



2026-2030 GOOD GOVERNANCE AGENDA

**A STRATEGIC VISION FOR TRANSPARENT
& ACCOUNTABLE GOVERNANCE**

PREPARED BY:
THE BELIZE CHAMBER OF COMMERCE & INDUSTRY

PRESIDENT'S REMARKS



OVERVIEW OF THE GOOD GOVERNANCE AGENDA 2026

Every person in this country deserves a well-functioning government that provides equal opportunity to all. At a time when public trust in institutions stands at a crossroads, the Belize Chamber of Commerce and Industry (BCCI) reaffirms its commitment to strengthening the foundations of our democracy through principled and practical reforms.

Transparency, Accountability, Oversight and Institutional Strengthening, and Partnership in Governance—these pillars form the foundation of a healthy and prosperous nation.

Building on our Business Policy Roadmap, it is my honour to present the Good Governance Agenda 2026–2030. The quality of our institutions affects every aspect of our lives.

As the only registered employers' representative in Belize, the BCCI is proud to lead on governance issues at a time when government reform is essential to sustain the economic growth Belize has experienced since the COVID-19 pandemic.

This Agenda has not been developed in isolation but is the product of many rounds of consultation with the Executive Council, Members, and the wider business community. Bringing together the interests of employers, labor, and civil society, this agenda lays out a comprehensive framework for the changes Belize needs to improve the quality of its democracy, institutions, and bureaucracy.

While maintaining the core ideas of our Business Policy Roadmap, this Agenda expands on them with actionable recommendations grounded in domestic and regional experience. Intended for both policymakers and laypersons alike, it strives to serve all without leaving anyone behind.

Good governance is not merely a motto to campaign on; it is a living, breathing ideal that we must continuously strive for. It is my sincerest hope that this agenda serves as a foundation for lasting change and advocacy—one that benefits every Belizean equally.

INTRODUCTION

Understanding the Need for Effective Governance Systems



In March 2025, the Belize Chamber of Commerce and Industry (BCCI) released its Business Policy Roadmap 2025, a manifesto outlining key areas of reform necessary to ensure robust and sustainable private sector growth. One of the central pillars identified was Tackling Corruption, which included proposals such as campaign finance legislation, strengthening the Office of the Auditor General, empowering the Senate, and increasing civil society participation.

The Good Governance Agenda 2026 builds upon and expands these proposals. It introduces new areas for urgent reform and reaffirms the private sector's commitment to institutional integrity and transparency. It also incorporates longstanding BCCI recommendations, including reform of the Public Accounts Committee, the Integrity Commission, the Accountant General's Office, and procurement legislation under the Finance and Audit Reform Act (FARA).

This Agenda is anchored in four essential pillars of good governance: Transparency, Accountability, Oversight and Institutional Strengthening, and Partnership in Governance. These pillars guide the Chamber's recommendations and reflect our belief that sustainable national development depends on robust institutions, open data, meaningful collaboration, and an unwavering stance against corruption. It is important to note that several proposals are cross-cutting and reinforce multiple pillars simultaneously.

This Agenda first outlines its core governance pillars, then presents a set of summary proposals organized by each pillar. The final section, From Principles to Practice, expands on selected proposals, beginning with Transparency, to demonstrate practical implementation strategies rooted in local and regional experience.

KEY PILLARS OF GOOD GOVERNANCE



TRANSPARENCY

Ensures that all actions, decisions, and policies by the government are made openly and are accessible for public scrutiny. The public should have access to accurate, up-to-date information on government actions and spending. This facilitates trust and ensures that government operates with full visibility into its operations.



OVERSIGHT & INSTITUTIONAL STRENGTHENING

Oversight is the mechanism through which government actions are monitored. Strengthening these institutions ensures that they have the authority, resources, and independence to hold public officials accountable. This includes empowering the Senate and reforming offices like the Office of the Auditor General and Integrity Commission.



ACCOUNTABILITY

Accountability means that there's an expectation that the state justifies its actions and decisions. The government must be answerable for the management of public funds, legal compliance, and responsiveness to public feedback. This is achieved through various mechanisms like financial transparency, legislative compliance, political responsiveness, and managerial responsibility.



