Update the CPF to Include a Prioritized Project List: Revise the national country programme to reflect current climate priorities by incorporating an updated, ranked list of projects. This will help guide strategic engagement with climate finance institutions and ensure alignment with national development and resilience goals.

PSIP PIMF and MIS. Given that the PSIP is one of the MED's main functions and outputs, the PSIP should be modernized by strengthening the governance framework, starting with the Public Investment Management Framework (PIMF), starting with the 2019 PIM Assessment. The PSIP MIS should also be made operational, effective, efficient, and inclusive. This will also be complemented by strengthened project implementation, management, and oversight.

6.2 Climate Finance Unit

Strengthen Coordination with External Agencies. Improved collaboration is needed between the CFU and key external agencies such as the National Climate Change Office (NCCO), the PACT, and the 5Cs. These institutions often have overlapping roles and responsibilities related to climate finance, project implementation, and capacity building. Establishing clearer communication channels, joint planning mechanisms, and defined roles will help reduce duplication, enhance synergy, and ensure a more cohesive national approach to accessing and managing climate finance.

Enhance Stakeholder Engagement During Early Deliverables. Continue leveraging momentum from initial workshops by incorporating feedback loops, ensuring stakeholders remain engaged and informed throughout implementation

6.3 Project Management Unit

Accelerate procurement timelines where possible. Introduce tighter procurement tracking mechanisms to reduce delays and improve timelines for contracting technical firms.

Centralize Financial and Procurement Responsibilities. For projects managed by the Ministry of Economic Development, financial management and procurement tasks should, in most cases, be handled by the finance and administrative/staffing offices rather than by professional and technical officers. This approach ensures greater compliance with fiduciary standards, promotes efficiency, and allows professional and technical staff to focus on project implementation and oversight within their areas of expertise.

Global Fund Cycle 7. The Global Fund Cycle 7 recommendation is to promptly reprogram specific budget line items to ensure efficient utilization of funds. This will reduce the risk of underutilization and ensure that funds are directed towards achieving grant objectives.

RRB Programme. The RRB Programme should prioritize expediting procurement and infrastructure timelines through improved forecasting and streamlined procedures. Also, expand digital literacy and assess training accessibility and utility of key digital literacy and access training for market and weather platforms. In addition, stronger coordination among the PMU, technical partners, and community organizations will help sustain momentum and ensure the timely delivery of project objectives. Finally, monitoring and adapting gender and youth inclusion strategies will be crucial to secure long-term engagement from these groups throughout the program's implementation.

Second Road Safety Project. The SRSP recommends advocacy for institutionalizing road safety by establishing a permanent statutory body supported by cross-ministerial. Adapting the Safe Driving Manual nationwide is encouraged as a standardized tool to educate new drivers. Also, advancing the GDL Framework through stakeholder consultation and policy engagement will improve young driver safety. Lastly, enhancing traffic incident data systems is essential for quality, consistency, and application in decision-making processes.

MCC Belize Compact Development: Education Project. The MCC-Belize Compact Education Project's key recommendations are prioritising continued stakeholder engagement and communication to maintain project momentum. Also, to address the capacity gap, the recruitment process must be accelerated to fill critical positions in the Ministry of Education and MCA-Belize. In addition, the initiation of additional technical working groups for Activities 2 and 3 of the Education Project is recommended to advance inclusive education and institutional reform. This project needs to monitor and adjust implementation strategies to mitigate risks caused by the current U.S. aid funding pause.

BISP. The BISP recommends strengthening institutional support to ensure effective programme implementation. This includes timely communication, technical inputs, and resources from all the beneficiaries' agencies. Also, improving and accelerating decision-making processes will reduce

delays, accelerate implementation, and improve project delivery outcomes. Finally, replicating successful collaboration models across all executing units can enhance national project efficiency.

6.4 Records Management Unit

Invest in Ongoing Staff Training and Development Regular and advanced training should be implemented to keep staff up to date with the latest records management technologies, legal requirements, and best practices. This will foster better compliance and more efficient handling of records.

Enhance Data Security and Access Control Strengthen security protocols for both physical and electronic records, ensuring access is controlled based on roles and responsibilities. This will minimize risks related to data breaches or unauthorized access.

Conduct a Comprehensive Records Audit An organization-wide audit of both digital and physical records is necessary to identify records that are outdated, redundant, or non-compliant with retention schedules. This will improve data accuracy and reduce the risk of keeping unnecessary or expired records.

Allocate Resources for Physical Storage Upgrades Consider upgrading outdated physical storage systems to improve the preservation and safety of records. This includes replacing old filing cabinets, improving ventilation, and enhancing the security of physical archives.

6.5 Staffing and Financial Considerations

MED Strategic Plan. Review the recently completed MED Strategic Plan for actions that are to be implemented in support of the work of the PPU.

Enhance Coordination Among MET Units. Strengthen internal collaboration across units within the MET, particularly in areas such as project development, mission planning, and reporting. Improved coordination will ensure more efficient use of resources, reduce duplication of efforts, and enhance the overall effectiveness of project implementation and stakeholder engagement.

Undertake a Skills Assessment to Inform Workforce Planning. Undertake a comprehensive evaluation of existing staff competencies to identify both strengths and areas for development. The findings will guide targeted recruitment and training initiatives to better align the workforce with the Ministry's strategic objectives.

Implement Succession Planning and Knowledge Transfer Mechanisms. Develop a structured succession plan to reduce disruptions caused by staff turnover or transfers. Institutionalize knowledge-sharing practices to preserve institutional memory.

Increase Staffing Levels to Meet Growing Demands. Assess workload distribution and consider expanding staff in key areas to ensure timely and efficient execution of responsibilities in all units.

Enhance Training and Upskilling Opportunities. Invest in continuous professional development through workshops, certifications, and on-the-job training to build capacity in areas

like project cycle management, monitoring and evaluation, and public finance, equipped with necessary skills, experience, tools and technologies and administrative support.

