

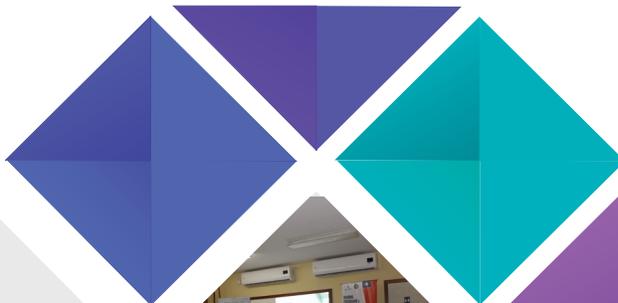


BELIZE ENTREPRENEURIAL ECOSYSTEM **WORKPLAN 2016-2019**

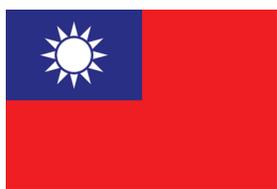




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1. ACRONYMS, GLOSSARY

1.1. Acronyms

BELTRAIDE: Belize Trade and Investment Development Service

MSMEs: Micro, Small and Medium Enterprises

GDP: Gross Domestic Product

CENPROMYPE: Centro Regional de Promoción de la Micro y Pequeña Empresa

MIF/IDB: Multilateral Investment Fund/ Inter-American Development Bank

MOT: Ministry of Tourism & Civil Aviation

LICU: La Inmaculada Credit Union

ITVET (Belize): Institute for Technical and Vocational Education and Training -Belize City

SBDC Belize: Small Business Development Center

YWCA Belize: Belize Young Women's Christian Association

UB: University of Belize

DFC: Development Finance Corporation

BCSP: Belize Coalition of Service Provider

NEC: National Entrepreneurship Committee

SICA: Central American Integration System

SDG: Sustainable Development Goals

EU: European Union

1.2. Glossary 1

Entrepreneurship: A way of thinking and acting oriented to wealth creation to take advantage of the opportunities present in the environment or to meet the needs of personal income generating value to the economy and society (CENPROMYPE, 2013).

Entrepreneurial ecosystem:

Entrepreneurial ecosystem means a business community, supported by a context of public laws and business practices, and formed by a foundation of interacting organizations and individuals who produce and associate business ideas, skills, financial and non-financial resources resulting in dynamic companies.

¹ Beltraide; National Entrepreneurship Strategy: July 2014, Belize.



Pre-seed Capital: Is capital destined for early stage funding from the conception of the business idea to the elaboration of the business plan, focusing specially in developing prototypes, market tests, patents and business equipment (CENPROMYPE, 2013).

Seed capital: "Capital oriented to finance the first stage of a business; it is used to research, test, and develop an initial concept" (MINCIT, 2011). "The seed capital is the first stage of investment mainly dedicated to the financing of entrepreneurship before the start of operations and to prepare the launching of the company, the investment focuses on making feasible a business idea therefore it is considered to have a high technological, commercial, and financial risk exposure" (COLCIENCIAS, 2007).

Entrepreneurial Ecosystem: It is defined as a business community, supported by a context of public laws and business practices, and formed by a foundation of interacting organizations and individuals who produce and associate business ideas, skills, financial and non-financial resources resulting in dynamic companies (MIF, 2008).

Entrepreneur: A person with capacity to innovate; this being understood as the capacity to generate goods and services in a creative, methodical, ethical, responsible and effective manner (Colombian Congress, 2006).

Business Incubator: The National Business Incubation Association –NBIA defines it as a business support process that accelerates the successful development of start-up and fledgling companies by providing entrepreneurs with an array of targeted resources and services.

Innovation: Innovation is assimilation and successful exploitation of a novelty in the economic and social fields, in such a way that it contributes with new solutions to national and regional problems and thus allows to respond to the needs of society and the productive sector.

Open Innovation: Open innovation is a paradigm that assumes that firms can and should use external ideas as well as internal ideas and paths, internal and external to the market, since companies seek to advance its technology (Chesbrough, 2003).

2. FOREWORD

Belize is seeking to achieve outcomes that guide to match the GSDS with the United Nations SDG these efforts, BELTRAIDE assume its reasonability to support new ways of “doing public policy”, thus, Policy Governance seems to be a democratic and successful experience to reach out joint entrepreneurial goals, that strengthen the economic tissue and benefit those entrepreneurs persons.

A better business climate is one of the main issues for the Belize Entrepreneurial Ecosystem and it is expected that strengthen the Ecosystem stakeholder, public and private services will be available easily for the entrepreneurs whom could be contributing to dynamism the economy and to to the economic growth.

The Belize Ecosystem Workplan is a pragmatic management tool that allowed the organizations and institutions to work together, generating synergies and effectiveness on the interventions. The key actions for entrepreneurial system that will fuel this economic growth as follows:

- Coordinated implementation of the Workplan
- Increased the Stakeholders capacities and competencies
- Permanent monitoring and evaluating processes
- Eventually civil society and entrepreneurs integrated in the Ecosystem
- Continuous trainings and knowledge management installed.
- Identification of pre enterprises with potential to become more competitive enhance of efforts to encourage cooperation among stakeholders
- Development financing instruments – venture capital and export financing advocacy
- Identification and development of activities that can provide significant employment and earning opportunities
- Building institutional capacity to encourage technological adaptation and innovation while also taking into account climate change resilience considerations improved linkages between educational programs offered and the needs of the economy
- Alliances among public, private and Academia, considering the local level.
- Promote the municipalities participation

3. INTRODUCTION

Entrepreneurial culture can be an important opportunity to a country's long term economic sustainability. The actual economic structure, under appropriate conditions may convert the unemployment work force in an emerging environment of enterprises that will generate self-employment, incomes and Government revenues. Entrepreneurship, can allow them the flexibility and ability to endure adverse social economic conditions.