PARTNERSHIP IN GOVERNANCE:

Effective governance requires strong collaboration between government, civil society, and the private sector. Partnerships in governance ensure that reforms are not only planned but are also implemented efficiently with broad stakeholder input and buy-in.



SUMMARY PROPOSALS

A Comprehensive Reform Package for Effective Governance



TRANSPARENCY

- Mandate Publication of Public Expenditures and Contracts in machine-readable, accessible formats.
- Track and Publicize Public Sector Efficiency Metrics for key services (e.g., business licensing, permit approvals, tax refunds, and other internationally benchmarked performance indicators, etc.)

ACCOUNTABILITY

- Formalize the Anti-Corruption Dialogue Mechanisms and Independent Oversight Committees between the Government and social partners, including quarterly reporting on progress.
- Strengthen Anti-Corruption Legislative Framework such as the the Finance and Audit Reform Act and Prevention of Corruption in Public Life Act to clarify ambiguous procurement terms (e.g., “public interest”, “unforeseeable events”) and reduce discretionary misuse of selective tendering.
- Establish a Parliamentary Calendar and Agenda to ensure predictability, public consultation, and legislative transparency. Mandate a minimum notice period (e.g., 7–10 working days) before convening parliamentary sessions.
- Empower the Joint Public Accounts Committee (JPAC) to request documentation and submit questions to ministries, with mandatory responses within a specified timeframe.

SUMMARY PROPOSALS

A Comprehensive Reform Package for Effective Governance



- Campaign Finance Reform: Enact the Campaign Finance Bill to modernize campaign financing regulation.
- Strengthening the National Assembly: Grant the Senate enhanced powers for investigations, compulsory accountability hearings, and CEO appointment vetting.
- Strengthening Competition Law and Market Oversight: Establish an independent Competition Commission with a balanced appointment framework that includes civil society representation, clear investigative and enforcement powers, and mandatory public reporting to ensure effective competition oversight and economic efficiency.

OVERSIGHT AND INSTITUTIONAL STRENGTHENING

- Modernize the Office of the Auditor General and address weaknesses in the Accountant General's Office by providing adequate resources and legal authority to carry out comprehensive audits of government spending.
- Create a Fiscal Council to provide non-partisan analysis of fiscal plans, forecasts, and debt sustainability.
- Introduce a Medium- to Long-Term Fiscal Framework to accompany annual budgets, assessing the long-term impact on fiscal health.

PARTNERSHIP IN GOVERNANCE

- Quarterly High-Level Dialogues between the Prime Minister and the BCCI Executive Committee, as per the Roadmap.

FROM PRINCIPLES TO PRACTICE

Expanding the Agenda



Implementing the Good Governance Agenda 2026 requires a comprehensive approach that encompasses various strategies. First and foremost, enhancing transparency in government operations is crucial.

This can be achieved by establishing open data initiatives and ensuring public access to information, enabling citizens to hold their leaders accountable. Accountability mechanisms should be strengthened, allowing for timely redress of grievances and fostering a culture of responsibility among government officials.

Moreover, robust oversight is essential to maintain checks and balances within governmental institutions, ensuring they operate effectively and in the public interest. This includes regular audits and evaluations of programs and policies.

Lastly, promoting partnerships in governance allows for collaboration between government, civil society, and the private sector, creating a unified effort towards sustainable development.

Engaging stakeholders through forums and workshops cultivates a sense of ownership and inclusivity, making governance a collective responsibility. As we commit to these principles, we lay a solid foundation for realizing the Good Governance Agenda 2026, ensuring that governance is effective, inclusive, and beneficial for all citizens.

TRANSPARENCY

Fostering Openness & Access to Information in Governance



TRACK AND PUBLICIZE PUBLIC SECTOR EFFICIENCY METRICS FOR KEY SERVICES

To deepen transparency and improve service delivery, public-facing government ministries should adopt internationally recognized quality management systems—such as ISO 9001:2015.

This standard offers a robust framework for defining clear service processes, tracking performance metrics, and driving continuous improvement. ISO-certified ministries would be required to monitor turnaround times, gather citizen feedback, and identify service bottlenecks, publishing such data in standardized, machine-readable formats for public review. This approach would enable benchmarking across ministries and help focus reforms on areas of greatest need.