Facilities and Workspace Needs. As the Ministry's staffing complement continues to grow in response to expanding responsibilities, the current office space has become increasingly inadequate. It is recommended that the Ministry explore options for acquiring additional office space or transitioning to a more suitable facility that can comfortably accommodate staff, support efficient workflows, and provide appropriate meeting and collaboration areas. This will enhance productivity, staff well-being, and overall operational effectiveness. More immediately, the MED needs more office spaces for the senior officers specially for our Junior Finance Officer, along with other senior project officers that will be coming on board for upcoming projects.

ANNEX 2. List of Professional and Technical Staff of the Ministry of Economic Development

| First Name | Last Name | Post | Work Status PE/OV /C | Department/Unit |
|------------|---------------|---|----------------------|--------------------------|
| Carlos | Pol | Director/Ag Chief Executive Officer | PE | Administration |
| Celina | Flores | Administrative Officer III | PE | Administration |
| Salvador | Alas | Finance Officer II | PE | Accounts |
| Myra | Samos | Administrative Assistant II | PE | Administration |
| Eric | Price | First Class Clerk | PE | Accounts |
| Ana | Mahmud-Zetina | Sr. Secretary | PE | Administration |
| Telecia | Swift | Senior Secretary | PE | Administration |
| Joel | Ical | System Administrator II | PE | Information Technology |
| Daren | Casey | Second Class Clerk | PE | Administration |
| Clint | Middleton | First Class Clerk | PE | Accounts |
| Jose | Martinez | Driver/Handyman | PE | Administration |
| Alvaro | Romero | Minister Driver | PE | Administration |
| Duane | Belisle | Director, PPU | PE | Policy and Planning Unit |
| Karlene | McSweeney | Senior Economist | PE | Policy and Planning Unit |
| Fayne | Nicasio | Senior Economist | PE | Policy and Planning Unit |
| Abelardo | Mai | Economist III | PE | Policy and Planning Unit |
| Gabrielle | Hulse | Economist III | PE | Policy and Planning Unit |
| Kimberley | Westby | Economist II | PE | Policy and Planning Unit |
| Kaelan | Mendez | Economist III | PE | Policy and Planning Unit |
| Nephi | Pott | Relief Economist III | PE | Policy and Planning Unit |
| Luis | Martinez | Project Officer III | PE | Policy and Planning Unit |
| Jerdie | King | Relief Economist III | PE | Policy and Planning Unit |
| Rubiceli | Perera | Development Partnership Coordination/PSIP Officer | C | Policy and Planning Unit |
| Hunter | Hales | Proposal Development Officer | C | ICFDU |
| Leroy | Martinez | Economist II/Ag Director | PE | ICFDU |
| | | Monitoring and Evaluation Officer | | ICFDU |
| Yuribeth | Sarceno | Information Capacity Building Officer | PE | ICFDU |

| First Name | Last Name | Post | Work Status PE/OV /C | Department/Unit |
|-------------------|------------------|--|-------------------------------------|--------------------------|
| Jason | Middleton | Sr. Project Officer | PE | ICFDCU |
| Shenlee | Mckoy | Office Assistant | OV | Administration |
| Justino | Palomo | Project Development Officer | C | ICFDCU |
| John | Flowers | Monitoring & Evaluation Officer | C | Policy and Planning Unit |
| Paula | Choc | Cleaner | OV | Administration |
| Andrew | Harrison | Project Development Specialist | C | ICFDCU |
| Estephany | Cunil | Secretary III | OV | Administration |
| Jordanne | Espat | Communications Officer | C | ICFDCU |
| Elvis | Requena | Project Coordinator | C | BISP |
| Sharon | Lamb | Finance Officer II | C | BISP |
| Stephanie | Pouchie | Procurement Officer | C | BISP |
| Carrie | Martinez | Administrative Assistant | C | BISP |
| Abel | Flores | Project Engineer | C | BISP |
| Hector | Carrillo | Assistant Project Engineer | C | BISP |
| Ferdie | Cabb | Project Manager | C | Global Fund |
| Jorge | Rodriguez | Financial Administrator | C | Global Fund |
| Javan | Chavarria | Monitoring & Evaluation Officer | C | Global Fund |
| Saira | Chi | Project Administrative Assistant | C | Global Fund |
| Eliezer | Chi | Statistician II | C | SIB |
| Carlos | Magana | Project Manager | C | ICFDCU |
| Rosalia | Lopez | Administrative Assistant II | C | BCDT |
| Kashieka | Broaster | Social Inclusion & Gender Integration Specialist | C | BCDT |
| Rumile | Arana | Economist | C | BCDT |
| Juan | Rancharan | Environmental & Social Performance Specialist | C | BCDT |
| Dr Neulin | Villanueva | Education & Workforce Development Specialist | C | BCDT |
| Manuela | Lue | Private Sector Development Specialist | C | BCDT |
| Artemio | Osorio | Procurement Director | C | BCDT |
| Michelle | Turton | Stakeholder Engagement Specialist | C | BCDT |
| Jamie | Perez | Finance & Administration Director | C | BCDT |
| Carla | Alvarez | National Coordinator | C | BCDT |
| Martha | Woodye | MEALS | C | CEU |
| Carla | Gillett | Project Manager | C | CEU |
| Eric | Swan | Admin Officer | C | CEU |
| Pedro | Villegas | E&S | C | CEU |
| Danny | Hun | Finance | C | CEU |