In addition, stakeholders of the Ecosystem are usually closer to the entrepreneurs and invests their financial, human and other kind of resources. Proper support to industry also tends to focus on those entrepreneurs who presents innovative, creative and with quality enough to be competitive in regional and international markets. This kind of undertaken, can make significant changes in the local and national economy of the country.

A well-educated and informed web knowledge of the entrepreneurial culture would strengthen the access to the public services for improving new or existing enterprises.

It follows then, that Ecosystem Workplan aspires to contribute for a developed country to grow its economy in a more inclusive and competitive environment. It is essential that Entrepreneurial Ecosystem design and implement an appropriate enabling environment to ensure that successful enterprises can make the difference. This Workplan starts by introducing the context, the strategic frameworks and goes to the definition of the main results in each strategic pillars: Support Industry, Financing, Education System, Institutional Articulation, and Mentality and Culture.

A joint exercise of programming, generated the Ecosystem Workplan and the work to be done in the next three years since October 2016, can be seen in the five chronological frameworks. The Workplan considers a basic process for the monitoring and evaluating system. That outcomes can be discuss every six months. The Belize Entrepreneurial ecosystem is an excellent example of technical and policy Governance.

This consultancy was carried out by external consultancy. All views expressed are those of the authors. This Workplan was formulated by the stakeholders, guided with technical and methodological assistance by Aura Maritza Majano de Rivas. Consultant
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4. CONTEXT

Belize, the least populated country in Central America with 324,100 inhabitants in 2012 is a relatively young nation that gained independence from the United Kingdom in 1981 and since, has experienced a peaceful and democratic transition. The country's GDP for 2013 was near to US\$ 1,628 thousand millions and in 2014 was us \$1,718 thousand millions, reaching a 4.1% of economic growing. By 2015 Belize economy produced US\$1,763 thousands millions that represent only a 1% of annual economic growing.² Nevertheless, the country's economy has begun to recover slowly, the most recent data indicates that the GDP grew 1,6% in 2013. Although it is expected that the GDP of the region will spur around a 3,3% in 2014, associated to a favorable context that might lead to a rise in exports.³

More recent economic data estimated by the Statistical Institute of Belize reports until December 2015, the country's level of economic activity increased marginally by 0.6 percent compared with the last quarter 2014. The primary sector experienced a sharp drop of 27.4 percent in total production for the period, as several major industries recorded downturns during the quarter. Marine production was lower compared to the fourth quarter of 2014, due to a decline in farm shrimp production. Banana shipments also decreased, by 25 percent or more than 7 thousand metric tons, as unseasonably. Livestock production was down during the last quarter of 2015, as both cattle and swine saw decreases for the period. With sugarcane deliveries starting in December 2015, a month earlier than in the previous delivery season, production of over 122 thousand metric tons were recorded for the fourth quarter of 2015. Citrus increase the production and orange production in particular rising by about 2.5 thousand metric tons.⁴

The Statistical Institute of Belize, also reported that Secondary Activities particularly "Electricity and Water" and "Construction". Electricity production grew by more than 18 percent, with hydroelectricity generation surging due to higher levels of water in the reservoirs prior to the start of the rainy season. Water distribution was up by 8 percent during the last three months of 2015 when compared to the same period of 2014, Construction activities saw a 5 percent increase during the quarter, as a result of ongoing works on municipal recreational parks and other infrastructural developments. This was reflected in a 9 percent growth in construction loans issued by commercial banks.⁵

² World Bank, GDP data. October 2016

³ Statistical Institute of Belize: Main Results Of 2010 Population And Housing Census; 2010, Belize.

⁴ Statistical Institute of Belize: GBP 4th Quarter 2015. March 2016.

⁵ IBID



“Manufacturing and Mining” activities rose by 3 percent during the fourth quarter, despite decreases in both petroleum extraction and flour production during the period. Manufacturing of beverages was up by 5 percent, mainly due to an 8 percent increase in beer production and a 27 percent rise in that of soft drinks, resulting from equipment upgrades carried out during 2015.

The tertiary sector, which accounts for about a half of Belize’s total economy, grew by 3.6 percent during the final quarter of 2015 compared to the same period in 2014. “Wholesale and Retail Trade” grew 2 percent, while government services rose by almost 8 percent as a result of increased expenditure on salaries for public officers. The tourism industry recorded growing by 11 percent⁶ It is estimated that MSMEs generates over 70% of private sector employment and incomes, and contributes significantly to the GDP. However, there is concern that the sector has not been able to realize its full potential; failure rate in some sectors could be as high as 80% of new enterprises.

Entrepreneurship in Belize must be improved in many ways since it is currently ranked 106 th out of 189 countries studied by the World Bank in the Doing Business Report.

In the Doing Business topics, it is evident that Belize is amongst the worst ranked countries in categories for starting up a business, enforcing contracts and registering property. While it is only ranked in the 110 overall position out of 189 economies and 156 in starting a business. The country is better ranked in 97 position for the ease for dealing with construction permits, followed by the tools to resolve insolvency; the latter being one very important issue for the businessmen when choosing entrepreneurship as a career.⁷

The population of Belize was estimated to be 363 368 people⁸. This is an increase of 2. 21 % (7, 871 people) compared to population of 355,497 the year before. In 2015 the natural increase was positive, as the number of births exceeded the number of deaths by 6, 285. Due to external migration, the population increased by 1,586. The population of Belize is distributed in 6 districts: Belize, in which is settled the capital city Belmopan and Belize City, Cayo, Corozal, Orange Walk, Toledo and Stann creek district

Belize population density is 15.8 people per square kilometer as of October 2016. The people in Belize could be divide in 3 big categories; young people under 15 years old are 133 821 persons (68 266 males / 65 555 females), the people between 15 and 64 years old are 216 687 persons (109 635 males / 107 052 females) and the people above 64 years old are 12 860 persons (6 115 males / 6 744 females).⁹

⁶ IBID

⁷ World Bank Doing Business Report, 2016

⁸ <http://countrymeters.info/en/Belize>. checked up October 13 2016.

