



STRATEGIC PLAN

2025



This document is the property of:

The Belize Bureau of Standards

BBS
STRATEGIC PLAN
2025 - 2028

ACRONYMS

ACs - Air Conditioners

AO - Administrative Officer

BBS - Belize Bureau of Standards

CARICOM - Caribbean Community

CMC - Calibration and Measurements Capabilities

EELS - Energy Efficiency Labelling Scheme

EPP - Emergency Preparedness Plan

FO - Finance Officer

FY - Fiscal Year

GOB - Government of Belize

IEC - International Electrotechnical Commission

IMU - Industrial Metrology Unit

ISO - International Organisation for Standardization

KPIs - Key Performance Indicator(s)

M&E - Monitoring & Evaluation

MSMEs - Micro, Small and Medium Sized Enterprises

NMI - National Metrology Institute

NQI - National Quality Infrastructure

NAFP - National Accreditation Focal Point

NQP - National Quality Policy

PPE - Personal Protective Equipment

QI - Quality Infrastructure

QMS - Quality Management System

QSTF - Quality System Task Force

SIM - InterAmerican System for Metrology

SOPs - Standard Operating Procedures



EXECUTIVE **SUMMARY**

The Belize Bureau of Standards (BBS) has mapped out six (6) strategic goals to provide a clear, structured roadmap for achieving its mission and vision. This plan serves as a guiding framework to align resources, address challenges, and drive impactful results that support national priorities while maintaining accountability and adaptability.

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EXECUTIVE

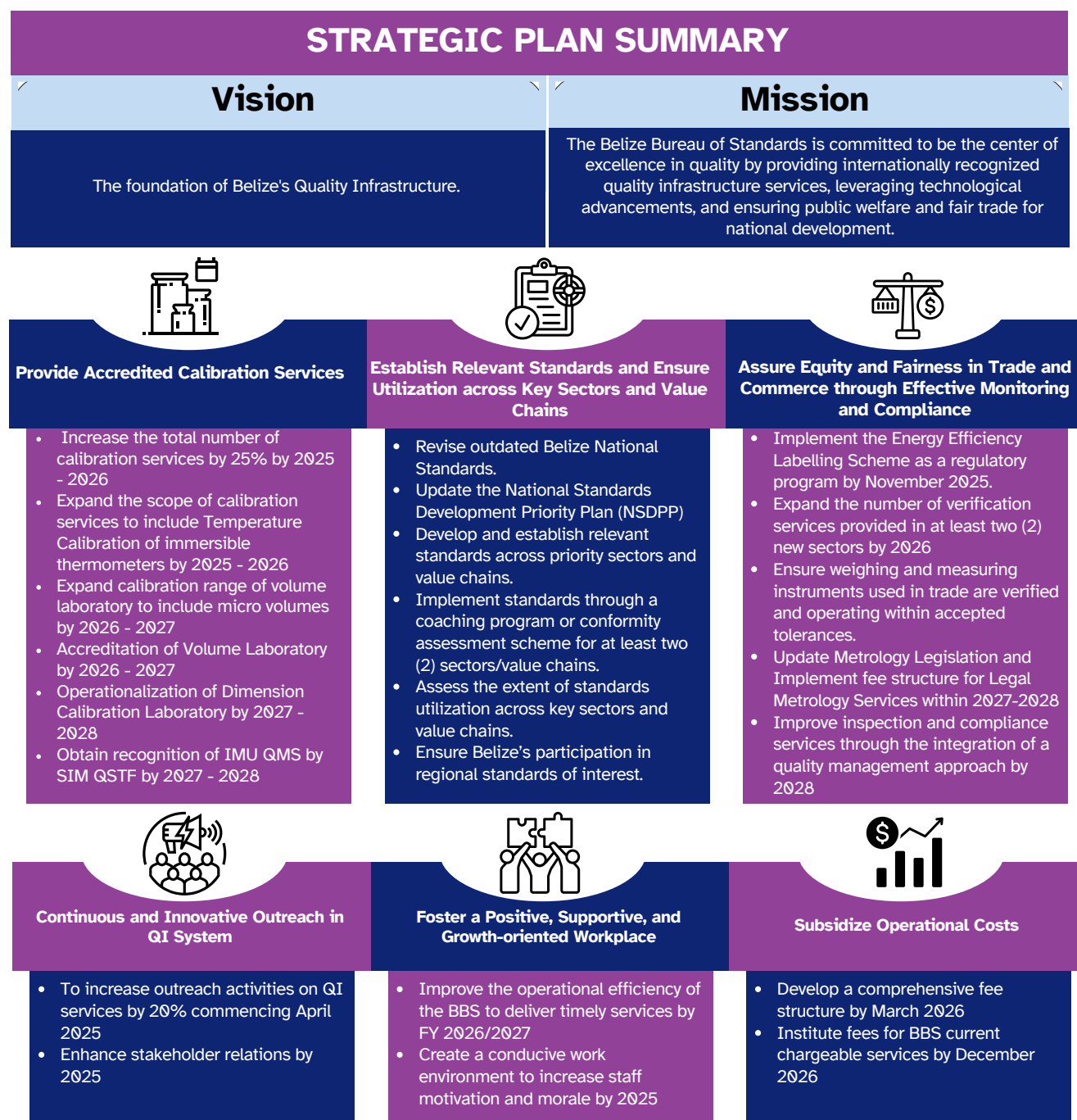
SUMMARY OF BBS STRATEGIC PLAN

The Belize Bureau of Standards (BBS) Strategic Plan outlines a comprehensive roadmap to strengthen Belize's National Quality Infrastructure (NQI) as it relates to standards, legal and industrial metrology, and consumer protection over the next strategic period. This plan is driven by a commitment to enhancing operational efficiency, fostering a quality-conscious society, and expanding the Bureau's relevance and impact across national and international platforms.

BBS's vision of being the foundation of Belize's quality infrastructure emphasizes its dedication to promoting economic development, environmental and social well-being, and the effective operation of domestic and foreign markets. To achieve this, the plan focuses on six strategic goals:

1. Providing Accredited Calibration Services: Expanding and modernizing metrology services to meet local industry needs and ensure compliance with international standards.
 2. Establishing Relevant Standards and Ensuring Utilization: Developing and promoting standards that drive efficiency, competitiveness, and sustainability in key economic sectors.
 3. Ensuring Equity and Fairness in Trade and Commerce: Strengthening consumer protection mechanisms and market surveillance to support fair trade practices.
 4. Continuous and Innovative Outreach in the Quality Infrastructure System: Building awareness of the Bureau's mandate through targeted campaigns, educational programs, and stakeholder engagement.
 5. Fostering a Positive, Supportive, and Growth-Oriented Workplace: Creating an environment that enhances staff motivation, retention, and professional development.
 6. Generating Revenue to Subsidize Operational Costs: Implementing a sustainability model through fee-based services, partnerships, and innovative revenue-generating activities.
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The plan integrates a robust delivery and performance management system that looks at implementation, risk management strategies, and a monitoring framework. These activities are aligned with national priorities and international best practices to position the Bureau as a leader in quality infrastructure development, driving sustainable growth, enhancing trade opportunities, and improving the well-being of all Belizeans.





ABOUT THE **BELIZE BUREAU OF STANDARDS**

The Belize Bureau of Standards (BBS) was legally established on 16th May 1992.

On 27th January 2016, the BBS became the first Government Department to be internationally recognized to the ISO 9001 Standard for Quality Management System (QMS).



ABOUT US:

INTRODUCTION TO THE BELIZE BUREAU OF STANDARDS

The Belize Bureau of Standards (BBS), formally established in May 1992 through the enactment of the Standards Act Chapter 295 of the Laws of Belize, is the national standards body for Belize. It is responsible for developing, promoting, and enforcing standards and regulations to ensure quality, safety, efficiency, and fairness in goods, services, and processes. The BBS plays a critical role in supporting national development and fostering a robust National Quality Infrastructure (NQI) system, which includes standards, metrology, conformity assessment, accreditation, and market surveillance. The work of the BBS is pivotal in implementing the country's National Quality Policy, which aims to integrate QI into national development, drive economic growth, and ensure the health and safety of Belizeans.