| First Name | Last Name | Post | Work Status PE/OV /C | Department/Unit |
|-------------------|------------------|--|-------------------------------------|------------------------|
| Arceni | Lizama | Finance | C | CEU |
| Alexis Daniel | Salazar | MEALS & Communication Specialist | C | CEU |
| Karon | Hamilton | Procurement Assistant | C | CEU |
| Therese | Johnston | Procurement Assistant | C | CEU |
| Trudy | Joseph | Procurement Specialist | C | CEU |
| Debbie | Alfaro | Project Manager | C | CEU |
| Shahera | Mckoy | Project Manager | C | CEU |
| Henry | Wade | Project Manager | C | CEU |
| Dwight | Neal | Project Manager | C | CEU |
| Ruby | Pascasio | Sr. Procurement Specialist | C | CEU |
| Edgar | Yam | Extension Officer | C | CEU |
| Kenya | Castillo | Extension Officer | C | CEU |
| Edwardo | Moh | Extension Officer | C | CEU |
| Israel | Galicia | Extension Officer | C | CEU |
| Jonathan | Carrillo | Extension Officer | C | CEU |
| Mariano | Novelo | Extension Officer | C | CEU |
| Sunny | Kada | Project AA | C | CEU |
| Denmar | Villar | Project Coordinator | C | CEU |
| Armando | Perez | Project Officer | C | CEU |
| Mark | Bowman | Tourism Business Plan Expert | C | CEU |
| Ameika | Myers | Communication Assistant | C | CEU |
| Zane | Castillo | Project Manager | C | SRSP |
| Tenesha | Reynolds | Finance Officer | C | SRSP |
| Neal | Sylvian | Office Administrator | C | SRSP |
| Jada | Neal | Project Assistant/Caretaker | C | SRSP |
| Geraldo | Flowers | Programme Manager | C | RRB |
| Natalie | Bucknor | Programme Assistant | C | RRB |
| Nerie | Sanz | Monitoring and Evaluation Officer | C | RRB |
| Carlos | Itza | Rural Organization Development Officer | C | RRB |
| Alfred | Serano | Climate Officer | C | RRB |
| Nadia | Vernon | Procurement Officer | C | RRB |
| Patrick | Tillett | Finance Officer | C | RRB |
| Melissa | Almendarez | Finance Officer | C | RRB |
| Jason | Budna | Finance Associate | C | RRB |
| Jose | Lisbey | Technical Coordinator | C | RRB |
| Mark | Velasquez | Civil Engineer | C | RRB |
| Lemuel | Palacio | Sr. Procurement Officer | C | RRB |

| First Name | Last Name | Post | Work Status PE/OV /C | Department/Unit |
|-------------------|------------------|---|-------------------------------------|------------------------|
| Irving | Thimbriel | Civil Engineer | C | RRB |
| Sandra | Medina | Climate Smart Extension Officer | C | RRB |
| Cornelio | Tzib | Climate Smart Extension Officer | C | RRB |
| Hector | Reyes | Rural Organization Development Officer | C | RRB |
| Elvis | Chi | Climate Smart Extension Officer | C | RRB |
| Alberto | Chacon | Climate Smart Extension Officer | C | RRB |
| Jason | Castillo | Climate Smart Extension Officer | C | RRB |

ANNEX 3. Budget and Investments for Programmes of the Ministry of Economic Development