⁹ IBID



In the regional context, SICA EMPRENDE Strategy was set-up for a 5 years-period (2012-2017) considering the five strategic pillars that allow the countries, to count with a fit ecosystem to lay the field work for the comprehensive development of entrepreneurship in the region:

- Support Industry
- Financing
- Institutional Coordination
- Mentality and Culture
- Education System

These concepts and pillars has been adopted by Belize National Entrepreneurship Strategy, as well as the Belize Entrepreneurial Ecosystem to promote the entrepreneurial culture from the regional framework to the national and local integrated and inter-institutional workplan. One of the key issues is the Ecosystem opportunity to harmonize the interventions to support the entrepreneurs.

4.1. Regulations Framework

4.1.1. The National Micro, Small and Medium Enterprise Policy and Strategy Belize¹⁰

The goal of the MSME policy is to support the competitiveness of MSME so that they can increase their contribution to employment and long term growth of the Belizean economy. This will be accomplished through measures that will allow MSMEs to move from a posture of protectionism to competitiveness through a focus on the process of business start-up and survival, involvement in the export value chain, the cultivation of an enterprise culture and a strong stakeholder environment.

The policy recognizes that the number of Micro and Small firms in Belize at 17,000, with an estimated contribution to GDP of 45% and a 32% share of total employment. In terms of sector concentration, the majority of MSMEs in Belize are considered to be in the Agriculture Sector with Services.

The policy identify that MSME in Belize face many challenges. These were identified as:

- Access to and the cost of financing;
- Lack of information and information networks;
- Lack of infrastructure adversely affects movement between producers and clients;
- Cost of Utilities, specifically power and communication and the lack of a reliable power supply were factors in some areas of the country;

¹⁰ Beltraide; National Micro, Small and Medium Enterprise Policy for Belize: February 2008

- Lack of access to training and education that encourages an entrepreneurial culture.
- Corruption within regulatory and government agencies was considered to be a major challenge by some stakeholders.
- Lack of support and training in understanding legal contracts.
- Taxes and in particular the recently introduced GST
- Lack of adequate support mechanisms for issues related to Packaging, Marketing, standards, international trade and quality control.

The policy defines that the core of the challenges in the MSME sector in Belize are three key issues: (1) the lack of an all-encompassing policy (2) the lack of a widely embraced definition for MSME, and (3) a sustaining institutional framework specific to MSME development.

The policy pretends to cover specific key areas, those are:

- A national definition for MSME
- Policies and regulations that prejudice the startup, survival, formalization and growth of SME's
- The cultivation of a strong enterprise culture
- The development of a favorable fiscal and financial environment for independent business creation, survival and growth;
- The cultivation of a strong stakeholder environment
- Identifying and assigning clear roles for key actors (particularly Tourism) and Light Manufacturing also making a contribution

4.1.2. The National Entrepreneurship Strategy. ¹¹

The MSME Policy and Strategy is implemented by BELTRAIDE, through its Small Business Development Centre Belize (SBDC Belize) and Export Belize, under the mandate of the Ministry of Economic Development, Petroleum, Investment, Trade and Commerce. It is hoped that in the next five years Belize will be viewed as a country with solid incentives to encourage entrepreneurship and fewer less bureaucracy to startup businesses. public-private-academia partnerships will improve in the strict sense of supply management initiatives or instruments by the private sector with government support. This strategy it is expected that Belize will be seen in the next five years, as a country with solid incentives to encourage entrepreneurship, less political issues and bureaucracy to startup businesses, as well as thinking about the prosperity of the public-private academia partnerships, in the strict sense of supply management initiatives or instruments by the private sector with government support.

¹¹ Beltraide; National Entrepreneurship Strategy: July 2014, Belize.



Moreover, it is expected that the Ecosystem will operate in all sectors of the economy and society, and for this you need to have resources to promote, facilitate and encourage entrepreneurship in Belize for all ages and social strata.

According to surveys, the country should focus its efforts on entrepreneurship in education, finance and development of various sectors and actors of the economy, such as construction, tourism and agriculture. Moreover, respondents agree that it should focus on expanding the supply of services and quality, and training of human resources.

As for financial services and information on the resources needed to start a business, entrepreneurs should also support programs to educate and guide future entrepreneurs, for example, the person attending on how to develop a business plan. Similarly, the surveyed agreed that it must identify investment sectors that are in line with the identified government's development objectives stating that tourism is the main contributor to economic development and entrepreneurship in the country and as agriculture also becomes important, and then many people will rely on these products to start your business

5. OBJECTIVES

5.1. National Entrepreneurship Strategy.

To raise the response capability and the institutional strengthening in the entrepreneurship ecosystem as for the support industry, financial instruments, institutional articulation, mentality and culture and education system¹²

5.2. Belize Entrepreneurial Ecosystem

1. To promote the entrepreneurial financial chain development through diverse nonrefundable, promotion, warranty, fiscal and credit instruments.
2. To promote joint action among public, private and academia actors into the Entrepreneurial Ecosystem to support entrepreneurs.
3. To drive the entrepreneurial mindset in the citizenship in order to encourage the business creation.
4. To strengthen the entrepreneurship as a cross Pillars of the education system.

5.3. Workplan objectives

5.3.1. General Objective

To have a guiding framework and its tools to manage the different institutions approaches and, interests in order to support and improve the business climate for the entrepreneur's initiatives.

5.3.2. Specific Objectives

- To promote innovation and creative processes, creating programs and integrating services to stimulate new enterprises
- To generate coordination and communication among the stakeholders that generates a national agenda.
- To encourage the establishment of the entrepreneurial culture, into the national support industry as well as in the education system of the country

¹² Beltraide; National Entrepreneurship Strategy: July 2014, Belize. Pag 47.

6. ECONOMIC PRIORITY SECTORS.¹³

Belize's natural assets, progressive development policies, pro-business investment climate, and long-time democratic stability have created an ideal destination for investment. The sustainable development is a goal to reach the economic growth.