Key Functions

The Bureau's mandate, derived from the Standards and the National Metrology Acts, empowers it to develop and promote the use of standards and regulate weights and measures. It also includes oversight of critical areas such as consumer protection, ensuring that goods, services, and processes meet internationally recognized benchmarks, and providing the mechanisms to safeguard the interests of consumers.

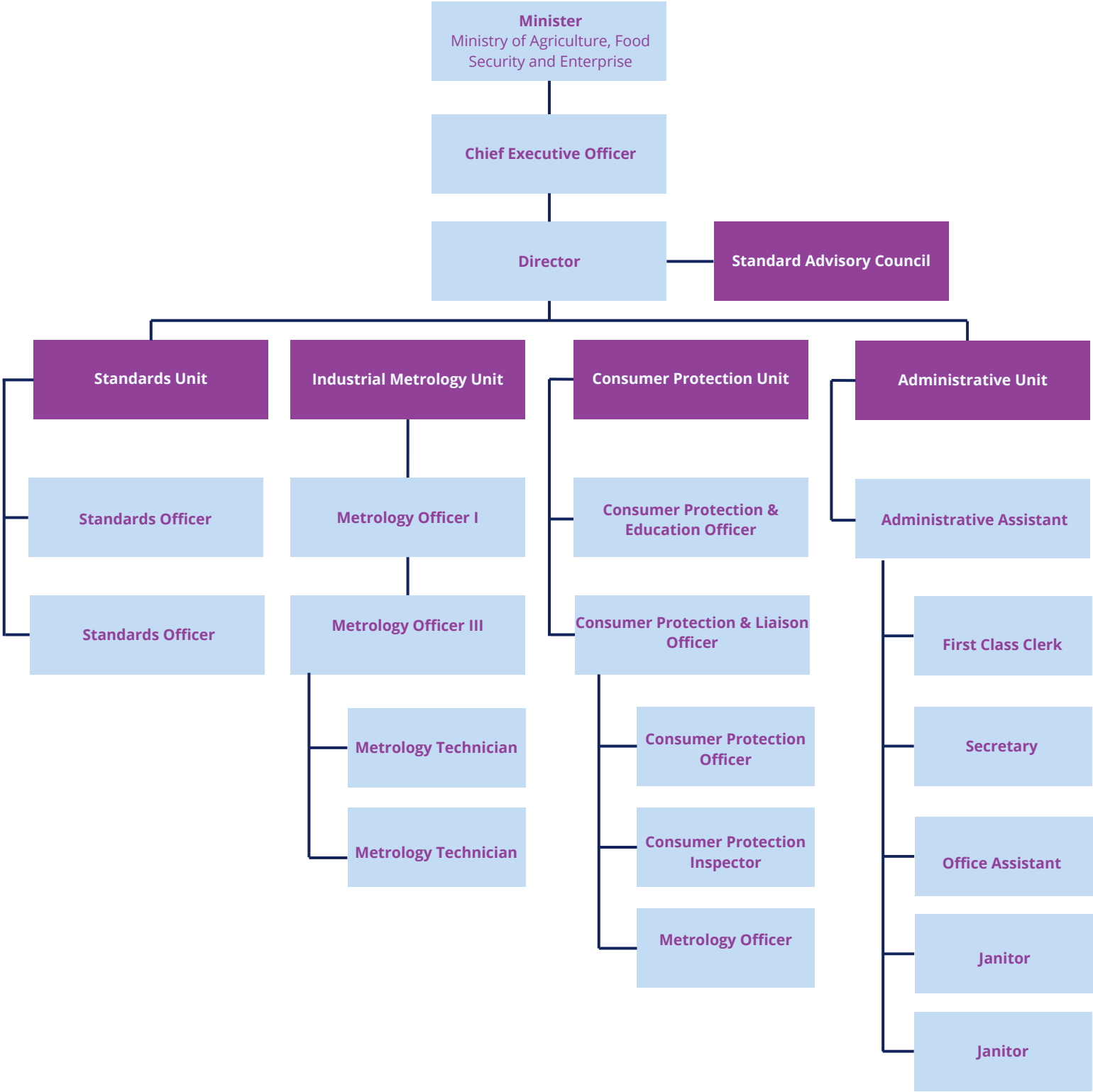
To drive national competitiveness, the BBS is focused on key strategic themes:

- Standards Development – the development and adaption of Belize National Standards that align with international norms.
 - Metrology Services – Providing verification and calibration services to ensure the accuracy and reliability of measurements.
 - Conformity Assessment – Facilitating inspection services to guarantee compliance with regulatory functions of the Bureau.
 - Quality Promotion – Creating awareness and embedding a culture of quality across industries to improve productivity, consumer confidence, and market access.
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Commitment to Excellence

The BBS is the foundation for fostering standards and quality in Belize's development agenda. Guided by its mission to embed quality in national development, the Bureau's primary functions are strategically aligned to lead the enhancement of Belize's economic landscape. The Bureau seeks to reinforce the importance of developing Belize's National Quality Infrastructure whilst strengthening national competitiveness, expanding market access for Belizean goods and services, and driving innovation and resilience across sectors. The BBS continues to emphasize the need for greater collaboration among stakeholders, and fostering partnerships that advance national priorities while upholding international standards.

Organizational Structure





BBS

Vision and Mission

The BBS aims to position itself as the foundation of Belize's Quality Infrastructure, driving national development through standardization, metrology, and conformity assessment services. By leveraging technological advancements, the BBS strives to enhance competitiveness, ensure public welfare, and promote fairness in trade. Together, these efforts contribute to sustainable national development and improve the quality of life for all Belizeans.



VISION

"The foundation of Belize's
Quality Infrastructure."

MISSION

"The Belize Bureau of Standards is committed to be the center of excellence in quality by providing internationally recognized quality infrastructure services, leveraging technological advancements, and ensuring public welfare and fair trade for national development."





STRATEGIC GOALS

The Belize Bureau of Standards (BBS) has established six strategic goals to advance Belize's National Quality Infrastructure (NQI) and drive sustainable national development. These interconnected goals envision positioning the BBS as a leader in embedding quality into all aspects of national development, enhancing competitiveness, and safeguarding public welfare.



GOAL ONE:

PROVIDE ACCREDITED CALIBRATION SERVICES

Metrology, the science of measurement and its application is one of the main pillars of quality infrastructure, focusing on accuracy, reliability, and confidence in measurements used across sectors. It plays a critical role in trade, health, safety, environmental monitoring, and industrial processes. Within this broader field, industrial metrology focuses on the application of measurement science to manufacturing and production industries. It ensures that instruments and measurement systems deliver precise and consistent results, which is vital for quality control, product standardization, and international trade compliance.

Through its Industrial Metrology Unit (IMU), the BBS has been steadily advancing its capabilities over the past three years, with a significant focus on achieving ISO/IEC 17025:2017 accreditation for its Fine Mass Laboratory. Achieving accreditation to this international standard demonstrates the Bureau's technical competence in calibration services and enhances stakeholder's confidence in the accuracy and reliability of our national measurement standards. While the Fine Mass Laboratory is the immediate focus, efforts are also directed toward enhancing the capabilities of the Volume Laboratory. However, the BBS has adopted a phased approach in its venture to seek accreditation for its calibration capabilities. It is anticipated that in the Fiscal Year 2025/2026, the Volume Laboratory will be integrated into the Bureau's Quality Management System (QMS), with plans to include it in the scope of ISO/IEC 17025:2017 accreditation thereafter.

The aim is also to expand the Bureau's calibration services into additional magnitudes, specifically Temperature and Dimensional Calibration. In a quest to expand the department's calibration portfolio, it is envisioned that with the required resources, the Bureau will be able to offer calibration services in Temperature by Fiscal Year 2026/2027 and Dimensional by Fiscal Year 2027/2028. This expansion is projected to increase calibration requests by 25% year-over-year, translating to approximately 66 additional calibrations in the next fiscal year alone. Initially, these new services will be offered under a Pilot Calibration Program, providing data that can be used to refine internal processes. While these pilot calibrations will not yet bear the seal of accreditation, they serve as a critical stepping stone toward achieving full accreditation for these additional magnitudes.