Belize already offers a proven model in the Belize Bureau of Standards (BBS), which achieved ISO 9001:2008 certification in 2016 and successfully transitioned to the 2015 standard a year later. The BBS's Quality Management System has enhanced operational efficiency and service orientation through a results-based approach aligned with international best practices. Ministries involved in critical processes—such as business licensing, permitting, and tax refunds—should be required to follow suit. Applying management standards such as ISO 9001:2015 across the public service would institutionalize transparency, strengthen accountability, and provide citizens and stakeholders with reliable, comparable data on government performance.

TRANSPARENCY

Fostering Openness & Access to Information in Governance

MANDATE PUBLICATION OF PUBLIC EXPENDITURES AND CONTRACTS IN MACHINE-READABLE, ACCESSIBLE FORMATS

Complementing service-level transparency is the need for deeper financial transparency through timely, accessible publication of public expenditures and contracts. All bodies that spend public funds must be accountable for how those funds are used. Unfortunately, the current budget cycle allows very limited time for meaningful public and civil society review. Although budget preparation begins in November, no draft or preliminary version is typically released until March—just two weeks before the bill is passed.

This short window prevents informed public engagement and leaves little room for critical analysis. Compounding the issue is the format in which the budget is published: a 400+ page PDF that is not conducive to data analysis, making it difficult to track spending trends, calculate allocations, or identify changes from previous years.

Procurement processes also require greater transparency. Tenders should be publicly circulated, and finalized contracts should be published immediately in accessible and machine-readable formats. While some infrastructure already exists, enhancements should include the publication of contract awards and extend to all public-benefit entities, including statutory bodies.

This reform would provide several key benefits:

1. **Increased transparency and fairness in bidding processes.**
2. **Benchmarks for future public spending and procurement standards.**
3. **Greater public oversight, enabling civil society, journalists, and taxpayers to hold institutions accountable and build trust in governance.**

A useful regional example is the Jamaica Accountability Meter Portal (JAMP). Although eventually discontinued due to the cessation of government data sharing, JAMP serves as a model for what is possible when procurement and budget data are made open, accessible, and machine-readable. It highlights how digital transparency tools can empower citizens and watchdogs to track public expenditure and strengthen democratic accountability.

ACCOUNTABILITY

Ensuring Responsibility through Transparent Mechanisms & Processes

ESTABLISH A PARLIAMENTARY CALENDAR AND AGENDA TO ENSURE PREDICTABILITY, PUBLIC CONSULTATION, AND LEGISLATIVE TRANSPARENCY. MANDATE A MINIMUM NOTICE PERIOD (E.G., 7–10 WORKING DAYS) BEFORE CONVENING PARLIAMENTARY SESSIONS.

A well-functioning legislature is essential to a healthy democracy. Currently, civil society—including social partner senators—often receives very little advance notice before Senate meetings, and even less information about the bills under consideration. This last-minute notification undermines the quality of debate in the upper chamber of the National Assembly.

To guarantee that all Senators have an equal opportunity to review and provide meaningful input, it is essential to establish a formal Parliamentary Calendar and Agenda system. This system, codified through legislation or standing orders, should promote predictability, accountability, and transparency in parliamentary operations. Specifically, it should mandate a minimum notice period of seven to ten working days prior to any parliamentary meeting. This timeframe will allow all stakeholders sufficient opportunity to review agendas, prepare submissions, and engage effectively in the democratic process.

Moreover, agendas and relevant documents for each session should be made publicly accessible at the time the notice is issued, further enhancing transparency and accountability. House Committee meetings—which play a critical role in detailed legislative scrutiny and oversight—should also be better publicized, with advance notice and open access to agendas, to encourage wider participation and awareness.

By providing clarity and predictability, these reforms will improve legislative efficiency, elevate the quality of lawmaking through thorough preparation and debate, and foster stronger collaboration among government, private sector, and civil society. Regional examples, such as the Parliament of Jamaica, illustrate how formal calendars and the advance publication of agendas strengthen democratic participation and public oversight.

