



# WORK PROGRAMS 2021-2022

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**SUMMARY**



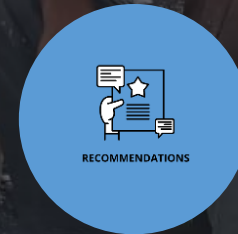
**ACHIEVEMENTS**



**LESSONS  
LEARNED**



**FUTURE  
PLANS**



**RECOMMENDATIONS**



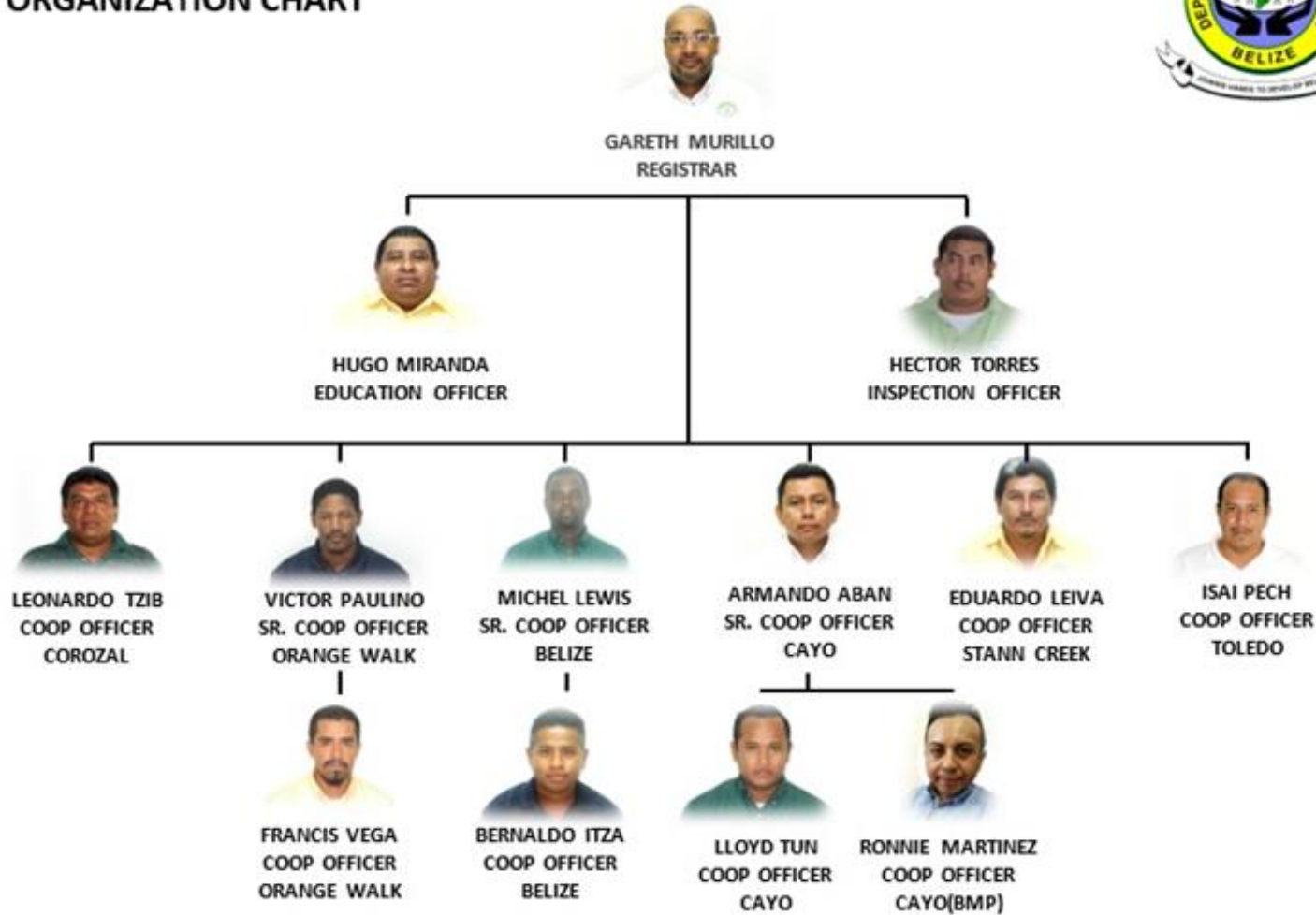
**CONCLUSION**

**STRATEGIC OBJECTIVE:** Regulatory Oversight of and Technical & Administrative Support to Industrial, Artisanal and Service Producers' Co-operatives.