A critical milestone in this strategic journey is the Bureau's plan to present its QMS to the Inter-American Metrology System Quality Systems Task Force (SIM-QSTF) in FY 2027/2028. The SIM-QSTF conducts internationally recognized peer reviews of National Metrology Institutes (NMIs) QMS, offering a cost-efficient and credible alternative to traditional accreditation processes. Comprising auditors, technical assessors, and heads of national metrology institutes, the SIM-QSTF validates the competence and impartiality of an institution's measurement capabilities. This recognition will solidify the BBS's role as a regional leader in metrology.

By strengthening the core measurement system that supports the country's quality systems through expanding and accreditation of its industrial metrology capabilities, the BBS is creating a reliable QI system for accurate and traceable measurements, indispensable for quality assurance in trade, manufacturing, and regulatory compliance.

Objectives:

1.1

Increase the total number of calibration services by 25% by 2025 - 2026

1.2

Expand the scope of calibration services to include Temperature Calibration of immersible thermometers by 2025 - 2026

1.3

Expand calibration range of volume laboratory to include micro volumes by 2026 - 2027

1.4

Accreditation of Volume Laboratory by 2026 - 2027

1.5

Operationalization of Dimension Calibration Laboratory by 2027 - 2028

1.6

Obtain recognition of IMU QMS by SIM QSTF by 2027 - 2028

Impact Pathway



Measurable Indicators



Expected Outcomes

Strategic Goal One:

Provide Accredited Calibration Services

1.1

- # of calibration requests
- # of calibration certificates issued

- Increase in external calibrations and new clients served.

1.2

- # of immersible thermometers calibrated

- Pilot calibration in temperature launched.
- Expansion in BBS calibration scope.

1.3

- # of training in dimensional metrology
- # of mock calibrations conducted

- Increased competency of Metrology Officers.
- Pilot calibration in dimensional launched
- Expansion in BBS calibration scope to include dimensional calibration.

1.4

- # of Calibration and Measurement Capabilities (CMCs) registered at SIM QSTF

- QMS is accepted by SIM QSTF

1.5

- # of micro volume calibration conducted
- # of calibration certificates issued

- Volume Calibration Program launched.

1.6

- BBS accreditation scope expanded to include volume calibration.

- Accredited Volume Laboratory



GOAL TWO:

ESTABLISH RELEVANT STANDARDS AND ENSURE UTILIZATION ACROSS KEY SECTORS AND VALUE CHAINS

In the area of standardization, the BBS is committed to ensuring the optimal and strategic use of standards across key value chains while aligning its resources with the national development needs of the economy, industry, and public welfare. Standards are agreed-upon specifications, guidelines, or requirements developed to ensure consistency, safety, quality, and interoperability in products, services, processes, and systems. While the Bureau has garnered interest from both public and private sectors to develop standards, the widespread integration of standards into production processes—especially among Micro, Small, and Medium Enterprises (MSMEs)—remains challenging. The Bureau envisions a future where the application of standards becomes mainstream through a coordinated, multi-institutional approach underpinned by an effective implementation program for standards, technical regulations, and conformity assessment. It is important for both public and private sectors to share a common goal, as they provide the workforce, resources, and technical expertise that are essential to the successful development and adoption of standards and the conformity assessment process.

The BBS aims to establish a National Standards Development Programme, which will act as a roadmap for Belize's national strategic priorities, supported by relevant national standards. This will involve analyzing national priorities—including those related to the economy, trade, societal issues, and long-term development goals at both the national and sectoral levels. Once standards needs are identified, the Bureau will utilize its resources strategically to ensure that these needs are met by forming relevant technical committees and engaging key stakeholders who will benefit from the standards in their operations. Furthermore, the Bureau will uphold its commitment to continuous improvement by regularly reviewing and updating national standards to ensure their relevance in light of technological advancements, market trends, and emerging international requirements.

In line with the goal of positioning Belize as a 'Standards Maker, not a Standards Taker,' the Bureau will actively participate in the development of regional and international standards. This will be achieved through the expertise of local professionals, ensuring that Belize's needs are represented in global discussions. While establishing relevant standards is a critical first step, the application of these standards remains the most significant challenge. The Bureau will focus on enhancing the conformity assessment

systems—including testing, calibration, inspection, and certification—by providing support services such as product label evaluations in alignment with labeling standards. Collaboration with other quality infrastructure institutions will be essential to ensure that support services align with standards requirements. To further mainstream these standards, the Bureau will assess the degree of conformance across key value chains, ultimately aiming to enhance the competitiveness of goods and services produced in Belize.

Through these efforts, the Bureau envisions a transformative shift towards the widespread utilization of standards, enabling a more efficient, competitive, and resilient economy while contributing to the broader goal of sustainable national development.

Objectives:

2.1

Revise outdated Belize National Standards.

2.2

Update the National Standards Development Priority Plan (NSDPP)

2.3

Develop and establish relevant standards across priority sectors and value chains.

2.4

Implement standards through a coaching program or conformity assessment scheme for at least two (2) sectors/value chains.

2.5

Assess the extent of standards utilization across key sectors and value chains.

2.6

Ensure Belize's participation in regional standards of interest.

Impact Pathway



Measurable Indicators



Expected Outcomes

Strategic Goal Two: Establish Relevant Standards and Ensure Utilization across Key Sectors and Value Chains

2.1

- # of standards revised per year

- Reduce the percentage of outdated national standards from 80% to 25%.

2.2

- # validated standards work program
- # of standards being addressed from the standards portfolio

- Validation of national standards work program by key stakeholders by 2025.

2.3

- # of standards established per sector/value chain per year
- # of standards under development per sector/value chain per year
- # of established technical committees to address sector/value chain needs for standardization

- At least 75% of standardization needs across priority sectors and value chains addressed (50% of prioritized standards established by 2027).

2.4

- # of conformity assessment schemes
- # of standards implemented
- market surveillance activities
- # of requests for evaluation of conformity

- Implementation of 30% of established standards across priority sectors and value chains.

2.5

- # of standards identified per sector/value chain
- # standards audits conducted

- Degree of utilization of standards across prioritized sectors and value chains determined (100% assessment of key sectors and value chains by 2027).

2.6

- # of technical committees BBS sits on.

- Increased participation in regional and international standardization



GOAL THREE:

ASSURE EQUITY AND FAIRNESS IN TRADE AND COMMERCE THROUGH EFFECTIVE MONITORING AND COMPLIANCE

Under the mandate of the Metrology Act Chapter 294, the BBS is entrusted with ensuring consumer protection and trade promotion by safeguarding equity and fairness in trade by ensuring *“All weighing and measuring equipment used in trade shall be subject to in-service verification in accordance with requirements prescribed by the Minister by Order published in the Gazette; (d) subject to verification after repair or modification.”* Section 21 of the National Metrology Act Chapter 294. Furthermore, Section 7.2 of the National Quality Policy highlights the role METROLOGY plays in driving the Quality Infrastructure forward by *“g) Supporting the industry through the establishment of local, sustainable calibration services while facilitating access to those calibration services that are not available within the country”* and *“h) Ensure the fairness and accuracy of all measurements used in trade.”*

These mandates are accomplished through the provision of continuous, consistent, reliable, and traceable verification services as outlined in strategic objectives for 2025-2028. Verification needs are vast and resources limited, and as such, the BBS, through strategic planning, focuses those resources in areas that bear the most impact on consumers and value to traders. Historically, the BBS provided verification services for non-automatic weighing instruments, prepackaged goods, and fuel dispensers in supermarkets, industry, and gas stations. However, the BBS has expanded those services to include the verification of flow meters at Liquid Petroleum Gas Depots. Finally, for this strategic planning period, the BBS will add affixing of energy efficiency labels to refrigerators and ACs non-automatic weighing instruments at the processing plants and physician’s offices. Increasing the total number of verification services offered to eight (8).