Implementation will require amending parliamentary rules, empowering the Clerk of the National Assembly to manage scheduling, and utilizing digital platforms to widely disseminate information. Ultimately, these changes will bolster public trust in Belize's parliamentary institutions and support a more open and accountable governance framework.

CAMPAIGN FINANCE REFORM

Campaign finance is central to ensuring transparent and accountable governance. For over two decades, campaign finance reform has featured on the political agenda, yet no administration has taken meaningful steps toward implementation. This inertia is largely due to poorly aligned incentives. Unregulated campaign financing enables political parties to engage in clientelism while allowing a small group of private sector beneficiaries to operate without scrutiny. In spite of these structural challenges, in 2023 the BCCI released a draft Campaign Finance Bill, developed with overwhelming support from its membership.

ACCOUNTABILITY

Ensuring Responsibility through Transparent Mechanisms & Processes

The proposed legislation marks a step toward fairer and more transparent electoral processes in Belize. It establishes a National Election Campaign Fund, administered by the Elections and Boundaries Commission, to reimburse candidates based on vote share, under strict disclosure and audit requirements. Donations—whether monetary or in-kind—must be publicly declared, particularly those above a specified threshold, and must include full donor identification and confirmation of eligibility.

Contributions from foreign donors, anonymous sources, intermediaries, or under false identities are expressly prohibited. The bill also caps campaign spending at \$250,000 per candidate and \$4 million per political party. All candidates and parties must keep detailed financial records and submit comprehensive reports within 180 days of an election. Donations that comply with these rules are tax-deductible, while breaches are subject to significant penalties, including fines and imprisonment. Together, these reforms aim to curb undue influence, increase transparency, and restore public confidence in Belize's democratic institutions.

FORMALIZE THE ANTI-CORRUPTION DIALOGUE MECHANISMS AND INDEPENDENT OVERSIGHT COMMITTEES BETWEEN THE GOVERNMENT AND SOCIAL PARTNERS, INCLUDING REGULAR REPORTING ON PROGRESS.

The Social Partners form an integral role in Belize's healthy democracy. While they may have Senate Representation, it is imperative that the government provide an avenue for the Social Partners and Government to meet to monitor progress on key governance and anti-corruption reforms. This idea is not new and was even raised in 2021 with the inaugural meeting of the Social Partnership Committee (SPC)—a mechanism intended to foster dialogue between Cabinet and social partners on issues of national importance, including public finance and governance reform.

This initiative followed commitments made by the Prime Minister in a May 2021 letter to the joint unions, which promised structured engagement and biennial meetings to track progress on Plan Belize's good governance agenda. Unfortunately, the SPC has been come inactive. This lack of continuity not only removes an important opportunity for collaboration but removes a key avenue for scrutiny of Government actions.

To restore and strengthen the role of the SPC, the Government should formally re-establish the Committee as a standing mechanism for anti-corruption dialogue, oversight, and monitoring. The SPC's revised Terms of Reference should empower it to monitor, submit recommendations and receive formal responses from Cabinet, review public financial management updates and procurement practices, and monitor governance reform initiatives. Reviving the SPC would demonstrate the Government's commitment to good governance and promote trust with social partners and wider civil society.

EMPOWER THE JOINT PUBLIC ACCOUNTS COMMITTEE (JPAC) TO REQUEST DOCUMENTATION AND SUBMIT QUESTIONS TO MINISTRIES, WITH MANDATORY RESPONSES WITHIN A SPECIFIED TIMEFRAME.

ACCOUNTABILITY

Ensuring Responsibility through Transparent Mechanisms & Processes

Effective fiscal oversight is critical to ensuring that public funds are spent lawfully and efficiently. However, the Joint Public Accounts Committee (JPAC)—tasked with scrutinizing government expenditure—has been significantly weakened by years-long delays in audited financial statements. As of Q1 2026, the most recent national audit available dates back to the 2016–2017 fiscal year. This backlog, combined with limited legal enforcement powers and institutional gridlock, has left JPAC unable to fulfill its constitutional mandate.

To improve JPAC’s role as a credible watchdog over public spending, the Committee must be empowered to request documents, submit written questions to ministries, and receive mandatory responses within a defined timeframe. This authority would enable real-time oversight rather than post-facto review and ensure that ministries and public bodies are held accountable for compliance. It would also support a culture of transparency within government and help close persistent gaps in Belize’s public financial management system.

