



MINISTRY OF
E-GOVERNANCE



ANNUAL TECHNICAL REPORT

2025

PRESENTED BY
MINISTRY OF E-GOVERNANCE

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Executive Summary

The 2025 Annual Technical Report of the Ministry of E-Governance and Digitalization highlights Belize's bold strides toward a digitally empowered public sector. Under the leadership of Prime Minister Hon. John Briceño and CEO Jose A. Urbina, the Ministry has executed a transformative agenda focused on modernizing public service delivery, strengthening digital infrastructure, and fostering seamless interoperability across government systems.

Belize's progress is reflected in its improved standing on the United Nations E-Government Development Index (EGDI):

- **EGDI Score (2024):** 0.4872
- **Global Rank:** 141 out of 193 countries
- **E-Participation Index:** 0.2329 (Rank 148)
- **Online Services Index:** 0.4054
- **Telecommunication Infrastructure Index:** 0.5292
- **Human Capital Index:** 0.5270

This upward movement—from rank 157 in 2022 to 141 in 2024—places Belize in the Middle EGDI group, with continued efforts to reach the high-performance tier.

Among the Ministry's notable achievements are the deployment of integrated digital platforms, the expansion of secure data exchange frameworks, and the implementation of user-centric service portals. These efforts have not only streamlined internal government operations but also empowered citizens and businesses to interact more effectively with public institutions. The Ministry also invested in training and international partnerships to enhance the reach and sustainability of its digital initiatives.

This approach—characterized by cross-sector collaboration, inclusive capacity building, and the adoption of international best practices—has laid the foundation for a resilient and future-ready digital ecosystem. By fostering strong partnerships across ministries and with external stakeholders, the Ministry continues to drive innovation and ensure that digital transformation efforts are both impactful and inclusive.

Ministry Leadership

The Ministry of E-Governance was formally established in March 2025, following the General Elections, as part of the Government of Belize's strategic restructuring to strengthen national digital transformation efforts. The Ministry leads the development, implementation, and oversight of digital governance, cybersecurity, and public sector modernization initiatives across Belize.

Minister Responsible



Prime Minister Hon. John Briceño

Minister of Finance, Investment, Economic Transformation, Civil Aviation & E-Governance

As Minister, Hon. John Briceño provides strategic oversight and policy direction for the Ministry, ensuring alignment with national development goals and the principles of transparency, efficiency, and citizen-centered service delivery.



Chief Executive Officer, Ministry of E-Governance

Jose Urbina, Eng. MBA

CEO Jose A. Urbina has played a key role in guiding the Ministry's digital transformation efforts and ensuring they align with Belize's broader development goals. His focus on innovation, collaboration, and practical execution has helped position Belize as an emerging leader in e-governance within the region.

Mandate

As outlined in the Digital Government Act (2022) and the National Digital Agenda 2022–2025, the Ministry of E-Governance is mandated to:

- Promote and regulate the provision of electronic government (e-government) services.
- Enhance service delivery, citizen access, and the efficiency of government administrative procedures.
- Develop and implement national digital strategies and enterprise architectures.
- Foster inter-agency collaboration and digital interoperability.
- Strengthen cybersecurity, privacy, and accessibility of government information.
- Promote inclusive access to technology and citizen participation in digital governance.

The Ministry's work is guided by a commitment to inclusivity, innovation, and resilience, ensuring that Belize's digital transformation benefits all citizens.



Main Achievements

Over the course of the reporting year, the Ministry of E-Governance has delivered a diverse portfolio of initiatives that reflect its commitment to inclusive, secure, and citizen-centered digital transformation. These completed projects span a wide range of impact areas, from modernizing public service delivery and expanding digital access, to strengthening identity systems and building institutional capacity.



Project 1: iDeclare: Belize's Digital Immigration and Customs Declaration System

Belize's iDeclare system is a major leap forward in modernizing border management and enhancing the travel experience. Officially launched in December 2024, iDeclare is a fully digital platform that allows travelers to submit their immigration and customs declarations online before arriving or departing the country. Initially implemented at the Philip Goldson International Airport, the system is being expanded to all ports of entry, with future plans to include land borders with Mexico and Guatemala.