One of the key advancements during this strategic period is the implementation of the Energy Efficiency Labelling Scheme (EELS), a CARICOM regional initiative. Based on CARICOM Regional Standards for Refrigerators, Air Conditioners, and Light Bulbs, this scheme aims to improve energy efficiency and consumer awareness. To support this initiative, the BBS has developed Standard Operating Procedures (SOPs) to ensure efficiency, quality, and consistency in its execution. Two compliance officers have already been trained in test report equivalency against these standards, and the Bureau plans to

train an additional two officers during this period to further bolster capacity.

Finally, the BBS ascribes to international best practices of implementing quality management systems, which inspire trust and confidence in services offered and encourage continuous improvement. It is certified to ISO 9001:2015 in the process of seeking accreditation to ISO/IEC 17025:2017 and has set its horizons on ISO 17020:2012 for the next strategic period. ISO 17020 is the international standard for the competence of bodies performing inspections and for the impartiality and consistency of their inspection activities. This will add international recognition to the services offered by the unit and provide confidence to the industry that conducts trade with external partners.

Objectives:

3.1

Implement the Energy Efficiency Labelling Scheme as a regulatory program by November 2025.

3.2

Expand the number of verification services provided in at least two (2) new sectors by 2026

3.3

Ensure weighing and measuring instruments used in trade are verified and operating within accepted tolerances.

3.4

Update Metrology Legislation and Implement fee structure for Legal Metrology Services within 2027-2028

3.5

Improve inspection and compliance services through the integration of a quality management approach by 2028

Impact Pathway



Measurable Indicators



Expected Outcomes

Strategic Goal Three:
Assure Equity and Fairness in Trade and Commerce through Effective Monitoring and Compliance.

3.1

- # of SOPs documented for refrigerators and Acs
- # of applications received
- # of energy efficiency labels affixed
- Up-to-date database of energy efficient refrigerator and ACs models
- # of officers trained to conduct

- Regulatory Energy Efficiency Labelling Scheme Implemented.

3.2

- # of demand surveys conducted
- # of verified physicians non-automatic weighing instruments
- # of verified non-automatic weighing instruments at processing plants

- Expanded verification services to non-automatic weighing instruments at processing plants and measuring equipment

3.3

- # of verified fuel dispensers
- # of verified industrial non-automatic weighing instruments
- # of verified commercial non-automatic weighing instruments
- # of verified liquid petroleum gas flow meters

- Updated and Modernization of Metrology Act.
- Introduction of fees for verification services.

3.4

- Legislative approval of updated Metrology Act.
- # of revenue collected for verification services.

- Updated and Modernization of Metrology Act.
- Introduction of fees for verification services.

3.5

- # update procedures
- Report for GAP Analysis of ISO 17020

- Gap analysis of BBS inspection services in accordance with ISO 17020 standard.



GOAL FOUR:

CONTINUOUS AND INNOVATIVE OUTREACH IN QUALITY INFRASTRUCTURE SYSTEM

For smaller economies like Belize, a National Standards Body (NSB) is often tasked with an array of roles beyond standards development, and the BBS is no exception. Over the past 15 years, the BBS has become predominantly known as the body responsible for "price" in the public eye. While this is an important function, it represents only a small fraction of the Bureau's broader mandate. As the leading institution for developing Belize's National Quality Infrastructure (NQI), the BBS must undertake a rebranding campaign to shift the public's perceptions in the upcoming strategic period. This campaign will focus on promoting the Bureau's core functions in developing a robust NQI, which is essential for the country's economic and industrial growth.

The BBS is uniquely positioned to spearhead the NQI development, with its current services covering three of the five key pillars: standards, metrology, and conformity assessments. These pillars are vital to the NQI's foundation, ensuring that products and services meet the required quality levels for domestic and international markets. However, to achieve a fully functional and efficient NQI, it is imperative that the remaining two pillars—testing and accreditation—are also integrated seamlessly into the system. A unified approach to the NQI will ensure quality, enhance trade, foster consumer confidence, and promote a competitive economy.

Goal 4 of the BBS Strategic Plan centers on continuous and innovative outreach within the NQI, specifically focusing on public awareness and education. This goal includes launching a comprehensive public awareness campaign to cultivate a quality-conscious society in Belize. The campaign will seek to raise awareness of the importance of quality in products and services, the role of the BBS, and how the NQI supports economic growth and consumer protection. In addition to public outreach, the Bureau will promote the development of quality infrastructure curricula at both the secondary and tertiary levels of education. By embedding the principles of quality into educational systems, the BBS aims to create a future workforce knowledgeable about standards and quality and equipped to contribute to the growth and development of Belize's NQI.

Through these efforts, the BBS will help ensure that the consumers, businesses, and industry stakeholders understand the critical role of a well-developed NQI in achieving national development goals. The Bureau's outreach and educational initiatives will

position quality as the foundation of Belize's future, driving innovation, enhancing competitiveness, and improving the overall standard of living for its citizens.

Objectives:

4.1

To increase outreach activities in quality infrastructure (QI) services by 20% commencing April 2025.

4.2

Enhance stakeholder relations by 2025.

Impact Pathway

		 Measurable Indicators	 Expected Outcomes
Strategic Goal Four: Continuous and Innovative Outreach in QI System.	4.1	• # of promotional items developed • sustained • # of online publications ie. Social media and website • # of social media interactions • # of sensitization sessions • # of QI days observed • # of public awareness activities	• Increase in Culture for Quality
	4.2	• Updated Customer Database • # of demand surveys conducted	• Comprehensive Database Customer



GOAL FIVE:

FOSTER A POSITIVE, SUPPORTIVE, AND GROWTH-ORIENTED WORKPLACE

The Bureau recognizes that its workforce is its most valuable asset. A motivated, engaged, and well-supported team is essential for achieving the Bureau's vision and mission and successfully implementing the strategic goals and objectives. Goal 5 fosters a positive, supportive, growth-oriented workplace that promotes job satisfaction, professional development, and continuous improvement.

Creating an environment where employees feel valued and empowered is essential for the effectiveness of the Bureau's Quality Management System (QMS). A positive workplace culture directly impacts the efficiency and productivity of the team, influencing the quality of services provided to stakeholders and the general public. When employees are supported in their roles, equipped with the necessary resources, and given opportunities to grow professionally, they are better able to contribute to the achievement of the BBS's goals, including the provision of high-quality verification and calibration services, the development of national standards, and the promotion of consumer protection.

The Bureau's QMS forms the backbone of its operations, ensuring that services are delivered consistently, effectively, and in compliance with international standards. To maintain and continually improve the QMS, the Bureau must invest in its people. A workplace that fosters a growth mindset encourages employees to engage in training, certification programs, and professional development opportunities, all of which contribute to strengthening the Bureau's quality management system. Furthermore, when staff members are aligned with the goals of the Bureau and feel supported in their roles, they are more likely to actively participate in quality improvement initiatives, audit processes, and feedback loops that enhance overall performance.

A supportive and growth-oriented workplace also contributes to the retention of skilled employees. As the BBS strives to meet its long-term goals, such as achieving ISO accreditation and expanding services, it is paramount to have a dedicated and skilled workforce. Providing employees with opportunities for advancement, recognition, and skill-building helps ensure that the Bureau can maintain the high level of expertise required to meet the evolving needs of its stakeholders and the country.

A motivated workforce is more likely to deliver high-quality services in metrology,

standards development, and conformity assessments, all essential to the Bureau's mission of promoting national development through quality infrastructure. By prioritizing employee satisfaction and growth, the BBS can expect increased productivity, innovation, and quality in its services.

Goal 5 also supports the Bureau's commitment to continuous improvement. The engagement and satisfaction of employees are closely tied to their ability to contribute meaningfully to quality initiatives, process improvements, and innovative solutions. The Bureau's ability to respond effectively to industry needs, adapt to changes, and expand its services, such as adding new calibration services and expanding into new sectors, depends on a motivated and equipped workforce to drive change.

This goal highlights the importance of a healthy organizational culture as a foundation for the Bureau's success. By cultivating a positive, supportive, and growth-oriented workplace, the BBS ensures that its employees are empowered to contribute to realizing its strategic objectives, ultimately leading to a more efficient, effective, and sustainable quality infrastructure system for Belize.