MODERNIZE THE OFFICE OF THE AUDITOR GENERAL AND ADDRESS WEAKNESSES IN THE ACCOUNTANT GENERAL’S OFFICE BY PROVIDING ADEQUATE RESOURCES AND LEGAL AUTHORITY TO CARRY OUT COMPREHENSIVE AUDITS OF GOVERNMENT SPENDING.

To complement efforts to empower the Joint Public Accounts Committee and enhance fiscal councils, it is equally critical to modernize and strengthen the Office of the Auditor General and the Accountant General’s Office. To effectively modernize the Office of the Auditor General and strengthen the Accountant General’s Office, it is crucial to address the systemic challenges that have long hindered their performance.

Providing these offices with adequate financial resources, skilled personnel, and the legal authority to conduct comprehensive, timely audits will empower them to fulfill their constitutional mandate. Strengthening these institutions is essential to overcoming delays in audit reporting and ensuring thorough oversight of government spending.

However, modernizing these offices alone is not enough. It must be part of a broader reform effort that enhances the independence and accountability of audit bodies by reducing the fusion of executive and legislative powers that currently undermines oversight.

By limiting political interference and granting the Auditor General and Accountant General greater autonomy, Belize can create a governance environment where audits are transparent, reliable, and impactful. These reforms will help restore public trust in government finances and ensure that taxpayer money is managed responsibly and effectively.

STRENGTHEN ANTI-CORRUPTION LEGISLATIVE FRAMEWORK SUCH AS THE THE FINANCE AND AUDIT REFORM ACT AND PREVENTION OF CORRUPTION IN PUBLIC LIFE ACT TO CLARIFY AMBIGUOUS PROCUREMENT TERMS (E.G., “PUBLIC INTEREST”, “UNFORESEEABLE EVENTS”) AND REDUCE DISCRETIONARY MISUSE OF SELECTIVE TENDERING.

ACCOUNTABILITY

Ensuring Responsibility through Transparent Mechanisms & Processes

To enhance the integrity and effectiveness of Belize's anti-corruption framework, the Prevention of Corruption in Public Life Act must be amended to ensure greater independence and credibility of the Integrity Commission. This includes reforming the appointment process so that the Chair and members are selected by an independent committee composed of representatives from both major political parties and key civil society sectors—such as unions, the business community, and churches. This tripartite approach will reduce partisan influence, promote impartiality, and build public trust. Alongside these governance reforms, the Commission and its Secretariat require adequate resources to carry out their mandate effectively, enabling timely investigations, enforcement, and reporting.

Complementing these reforms, amendments to the Finance and Audit Reform Act (FARA) are necessary to clarify ambiguous procurement provisions—particularly terms such as “public interest” and “events unforeseeable” found in Section 21(d). Clear definitions and standardized criteria are essential to limit discretionary use of selective tendering and reduce risks of mismanagement or favoritism. These changes will promote fairness, transparency, and accountability in public procurement processes, thereby safeguarding public funds and strengthening confidence in government operations.

STRENGTHENING THE NATIONAL ASSEMBLY: GRANT THE SENATE ENHANCED POWERS FOR INVESTIGATIONS, COMPULSORY ACCOUNTABILITY HEARINGS, AND CEO APPOINTMENT VETTING.

To enhance parliamentary accountability and reduce executive dominance, Belize must reform structural elements that currently undermine the independence and deliberative function of the National Assembly. Key changes include clarifying anti-defection rules, limiting excessive ministerial appointments, and introducing parliamentary vetting for high-level public appointments—all of which align with global standards of democratic governance.

First, Section 59(2)(e) of the Constitution currently requires elected Members of the House to vacate their seat if they “resign from” or “cross the floor” from their political party. However, the term “crossing the floor” is vague and may be interpreted to punish dissenting or abstention votes, limiting an elected member's ability to represent their constituents or exercise conscience. To preserve freedom of expression and legislative integrity, the clause should be amended to remove reference to “crossing the floor” and instead focus on deliberate party-switching—such as formally joining another political party in the House.