| MINISTRY : MINISTRY OF ECONOMIC DEVELOPMENT AND INVESTMENT | | | | | | | | |
|--|------------------------------------|--------------------|--------------------|-------------------------------|--------------------------------|-------------------------------|--------------------------------|--------------------------------|
| SECTION 1: MINISTRY SUMMARY | | | | | | | | |
| VISION: | | | | | | | | |
| To contribute to the sustainable economic and entrepreneurial growth of Belize and to ensure the health and safety of consumers. | | | | | | | | |
| MISSION: | | | | | | | | |
| A) Develop and monitor trade policy, investment, and incentive programs. | | | | | | | | |
| B) Monitor and assist in the improvement of the investment and trade climate. | | | | | | | | |
| C) Ensure that investors fully comply with relevant incentive programs and regulations. | | | | | | | | |
| D) Optimize economic benefits and employment obtained from private investments without compromising their sustainability. | | | | | | | | |
| E) To promote the use of international standards and quality management systems to enhance the lives of consumers. | | | | | | | | |
| STRATEGIC PRIORITIES: | | | | | | | | |
| Creation and implementation of incentives for Foreign Direct Investment to create employment and foreign currency. | | | | | | | | |
| Regulation of trade and investment policies. | | | | | | | | |
| To enable trade negotiations with exporters. | | | | | | | | |
| To promote productivity in Belize. | | | | | | | | |
| To support private sector development in the creation of employment opportunities. | | | | | | | | |
| PROGRAMME EXPENDITURE SUMMARY | | | | | | | | |
| No. | Programme | 2021/22 Actual | 2022/23 Actual | 2023/24 Budget Estimate | 2023/24 Revised Estimate | 2024/25 Budget Estimate | 2025/26 Forward Estimate | 2026/27 Forward Estimate |
| 033 | ECONOMIC DEVELOPMENT | \$7,593,236 | \$17,553,130 | \$35,726,107 | \$18,592,533 | \$47,095,138 | \$75,787,005 | \$73,786,653 |
| | Recurrent Expenditure | \$3,857,211 | \$3,977,002 | \$4,487,112 | \$4,796,959 | \$5,040,344 | \$5,040,341 | \$5,040,342 |
| | Capital II Expenditure | \$1,624,424 | \$6,405,615 | \$2,591,800 | \$8,636,835 | \$5,875,353 | \$4,405,257 | \$4,046,850 |
| | Capital III Expenditure | \$2,111,601 | \$7,170,514 | \$28,647,195 | \$5,158,739 | \$36,179,441 | \$66,341,407 | \$64,699,461 |
| | TOTAL BUDGET CEILING | \$7,593,236 | \$17,553,130 | \$35,726,107 | \$18,592,533 | \$47,095,138 | \$75,787,005 | \$73,786,653 |
| | Recurrent Expenditure | \$3,857,211 | \$3,977,002 | \$4,487,112 | \$4,796,959 | \$5,040,344 | \$5,040,341 | \$5,040,342 |
| | Capital II Expenditure | \$1,624,424 | \$6,405,615 | \$2,591,800 | \$8,636,835 | \$5,875,353 | \$4,405,257 | \$4,046,850 |
| | Capital III Expenditure | \$2,111,601 | \$7,170,514 | \$28,647,195 | \$5,158,739 | \$36,179,441 | \$66,341,407 | \$64,699,461 |
| SUMMARY OF RECURRENT EXPENDITURE | | 2021/22 Actual | 2022/23 Actual | 2023/24 Budget Estimate | 2023/24 Revised Estimate | 2024/25 Budget Estimate | 2025/26 Forward Estimate | 2026/27 Forward Estimate |
| 230: | PERSONAL EMOLUMENTS | \$1,100,190 | \$1,424,981 | \$1,459,728 | \$1,716,203 | \$1,610,329 | \$1,610,326 | \$1,610,327 |
| 231: | TRAVEL & SUBSISTENCE | \$40,560 | \$50,186 | \$56,052 | \$53,114 | \$134,206 | \$134,206 | \$134,206 |
| 340: | MATERIALS & SUPPLIES | \$32,200 | \$66,970 | \$87,720 | \$98,449 | \$205,494 | \$205,494 | \$205,494 |
| 341: | OPERATING COSTS | \$71,947 | \$112,912 | \$97,596 | \$96,231 | \$182,463 | \$182,463 | \$182,463 |
| 342: | MAINTENANCE COSTS | \$37,134 | \$36,131 | \$28,392 | \$65,681 | \$71,748 | \$71,748 | \$71,748 |
| 343: | TRAINING | \$2,456 | \$2,950 | \$9,336 | \$5,552 | \$20,000 | \$20,000 | \$20,000 |
| 346: | PUBLIC UTILITIES | \$35,625 | \$44,072 | \$21,576 | \$35,379 | \$78,600 | \$78,600 | \$78,600 |
| 348: | CONTRACTS & CONSULTANCY | \$0 | \$0 | \$1,704 | \$1,342 | \$2,500 | \$2,500 | \$2,500 |
| 349: | RENTS & LEASES | \$0 | \$13,500 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 350: | GRANTS | \$2,537,098 | \$2,225,300 | \$2,725,008 | \$2,725,008 | \$2,735,004 | \$2,735,004 | \$2,735,004 |
| | TOTAL RECURRENT EXPENDITURE | \$3,857,211 | \$3,977,002 | \$4,487,112 | \$4,796,959 | \$5,040,344 | \$5,040,341 | \$5,040,342 |
| STAFFING RESOURCES (MINISTRY) | | | | | | | | |
| | Managerial/Executive | 4 | 4 | 4 | 4 | 5 | 6 | 10 |
| | Technical/Front Line Services | 15 | 15 | 15 | 15 | 18 | 31 | 138 |
| | Administrative Support | 12 | 12 | 12 | 12 | 21 | 29 | 19 |
| | Non-Established | 0 | 0 | 3 | 4 | 2 | 2 | 4 |
| | Statutory Appointments | 30 | 30 | 40 | 45 | 45 | 45 | 45 |
| | TOTAL STAFFING | 61 | 61 | 74 | 80 | 91 | 113 | 216 |