Objectives:

5.1

Create a conducive work environment to increase staff motivation and morale by 2025.

5.2

Improve the operational efficiency of the BBS to deliver timely services by 2026/2027.

Impact Pathway



Measurable Indicators



Expected Outcomes

Strategic Goal Five:

Foster a Positive, Supportive, and Growth-oriented Workplace

5.1

- # of formal employee recognitions or rewards per quarter
- % of staff participating in professional development programs
- Reduction in sick days

- Improved Employee Satisfaction Morale
- Higher Productivity and Efficiency
- Positive Workplace Culture
- Better Work-Life Balance

5.2

- Increase in service delivery time

- Greater Cohesion between Units



GOAL SIX:

SUBSIDIZE OPERATIONAL COSTS

As a government department, the Belize Bureau of Standards (BBS) primarily depends on the government for funding, with approximately 80% of its budget allocated to personnel costs and the remaining 20% allocated to operational activities. This limited resource allocation presents challenges in fulfilling its mandate and achieving its strategic objectives. To address this challenge and ensure the long-term sustainability of its operations, the Bureau has identified the need to implement a comprehensive sustainability plan that subsidizes operational costs through a market-driven fee structure.

This goal aims to create a balanced, fair, and transparent system for generating revenue from chargeable services while ensuring that the Bureau continues to provide high-quality services that support Belize's National Quality Infrastructure (NQI). By diversifying its revenue sources, the BBS will be able to allocate more resources towards its core activities, such as metrology, standards development, and conformity assessments, as well as improve the effectiveness and efficiency of its operations.

The establishment of a fee structure will be based on an analysis of the services provided by the Bureau, ensuring that the fees reflect the cost of service delivery while remaining accessible to key stakeholders, including small and medium enterprises (SMEs) and the general public. It will also take into account the need to stay competitive with similar institutions regionally and internationally, ensuring that BBS's services are sustainable and valuable to its clients.

The Bureau's fee-based services will primarily focus on its verification services. By monetizing these services, the Bureau will generate income that can be reinvested into the development and improvement of the NQI, including upgrading equipment, expanding service offerings, and enhancing the skills of its workforce.

In order for the BBS and the NQI to function effectively and remain sustainable, it is essential that the Bureau adapts to changing economic conditions and market demands. By implementing a market-driven fee structure, the Bureau will increase its financial independence, reduce its reliance on government funding, and ensure that it can continue to offer high-quality services that meet the needs of its stakeholders. This approach will allow the BBS to become more responsive to market needs and shifts in industry trends, enhancing the relevance of its services. By generating additional revenue, the Bureau can allocate more resources to developing new services, such as additional calibration

services, energy efficiency labelling, and expanding its accreditation portfolio. These improvements will ensure that the Bureau remains at the forefront of quality infrastructure services, contributing to Belize's competitiveness in international trade and supporting national development goals. The financial stability afforded by a strong revenue model is pivotal to the Bureau's long-term sustainability and its ability to support its ongoing development.

Objectives:

6.1

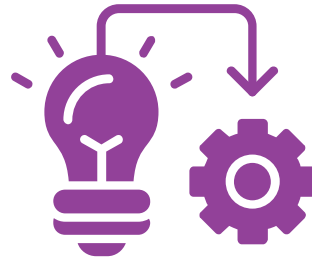
Develop a comprehensive fee structure by March 2026.

6.2

Institute fees for BBS current chargeable services by December 2026.

Impact Pathway

		 <i>Measurable Indicators</i>	 <i>Expected Outcomes</i>
Strategic Goal Six: Subsidize Operational Costs	6.1	• % of services that adopted the new fee structure. • % of BBS operational costs being subsidized	• Fee Structure Developed
	6.2	• % of BBS services being monetized	• Calibrations and verification services being paid for.



DELIVERY AND **PERFORMANCE MANAGEMENT**

Delivery and performance management includes implementation, risk management, and a monitoring framework designed to ensure that the BBS achieves its goals, delivers value, and operates efficiently.



IMPLEMENTATION:

TRANSFORMING VISION INTO REALITY

The Belize Bureau of Standards (BBS) Strategic Plan for the period 2025-2028 will encompass a coordinated and structured approach to ensure each strategic goal and objective is met efficiently. This process will involve the careful allocation of both human and financial resources, with priority given to initiatives that have the greatest impact on national development, consumer protection, and the sustainability of the National Quality Infrastructure (NQI). Key steps in resource allocation include budgeting, ensuring the necessary financial resources for each goal; human resources, assessing required skills and capacity for staff; and equipment and infrastructure, investing in necessary technology to support expanded services such as metrology and conformity assessments.

For each strategic goal, the Bureau has developed a detailed action plan outlining the specific steps needed, assigning clear responsibilities to each Unit. This action plan sets timelines and measurable indicators to track progress and identify key stakeholders, both internal and external, who will contribute to achieving the objectives. Continuous monitoring and evaluation (M&E) will be integral to ensure the plan's success, with key performance indicators (KPIs) established for each objective. Progress will be tracked through quarterly and annual reports, with a mid-term review to assess effectiveness and adjust the plan as necessary. Feedback mechanisms will also be in place to ensure responsiveness to national needs and challenges.

Risk management will play an essential role in implementation. The BBS has identified potential risks across its core processes and identified potential measures to assist in the mitigation of these risks. The Bureau will prioritize capacity building and training to equip staff with the necessary skills, particularly in technical areas related to metrology and conformity assessments. Leadership development will be emphasized to manage change effectively and guide the Bureau's initiatives. Stakeholder engagement will be central to the Bureau's efforts, fostering strong relationships with industry leaders, government agencies, SMEs, and international bodies, ensuring their involvement in advancing the National Quality Infrastructure.

Sustainability is a key focus, with the Bureau working to establish a long-term financial model, including diversifying revenue sources through a market-driven fee structure for chargeable services. This will ensure the Bureau's financial sustainability and the continued growth of the NQI. Additionally, by mainstreaming the use of standards and conformity assessments, the Bureau will contribute to building a culture of quality across

industries and sectors in Belize, supporting the country's economic growth and international trade efforts. The implementation of this strategic plan will also foster a culture of continuous improvement, ensuring the Bureau remains adaptable and relevant to emerging needs and challenges.



RISK MANAGEMENT:

IDENTIFYING AND MITIGATING RISKS

To ensure the successful implementation of the Belize Bureau of Standards (BBS) Strategic Plan, a robust risk management framework has been identified to address key risks that could impede progress. These risks encompass political, operational, economic, and environmental challenges, among others. By adopting targeted strategies, the BBS aims to mitigate their impacts and safeguard its goals.

Political shifts, such as changes in ministerial portfolios and varying levels of political will to support the Bureau's mandate, present ongoing challenges. These transitions can lead to delays in decision-making, reallocation of resources, or shifts in policy directives that impact the Bureau's ability to operate effectively. To address these uncertainties, the BBS will ensure that its programs and strategies remain aligned with national priorities, maintain continuous engagement with key stakeholders, and provide consistent updates to policymakers on ongoing projects and accomplishments. Building strong relationships with senior ministry officials and the Standards Advisory Council will reinforce the Bureau's position within the national development framework.

Operational inefficiencies, including excessive bureaucracy and frequent transfer of administrative staff, threaten the smooth execution of critical processes. These challenges can delay the delivery of services, lower staff morale, and compromise the integrity of the Quality Management System (QMS). To mitigate these risks, the BBS will streamline administrative procedures, foster collaboration across government agencies, and establish structured onboarding and training programs to ensure continuity and institutional knowledge retention.

Financial constraints and minimal budget allocations represent a significant barrier to expanding the Bureau's operational outreach and improving its services. To address this, the BBS will seek alternative funding sources through regional and international partnerships, implement revenue-generating fee structures, and explore public-private collaborations to finance specific initiatives. These measures will help to subsidize operational costs and reduce reliance on government funding.