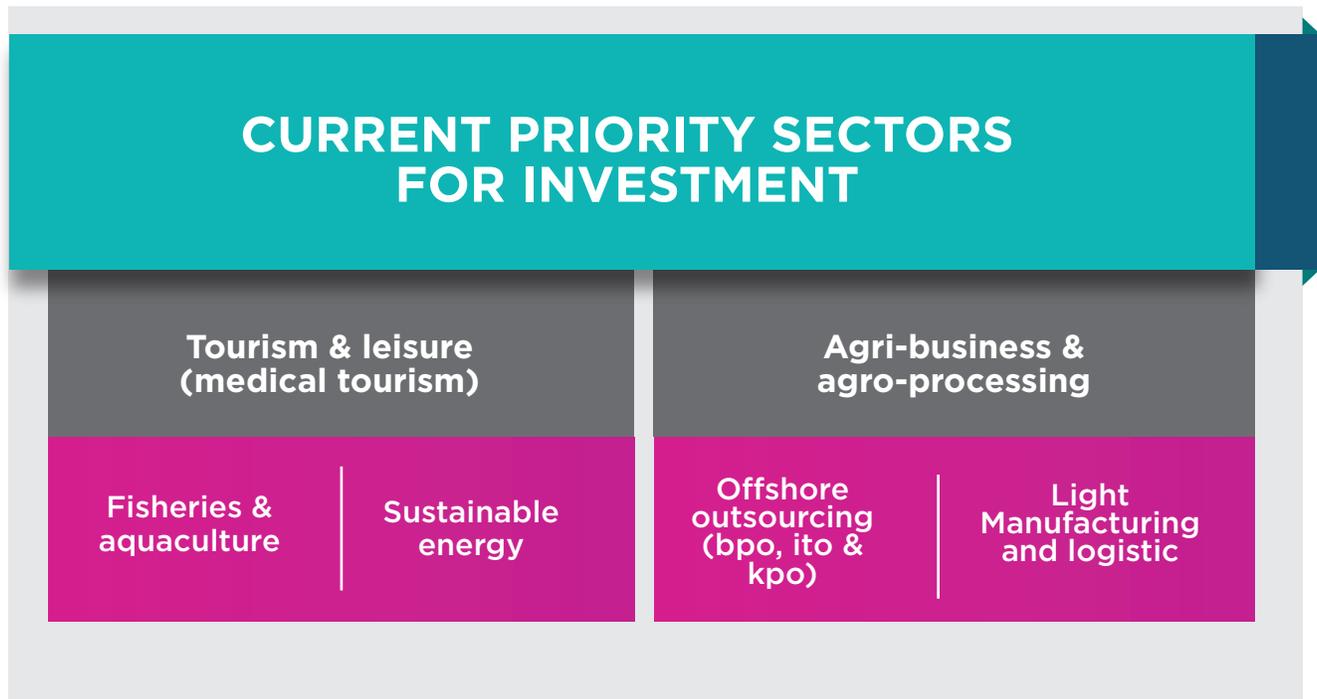


Illustration 1 Current priority sectors for investment, Pro-Business Environment

6.1. The Ecosystem framework

The general purpose is to raise the response capability and the institutional strengthening in the Entrepreneurial Ecosystem as well as for the support industry, financial instruments, institutional articulation, mentality and culture and education system

Vision

The Ecosystem will be converted in a policy entrepreneurial model for supporting decision making, and joint technical assistance committee will contribute for improving the business climate and economic growth.

¹³ <http://www.belizeinvest.org.bz/pro-business-environment.html>, Check October 132016.



Mission

Provide better public and private services to the entrepreneurs at local and national level to improve the entrepreneurship chain of value and, to convert them in competitive and sustainable enterprises.

To implement the Workplan, the stakeholders will have contact among them, and a permanent coordination to feedback, in a continuous process. The frequency of the meetings will be, at least one per month. The purpose is about to implement the Workplan, but to analyses and generates knowledge, promoting creative programs and projects to benefit the stakeholders on the first hand, and the entrepreneur initiative on the second one.

Some recommended actions assumed by the Ecosystem, as follows:

- Define clear regulations on the subject of entrepreneurship, designing an ethical policy support to boost the promotion and financing of entrepreneurship during each stages of the chain of value.
- Additionally, it is important to generate participation and commitment from public and private institutions, as well as from Academia, in order to support entrepreneurship development.
- The third element focuses on Education and Culture generated around entrepreneurship, through strategic training, and associated with the academia.
- Knowledge management is an essential matter and goes through the creation of networks to promote and transfer knowledge and helping to make it better, with the participation of all stakeholders, focusing the efforts towards a transparent working policy and institutional support.
- Improve the social media contacts and visibility of the Ecosystem with quick victories, case studies, would make a better Ecosystem positioning.
- Finally, the development of a long-term high-impact results, will aloud the Ecosystem for a geographical coverage in alliance with the municipalities.

7. STRATEGIC PILLARS.

7.1 Support Industry

Entrepreneurship supporting entities, in charge of providing technical assistance, accompaniment and business orientation for the sustainability of businesses from the conception of the initiative until its startup, growth and consolidation.

Advance of the Pillar

7.1.1 Belize is currently in the process of constructing a 28,000-square foot building “Belize Enterprises and Innovation Institute (BEI2)

7.1.2 World Bank through one of their departments (Info Dev’s Accelerate Caribbean Program) provided technical assistance to train Ecosystem players in Business Incubation Management (5 days training) carried out April 2016

7.1.3 All players in the Ecosystem are close related with this initiative (approximately 40 participants were beneficiaries)

7.1.4 World Bank also sponsored an agribusiness Innovation Centre-Feasibility Study –

7.1.5 Incubator for Innovative agribusiness related initiatives. Study to be finalized by June 2016

7.2 Financing

Entrepreneurship financing instruments during the entrepreneurial process, such as pre-seed capital, seed capital, angel investor’s networks, entrepreneur microcredit, early stage venture capital funds, investment funds, among others are in discussion.