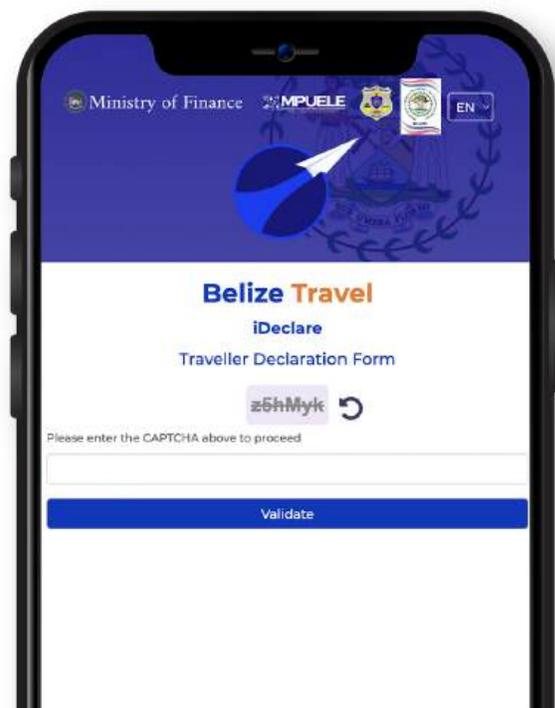
The system is designed to reduce congestion at border checkpoints by allowing travelers to complete and submit their forms in advance. This significantly reduces wait times and improves the overall efficiency of border operations. Travelers benefit from a smoother, faster, and more predictable entry process, while border officials can focus on higher-risk cases thanks to automated data verification and real-time analytics.

iDeclare also supports Belize's environmental goals by eliminating the need for paper forms. The platform is accessible via mobile devices and computers, making it convenient for both international visitors and Belizean citizens. It integrates with national databases to ensure data accuracy and security, and supports real-time data sharing between immigration and customs authorities.

As the system expands to land borders, it will enhance regional mobility, facilitate trade, and ensure consistent traveller experiences across all entry points. This positions Belize as a regional leader in digital border management and reflects the government's commitment to innovation, efficiency, and sustainability in public service delivery.

Benefits and Efficiency Enhancements:

- **Efficiency Gains:** Reduced congestion and shorter wait times through pre-arrival online submissions.
- **Improved Accuracy:** Digital submissions minimize errors and streamline verification.
- **Enhanced Security:** Automated data verification and real-time analytics allow officials to prioritize higher-risk cases.
- **User Convenience:** Accessible via mobile devices and computers, serving both international travelers and Belizean citizens.
- **Sustainability:** Elimination of paper forms supports national environmental objectives.



Project 2: Digital Connect Centers Expansion

Complementing iDeclare is the Digital Connect Centers Expansion, a nationwide initiative aimed at bridging the digital divide. Over 14 centers have been established in Cayo, Corozal, Orange Walk, Belize, Stann Creek, and Toledo, with a focus on rural and underserved communities.

Core Services

- **Free Internet Access:** Residents can browse, study, and communicate online.
- **Digital Literacy Training:** Courses in basic computer skills, email, and online safety.
- **E-Government Services:** Citizens can access government portals for permits, health records, and tax submissions.

Community Impact and Empowerment

- **Inclusive Development:** Youths, women, and the elderly are prioritized for training.
- **Economic Growth:** Entrepreneurs and MSMEs benefit from mentorship and digital tools.
- **Public Service Efficiency:** Online access reduces travel and paperwork for citizens.

In areas like Corozal, the centers have become hubs for entrepreneurial development, offering training in business innovation and competitiveness. Phase 1 trained 356 youths, and Phase 2 will focus on elderly populations, ensuring no one is left behind.



Project 3: Seniors Digital Skills Training Programme

The Seniors Digital Skills Training Programme is a targeted initiative designed to empower Belize's senior citizens with the digital skills needed to navigate today's increasingly online world. Delivered through the Digital Connect Centers and supported by the Ministry of E-Governance, the University of Belize, and international partners like the UNDP, the program ensures that older adults are not left behind in the digital age.

The program focuses on Belizeans aged 65 and older, providing them with hands-on training in basic digital literacy. The curriculum is designed to be accessible and paced according to the needs of each participant.

Core topics include:

- **Smartphone and Tablet Use**
- **Internet Navigation and Online Safety**
- **Email Communication**
- **Accessing E-Government Services**
- **Video Calling and Social Connectivity**

One of the most innovative aspects of the program is its intergenerational learning model, where seniors are paired with tech-savvy university students who serve as mentors. This not only enhances learning outcomes but also fosters community bonding and mutual respect between generations. To ensure full participation:

- **Seniors without personal devices are provided with tablets for home practice.**
- **Sessions are paced and personalized, accommodating varying levels of digital familiarity.**

In its first two weeks, the programme successfully trained over 400 senior citizens with the support of 200 university student mentors. This rapid deployment demonstrates the programme's scalability, effectiveness, and potential for long-term sustainability.

This initiative is a cornerstone of Belize's broader digital inclusion strategy. It promotes:

- **Independence and Lifelong Learning**
- **Social Connectivity and Well-being**
- **Equal Access to Public Services**

By bridging generational gaps and fostering digital confidence, the Seniors Digital Skills Training Programme ensures that no citizen is left behind in Belize's journey toward a digitally empowered society.