| PROGRAMME: | | ECONOMIC DEVELOPMENT | | | | | | | |
|--|--------------------------------------|--|--------------------|--------------------|-------------------------------|--------------------------------|-------------------------------|--------------------------------|--------------------------------|
| PROGRAMME OBJECTIVE: | | To assume a leadership role in formulating and recommending national development policies, strategies, and programs to promote macroeconomic stability, sustainable socioeconomic development, and the reduction of poverty. | | | | | | | |
| PROGRAMME EXPENDITURE BY ECONOMIC CLASSIFICATION | | | | | | | | | |
| RECURRENT EXPENDITURE | | | | | | | | | |
| SH No. | Item | Details of Expenditure | 2021/22 Actual | 2022/23 Actual | 2023/24 Budget Estimate | 2023/24 Revised Estimate | 2024/25 Budget Estimate | 2025/26 Forward Estimate | 2026/27 Forward Estimate |
| 30 | PERSONAL EMOLUMENTS | | \$1,100,190 | \$1,424,981 | \$1,459,728 | \$1,716,203 | \$1,610,329 | \$1,610,326 | \$1,610,327 |
| 1 | Salaries | | \$1,040,368 | \$1,332,166 | \$1,202,448 | \$1,544,632 | \$1,405,778 | \$1,405,776 | \$1,405,776 |
| 2 | Allowances | | \$25,510 | \$45,133 | \$84,588 | \$49,816 | \$65,220 | \$65,220 | \$65,220 |
| 3 | Wages (Unestablished Staff) | | \$387 | \$1,308 | \$73,248 | \$62,158 | \$36,400 | \$36,399 | \$36,400 |
| 4 | Social Security | | \$33,926 | \$46,374 | \$48,708 | \$50,919 | \$47,532 | \$47,532 | \$47,532 |
| 5 | Honorarium | | \$0 | \$0 | \$2,664 | \$4,672 | \$4,400 | \$4,400 | \$4,400 |
| 7 | Overtime | | \$0 | \$0 | \$48,072 | \$4,006 | \$51,000 | \$51,000 | \$51,000 |
| 31 | TRAVEL AND SUBSISTENCE | | \$40,560 | \$50,186 | \$56,052 | \$53,114 | \$134,206 | \$134,206 | \$134,206 |
| 1 | Transport Allowance | | \$20,325 | \$23,100 | \$23,196 | \$19,708 | \$23,700 | \$23,700 | \$23,700 |
| 2 | Mileage Allowance | | \$0 | \$203 | \$1,668 | \$397 | \$2,366 | \$2,366 | \$2,366 |
| 3 | Subsistence Allowance | | \$15,570 | \$20,681 | \$22,944 | \$25,073 | \$72,740 | \$72,740 | \$72,740 |
| 5 | Other Travel Expenses | | \$4,665 | \$6,202 | \$8,244 | \$2,155 | \$9,400 | \$9,400 | \$9,400 |
| 21 | Hotel (Local) | | \$0 | \$0 | \$0 | \$3,737 | \$10,200 | \$10,200 | \$10,200 |
| 22 | Airfare (Local) | | \$0 | \$0 | \$0 | \$2,044 | \$15,800 | \$15,800 | \$15,800 |
| 40 | MATERIAL AND SUPPLIES | | \$32,200 | \$66,970 | \$87,720 | \$98,449 | \$205,494 | \$205,494 | \$205,494 |
| 1 | Office Supplies | | \$4,983 | \$6,338 | \$17,772 | \$14,164 | \$40,698 | \$40,698 | \$40,698 |
| 2 | Books & Periodicals | | \$210 | \$760 | \$336 | \$408 | \$2,400 | \$2,400 | \$2,400 |
| 3 | Medical Supplies | | \$803 | \$592 | \$3,744 | \$1,616 | \$7,408 | \$7,408 | \$7,408 |
| 4 | Uniforms | | \$0 | \$19,308 | \$8,964 | \$1,497 | \$28,400 | \$28,400 | \$28,400 |
| 5 | Household Sundries | | \$9,843 | \$14,348 | \$10,056 | \$18,937 | \$29,787 | \$29,787 | \$29,787 |
| 6 | Food | | \$5,382 | \$17,459 | \$17,292 | \$37,796 | \$36,665 | \$36,665 | \$36,665 |
| 13 | Building/Construction Supplies | | \$0 | \$0 | \$2,976 | \$388 | \$0 | \$0 | \$0 |
| 14 | Computer Supplies | | \$3,488 | \$223 | \$11,712 | \$12,196 | \$33,351 | \$33,351 | \$33,351 |
| 15 | Office Equipment | | \$5,161 | \$5,801 | \$10,872 | \$8,387 | \$14,785 | \$14,785 | \$14,785 |
| 20 | Insurance: Motor Vehicles | | \$2,331 | \$2,139 | \$3,996 | \$2,295 | \$12,000 | \$12,000 | \$12,000 |
| 33 | Advertisement and Marketing Supplies | | \$0 | \$0 | \$0 | \$765 | \$0 | \$0 | \$0 |
| 41 | OPERATING COSTS | | \$71,947 | \$112,912 | \$97,596 | \$96,231 | \$182,463 | \$182,463 | \$182,463 |
| 1 | Fuel | | \$58,207 | \$74,685 | \$80,604 | \$78,476 | \$158,355 | \$158,355 | \$158,355 |
| 2 | Advertising | | \$0 | \$9,238 | \$2,748 | \$1,629 | \$20,628 | \$20,628 | \$20,628 |
| 3 | Miscellaneous | | \$8,739 | \$19,644 | \$2,616 | \$218 | \$0 | \$0 | \$0 |
| 6 | Mail Delivery | | \$150 | \$366 | \$2,532 | \$211 | \$3,480 | \$3,480 | \$3,480 |
| 9 | Conferences and Workshops | | \$4,852 | \$9,000 | \$9,096 | \$15,697 | \$0 | \$0 | \$0 |
| 42 | MAINTENANCE COSTS | | \$37,134 | \$36,131 | \$28,392 | \$65,681 | \$71,748 | \$71,748 | \$71,748 |
| 1 | Maintenance of Buildings | | \$9,861 | \$6,681 | \$2,544 | \$43,146 | \$8,500 | \$8,500 | \$8,500 |
| 3 | Furniture and Equipment | | \$2,888 | \$634 | \$6,120 | \$510 | \$3,600 | \$3,600 | \$3,600 |
| 4 | Vehicles | | \$9,134 | \$10,944 | \$5,436 | \$9,544 | \$19,448 | \$19,448 | \$19,448 |
| 5 | Computer Hardware | | \$2,751 | \$2,418 | \$6,372 | \$6,153 | \$14,500 | \$14,500 | \$14,500 |
| 6 | Computer Software | | \$1,184 | \$7,769 | \$6,372 | \$6,153 | \$14,500 | \$14,500 | \$14,500 |
| 10 | Vehicle Parts | | \$11,316 | \$7,685 | \$7,920 | \$4,083 | \$15,700 | \$15,700 | \$15,700 |
| 43 | TRAINING | | \$2,456 | \$2,950 | \$9,336 | \$5,552 | \$20,000 | \$20,000 | \$20,000 |
| 1 | Course Costs | | \$0 | \$0 | \$6,792 | \$2,413 | \$20,000 | \$20,000 | \$20,000 |
| 5 | Miscellaneous | | \$2,456 | \$2,950 | \$2,544 | \$3,139 | \$0 | \$0 | \$0 |
| 46 | PUBLIC UTILITIES | | \$35,625 | \$44,072 | \$21,576 | \$35,379 | \$78,600 | \$78,600 | \$78,600 |
| 4 | Telephone | | \$35,625 | \$44,072 | \$21,576 | \$35,379 | \$78,600 | \$78,600 | \$78,600 |
| 48 | CONTRACTS & CONSULTANCIES | | \$0 | \$0 | \$1,704 | \$1,342 | \$2,500 | \$2,500 | \$2,500 |
| 2 | Payments to Consultants | | \$0 | \$0 | \$1,704 | \$1,342 | \$2,500 | \$2,500 | \$2,500 |
| 49 | RENTS & LEASES | | \$0 | \$13,500 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 1 | Office Space | | \$0 | \$13,500 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 50 | GRANTS | | \$2,537,098 | \$2,225,300 | \$2,725,008 | \$2,725,008 | \$2,735,004 | \$2,735,004 | \$2,735,004 |
| 2 | Organizations | | \$350,000 | \$350,300 | \$350,004 | \$350,004 | \$360,004 | \$360,004 | \$360,004 |
| 12 | Statistical Institute of Belize | | \$1,875,000 | \$1,875,000 | \$2,375,004 | \$2,375,004 | \$2,375,000 | \$2,375,000 | \$2,375,000 |
| 13 | Social Investment Fund | | \$312,098 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL RECURRENT EXPENDITURE | | | \$3,857,211 | \$3,977,002 | \$4,487,112 | \$4,796,959 | \$5,040,344 | \$5,040,341 | \$5,040,342 |