Advance of the Pillar

7.2.1 Funding- Accessing to financing.

7.2.2 Rotating Fund Proposal Angel Investment Network

7.2.3 Access to Caribbean Regional

7.2.4 Angel Investment Network through Caribbean Export Development Agency (CEDA)

7.2.5 Tax incentives

7.2.6 Committee has been formed to revisit the tax structure and policy

7.2.7 Tax reform policy is within Government’s top priorities

7.2.8 A monitoring and evaluation unit has been created to push this item forward Fiscal Incentives

7.2.9 Program is being revised

7.2.10 Packaging and labeling –removal of duties on these has been submitted for consideration

7.2.11 Trade license –new regime



7.3 Institutional Articulation

Instances of cooperation and collaborative actions among public and private entrepreneurship support entities, with the objective of designing and implementation of entrepreneurship public policy, avoiding programs duplication, maximizing the collective impact and covering the market failure.

Advance of the Pillars

7.3.1 Strengthen National Entrepreneurial Networks

7.3.2 Joint Ecosystem Structure

7.3.3 BELTRAIDE is amending its ACT to be endorsed by Government as the Coordinating Institution for Entrepreneurship since it has the MSME development mandate

7.3.4 Limited work being done in organizing the ecosystem structure- assistance needed in setting up the structure and strengthen it by implementing a model that will engage all relevant stakeholders

7.3.5 One national workshop done as part of the Business Incubation Training Program-Ecosystem mapping

7.4 Mentality and Entrepreneurial Culture

It is the way of thinking and behaving in relation to entrepreneurship, transforming behaviors, beliefs, mental models and paradigms for the creation of companies as a choice of life, from inspirational and aspirational narratives from ordinary citizens.

Advance of the Pillar

7.4.1 Disseminate Entrepreneurial success stories nationally

7.4.2 Media Campaigns

7.4.3 Success stories developed every quarter and featured on institutional social media sites

7.4.4 Appearances in media show once a month where at least one or two entrepreneurs are featured (This is at the design stage)

7.4.5 Several proposals have been drafted

7.5 Education System

It is the modernization of the entrepreneurship training system through institutional policies in schools, colleges and universities, as well as the development of enterprise development programs,

Advance of the Pillar

7.5.1 Trainings on specialized services for entrepreneurs delivered to key players of the Ecosystem

7.5.2 Inclusive of tertiary level institutions, vocational institutions, junior colleges, high schools and primary schools.

7.5.3 Pilot will be done January 2017

8. PROGRAMMED RESULTS

The Workplan of the Entrepreneurial Ecosystem is ruled by the National Entrepreneurship Strategy and the National Micro, Small and Medium Enterprise Policy and Strategy. The Workplan has been design with projection results to the 2016-2019. Ongoing actions by the institutions who are part of the ecosystem are *NEWCessary* to get real change to occur in the Entrepreneurial Ecosystem and achieve results.

The Workplan is a management tool supported by strategic Pillars, considering the objectives of then National Entrepreneurship Strategy, giving priority to the activities that can give more solid results to support the entrepreneur future network of the country.

The **outcomes** that guide the work for the Support Industry Pillar;

- Ecosystem Stakeholders well informed of its services and activities support industry identify, integrated and with entrepreneurial tools.
- Systematic communication flow.
- Agreement formulated, signed and in implementation.

The **outcomes** that orient the work of **Financing** Pillar;

Ecosystem stakeholders well informed and knowing the financing offer, to transfer knowledge to the entrepreneurs.

- Programs and financial resources available for the whole country

- Created new entrepreneurial units and credit lines in the national banks, also in alternative financing organizations.
- Programs and financing available across the country for technological business ideas not only services sector.

It is important to mention that the Workplan budgeting is an issue to be explored. The Ecosystem should make the fund-raising strategy to support its implementation. The proposed budget is an estimated that throughout the stakeholders can be financial inputs, but the capacity and ability of the Ecosystem to negotiate international cooperation, must be reinforced. In the illustration 2. The first approach of the fund-raising strategy.

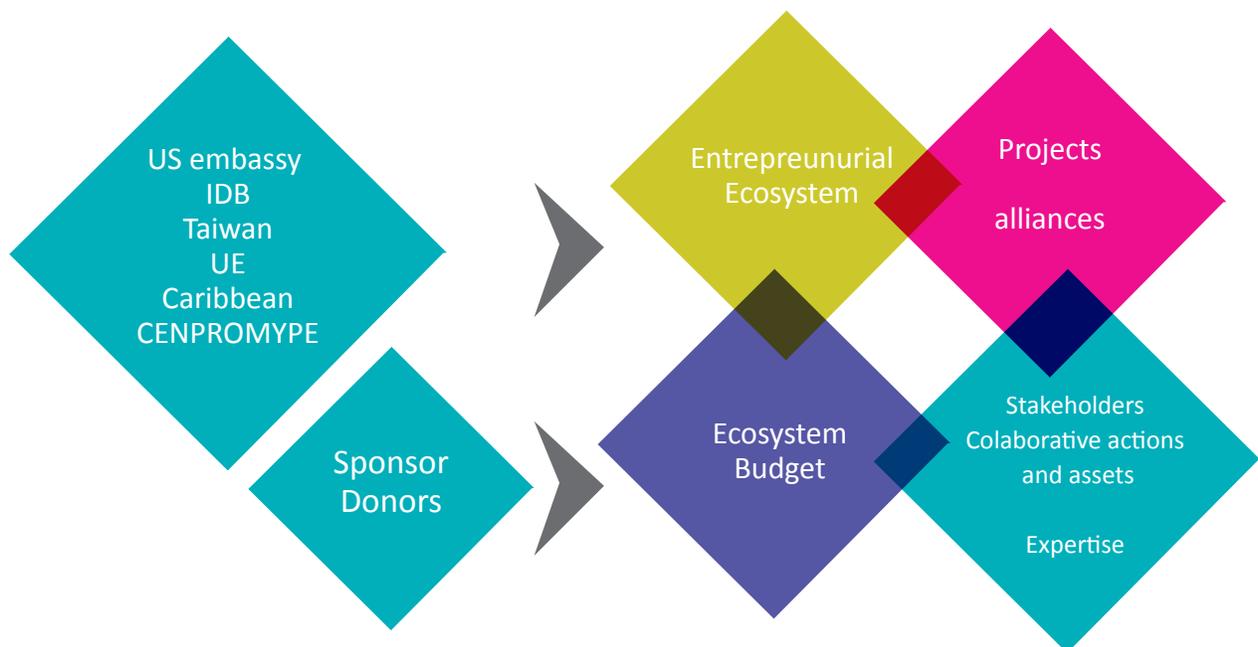


Illustration 2 Financing sources

The **outcomes** that point out the work of the **Institutional Articulation** Pillar.