Project 4: Digital Identity & e-Authentication Pilot

Belize's Digital Identity and e-Authentication Pilot is a pioneering initiative aimed at creating a secure, unified digital identity system for all citizens. Launched as part of the country's National Digital Agenda, the pilot is designed to streamline access to government services by providing individuals with a biometric-based digital ID that can be used across multiple sectors.

The pilot addresses the inefficiencies of Belize's previously fragmented identification systems by consolidating identity management under a single, secure platform. Citizens are issued a unique identification number and secure credentials that can be used for both online and in-person authentication. The system uses biometric data such as fingerprints and facial recognition to ensure accuracy and prevent fraud.

The digital ID is integrated with key government systems, including:

- **Ministry of Health and Wellness** for accessing health records,
- **Ministry of Education** for student enrollment and certification,
- **Belize Tax Service** for tax filing and verification,
- **Vital Statistics Unit** for linking civil registry data,
- **Social Security Board** for benefits and pension management

This integration allows for seamless, secure access to services, reducing the need for physical visits and paperwork. It also supports Know Your Customer (KYC) protocols and enables future integration with digital wallets and online banking.

The pilot has already demonstrated significant benefits, including improved service delivery, enhanced data accuracy, and increased public trust in digital platforms.

Following its success, the Cabinet of Belize has approved a nationwide rollout, positioning the country as a leader in digital identity management in the Caribbean region.

Project 4: Online Criminal Records Registry (CRR)

The launch of Belize's Online Criminal Records Registry (CRR) marks a significant advancement in public service delivery. Developed through collaboration between the Ministry of Home Affairs and New Growth Industries and the Ministry of E-Governance, the CRR allows citizens to complete the entire process from their computer or mobile device, including submitting applications, making payments, and receiving the final document electronically.

The CRR is especially beneficial for job seekers, students, and individuals applying for visas or licenses, who often require timely police records as part of their documentation. The system also features real-time notifications via SMS or email, providing transparency and reducing uncertainty. By digitizing the process, the CRR saves time, improves accessibility, and reduces administrative burdens nationwide.

Key Achievements Include:

- **Data Security:** Strong protection measures safeguard sensitive personal information.
- **Efficiency Gains:** End-to-end online processing eliminates in-person visits and long wait times.
- **Transparency:** Real-time SMS and email notifications keep applicants informed of their application status.
- **User Convenience:** Accessible via mobile devices and computers, making the process simple and predictable.
- **Inclusivity:** Support services ensure equitable access for all citizens





Pipeline Projects

As Belize continues to advance its digital transformation agenda, the Ministry of E-Governance remains focused on scaling successful initiatives, deepening inter-agency integration, and expanding access to underserved populations.

These pipeline projects reflect the Ministry's long-term vision for a connected, secure, and inclusive digital ecosystem. Each project is aligned with the National Digital Agenda and is designed to strengthen institutional capacity, improve citizen experience, and ensure that Belize remains at the forefront of digital governance in the region.

Project 6: National Digital Identity System

Belize's National Digital Identity System represents a full-scale rollout of secure digital identification for all citizens and residents. Building on the success of the earlier pilot, this initiative aims to unify identity verification across government services, enabling seamless access to public platforms and secure digital authentication. Each individual is issued a unique digital ID, supported by biometric data such as facial recognition and fingerprints, ensuring both accuracy and protection against identity fraud.

Key Features and Benefits

- **Integrated Access:** Connects with health, education, taxation, and civil registry databases for seamless service delivery.
- **Biometric Security:** Uses facial recognition and fingerprints to prevent fraud and ensure data accuracy.
- **KYC Compliance:** Supports Know Your Customer protocols for financial institutions and private sector services.
- **Efficiency Gains:** Reduces duplication, paperwork, and in-person visits across public administration.
- **Public Trust:** Enhances transparency and confidence in digital platforms.
- **Future-Ready:** Lays the foundation for digital wallets, e-voting, and smart healthcare systems.

The rollout is part of Belize's broader National Digital Agenda, which emphasizes inclusion, security, and innovation. With robust cybersecurity measures and privacy protections in place, the National Digital Identity System is a cornerstone of Belize's digital transformation, empowering citizens to participate fully in the digital economy and access services with confidence and ease.



Project 7: Unified Government Services Portal

The Unified Government Services Portal is a centralized digital platform designed to provide Belizeans with seamless access to a wide range of public services. This initiative consolidates previously fragmented systems into a single, user-friendly interface, allowing citizens to interact with government agencies efficiently and securely.