Environmental risks, including the increasing frequency of natural disasters and inconsistent climatic conditions, pose a threat to the Bureau's infrastructure and

operations. Additionally, health risks associated with hazardous work environments during verification and calibration activities highlight the need for heightened safety protocols. The BBS will address these vulnerabilities by developing a comprehensive Business Continuity Plan, upgrading safety equipment and procedures, and implementing proactive occupational health and safety measures, including mental health programs and regular safety audits.

A lack of stakeholder awareness and engagement, coupled with outdated legislation, also limits the Bureau's effectiveness. Many stakeholders are unaware of the role of the National Quality Infrastructure (NQI) or the Bureau's mandate, while outdated legal frameworks hinder the full realization of Belize's trade potential and regulatory credibility. To combat these risks, the BBS will prioritize stakeholder education through targeted communication strategies, advocate for the modernization of key legislation, and align its efforts with international standards to position Belize competitively in global markets.

Technological vulnerabilities, such as outdated server and backup systems, further highlights the need for modernization. The BBS will address these risks by investing in reliable infrastructure, maintaining equipment through preventative measures, and ensuring that critical systems remain operational in the face of unexpected challenges.

By adopting an integrated approach to risk management, the BBS will demonstrate its commitment to proactive planning and strategic resilience. This framework ensures that risks are not just mitigated but managed in a way that strengthens the Bureau's capacity to fulfill its mandate, adapt to changing circumstances, and contribute meaningfully to Belize's economic and social development.



MONITORING FRAMEWORK:

WHAT GETS MEASURED, GETS MANAGED!

The BBS recognizes the importance of monitoring and evaluation (M&E) in ensuring the effective implementation of its Strategic Plan. A robust M&E framework will provide a structured approach for tracking progress, measuring outcomes, identifying areas for improvement, and ensuring accountability for achieving the Bureau's strategic goals and objectives.

Monitoring will involve systematically collecting and analyzing data to track progress against established performance indicators. The BBS will adopt the following measures to ensure effective monitoring:

- **Key Performance Indicators:** Each strategic goal and objective is supported by measurable performance indicators that provide clear benchmarks for assessing progress. These indicators will include quantitative metrics (e.g., the number of calibration services offered) and qualitative measures (e.g., staff satisfaction levels).
- **Data Collection and Reporting:** Data will be collected regularly through internal systems, feedback from stakeholders, and periodic surveys. Each Unit within the BBS will submit quarterly progress reports aligned with their respective Unit goal and objectives.
- **Regular Review Mechanisms:** Weekly management meetings and quarterly performance review sessions will be held to assess progress, address challenges, and make necessary adjustments to implementation strategies. These reviews will also foster cross-departmental collaboration.

Evaluation Framework:

Evaluation will focus on assessing the impact and effectiveness of the Strategic Plan, particularly in achieving the BBS's overarching goals. The evaluation process will include:

- **Mid-Term Evaluation:** A mid-term review will be conducted to assess progress, identify bottlenecks, and recalibrate strategies as needed to ensure alignment with national priorities and emerging needs.
 - **End-of-Term Evaluation:** A comprehensive evaluation will be carried out at the conclusion of the strategic period to assess the overall impact of the plan. This will include measuring the extent to which the Bureau's goals have been achieved,
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- identifying lessons learned, and providing recommendations for future strategic cycles.
- **Stakeholder Engagement:** Stakeholders, including government agencies, private sector entities, and international partners, will be actively engaged in the evaluation process to ensure transparency and inclusiveness.

Accountability and Reporting:

The BBS will ensure accountability by establishing clear roles and responsibilities for implementing the M&E framework. Each strategic goal will have an assigned owner responsible for monitoring progress, coordinating with relevant Units, and reporting on outcomes. The Bureau's senior management will oversee the overall M&E process, ensuring alignment with the Strategic Plan and national priorities.

Additionally, the BBS will prepare and publish an annual progress report detailing achievements, challenges, and adjustments made during the year. This report will be available on the BBS webpage for stakeholders, fostering transparency and demonstrating the Bureau's commitment to achieving its mandate.

Continuous Improvement:

The M&E framework is designed to be adaptive and iterative, allowing the BBS to respond to changing circumstances and emerging opportunities. Insights gained through monitoring and evaluation will inform decision-making, guide resource allocation, and shape the Bureau's future strategies. By institutionalizing a culture of learning and accountability, the BBS aims to continually improve its effectiveness and impact in delivering quality infrastructure services for Belize.



ANNEX

The annex provides critical supplementary details that enhance the understanding and implementation of the Belize Bureau of Standards (BBS) Strategic Plan.

RISK MANAGEMENT PLAN

Risk Identification	Risk Rating (Severity)	Risk Response Strategy	Risk Element	Improvement Actions
Change in Ministerial Portfolio	1	Accept & Monitor	- Change in policy directives having an effect on the BBS Mandate; - Change in Human Resource; - Reallocation of Resources; - Delays in decision-making.	- Continuously ensure that the BBS programs are aligned with national priorities to ensure continuity of its strategic direction. - Prepare a communication briefing that outlines the BBS's ongoing projects, accomplishments, and key challenges to present to any incoming minister.
Lack of Political will to support the BBS mandate	2	Action Required	- A barrier to public service delivery and effectively carry out duties; - Lack of public commitment - Poor public learning and adaptation to department's mandate - Poor choice of policy/ programme based on technically sound, balanced consideration and analysis of options, anticipated outcome and benefits	- Invite Minister and CEO frequently to familiarize with BBS and each of the units and their roles. - Identify and capitalize on relevancy of BBS' mandate with Ministry and Ministry's Units. - Improve rapport with Ministry and Ministry's Units.
Weak NQI System hinders potential benefits derived from current and future Trade Agreements.	3	Monitor/ Accept	- No further NQI development due to lack of reciprocity. - Inability to leverage trade agreements. Without a robust NQI, Belize may be unable to capitalize on benefits offered by trade agreements, such as tariff reductions or increased market access. - Funding - Lack of knowledge of the implication of regulations in general and in relationship to the TBT (Good Regulatory practices). - Reduced Foreign Investment: Investors may be hesitant to invest in a country with a weak NQI, fearing regulatory uncertainties and quality issues.	- Conduct a comprehensive review of the current NQI system to identify key weaknesses. - Determine the existing needs of the private sector in relation to NQI interventions for Priority Sectors. - Develop an implementation plan to address gaps and strengthen NQI needs. - Establish a National Quality Council to provide oversight to the implementation of Belize's NQP - Establish partnerships with international organizations to support NQI development initiatives. - Actively participate in regional and international QI related activities to benefit for opportunities that can address Belize's NQI needs.
Bureaucracy in Administrative and Financial Processes	2	Manage Closely	- Excessive paperwork and approvals can impede the timely execution of the Bureau's administrative and financial needs - Bureaucratic processes can lead to low morale, increased frustration, and reduced productivity among staff.	- Implement monthly Administrative and Financial Meetings with the AO and FO from the Ministry, to follow up on requests. - Develop strategic relationships within the head Ministry, Ministry of Public Service, Ministry of Finance, etc., to help expedite approvals and processes.