**MISSION:** To conduct regulatory services that conform to established standards and provide dynamic and proficient entrepreneurial development programs that are responsive to the increasing human resource, financial, and technical needs of the co-operative sector in Belize.

**VISION:** Empowering people through the transfer of knowledge, the promotion of collective participation, and the furtherance of self-sufficiency for the socio economic development of Belize.

# ORGANIZATION CHART



## STAKEHOLDER CO-OPERATIVE ENTERPRISES

INDUSTRY \ DISTRICT	TOTALS	COROZAL	ORANGE WALK	BELIZE	CAYO	STANN CREEK	TOLEDO
Agriculture - Apiculture	7	1	3		1	1	1
Agriculture - Crops	29	5	2	4	8	3	7
Agriculture - Livestock	7	1	2	2		1	1
Agroprocessing	4	1	2			1	
Artesanal - Embroidery/Weaving	4	1			1		2
Artesanal - Pottery/Ornamentals	2				1		1
Consumer	3		1		1		1
Fishing - Wild Catch	4			2		1	1
Food Preparation/Catering	1						1
Hospitality - Accomodations/Tourism	2					2	
Transportation	19	2		9	5	2	1
Other	2	1				1	
<b>TOTALS</b>	<b>84</b>	<b>12</b>	<b>10</b>	<b>17</b>	<b>17</b>	<b>12</b>	<b>16</b>

- Registered three new co-operatives.
  - o Valley of Peace Lagoon Farmers Co-operative of Valley of Peace, Cayo
  - o Bomba United Farmers Co-operative of Bomba, Belize
  - o Toledo Coconut Growers Co-operative of Dump Community, Toledo





- Provided support to the Resilient Rural Belize (RRB) project by facilitating twenty-three capacity building workshops for eleven farmer organizations.
- Training programs for co-operatives were conducted countrywide as follows: two on the benefits of organization for small scale producers and service providers; six on co-operative administration and management; four on the conduct of meetings and minutes taking; and two on introduction to finance and accounting procedures in a co-operative enterprise.

- Facilitated six exchange visits where co-operatives shared information on best practices and established communication channels.
- Along with Belize Enterprise for Sustainable Technology (BEST), drafted and was approved by UNDP GEF- Small Grants programme, a project entitled Cooperatives' Rapid Response to COVID19 and the 2020 Floods in Belize. Eleven (11) co-operatives are beneficiaries of this project.
- - Provided support to the Japan International Cooperation Agency (JICA) Cold Storage Units for Agriculture Co-operatives.





- Provided support to the Belize Spiny Lobster Fisheries Improvement Project by participation on the oversight committee.
- Furthered development and enhancement of the staff manual and undertook a comprehensive revision and remake of the co-operative registration and capacity building curriculum.



### Training Order & Schedule- Registration

Module	Topic	Time
1	<b>Organizational Development – Theory and Practice</b>	<b>4 hours total</b>
	<b>Session 1</b>	
	i. Why organize?	30 mins
	ii. Collective leadership and decision making.	30 mins
	iii. Governance within organizations.	30 mins
	iv. Records keeping.	30 mins
	<b>Session 2</b>	
	v. <b>Introduction to Principles of Management</b>	
	Concepts of Planning, Organizing, Leading, Controlling and	30 mins
	Evaluating.	30 mins
vi. Financial management	30 mins	
vii. Communication and networking.	30 mins	
viii. Marketing.	30 mins	
2	<b>Financial Literacy &amp; Personal Development</b>	<b>3 hours total</b>
	<b>Session 3</b>	
	i. Decision Making and Goal Setting	45 mins
	ii. Income and Careers (Money Earned)	45 mins
	iii. Savings, Investing, and Retirement Planning (Money Kept)	45 mins
iv. Principles of Money Management (Money Kept)	45 mins	
3	<b>Entrepreneurial Development</b>	<b>1.5 hours total</b>
	<b>Session 4</b>	
	i. Concepts of Entrepreneur, Entrepreneurship and Enterprise Mindset and traits of entrepreneurship	60 mins
ii.	30 mins	
4	<b>The Co-operative Model – Structure, Admin, Finance</b>	<b>9.5 hours total</b>
	<b>Session 5</b>	
	i. What is a Co-operative?	60 mins
	ii. Co-operative Societies Act.	60 mins
	<b>Session 6</b>	
	iii. Structure of a co-operative.	60 mins
	iv. Roles of co-operative members and the Committee.	60 mins
	v. Administration and Management.	60 mins
	<b>Section 7</b>	
	vi. Functions of marketing co-operatives.	30 mins
vii. Functions of supply co-operatives.	30 mins	
viii. Coordinated co-operatives.	30 mins	
<b>Session 8</b>		
ix. Financial Procedures, Records Keeping and Reporting.	180 mins	
<b>To be deployed at 2 or 3 sessions monthly.</b>		<b>18 hours total</b>