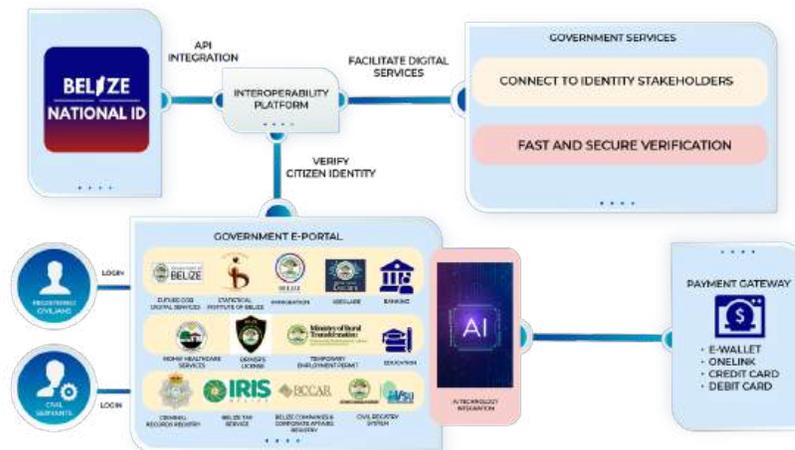
Through the portal, users can perform essential tasks such as e-tax filing, land registry searches, health record access, and education services, including student enrollment and certification. The platform is accessible via desktop and mobile devices, ensuring convenience for users across urban and rural areas.

One of the portal's key strengths is its integration with the National Digital Identity System, allowing for secure login and authentication. This eliminates the need for multiple usernames and passwords, streamlining the user experience and enhancing data security. Real-time notifications, digital receipts, and status tracking further improve transparency and accountability.

The portal also supports online payments, reducing the need for physical visits to government offices and banks. Citizens can pay taxes, fees, and fines directly through the platform, with instant confirmation and digital records.

For government agencies, the portal improves operational efficiency by automating workflows, reducing paperwork, and enabling data sharing across departments. It also supports analytics and reporting tools that help policymakers make informed decisions based on real-time data.

As Belize continues to expand its digital infrastructure, the Unified Government Services Portal will serve as the backbone of e-governance, promoting citizen engagement, service accessibility, and institutional transparency. It reflects the country's commitment to building a responsive, inclusive, and digitally empowered public sector.





Project 8: Cybersecurity Operations Center (CSOC)

The Cybersecurity Operations Center (CSOC) is a national initiative aimed at strengthening Belize's digital resilience by monitoring, detecting, and responding to cyber threats in real-time. As digital services expand across government and critical infrastructure sectors, the CSOC plays a vital role in safeguarding sensitive data, public systems, and citizen trust.

Located within the Ministry of E-Governance, the CSOC is equipped with advanced tools for threat intelligence, incident response, and vulnerability management. It operates 24/7 to monitor network traffic, detect anomalies, and coordinate responses to cyber incidents. The center also collaborates with international cybersecurity organizations to stay ahead of emerging threats and adopt global best practices.

The CSOC supports both government agencies and critical infrastructure sectors, including energy, transportation, healthcare, and finance. It provides real-time alerts, forensic analysis, and mitigation strategies to ensure continuity of operations and minimize damage from cyberattacks.

In addition to technical capabilities, the CSOC leads awareness campaigns and training programs to build cybersecurity capacity across the public sector. It works closely with IT departments to implement security protocols, conduct audits, and ensure compliance with national cybersecurity standards.

The center is also integrated with Belize's Digital Identity System and Unified Services Portal, providing secure authentication and data protection for users accessing government services online. As Belize continues to digitize its economy and public services, the CSOC ensures that these advancements are protected from cyber risks.

By investing in cybersecurity infrastructure, Belize demonstrates its commitment to digital trust, national security, and technological sovereignty, positioning itself as a leader in secure digital governance in the Caribbean region.

Project 9: Digital Literacy Curriculum Integration

Belize's Digital Literacy Curriculum Integration initiative is a forward-thinking effort to embed essential digital skills into the national education system. Targeting primary and secondary schools, the program introduces students to foundational and advanced digital competencies, preparing them for success in a technology-driven world.

The curriculum includes modules on basic computer skills, internet safety, cybersecurity awareness, coding, and responsible digital citizenship. These topics are designed not only to build technical proficiency but also to foster critical thinking, ethical behavior, and informed decision-making in digital environments. Students learn how to navigate online platforms safely, protect their personal information, and engage respectfully in digital communities.

Teachers are provided with specialized training and resources to deliver the curriculum effectively. This includes access to digital teaching tools, lesson plans, and ongoing professional development through the Digital Connect Centers. The initiative also promotes project-based learning, encouraging students to apply their skills in real-world scenarios such as building websites, creating apps, or analyzing data.

By integrating digital literacy into early education, Belize is cultivating a generation of digitally fluent citizens who can participate fully in the digital economy. The program also supports national goals around innovation, entrepreneurship, and workforce readiness, ensuring that students are equipped with the skills needed for future careers in technology, science, and business.