Risk Identification	Risk Rating (Severity)	Risk Response Strategy	Risk Element	Improvement Actions
Political interference and hindrance in executing the Bureau's legal mandate.	4	Manage Closely/ Action Required	- Reputation of the BBS - Invalid results	- Develop communication strategy related specifically for political stakeholders. - Establish an organizational policy that prioritizes the integrity and credibility of the BBS over political gain. - Promote merit-based recruitment and promotion practices.
Limited GOB budget allocation and funding to increase the Bureau's operational outreach.	2	Mitigate and Manage	- Insufficient funds limit the ability to expand our services - Limited funding restricts the hiring of additional personnel to support the expanded outreach - Delay in the timely delivery of services - Increased dependence on external funding sources which is unsustainable - Limited resources cause operational risks, such as the inability to properly maintain equipment or address unforeseen circumstances.	- Collaborate with regional and international organizations to secure grants and technical assistance. - Review BBS current range of services and develop a fee structure to support revenue generation within the BBS. - Establish Public-Private Partnership - Identify opportunities for partnerships with private entities that align with BBS's goals to co-finance specific outreach initiatives.
Limited stakeholder awareness and weak culture for standards and quality among industry and consumers in relation to the Bureau's legal mandate.	1	Action Required	- Lack of knowledge of the mandate of the BBS - Stakeholders who are aware of the role and functions of the BBS and does not engage the BBS - Lack of interest in the services offered but only utilize the free services offered when required to - Stakeholders are unaware of the NQI System and how it functions in the greater scheme - Stakeholders are accepting of the current state of things and there is a general lack will at all levels to move towards formalization of the NQI	- Create and implement a Communication Strategy for effective communication with stakeholders (internal and external). - Improve internal communications for more effective implementation of the QMS. - Budget line item for communication strategy and awareness activities. - Review and align the NQP Implementation Strategy with National Policies eg. BIBCAPP
Limited investment in the development of the National Quality Infrastructure	3	Monitor & Accept	- Little to no contingency in the event of equipment failure. - Limited growth of personnel due to limited budget assigned to training - Access to external funding is dependent on funding agencies criteria - Inefficient duty leave approval system that hinders the development of competencies - Availability of QI courses in Belize	- Maintenance of ISO 9001:2015 and ISO/IEC 17025: 2017 QMS System - Continual preparation of a budget that's reflective of BBS needs. - Completion of Training plans annually in a timely manner for inclusion in upcoming budget.

Risk Identification	Risk Rating (Severity)	Risk Response Strategy	Risk Element	Improvement Actions
Lack of overarching Consumer Protection legislation.	5	Accept and Monitor	- Consumer advocacy is weak due to a lack of legislative support. - No formal collaboration of existing legislations to protect consumers - Unscrupulous business practices aren't monitored due to lack of harmonization of existing legislations.	- Finalize consumer protection policy. - Submit consumer protection policy to Cabinet for endorsement. - Formalize collaboration with existing relevant legislations.
Update legislations to keep up with market demands.	2	Accept & Monitor	- Without a legal framework for the support and enforcement of the NQI, there is a stasis in the administration of the NQI Implementation Strategy. - Trade Agreements are affected due to the lack of updated legislation which results in Technical Barriers to Trade and no reciprocity on the part of Belize. - The incomplete execution of mandated BBS Legislations results in ineffective operations.	- Conduct survey demand for NQI services. - Update Metrology legislation to include calibration services.
Limitations in maintenance of server and back-up systems.	3	Mitigate	- UPS back-ups not working efficiently, obsolete and redundancy for equipment Loss of work - Damage of equipment - Delayed deadlines	- Include in procedures for maintenance of serviceable assets. - Procure large backup power supply (generator). - Procure and maintain new UPS
Increase in natural disasters and inconsistency in climatic conditions affecting BBS operations.	2	Mitigate & Manage Closely	- Flooding of immediate area during torrential rains; - Limitation to the type of work that can be conducted in certain areas - Damage to facility - Damage to equipment - Staff safety	- Development of a Business Continuity Plan (include alternative workspaces, backup systems, and communication strategies in the event that any damages interrupt operations.) - Efficient Implementation of EPP. - Procure more efficient modes of transportation to traverse rural areas.
Lack of an Insurance Policy that covers BBS Facility and Equipment in the event of unforeseen circumstances.	1	Mitigate	- Disruptions in BBS operations - Significant financial costs for repairs or replacements, impacting the Bureau's budget and operations. - Resources that could be used for strategic initiatives or improvements may need to be diverted to cover the costs of damages, hindering the Bureau's development plans.	- Conduct a full valuation of all BBS assets (Buildings, Equipment, Transportation, etc) to ensure adequate coverage is obtained based on their current value. - Implement preventative measures to minimize the chances of incidents that might cause damage to BBS assets. - Secure funding to purchase insurance premium.

Risk Identification	Risk Rating (Severity)	Risk Response Strategy	Risk Element	Improvement Actions
Health Risks Associated with Hazards Exposure in Duty Execution	2	Mitigate & Manage Closely	- Technicians may handle substances that could pose inhalation or skin contact hazards. - Heavy equipment and machinery used in the verification exercises may cause physical injuries. - Awkward postures and prolonged standing or lifting during verification and calibration activities could lead to musculoskeletal disorders.	- Upgrade PPE based on emerging risks and monitor usage. - Request and secure approval for Hazardous Allowance for Inspectors. - Launch a mental health and well-being program at the BBS. - Sensitize on Occupational Health and Safety (ISO 45001) and conduct GAP Analysis. - Periodic safety audits to ensure health and safety practices are being adhered to.
Frequent transfers of Administrative Staff resulting in deficiencies in the implementation of the QMS.	4	Manage Closely	- Loss of knowledge - Waste of time for frequent training	- Develop a formal induction program for new staff. - Establish and abide by organizational policies and procedures .

ACTION PLAN

Belize Bureau of Standards Action Plan 2025-2028								
Objective	Activity	Responsible Unit	Timeline			Expected Outcome	Measurable Indicator	Proposed Budget
			FY 2025-2026	FY 2026-2027	FY 2027-2028			
Strategic Goal One:								
1.1 Increase the total number of calibration services by 25% in fiscal year, 2025 - 2026	1.0 Provide Accredited Calibration Services							
	Offer more sensitization sessions in the areas of: -ISO/IEC 17025:2017 - Mass Metrology -Volume Metrology - Non Automatic Weighing Instruments -Measurement Best Practices - introduction to Uncertainty -A guided approach to the estimation of Uncertainty -Calibration vs Verification	IMU	X	X	X	Increase in external Calibrations and new clients	Additional 66 calibrations by the end of FY 2025/2026	Access to software Zoom and Mural
	Source regional training	IMU	X	X	X	Capacity Building Volume, Temperature and Dimensional Calibrations	Have at least 4 trainings by end of FY 2027/ 2028	HR; Transportation; Subsistence; Accommodations; Refreshments
	Mock Calibrations with conjunction with tertiary schools	IMU	X	X	X	-Sensitization sessions related to industrial metrology to secondary and tertiary level students. - Intralaboratory comparison	calibration of: - 5 Liquid in Glass Thermometers - 5 digital submersible thermometers	Access to Zoom/Teams Subsistence Replacement Filters for the Ultra Pure water dispenser
1.2 Expand the scope of calibration services to include Temperature Calibration of immersible thermometers in fiscal year, 2025 - 2026	Launch of Pilot Calibration Program for liquid in glass and digital submersible thermometers	IMU	X			Offer services to potential customers	Calibrate 10 Thermometers yearly	Access to software Zoom and Mural
	Inclusion of unit documents pertaining to Temperature Metrology to the scope of the QMS	IMU/QMT		X		Introduction of documentation related to temperature calibrations into the QMS	Minimum of 6 documents to be added into the QMS: - Procedure for the calibration of Liquid in glass thermometer -Work instruction for the preparation of Ice Point -Handling of Reference instruments -Handling of client Instruments -Temperature Uncertainty Budget -Calibration certificate for Temperature instruments	HR, Mural
	Internal Audit	IMU		X		Gap Analysis	<5 possible Non conformities	HR; Transportation; Subsistence; Accommodations; Refreshments
	Add Temperature to Scope of the lab's ISO/IEC 17025 Accreditation	IMU/QMT			X	BBS' Scope to be increased	scope of accreditation increase by 1	USD\$3500