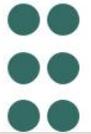
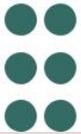
| CAPITAL II EXPENDITURE | | | | | | | | |
|------------------------|---|--------------------|--------------------|-------------------------------|--------------------------------|-------------------------------|--------------------------------|--------------------------------|
| Act. | Description | 2021/22 Actual | 2022/23 Actual | 2023/24 Budget Estimate | 2023/24 Revised Estimate | 2024/25 Budget Estimate | 2025/26 Forward Estimate | 2026/27 Forward Estimate |
| | 303 Labour Force Survey | \$200,000 | \$200,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | 930 EU - Banana Support Program | \$15,436 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | 1000 Furniture & Equipment | \$2,645 | \$834 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | 1002 Purchase of a Computer | \$12,009 | \$10,147 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | 1441 Housing and Population Census | \$913,278 | \$5,199,712 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | 1664 Medium Term Development Strategy | \$0 | \$0 | \$0 | \$0 | \$7,150 | \$7,150 | \$7,150 |
| | 1679 EU - Sugar Support Program | \$18,000 | \$0 | \$0 | \$0 | | | |
| | 1751 PSIP - MIS Consultancy | \$1,013 | \$0 | \$100,000 | \$25,000 | \$75,000 | \$0 | \$0 |
| | 1833 Growth and Poverty Reduction Strategy | \$1,620 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | 1940 National Statistical System | \$97,006 | \$75,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 |
| | 1957 Belize Integral Security Program | \$83,533 | \$120,490 | \$250,000 | \$157,193 | \$242,777 | \$248,407 | \$0 |
| | 1958 Resilient Rural Belize | \$81,281 | \$563,898 | \$150,000 | \$5,169,373 | \$2,000,000 | \$3,000,000 | \$3,000,000 |
| | 1984 Road Safety Project Phase II | \$198,601 | \$103,908 | \$300,000 | \$128,798 | \$166,992 | \$0 | \$0 |
| | 2003 COVID-19 | \$0 | \$71,700 | | | | | |
| | 2089 The Development of a Millennium Challenge Compact | \$0 | \$59,925 | \$110,300 | \$135,222 | \$107,134 | \$0 | \$0 |
| | 2119 European Union - Belize Cooperation Facility (EU - BZE CF) Programme Estimate (PE) | \$0 | \$0 | \$20,400 | \$0 | \$0 | \$0 | \$0 |
| | 2149 Caribbean Community Climate Change Center (5C's) and Belize Water Services Limited (BWSL) | \$0 | \$0 | \$300,000 | \$0 | \$1,000,000 | \$0 | \$0 |
| | 2162 Climate and Ocean Risk Vulnerability Index (CORVI) Data and Survey Collection Project | \$0 | \$0 | \$0 | \$0 | \$46,600 | \$0 | \$0 |
| | 2166 Corozal Free Trade Zone Access Road Rehabilitation | \$0 | \$0 | \$0 | \$1,948,074 | \$1,000,000 | \$0 | \$0 |
| | 2168 Building the Adaptive Capacity of Vulnerable Human Settlements to Extreme Weather Events in Belize | \$0 | \$0 | \$0 | \$0 | \$150,000 | \$150,000 | \$150,000 |
| | 9000 Purchase of Furniture & Equip | \$0 | \$0 | \$34,200 | \$0 | \$30,500 | \$30,500 | \$30,500 |
| | 9003 Purchase of Computers & Peripherals | \$0 | \$0 | \$39,900 | \$28,300 | \$34,200 | \$34,200 | \$34,200 |
| | 9010 Purchase of Vehicles | \$0 | \$0 | \$0 | \$0 | \$90,000 | \$110,000 | \$0 |
| | 9021 Capital Improvement to Building and Facilities | \$0 | \$0 | \$0 | \$117,875 | \$0 | \$0 | \$0 |
| | 9100 Labour Force Survey | \$0 | \$0 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 |
| | 9102 Household and Expenditure Survey | \$0 | \$0 | \$350,000 | \$200,000 | \$300,000 | \$0 | \$0 |
| | 9103 Annual Survey for Establishments | \$0 | \$0 | \$200,000 | \$100,000 | \$0 | \$200,000 | \$200,000 |
| | 9104 National Accounts Program | \$0 | \$0 | \$201,000 | \$151,000 | \$165,000 | \$165,000 | \$165,000 |
| | 9105 Consumer Sentiment Survey | \$0 | \$0 | \$186,000 | \$126,000 | \$100,000 | \$100,000 | \$100,000 |
| | 9303 Annual Public Service Day Activities | \$0 | \$0 | \$0 | \$0 | \$10,000 | \$10,000 | \$10,000 |
| | TOTAL CAPITAL II EXPENDITURE | \$1,624,424 | \$6,405,615 | \$2,591,800 | \$8,636,835 | \$5,875,353 | \$4,405,257 | \$4,046,850 |