This initiative is part of Belize's broader digital transformation strategy, complementing efforts such as the E-Governance Academy, Smart City projects, and the Digital Identity rollout. It demonstrates a commitment to inclusive, future-ready education while positioning Belize as a regional leader in digital learning.



Project 10: Smart City Pilot Projects

Belize is embracing urban innovation through Smart City Pilot Projects planned for Belmopan and San Ignacio. These initiatives aim to transform urban infrastructure using Internet of Things (IoT) technologies, data analytics, and digital connectivity to improve public services, sustainability, and quality of life.

Key Components of the Pilot Include:

- **Smart Traffic Systems:** Sensors and cameras will monitor traffic flow, optimize signal timing, and reduce congestion.
- **Public Wi-Fi Zones:** Free internet access will be provided in key public areas, promoting digital inclusion and connectivity.
- **IoT-Based Utilities Monitoring:** Smart meters and sensors will track water and electricity usage, detect leaks, and support efficient resource management.

These technologies will be integrated into a centralized Smart City Dashboard, allowing officials to monitor operations in real time and make data-driven decisions. Residents will benefit from improved service delivery, reduced wait times, and enhanced safety through features like smart street lighting and emergency response systems.

The pilot also includes community engagement components, such as digital kiosks for accessing government services and mobile apps for reporting issues or accessing municipal updates. Local businesses and entrepreneurs will be encouraged to participate in the smart ecosystem, fostering innovation and economic growth.

By launching these pilots, Belize is laying the groundwork for scalable smart city development across the country. The initiative aligns with national goals around sustainability, digital governance, and urban resilience, and demonstrates how technology can be harnessed to create more livable, efficient, and inclusive municipalities.





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Project 11: Digital Postal Services Upgrade

Belize's Digital Postal Services Upgrade is a strategic modernization initiative aimed at transforming the Belize Postal Service into a digitally enabled logistics and communications hub. This upgrade introduces real-time tracking, e-commerce integration, and enhanced support for rural delivery and international logistics, aligning the postal system with global standards and customer expectations.

One of the key features of the upgrade is the implementation of digital parcel tracking, allowing customers to monitor the status and location of their packages from dispatch to delivery. This transparency improves trust and reduces uncertainty, especially for businesses and individuals relying on timely shipments.

The integration with e-commerce platforms enables local entrepreneurs and small businesses to expand their reach, offering reliable shipping options and digital payment solutions. This supports Belize's growing digital economy and enhances competitiveness in regional and international markets.

In rural areas, the upgraded system improves delivery efficiency through optimized routing and digital address verification. This ensures that even remote communities benefit from consistent and timely postal services. The initiative also includes infrastructure improvements, such as modern sorting facilities and mobile delivery units.

For international logistics, the Belize Postal Service now interfaces with global tracking systems, customs platforms, and payment gateways, streamlining cross-border shipping and reducing delays. Customers can access services online, including postage purchases, customs declarations, and delivery scheduling.

This digital transformation of the postal service is part of Belize's broader e-governance strategy, promoting accessibility, efficiency, and economic inclusion. It reflects the government's commitment to modernizing public services and supporting digital trade, especially for underserved communities and small enterprises.

Project 12: Digital Government Workforce Training

The Digital Government Workforce Training initiative is a nationwide program designed to upskill Belize's public servants in digital tools, data management, and modern service delivery. Delivered primarily through the Digital Connect Centers, this mandatory training ensures that government employees are equipped to operate effectively in a digital-first environment.

The curriculum covers a wide range of competencies, including:

- **Basic and advanced digital literacy**
- **Use of government platforms and databases**
- **Cybersecurity awareness**
- **Data privacy and protection**
- **Digital communication and collaboration tools**

Training is tailored to different roles and departments, ensuring relevance and practical application. For example, frontline service staff learn how to assist citizens using e-government portals, while administrative personnel are trained in digital recordkeeping and workflow automation.

The program also emphasizes change management, helping staff adapt to new technologies and processes. Interactive modules, hands-on workshops, and peer learning sessions foster engagement and retention. Participants receive certifications upon completion, contributing to professional development and career advancement.

By investing in digital skills for public servants, Belize enhances the efficiency, transparency, and responsiveness of its government institutions. Citizens benefit from faster service delivery, reduced paperwork, and improved access to online services.

This initiative complements other national programs such as the Unified Government Services Portal, Digital Identity System, and Cybersecurity Operations Center, creating a cohesive digital ecosystem. It also supports Belize's commitment to inclusive governance, ensuring that all public sector employees, from urban offices to rural outposts, are empowered to serve in the digital age.

Project 13: E-Governance Academy Belize

The E-Governance Academy Belize, launched under the Vincula LAC program, is a strategic initiative designed to strengthen Belize's digital human capital. Promoted by the World Bank in collaboration with Coursera and the Ministry of E-Governance, the academy provides Belizeans with access to world-class training and certification in key areas of the digital economy.