Second, while the Constitution caps the number of Cabinet Ministers at two-thirds of the governing party's House seats, successive governments have expanded executive influence by appointing additional Ministers of State. This practice has led to a “payroll vote” exceeding 60% of the National Assembly, far above benchmarks in peer jurisdictions such as the UK (20%) or Barbados (43%).

ACCOUNTABILITY

Ensuring Responsibility through Transparent Mechanisms & Processes

To reverse this trend, the Constitution should set a limit on all ministerial appointments (Cabinet and non-Cabinet), based on a defined percentage of governing party seats and a fixed number of Senate appointments. This would reduce political patronage and foster more independent legislative debate.

Finally, appointments to critical public offices under Section 107—such as Chief Executive Officers, Ambassadors, and the Solicitor General—are currently made solely on the advice of the Prime Minister, with no parliamentary scrutiny. This has raised longstanding concerns from civil society and the public service about politicization and lack of transparency. To improve credibility and merit-based selection, a Parliamentary Scrutiny Committee should be established to vet all Section 107 appointments. Modeled on best practices from jurisdictions like the U.S. and Malta, this committee would conduct public hearings, review qualifications and background, and make binding or guiding recommendations on whether nominees should proceed.

Together, these reforms would reduce executive overreach, preserve legislative independence, and restore public confidence in Parliament as a forum for meaningful debate and national oversight. By ensuring that Members of Parliament can act in the public interest—without fear of reprisal or undue pressure—Belize would take a vital step toward building a more resilient, transparent, and democratic governance framework.

STRENGTHENING COMPETITION LAW AND MARKET OVERSIGHT

Competitive markets are essential to a healthy and dynamic economy. They encourage innovation, improve efficiency, and ensure that businesses and consumers benefit from fair prices, quality services, and greater choice. In small economies such as Belize, however, markets can become highly concentrated or distorted by anti-competitive conduct if appropriate safeguards are not in place. For this reason, modern competition law is a critical component of sound economic governance.

There are many models to follow such as the CARICOM Draft Model Law on Competition. The proposed framework would promote fair market practices while aligning Belize with regional and international best practices. At its core is the establishment of an independent Competition Commission responsible for monitoring market conduct, investigating anti-competitive agreements and abuse of dominance, and reviewing mergers that could substantially lessen competition.

The Commission would also play an important advisory and educational role by promoting awareness of competition law among businesses, regulators, and consumers. To ensure credibility and effectiveness, the Commission should be established with a balanced appointment structure, operational independence, secure funding, and clear investigative powers.

By strengthening competition policy and market oversight, Belize can foster a more transparent and competitive business environment. Such reforms would lower barriers to entry for new firms, promote fair market participation, and reinforce broader governance reforms aimed at improving economic efficiency and consumer welfare.

OVERSIGHT

Strengthening Institutional Frameworks for Effective Governance



Effective oversight and institutional strengthening are crucial components of good governance. They ensure that governmental and non-governmental institutions operate transparently, efficiently, and accountably. This section explores how enhancing oversight mechanisms can lead to more robust frameworks that support good governance practices.

By establishing clear roles and responsibilities within institutions, we can foster an environment that promotes ethical behavior and mitigates corruption. This involves not only the implementation of regulatory measures but also the engagement of civil society and stakeholders in oversight functions. Strengthening institutional frameworks includes providing adequate resources and training to enhance the capabilities of oversight bodies. Moreover, fostering collaboration between various governance entities can lead to improved accountability and better public trust.

Engaging in regular assessments and evaluations of institutional performance ensures that necessary adjustments are made, thus enhancing overall governance quality. By prioritizing oversight and institutional strengthening, we pave the way for a more transparent, accountable, and effective governance system that can respond to the needs of the public and adapt to future challenges.

This commitment to excellence will ultimately serve as a foundation for the transformative goals outlined in the Good Governance Agenda 2026.