- Created the National Entrepreneurship Committee (NEC)
- NEC implementing and supporting the Ecosystem Workplan, M&E system designed and operating

The **outcomes** that orient the activities to be developed in the **Mentality and Culture** Pillar;

- Entrepreneurial culture defined by the Ecosystem and disseminated across the country.
- Training programs for the media created.
- Ecosystem stakeholders sensitized and being entrepreneurial culture spoke persons.

The **outcomes** that guide the work of the **Education System Pillar**:

- Entrepreneurial proposal for the Education System with the new curricula that is introduced in the school system.
- Joint entrepreneurial and education advertisement campaign.
- Review and revise entrepreneurial instruments and instructional methodologies at the tertiary level, to be shared with educational institutions at other levels.

1. The main outcomes by strategic pillars

Support Industry

Results

Ecosystem Stakeholders well informed of its services and activities support industry identify, integrated and with entrepreneurial tools. Systematic communication flow. Agreement formulated, signed and in implementation.

Illustration 3 Main results of the support industry

Financing

Results

Programs and financial resources available for the whole country Created new entrepreneurial units and credit lines in the national banks, also in alternative financing organizations. Programs and financing available across the country for technological business ideas not only services sector.

Illustration 4 Main results of Financing



Illustration 5 Main results of Institutional articulation

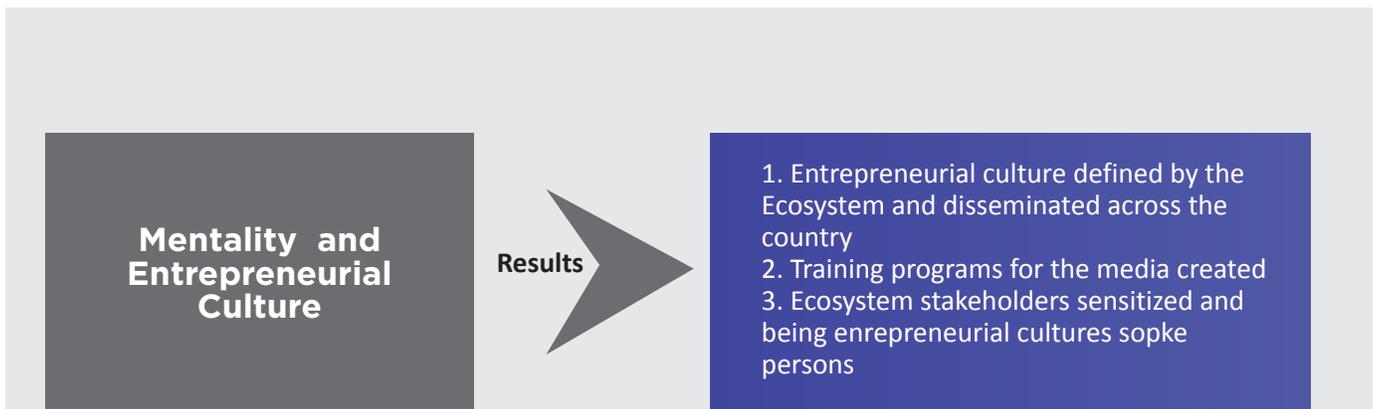


Illustration 6 Main results of Mentality and entrepreneurial culture



Illustration 7 Main results of Education system



9. HUMAN RIGHTS APPROACH

9.1. Gender and youth

This Workplan in addition to the strategic Pillars, point out its actions to get a gender and youth equality avoiding all forms of discrimination, Entrepreneurship activities and results are related with the persons and its own businesses or start up initiatives. The Ecosystem will promote the gender approach just because it is the makes possible to give opportunities to entrepreneurs people without distinguish race, religion, sex, gender, believes, in order to have a entrepreneurial network plenty of rights. The Workplan, specially emphasize to the youth, encourage them to improve their entrepreneurs competitive profile.

9.2. Innovation, science and technology

The ventures that obtain support will be driven to be dynamic; opportunity enterprises must be based upon innovation, science, and technology. The best practices in technologies will contribute for a more inclusive, profitable and sustainable development. Priority will be focused to the best experiences, undertaken improved quality processes in the productive chains. In this sense, the commitment of the Entrepreneurial Ecosystem stakeholders is to develop better practices in quality process for producing entrepreneurs goods and services. Quality Systems must be revised to be adapted to the new technological enterprises.

9.3. Climate change and sustainable environmental

The entrepreneur initiative that will be supported and stimulated, have to consider the sustainable aspects of their community and of the country, with good practices to produce and marketing entrepreneurs good and services. Implementing processes that develop a good relation between economy an environmental, could be a contribution to mitigate and adapt to the climate change and it would offer a value-added quality environmental products. The Ecosystem commitment of supporting entrepreneurs initiatives with social responsibility will add helpful to combat the global warming

10. MONITORING AND EVALUATION

The monitoring and evaluation constitute the most important key issue of the Ecosystem. The Workplan was formulated for the period between 2016 to 2019. At the end of March 2017, it will be the analysis time for the first six months of implementation. Coinciding with the Fiscal calendar.

It is programmed to carry out annual evaluation of the Workplan. Even, it is considered to make eventual case studies or successful stories, that measure the Workplan and the changes in the stakeholders and in the climate business, as well as entrepreneurs studies than can be best practices to disseminate.