The academy offers a curated selection of online courses focused on digital transformation, data governance, cybersecurity, AI and machine learning, cloud computing, and public sector innovation. These courses are delivered through Coursera's platform and are accessible to government employees, students, entrepreneurs, and professionals seeking to upskill for the digital age.

One of the academy's core goals is to build a digitally competent workforce capable of driving innovation and delivering efficient public services. Participants receive certifications from globally recognized institutions, enhancing their employability and professional credibility. The program also supports Belize's broader digital strategy by aligning training with national priorities such as e-governance, smart cities, and digital inclusion.

The academy is integrated with the Digital Connect Centers, which serve as local hubs for course access, mentorship, and technical support. This ensures that even individuals in remote areas can participate and benefit from the program.

By investing in digital education and certification, Belize is laying the foundation for a resilient, future-ready workforce. The E-Governance Academy not only empowers individuals but also strengthens institutional capacity, enabling the country to lead in digital governance and innovation across Latin America and the Caribbean.





Project 14: Transport Information Management System

The Transport Information Management System (TIMS) is a comprehensive digital solution developed to streamline Belize's transport services and administrative processes. This system is designed to modernize how citizens and government agencies manage driver and vehicle licenses, vehicle registration, traffic tickets, and revenue collection.

TIMS introduces a centralized platform where users can apply for licenses, renew registrations, pay fines, and access transport-related records online. The system reduces the need for in-person visits, minimizes paperwork, and improves service delivery times. Citizens benefit from real-time updates, digital receipts, and secure access to their transport profiles.

For government agencies, TIMS enhances operational efficiency by automating workflows, enabling data sharing across departments, and improving compliance monitoring. It also supports analytics and reporting tools that help policymakers identify trends, allocate resources, and improve road safety.

The system is integrated with Belize's Digital Identity System, allowing for secure authentication and verification. It also connects with the Unified Government Services Portal, ensuring a seamless user experience across public platforms.

TIMS supports mobile access, making it easier for users in rural areas to manage their transport needs. It also includes features for law enforcement, such as digital ticketing and real-time vehicle status checks, improving transparency and accountability.

This initiative reflects Belize's commitment to smart governance, digital infrastructure, and citizen-centric services. By digitizing transport management, the government is improving public service delivery, enhancing road safety, and supporting economic mobility.

Project 15: Digital Workspace Development

The Digital Workspace Development initiative is a strategic effort to modernize internal collaboration and project management across Belize's public sector. By creating a centralized intranet and integrating advanced digital tools, the initiative enhances communication, streamlines workflows, and supports a more agile and efficient government workforce.

At the core of this transformation is a dashboard and SharePoint folder structure that mirrors the government's organizational chart (organogram). This alignment ensures that departments and teams can easily access relevant documents, collaborate on shared projects, and maintain structured digital records. The centralized intranet serves as a digital hub for internal announcements, knowledge sharing, and cross-departmental coordination.

A major milestone in this development was the transition from Confluence to ClickUp, a modern project management platform that offers greater flexibility, real-time task tracking, and integration with other productivity tools. ClickUp enables teams to manage projects, assign responsibilities, monitor progress, and set deadlines, all within a unified digital environment. This shift has significantly improved visibility and accountability across departments.

To further enhance productivity, Copilot, an AI-powered assistant, has been integrated into the workspace. Copilot supports automated reporting, data summarization, and intelligent task suggestions, reducing manual workload and enabling staff to focus on higher-value activities. It also assists with drafting documents, generating meeting summaries, and providing insights from project data.

The Digital Workspace initiative is strategically aligned with Belize's broader digital transformation goals. It supports internal efficiency, digital collaboration, and data-driven decision-making. By equipping public servants with modern tools and a cohesive digital environment, the government is fostering a culture of innovation, transparency, and continuous improvement.

This initiative not only improves day-to-day operations but also lays the groundwork for future advancements in remote work

governance. It is a key enabler of Belize's vision for a responsive, connected, and digitally empowered public sector.



Lessons Learnt

The Ministry of E-Governance's implementation of digital initiatives across Belize has revealed several recurring lessons that will inform future planning, execution, and collaboration. While each project presented unique challenges, the following overarching insights emerged as critical to the success and sustainability of national digitization efforts:

1. Embed Cross-Agency Coordination Early

Effective digital transformation requires structured collaboration across ministries and departments from the outset. For example, the iDeclare System initially faced integration delays due to siloed operations between Immigration and Customs. Once joint planning sessions were introduced, coordination improved significantly. Future projects must embed cross-agency coordination early to ensure shared ownership and seamless implementation.

2. Formalize Stakeholder and Community Engagement

Community buy-in and civil society partnerships are essential for inclusive adoption. The Digital Connect Centers benefited from strong support from NGOs and local leaders, but some ministries were slow to engage in outreach. Formalizing stakeholder engagement strategies and aligning ministry efforts around shared goals will help avoid fragmented implementation and ensure broader impact.