Objective	Activity	Responsible Unit	Timeline			Expected Outcome	Measurable Indicator	Proposed Budget
			FY 2025-2026	FY 2026-2027	FY 2027-2028			
Strategic Goal One:								
1.3 Operationalization of Dimension Calibration Laboratory in fiscal year, 2027 - 2028	1.0 Provide Accredited Calibration Services							cost of equipment subject to quotations
	Research on necessary equipment	IMU	X			-List of equipment needed	-Number of necessary equipment	
	Dimensional calibration training	IMU	X			-List of necessary training and possible trainers	-At least 1 personnel trained in dimensional metrology	USD \$2500
	Source regional training	IMU	X			Capacity Building	Have at least 4 trainings by end of FY 2027/ 2028	HR; Transportation; Subistence; Accommodations; Refreshments
	Mock Calibration	IMU		X		Working Draft of Uncertainty budget with 5 mock calibrations	5 calibration before the end of Q2 of FY2026/2027	HR
	Pilot Calibration Program	IMU		X		-Offer services to potential customers -Intralaboratory Comparison	Calibrate 5 dimensional instruments by end FY 2026/2027	Access to software Zoom and Mural
	Add Dimension to scope of the QMS	IMU/QMT			X	Take out "draft" documents and into the QMS	Successful addition to the Scope of the BBS	HR, Mural
1.4 Obtain recognition of IMU QMS by SIM QSTF by 2027 - 2028	Application for the review of the BBS' QMS	IMU		X		Acceptance of application for Peer Review by the SIM-QSTF	1 peer review of QMS scheduled	USD \$3500
	Peer Review of the QMS by the QSTF	IMU		X	X	QMS is accepted by QSTF	BBS QMS approved for 5 years.	USD \$2000
	Acquire Equipment -1 analytical balance with resolution adequate for volumes as low as 1 ml -Additional Glassware for lower volumes	IMU	X			Equipments necessary for the calibration of micro volumes are acquired	-1 new analytical balance with resolution to read 1 mL to 10 mL -3 volumetric flasks with stoppers	USD \$5000
1.5 Expand calibration range of volume laboratory to include micro volumes in fiscal year 2026 - 2027	Launch a Pilot Calibration Program.	IMU		X		Calibrate potential unidentified customer's instruments	Calibrate 15 micro volume instruments	USD \$2500
	Calibrate Micro Volume Instruments under new scope of accreditation	IMU			X	Accredited Calibration certificates	Conduct 15 accredited micro volume calibrations	USD \$2500
1.6 Accreditation of Volume Laboratory in fiscal year 2026 - 2027	Add Volume to the scope of the QMS	IMU	X			Introduction of documentation related to Volume calibrations into the QMS	All Volume calibration documents added into the QMS	HR, Mural
	Internal Audit	IMU	X	X		Identify and close gaps	< 8 possible non conformities	HR, Office 365
	Audit by Accreditation Body	IMU		X		Accreditation of the Volume Lab	Expansion of scope of accreditation by 1	USD\$5000

Objective	Activity	Responsible Unit	Timeline			Expected Outcome	Measurable Indicator	Proposed Budget
			FY 2025-2026	FY 2026-2027	FY 2027-2028			
Strategic Goal Two:	Establish Relevant Standards and Ensure Utilization across Key Sectors and Value Chains.							
2.1 Standards Development: 2.1.1 Update the National Standards Development Programme (NSDP).	a) Develop standards listing, ranking and standards implementation plan.	SU	X			Validation of national standards work program by key stakeholders by 2025.	# validated standards work program	HR
	b) Calculate human and financial resources needed to implement the plan.	SU	X				# of standards being addressed from the standards portfolio	HR
	c) Finalize strategy to implement plan, conduct validation consultation and publication.	SU	X					HR
	a) Execute national TCs standards work programs for the development of prioritized standards.	SU		X	X	At least 75% of standardization needs across priority sectors and value chains addressed (50% of prioritized standards established by 2027.)	# of standards established per sector/value chain per year # of standards under development per sector/value chain per year # of established technical committees to address sector/value chain needs for standardization	HR; Transportation; Subistence; Accommodations; Refreshments
	b) Prepare draft national standards (standards drafting).	SU		X	X			HR
	c) Format and edit national standards.	SU		X	X			HR
	d) Facilitate consultation sessions/workshops or focus group meetings for standards of high priority.	SU		X	X			HR; Transportation; Subistence; Venue Rental; Refreshments
	e) Establish final draft standards (developed, revised or adopted) or withdraw irrelevant standards	SU		X	X			HR
2.1.3 Revise outdated national standards	a) Conduct technical review and revised outdated national standards.	SU		X	X	Reduce the percentage of outdated national standards from 80% to 25%.	# of revised standards per year	HR
2.1.4 Ensure Belize's participation in regional standards of interest.	a) Increase participation in regional and international standardization initiatives of high relevance to Belize.	SU	X	X	X	Increased participation in regional and international standardization		HR
2.2 Standards Implementation: 2.2.1 Implement standards through a coaching program or conformity assessment scheme for at least 2 sectors/value chains.	a) Develop standards mark concept (certification) and framework for implementation of standards.	SU		X	X	Implementation of 30% of established standards across priority sectors and value chains.	# of conformity assessment schemes # of standards implemented market surveillance activities # of requests for evaluation of conformity	HR; Transportation; Subistence; Accommodations; Refreshments
	2.2.2 Assess the extent of standards utilization across key sectors and value chains (at least one sector per FY).	a) Conduct audits for prioritized standards across key value chains.	SU		X	X	Degree of utilization of standards across prioritized sectors and value chains determined (100% assessment of key sectors and value chains by 2027.)	# of standards identified per sector/value chain # standards audits conducted

Objective	Activity	Responsible Unit	Timeline			Expected Outcome	Measurable Indicator	Proposed Budget
			FY 2025-2026	FY 2026-2027	FY 2027-2028			
Strategic Goal Four:								
4.0 Continuous and Innovative outreach in Quality Infrastructure System								
Objectives 4.1: To increase outreach activities on QI services by 20% commencing April 2025	4.1.1 Establish and sustain a public education and information a campaign that encourages Belizeans to build a quality conscious society in which to live, work, raise families and do business.	CPLD and All units	X	X	X	# of new clients Increased public awareness in National Quality Infrastructure services offered by the BBS.	# of promotional items developed sustained # of online publications ie. Social media and website # of social media interactions # of sensitization sessions # of QI days observed # of public awareness activities	HR, Transportation; Subsistence; Accommodations; Refreshments
	4.1.2 Create appropriate links between education and training in quality and the NQI at all levels of the educational system, in government , in private sector and in broader society.							
Objectives 4.2: Enhance stakeholder relations by 2025	4.2.1 Implement appropriate quality management and customer service systems within the Public Sector and promote the use of other applicable standards and good practices. 4.2.2 Conduct services Demand Survey for BBS related services to determine i.e. Demand survey for Industrial and Legal Metrology	CPLD and All units	X	X	X	Maintain an updated customer database and have a greater understanding of the number and types of measuring instruments	Updated Customer Database # of demand surveys conducted	HR, Transportation; Subsistence; Accommodations; Refreshments
Strategic Goal Five:								
5.0 Foster a Positive, Supportive, and Growth-oriented Workplace								
Objectives 5.1: Improve the operational efficiency of the BBS to deliver timely services by FY 2026/2027	5.1.1 Acquisition and continuous use of collaborative software like SharedPoint, zoom, Teams, Miro/Mural. 5.1.2 Analysis service request times for increased efficiency	All units	X	X	X	Use of collaborative tools allow for greater unit cohesion	quicker turn around time (25% faster) for unit deliverables	HR
	5.2.1 Employee of the month recognition 5.2.2 Monthly birthday celebration 5.2.3 End of month staff social (with staff from MAFSE)	Admin	X	X	X	Improved Employee Satisfaction Morale Higher Productivity and Efficiency Positive Workplace Culture Better Work-Life Balance	# of formal employee recognitions or rewards per quarter % of staff participating in professional development programs Reduction in sick days	HR
Objectives 5.2: Create a conducive work environment to increase staff motivation and morale by 2025								
Strategic Goal Six:								
6.0 Subsidize Operational Costs								
Objectives 6.1: Develop a comprehensive fee structure by March 2026	Market study to determine costs associated with the service of calibrations, the price that foreign CABs charge	All units	X			Listing of measurement instruments by make and accuracy class and price per calibration	Increase in number of instruments per service type by 20%	HR, Transportation; Subsistence; Accommodations; Refreshments
Objectives 6.2: Institute fees for BBS current chargeable services by December 2026	Updated metrology act with fee structures for calibrations and verifications	All units		X		Services at the BBS will be monetized	Number of paid calibrations increase from 0 to 25 individual requests	HR