The design of impact indicators is programmed in the Ecosystem Workplan. This, must be adjusted and update in the mid-year in order to achieve the expected products and results. In the Illustration 7 it is seen the monitoring and evaluation system.



Illustration 8 Monitoring and evaluation

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<http://countrymeters.info/en/Belize>. Check up October 13 2016

Chronological framework. Pillar: Support Industry																			
Activities	Results	Lead institutions	Estimated \$Bze. dollar	2016			2017				2018				2019				
				Oct	Nov	Dic	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1. Establish a mechanism and mapping to allow for easy sharing of information related to entrepreneurship among key players.	Ecosystem Stakeholders well informed of its services and activities support industry identify, integrated and with entrepreneurial tools.		\$100,000																
2. Develop a calendar of events that supports industry players.																			
3. Define each stakeholder's roles and responsibilities.																			
4. Create a simplified version of national policies and strategies and share via eco system																			
1. Mapping of needs priorities by business types																			
2. Design a program for implementation of capacity building opportunities																			
3. Conduct training programs to integrate or improve existing programs for entrepreneurs																			
4. Develop a national training calendar.																			
1. Develop promotional plan for effective information sharing	Systematic communication flow	BELTRAIDE M/EDUCATION UB	\$750,000																
2. Recognition & award programs for success stories																			
1. Partnering through via MOC's																			
2. Develop a financial sustainability plan for the ecosystem																			
3. Expansion of SBDC(nationally)																			
1. Develop flow chart																			
2. Identify relationship among all members of the ecosystem																			
3. Maintain the support of stakeholders																			
1. Develop/coordinate an information sharing platform																			
2. Advocate for policy development & implementation																			
3. Establish a mechanism to allow for easy sharing of info related to entrepreneurs among key players.																			
4. Construction of BEI2 .																			
1. Promote to emphasize the entrepreneurship regulation framework	Agreement formulated, signed and in implementation		\$ 20,000																
2. Keep GOB and the public updated with frequent news messages, etc.																			
3. Keep stakeholders engaged executing at least two projects in the next three months																			
1. Sign MOCs related to the ecosystem and ensure enforcement																			
2. Pre-signing meeting or seminar for training buying by stakeholders of their roles and responsibilities																			
3. Develop a formal reporting septem for regular supervision by quality contro																			

Chronological framework. Pillar: Financing

Pillar	Activities	Results	Lead institution	Estimated \$Bze. dollar	2016			2017				2018				2019									
					Oct	Nov	Dic	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
Financing	1. Identify and lobby the financial institutions participation in the Ecosystem	Programs and financial resources available for the whole country	Beltraide, Credit Union League, Commercial Banks, National Banks, Belize Cooperatives Dept.	\$10,000																					
	2. Lobby with partners to promote financial requirement that increase possibilities to access finance																								
	1. Research available options, map out existing options providing support to entrepreneurs	Created new entrepreneurial units and credit lines in the national banks, also in alternative financing organizations.	BELTRAIDE University of Belize	\$100,000																					
	2. Compile data and shared into the Ecosystem																								
	3. Create formal referral system																								
	1. Expansion of resources beyond urban areas (to smaller region)	Programs and financing available across the country for technological business ideas not only services sector.	BELTRAIDE BEST, Belize Audibon Society, Ministry of Human Development	\$20,000																					
	2. Priorize media awareness composition of locations and services																								
	3. Ensure referral return establish in each region trough mapping, others																								
	1. UB center open house welcome	All municipalities joint cooperation BELTRAIDE	BELTRAIDE Ministry of Human Development National Youth Council	\$25,000																					
	2. Promote the creation for host system																								
	3. formulate end negotiates crowd funding in public private alliance, insuding municipalities.																								
	Promoting the Empreder Belize Fund , seed capital contest through the media, promotion events and others			\$25,000																					

Chronological framework. Pillar: Institutional Articulation

Pillar	Activities	Results	Lead institution	Estimated \$Bze. dollar	2016		2017				2018				2019										
					Oct	Nov	Dic	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
Institutional Articulation	1. Develop criteria, roles and responsibility for the committee member	Created the National Entrepreneurship Committee (NEC)	BELTRAIDE, MITC, Department of Co-operatives , and key stakeholders	\$30,000				█	█	█															
	2. Establish the National Entrepreneurship Committee (NEC)							█	█	█															
	3. Develop and Implement a program of continuous capacity building (at all levels)							█	█	█															
	1. Develop and implement a sustained program of public awareness and sensitization campaign;												█	█											
	2. Strengthen networking and knowledge sharing among stakeholders												█	█											
	1. Develop an Effective Monitoring Tool;																								
	2. Develop a comprehensive baseline database for entrepreneurship services	Stakeholders	\$20,000																						
	1. Setting up of countrywide ICT hubs specific to entrepreneurial services;																								
	1. Implementing the MSME Strategy;																								
	2. Conduct periodic M& E of the implementation process;	NEC implementing and supporting the Ecosystem Workplan, M&E system designed and operating	\$30,000	Financial Institutions BELTRAIDE GOB (MITC)				█	█	█	█														
	3. Develop a sustained program of stakeholder advocacy.							█	█	█	█														
	1. Implement innovative resource development activities							█	█	█	█	█	█	█	█	█	█								
	1. Develop a continued dialogue between public and private partners to support entrepreneurship																								
	2. Promote continuous innovation among entrepreneurs, policy makers and finance																								
	1. Municipalities taken into account, as well as NGOs and Academia																								
2. Develop joint projects																									