3. Clarify Roles Across Partners

Multi-stakeholder projects require clearly defined roles and responsibilities. The Seniors Digital Skills Programme, which paired university students with older adults, demonstrated the value of intergenerational mentorship. However, inconsistent coordination between universities and ministries highlighted the need for a responsibility matrix to guide collaboration and logistics.



Lessons Learnt

4. Align Policy with Technical Execution

Technical success must be matched by policy readiness. The Digital Identity & e-Authentication Pilot achieved strong integration with government systems, but progress was slowed by differing views on data governance across ministries. A unified digital policy framework is essential to prevent fragmentation and ensure ethical, secure implementation.

5. Incentivize Collaboration Through Shared Metrics

Projects such as the Online Criminal Records Registry and the Transport Information Management System (TIMS) revealed that ministries often build in isolation, leading to duplicated systems and integration challenges. Introducing shared performance indicators and cross-ministry KPIs can incentivize collaboration and reduce turf wars.

6. Prioritize Change Management in Digital Transitions

Adoption of new digital tools requires proactive change management. The Digital Workspace Development initiative, which transitioned departments to ClickUp and SharePoint, encountered resistance from teams accustomed to legacy systems. Training, communication, and recognition for collaborative behavior must be built into rollout plans to support successful transitions.

7. Strengthen Digital Architecture Planning

Stakeholder workshops during the rollout of TIMS and other platforms revealed overlapping systems and duplicated efforts. A centralized digital architecture strategy is needed to guide system design, reduce redundancy, and promote interoperability across platforms.

Investment Opportunities in Belize's E-Governance

Belize continues to offer dynamic investment opportunities in e-governance and digital transformation. The country has reaffirmed its commitment to leveraging technology for inclusive development. These sectors are ripe for Public-Private Partnerships (PPP) and foreign direct investment, with strong government support and a clear national digital agenda.

1. National Digital Infrastructure Expansion

The Ministry of E-Governance is prioritizing the expansion of high-speed internet access, especially in rural and underserved areas. Investment opportunities include fiber-optic networks, 5G deployment, and cloud-based data centers to support secure and scalable government services.

2. Smart Governance and Urban Innovation

Belize is exploring smart city frameworks in key municipalities. Investors can contribute to smart traffic systems, automated public utilities, IoT-based waste management, and energy-efficient public lighting, aligning with the country's sustainability and climate resilience goals.

3. Integrated E-Services Platforms

There is a growing demand for centralized digital platforms offering services such as e-health, e-education, e-tax filing, e-licensing, and digital identity management. Strategic partnerships are encouraged to develop and maintain these platforms, ensuring interoperability and citizen-centric design.

4. Cybersecurity and Data Protection

With increased digitization, Belize is actively seeking investment in cybersecurity infrastructure, including AI-driven threat detection, secure authentication systems, and data privacy frameworks. These solutions are critical for safeguarding public trust and ensuring compliance with emerging digital laws.

5. Digital Skills and Innovation Ecosystem

Investors can also support capacity-building initiatives, such as digital literacy programs, tech incubators, and coding academies, to nurture local talent and foster innovation. These efforts complement the Ministry's goal of creating a digitally empowered workforce.

Conclusion: Belize's Digital Transformation Vision

Belize's digital transformation journey is a comprehensive and forward-looking strategy that integrates technology across governance, infrastructure, education, and public service delivery. With initiatives such as the National Digital Identity System, Unified Government Services Portal, and Cybersecurity Operations Center, the country is building a secure, inclusive, and efficient digital ecosystem that empowers citizens and modernizes institutions.

The addition of the Digital Workspace Development initiative marks a significant enhancement to this strategy. By creating a centralized intranet and project management environment, Belize has improved internal collaboration and operational efficiency across government departments. The transition from Confluence to ClickUp has streamlined task management, while the integration of Copilot for automated reporting has reduced manual workloads and enabled data-driven decision-making. The SharePoint folder structure, aligned with the government's organogram, ensures that teams can access and manage information in a structured and intuitive way. This digital workspace not only supports day-to-day operations but also strengthens the foundation for remote work, cross-agency collaboration, and agile governance.

Other key initiatives such as Smart City Pilot Projects, Digital Literacy Curriculum Integration, and the Digital Postal Services Upgrade demonstrate Belize's commitment to innovation and inclusion. These programs improve urban infrastructure, prepare youth for the digital economy, and expand access to modern logistics and e-commerce, especially in rural areas.

The Digital Government Workforce Training and E-Governance Academy Belize ensure that public servants and professionals are equipped with the skills needed to thrive in a digital-first environment. Meanwhile, the Transport Information Management System streamlines licensing, registration, and enforcement, enhancing service delivery and public safety.