| CAPITAL III EXPENDITURE | | | | | | | | | |
|--------------------------------------|-----------|--|--------------------|--------------------|-------------------------|--------------------------|-------------------------|--------------------------|--------------------------|
| Act. | SoF (G/L) | Description | 2021/22 Actual | 2022/23 Actual | 2023/24 Budget Estimate | 2023/24 Revised Estimate | 2024/25 Budget Estimate | 2025/26 Forward Estimate | 2026/27 Forward Estimate |
| 1957 | CABEI | Belize Integral Security Program | \$397,090 | \$6,345,155 | \$12,000,000 | \$0 | \$7,000,000 | \$30,821,377 | \$0 |
| 1958 | IFAD | Resilient Rural Belize | \$0 | \$0 | \$5,000,000 | \$1,185,593 | \$6,000,000 | \$0 | \$0 |
| 1984 | CDB | Road Safety Project Phase II | \$813,704 | \$386,230 | \$1,500,000 | \$1,505,528 | \$1,000,000 | \$0 | \$0 |
| 2003 | | COVID-19 | \$900,807 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 2089 | | The Development of a Millennium Challenge Compact | \$0 | \$439,129 | \$500,000 | \$1,135,650 | \$941,526 | \$0 | \$0 |
| 2106 | | Digital Innovation to boost Economic Development in Belize | \$0 | \$0 | \$2,000,000 | \$267,573 | \$3,000,000 | \$5,316,024 | \$5,036,024 |
| 2107 | | Sustainable and Inclusive Belize | \$0 | \$0 | \$2,500,000 | \$185,208 | \$2,000,000 | \$3,365,287 | \$15,432,843 |
| 2108 | | Promoting Sustainable Growth in the Blue Economy Program | \$0 | \$0 | \$1,200,000 | \$0 | \$1,224,983 | \$3,422,552 | \$7,205,661 |
| 2109 | | Trade & Investment Facilitation Program | \$0 | \$0 | \$1,500,000 | \$175,599 | \$1,170,059 | \$5,331,962 | \$7,429,962 |
| 2110 | | Strengthening Public Expenditure Management (SPEM) | \$0 | \$0 | \$2,000,000 | \$65,682 | \$0 | \$0 | \$0 |
| 2119 | | European Union - Belize Cooperation Facility (EU - BZE CF) Programme Estimate (PE) | \$0 | \$0 | \$447,195 | \$0 | \$359,790 | \$78,016 | \$78,016 |
| 2160 | | Construction of Solar Energy Plant Project | \$0 | \$0 | \$0 | \$0 | \$10,081,955 | \$12,218,955 | \$22,991,955 |
| 2162 | | Climate and Ocean Risk Vulnerability Index (CORVI) Data and Survey Collection Project | \$0 | \$0 | \$0 | \$1,000 | \$0 | \$0 | \$0 |
| 2165 | | Belize Renewable Integration and Resilient Energy Project | \$0 | \$0 | \$0 | \$0 | \$1,000,000 | \$0 | \$0 |
| 2166 | | Corozal Free Trade Zone Access Road Rehabilitation | \$0 | \$0 | \$0 | \$596,906 | \$1,501,128 | \$0 | \$0 |
| 2167 | | Strengthening the Capacity of the Ministry of Economic Development for Pre-Accreditation to the Green Climate Fund | \$0 | \$0 | \$0 | \$0 | \$400,000 | \$227,234 | \$0 |
| 2168 | | Building the Adaptive Capacity of Vulnerable Human Settlements to Extreme Weather Events in Belize | \$0 | \$0 | \$0 | \$0 | \$500,000 | \$5,560,000 | \$6,525,000 |
| 9339 | | Conferences, Workshops & Summits | \$0 | \$0 | \$0 | \$40,000 | \$0 | \$0 | \$0 |
| TOTAL CAPITAL III EXPENDITURE | | | \$2,111,601 | \$7,170,514 | \$28,647,195 | \$5,158,739 | \$36,179,441 | \$66,341,407 | \$64,699,461 |
| STAFFING RESOURCES | | | | | | | | | |
| Positions | | | 2021/22 Actual | 2022/23 Actual | 2023/24 Budget Estimate | 2023/24 Revised Estimate | 2024/25 Budget Estimate | 2025/26 Forward Estimate | 2026/27 Forward Estimate |
| Managerial/Executive | | | 4 | 4 | 4 | 4 | 4 | 5 | 9 |
| Technical/Front Line Services | | | 10 | 10 | 10 | 10 | 10 | 23 | 130 |
| Administrative Support | | | 12 | 12 | 12 | 12 | 12 | 20 | 10 |
| Non-Established | | | 0 | 0 | 1 | 1 | 1 | 1 | 3 |
| Statutory Appointments | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL STAFFING | | | 26 | 26 | 27 | 27 | 27 | 49 | 152 |