## SUCSESSES

- Interest in and comprehension of the capacity building programs to stakeholders was higher than anticipated.
- By using a consolidation methodology, a higher number of activities were undertaken despite the reduced budget.

## POTENTIAL IMPROVEMENTS

- The utilization of project management methodology would have minimized delays and possibly made more efficient use of resources (material and human).
- There is insufficient staff to meet the increasing demand for the program's services.



- Advance good governance practices and elevate member/owner participation within co-operative and other collective enterprises.
- Mentor co-operative and other collective enterprises toward sustainability
- Construct a message and identity for co-operative and collective enterprises.
- Ensure supportive legal frameworks for co-operative growth by identifying specific improvements to be made particularly relating to registration, fiduciary obligations, facilitating cluster formation, and compelling modern management practices.
- Facilitate access to capital while guaranteeing member control.
- Induce and support the formation of other types of collective small producer/service provider enterprises, e.g., partnerships.

- Other activities to include:
  - Finalize and present legal revision to Co-operative Societies Act, CAP 313, Laws of Belize.
  - Conduct sectorial education and familiarization campaign on revised provisions.
  - Review and revise template enterprise by-laws and other statutes for consistency with new provisions.
  - Design and develop criteria for other models of collective enterprises.
  - Run Business Performance Assessment System (internally developed module) on co-operatives.
  - Conduct training programs on cooperative management and administration.
  - Conduct training programs on cooperative financing and accounting procedures.
  - Conduct training programs on marketing and promotion.
  - Develop a sustainability/resiliency strategy for co-operatives – post COVID19 economy.
  - Develop a recovery strategy for co-operatives.
  - Audit cooperatives.

- Expected Impact:

- A more vibrant and dynamic co-operative sector with increased contributions to the economy.
- Improved livelihoods of co-operative members.



## STRENGTHS

- Experience
- Intra agency relationships

## WEAKNESSES

- Under trained staff
- Antiquated legislation
- Derelict vehicles

## OPPORTUNITIES

- Renewed interest in the business model
- Political support

## THREATS

- Resistance to change
- Staff capacity limitations
- Reducing budget

## - Recommendations

- Need for additional and higher qualified (educational) staff.
- Need to replace derelict vehicle fleet: most clients are in rural and remote areas; this limits access and mobility and there is also a high cost to maintenance.
- Need to increase budgetary allocation particularly at operational and training lines.
- Include subject matter on co-operatives in the curriculum of secondary and tertiary level national education business programs.

- Conclusions

- Significant effort went into the revision of the staff manual and the co-operative capacity building curriculum. It continues to be a “living catalogue” ready to be updated as the knowledge base diversifies. This has been recognized by clientele and stakeholders
- The Belize Enterprise for Sustainable Technology/Department of Cooperatives project proposal and approval with UNDP GEF-SGP was a major achievement. Not only for the Department but more so for the eleven co-operative who were the project beneficiaries with a total grant of BZ\$200,000.00 to be disbursed in equipment and materials and another in kind contribution to me made in training and capacity building.



***“If you want to be incrementally better:  
Be competitive. (But) If you want to be  
exponentially better: Be cooperative.”***