Together, these initiatives reflect a unified vision for a connected, resilient, and citizen-centric digital nation. Belize is not only embracing technology but also ensuring that its benefits reach every corner of society, empowering individuals, strengthening institutions, and positioning the country as a regional leader in digital governance.

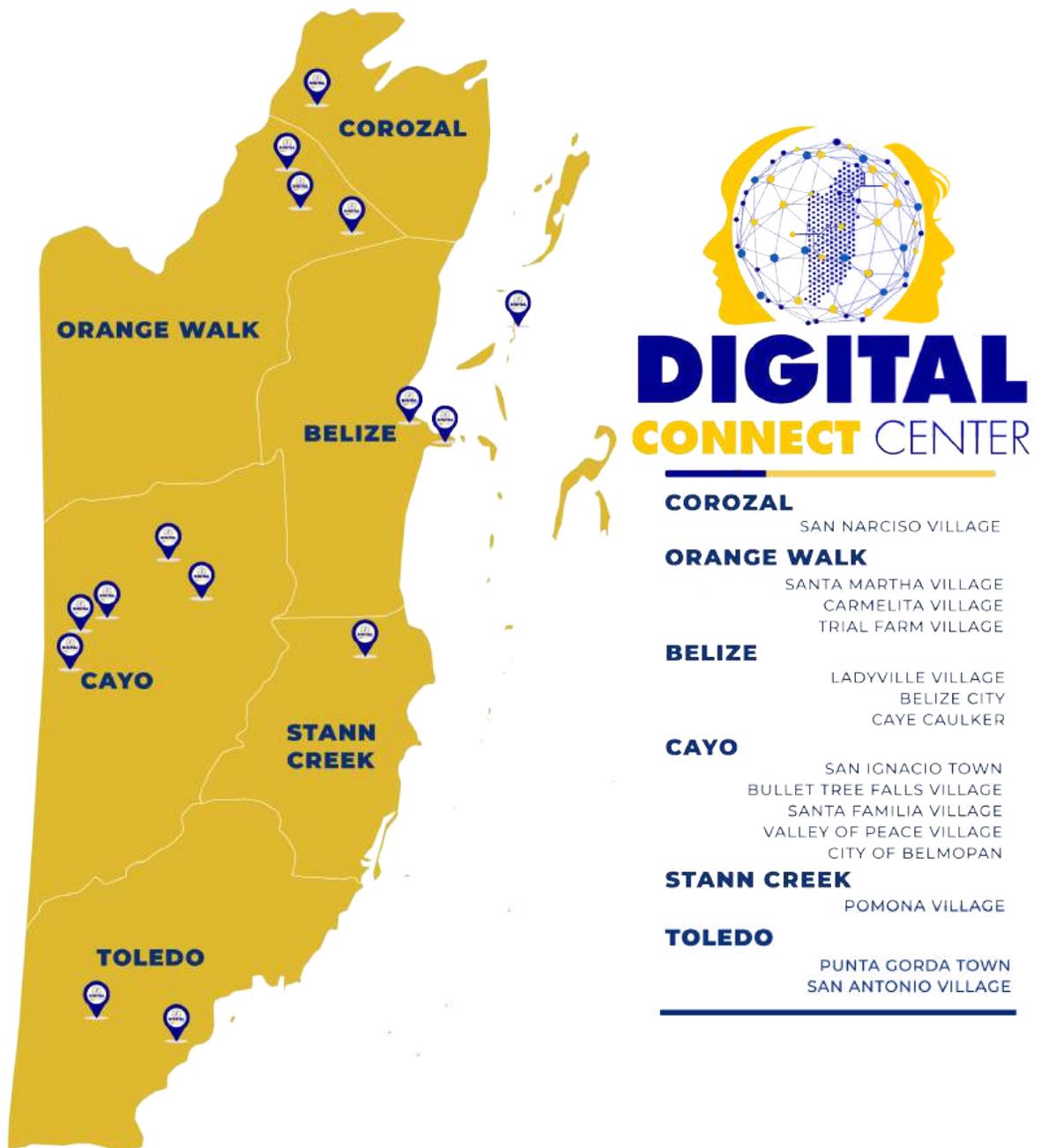
Finally, the Transport Information Management System streamlines licensing, registration, and enforcement, improving public service delivery and road safety.

Together, these initiatives reflect Belize's commitment to digital equity, innovation, and sustainable development. They position the country as a regional leader in e-governance and digital transformation, ensuring that every citizen, regardless of age, location, or background, can participate fully in the digital future.

Appendices & Supporting Materials

Appendix A: Map of Digital Connect Centers

Belize map showing the geographic distribution of Digital Connect Centers across:





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ANNUAL TECHNICAL REPORT 2025

MINISTRY OF E-GOVERNANCE

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