Chronological framework. Pillar: Mentality and Culture

Pillar	Activities	Results	Lead institution	Estimated \$Bze. dollar	2016		2017				2018				2019					
					Oct	Nov	Dec	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Mentality and Culture	1. Strengthen the entrepreneurial culture in the forums, expositions, fairs, expos, information desks, media, others	Entrepreneurial culture defined by the Ecosystem and disseminated across the country.	MOE BELTRAIDE Chamber of Commerce BTB Ministry of Tourism /Culture	\$120,000																
	2. Contact media and develop around entrepreneurship & encourage innovation and technology.		MOE BELTRAIDE Chamber of Commerce BTB Ministry of Tourism /Culture	\$100,000																
	3. Seek funding to mobilize successful entrepreneurship programs in new and emerging markets		MOE BELTRAIDE Chamber of commerce BTB Ministry of Tourism	\$200,000																
	1. Formulate curricula or programs to train media to promote entrepreneurship	Training programs for the media created	BELTRAIDE Relevant agencies who initiated successful programs and 7 or others Ecosystems , Cempromype, Youth Apprenticeship Program, Woman's Department, BCSP	\$120,000																
	2. Entrepreneurial culture assumed by the stakeholders and others education actors.																			
	2. Collaborate with gov't agencies & ministries to incorporate entrepreneurial programs in future syllabi & strategic plan through , seminars, workshops, others	Ecosystem stakeholders sensitized and being entrepreneurial culture spoke persons.	CENPROMYPE MOE GOB: BELTRAIDE SBDC Entre. Eco. Comm	\$33,000																
	3. Design a platform with entrepreneurs data and public private services.																			
	4. Support to the education system to train on entrepreneurship multipliers/change agents																			

Chronological framework. Pillar: Education System

Pillar	Activities	Results (Outcomes)	Lead institution	Estimated \$Bze. dollar	2017				2018				2019										
					Oct	Nov	Dic	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Education system	Promote Certificate programs, revising experiences and best practices in the Ecosystem stakeholders	Entrepreneurial proposal for the education system with the new curricula that is introduced in the school system.	BELTRAIDE MOE, DEPARTMENT OF YOUTH SERVICES (DYS) TLI AND EDUCATIONAL INSTITUTIONS AT ALL LEVELS (PRIMARY TO TERTIARY)	\$2,000																			
	Introduce entrepreneurship in consultation with the Ministry of Education Curricula redesign committee with consideration of gender, climate change and technology.			\$5,000																			
	Introduce entrepreneurship in consultation with the ministry of education curriculum redesign committee																						
	For the five pilot sites at each level, review and introduce existing, proven effective curricula such as creativity for employment and business opportunity-CEBO, (currently piloted by department of youth services, enterprise unit in two locations) international school enterprise challenge (Currently implemented at caye Cauker Ocean Academy) and (SBDC BELIZE ENTREPRENEURSHIP FISCAL YEAR TRAINING).			\$5,000																			
	PILOT an entrepreneurial project to experience the entrepreneurial mindset and skills in at least one educational institution at all five levels (PRIMARY, HIGH SCHOOL, ITVET, JUNIOR COLLEGE AND TERTIARY LEVEL)																						
	Meetings of standards/quality policy to get a proposal			\$10,000																			
	Design an approach with the info/media/edn			\$15,000																			
	Design an educational campaign in order to have visibility.			\$100,000																			
	Make dissemination materials: brochures, logos, banners others			\$50,000																			
	Separation of ITVETS			Review and revise entrepreneurial instruments and instructional methodologies at the tertiary level, to be shared with educational institutions at other levels.	TLI BCC BELTRAIDE																		
Creation of partnership between TLI's & private sector																							

12.2 PARTICIPANTS

Institution	Nacional Entrepreneurship Strategy (2014)
TOTAL	8
BELTRAIDE	✓
University of Belize	✓
IDB	✓
DFC- Economic Development Council	✓
Belize Chamber of Commerce & Industry	✓
Employment training and educational services	✓
UWI,Open Campus	✓

Institution	Nacional Entrepreneurship Strategy (2014)	Ecosystem Workshop (Sept. 2016)
TOTAL	8	15
BELTRAIDE	✓	✓
University of Belize	✓	✓
IDB	✓	✓
DFC- Economic Development Council	✓	✓
YWCA		✓
Women's Department		✓
Atlantic Bank		✓
Coalition of Service Providers		✓
Galen University		✓
Ocean Academy		✓
Ministry of Tourism & Civil Aviation		✓
San Pedro Town Council		✓
LICU		✓
Income Tax Department		✓
ITVET Belize		✓

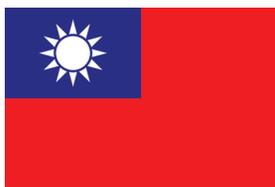
Institution	Nacional Entrepreneurship Strategy (2014)	Ecosystem Workshop (Sept. 2016)	Validation
TOTAL	8	15	17
BELTRAIDE	✓	✓	✓
University of Belize	✓	✓	✓
YWCA		✓	✓
Women's Department		✓	✓
Atlantic Bank		✓	✓
Coalition of Service Providers		✓	✓
Cooperatives Department			✓
Ocean Academy		✓	✓
San Pedro Town Council		✓	✓
Income Tax Department		✓	✓
BEST			✓
Ministry of Trade			✓
Belmopan City Council			✓
Audubon Society			✓
Department of Youth Services			✓
Restore Belize			✓
National Bank of Belize			✓

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Jorge Gentle	BELTRAIDE
Sarita Bejerano	BELTRAIDE
Debbie Alfaro	BELTRAIDE
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Ishmael Quiroz	IDB
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Alexia Peralta	Ministry of Tourism & Civil Aviation
Jonelle Hemmans	Ministry of Tourism & Civil Aviation
Jorge Aldana	San Pedro Town Council
John Rivero	Directorate General Foreign Trade
Victor Paulino	Department of Co-operative
Desiree Isaguirre	Project Coordinator, MIF Project with SBDCBelize
Marlene Hernandez	Department of Youth Services
Yvette Gill	Young Women's Christian Association (YWCA)

12.3 WORKSHOP PHOTOGRAPHS



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República de China (Taiwán)





FINAL DRAFT, OCTOBER 28, 2016

**BELIZE ENTREPRENEURIAL
ECOSYSTEM WORKPLAN
2016-2019**