OVERSIGHT

Strengthening Institutional Frameworks for Effective Governance

CREATE A FISCAL COUNCIL TO PROVIDE NON-PARTISAN ANALYSIS OF FISCAL PLANS, FORECASTS, AND DEBT SUSTAINABILITY

Fiscal responsibility is a core function of any administration, regardless of party affiliation. While civil society members and social partners in Belize make important contributions to budget analysis, there remains a gap for sustained, independent, and quantitative fiscal oversight. Many countries have addressed this by establishing non-partisan fiscal councils. Well-known examples include the United Kingdom's Office for Budget Responsibility and the United States' Congressional Budget Office. In the Latin America and Caribbean region, countries like Colombia (2012), Peru (2015), Mexico (1998), Grenada (2017), Chile (2014), and The Bahamas (2018) have also done so. Most recently, Jamaica operationalized its Independent Fiscal Commission (IFC) in 2025. The IFC is mandated to assess budget credibility, fiscal sustainability, and compliance with fiscal rules, and is led by a statutorily protected Commissioner appointed for a 7-year term. It publishes regular, public-facing reports and plays a key role in informing public debate on fiscal matters.

INTRODUCE A MEDIUM- TO LONG-TERM FISCAL FRAMEWORK

Belize's reliance on annual budgets—combined with blurred lines between the Executive and Legislature—undermines fiscal discipline and weakens long-term planning. Predictability is a cornerstone of good governance, particularly in public finance where effective taxation and responsible spending shape economic stability. A well-governed state can foster growth and invest in public goods where private incentives fall short, but poor fiscal management can cripple the economy and erode trust. A Medium-Term Fiscal Framework (MTFF) is a strategic tool that injects discipline and foresight into the budget process. It sets multi-year targets for revenue, expenditure, deficits, and debt—anchored in macroeconomic forecasts and national goals—and establishes a top-down ceiling on total spending to align annual budgets with long-term sustainability.

Unlike year-to-year budgeting, an MTFF enables policymakers to assess trade-offs, anticipate risks, and plan more effectively. It also enhances transparency by clearly articulating fiscal strategy and constraints to the public. In many countries with fiscal responsibility laws or fiscal councils, MTFFs form the backbone of sound financial governance. Regionally, Grenada released a 2023–2025 MTFF following the COVID-19 pandemic, while Barbados and Anguilla introduced similar frameworks in 2024. Although challenges remain—including political turnover and external shocks—MTFFs provide a roadmap for governments and citizens to evaluate fiscal performance and reinforce long-term fiscal health.

PARTNERSHIP IN GOVERNANCE

Engaging diverse stakeholders for effective collaboration and impact



QUARTERLY HIGH-LEVEL DIALOGUES BETWEEN THE PRIME MINISTER AND THE BCCI EXECUTIVE COUNCIL, AS PER THE ROADMAP

Complementing institutional oversight, effective governance also depends on sustained collaboration between government and key stakeholders in the private sector. The BCCI has been a steadfast steward and advocate for Belize's private sector growth throughout its 106-year history. Across successive administrations, it has become increasingly clear that ensuring sustainable, equitable, and inclusive opportunities for all businesses requires that the Chamber have a permanent seat at the table. The Government and BCCI share a long history of successful collaboration, transcending political changes.

Quarterly meetings between the Prime Minister and the BCCI Executive Council have been an essential mechanism to maintain open communication, enabling both policymakers and the Chamber to engage candidly and seek common ground. These dialogues foster mutual understanding and facilitate coordinated action for private sector development. For these reasons, such meetings should continue regularly and as practicable.

CONCLUSION



The Good Governance Agenda 2026–2030 sets forth a comprehensive and practical roadmap for strengthening Belize’s democratic institutions, enhancing transparency and accountability, and fostering meaningful partnerships between government, the private sector, and civil society.

Grounded in extensive consultation and informed by regional experience, these proposals are designed to transform principles into practice, ensuring that good governance is more than an ideal—it becomes the foundation of everyday public life.

As Belize navigates the challenges of economic recovery and social progress, effective governance is paramount to sustaining growth, promoting equity, and building public trust. The Belize Chamber of Commerce and Industry stands ready to champion these reforms and collaborate with all stakeholders to realize a future where every Belizean benefits from a responsive, transparent, and accountable government.

This Agenda is not the end but the beginning of a continuous journey toward democratic renewal and national prosperity. We invite policymakers, business leaders, civil society, and citizens alike to embrace this vision and work together to bring about lasting change for Belize.