| PROGRAMME PERFORMANCE INFORMATION | | | | | | | |
|---|---|----------------|------------------------|-------------------------|------------------------|-------------------------|-------------------------|
| Key Programme Strategies/Activities for 2023/24 | Achievements 2023/24 | | | | | | |
| Finalisation of the MTDS 2022-25. Establishment of a Monitoring and Evaluation Framework for the MTDS. Coordination of the implementation of MTDS. Convene a Development Partners Meeting. Pilot the Institutional Assessment and Macro Social Economic Assessment Chapters - country Poverty Assessment. Preparation of quarterly and an annual Public Sector Investment Programme (PSIP) reports Preparation of Belize's Country Programme and Project Profiles – Green Climate Fund. Review and Rollout of the Public Sector Investment Programme Management Information System (PSIP MIS). Rationalization and co-ordination of externally funded capital programmes, bilateral and multilateral agencies such as IDB, CDB, WB, GCF, CABEL, CDF, UN, EU, etc. Monitoring performance of projects within the Ministry's purview. The National Authorizing Office is coordinating and supporting GOB line ministries and the sugar and banana sectors in implementing projects and programmes with funding from the European Union in three focus areas. These areas include: Health, Energy and Public Finance Management under the European Development Fund 11 and the Banana Accompanying Measures (BAM) and the Accompanying Measures for Sugar (AMS) from budget line sources. Implementation of the GCF Country Program. Implementation of the 2022 GCF Readiness Support Program. Preparation of bi-weekly project update on climate finance projects. Monitor the implementation of GCF ongoing Readiness Support projects. Develop, monitor and report on Adaptation Fund projects. Monitor, provide technical support and report on National Adaptation Plan projects. Assist and provide support to the DFC & BSIF as they seek GCF accreditation. Preparation of Readiness Support concept note having MED as the Delivery Partner. Preparation of Readiness Support concept note having PACT as the Delivery Partner. 2022 Population and Housing Census. Poverty Reduction (Millennium Challenge Corporation projects). | Completed January 2023. Ongoing, in collaboration with the Ministry of Sustainable Development. Ongoing. 3 quarterly reports produced; annual report to be completed by June 2024. Technical assistance sourced from the CCEDM to undertake critical updates to the PSIP MIS's architecture software. Additionally, complimentary services being sourced through the EU to fund system upgrades, including improved and expanded functionality. Ongoing Ongoing Implementation is ongoing. A few pipeline projects is in the process of being developed into concept notes. Implementation is ongoing with the support of PACT as the Delivery Partner. Bi-weekly project updates is been prepared. Implementation is ongoing with the support of PACT, CDB and CCCCC as the Delivery Partners. Implementation is ongoing with the support of PACT and the Executing Entities. Implementation is ongoing with the Executing Entities. Support is ongoing to DFC & BSIF. The GCF has approved MED concept note Ongoing with the support of PACT. Data collection completed, publication of results in 2024. Finalize the development of project proposals in the areas of energy, education for financing through the US Government's Millennium Challenge Corporation. | | | | | | |
| Key Programmes Strategies/Activities for 2024/25 (aimed at improving performance) | | | | | | | |
| <p>PSIP MIS Update and Rollout. Coordination of the Canada-CARICOM Expert Deployment Mechanism. Monitor and report on the implementation of the Plan Belize MTDS. Collaborate with MDBs on country engagement strategies. Preparation of quarterly PSIP reports. Implementation of the GCF Country Program. Implementation of the Climate Finance Strategy. Implementation of the 2022 and 2023 GCF Readiness Support Program. Preparation of bi-weekly project updates on climate finance projects. Preparation of Adaptation Fund Housing Program. Implementation of approved Adaptation Fund projects. Implementation of GCF National Adaptation Plan (Water and Multi-sectoral). Assist DFC and BSIF with their accreditation to the GCF. Implementation of 2023 readiness support having MED as the Delivery Partner. Implementation of 2023 readiness support having PACT as the Delivery Partner. Annual Strategic Planning Workshop/General Meeting. Implement the 3 projects agreed with the Saudi and World Bank through the continued resourcing of the Central Executing Unit.</p> | | | | | | | |
| KEY PERFORMANCE INDICATORS | 2021/22 | 2022/23 | 2023/24 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
| | Actual | Actual | Budget Estimate | Revised Estimate | Budget Estimate | Forward Estimate | Forward Estimate |
| Output Indicators (Measures what has been/will be produced or delivered by the programme) | | | | | | | |
| Number of PSIP reports produced | | 4 | 5 | 5 | 5 | 5 | 4 |
| Number of externally funded programmes reviewed | | 2 | 2 | 2 | 2 | 2 | 4 |
| Number of projects monitored | | 136 | 140 | 140 | 145 | 110 | 145 |
| Number of policies, strategies and programmes developed to reduce poverty | | 1 | 3 | 3 | 3 | 3 | 3 |
| Number of projects completed | | 1 | 1 | 1 | 1 | 0 | 0 |
| Outcome Indicators (Measures the planned or achieved outcomes or impacts of the programme and/or the effectiveness of the programme) | | | | | | | |
| Percentage of approved projects completed within timeframe and budget | | | | 1 | 1 | 2 | 2 |
| Percentage of PSIP reports produced on time | | 75% | 100% | 50% | 75% | 75% | 100% |
| Total value of approved projects | | 28682000 | 60682000 | 60682000 | 66000000 | 100000000 | 100000000 |

ANNEX 4. List of Publications, Proposals, Reports, Etc. Prepared by MED in Financial Year 2024 to 2025

| TITLE | AUTHOR | MED UNIT | DATE |
|--|-----------------------------|--------------------|----------------|
| Annual Technical Report of the Ministry of Economic Development for the Fiscal Year 2023 to 2024 | MED | PPU, CFU, FO, AO | 2024 |
| CORVI: Measuring Multidimensional Climate Risks in Belize City, Belize (Confidential) | The Henry L. Stimson Center | CFU | November 2024 |
| Public Sector Investment Programme Report for Quarter ended September 30, 2023 | PPU | PPU | March 5, 2024 |
| Public Sector Investment Programme Report for Quarter ended December 31, 2023 | PPU | PPU | July 10, 2024 |
| Public Sector Investment Programme Report for Quarter Ending March 31, 2024 | PPU | PPU | October 28, |
| Public Sector Investment Programme Report for Quarter Ending June 30, 2024 | PPU | PPU | January 29, |
| Public Sector Investment Programme Report for Quarter ended September 30, 2024 | PPU | PPU | March 28, 2025 |
| International Partners Conference: Strategic Alliances Report (Confidential) | Bradley, P. | PPU, CFU and MFAFT | November 2024 |
| | | | |



MINISTRY OF ECONOMIC DEVELOPMENT



+501-880-2526



www.med.gov.bz



econdev@met.gov.bz